



Creating A Better World Together

82nd Annual Meeting of the Academy of Management
5-9 August 2022 | Seattle, Washington, USA | A Hybrid Experience

The 82nd Annual Meeting of the Academy of Management: A Hybrid Experience

2022 Program / Schedule / Agenda

NOTE: The information in this document is as of 7 July 2022. Scheduling and other program changes after that date are not reflected in this document. Please refer to the online Annual Meeting program at <https://program.aom.org/> for the most up-to-date information.

Session Type: **Meeting**
Program Session: **1** | Submission: **18444** | Sponsor(s): **(CMS)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Thursday, Aug 4 2022 8:00AM - 9:30AMPT (UTC-7)**

CMS Executive Committee Meeting *CMS Executive Committee Meeting*

Organizer: **Patrizia Zanoni**, *Hasselt U. & Utrecht U.*
Organizer: **Marcos Pereira Fernandes De Barros**, *Grenoble Ecole de Management*
Organizer: **Fernanda Filgueiras Sauerbronn**, *U. Federal do Rio de Janeiro - UFRJ*
Organizer: **Amon Barros**, *FGV EAESP Sao Paulo School of Business Administration*
Organizer: **Alison Pullen**, *Macquarie Business School, Macquarie U.*
Organizer: **Ozan Nadir Alakavuklar**, *Utrecht U., School of Governance*
Organizer: **Caroline Clarke**, *The Open U. Business School*
Organizer: **Richard Longman**, *U. of the West of England*
Organizer: **Ghazal Zulfiqar**, *Lahore U. of Management Sciences*
Organizer: **Alexandra Bristow**, *The Open U. Business School*
Organizer: **Paulina Segarra**, *U. Anáhuac México*
Organizer: **Liela A. Jamjoom**, *Dar Al-Hekma U.*
Organizer: **Kristin Samantha Williams**, *UEF Business School, U. of Eastern Finland*
Organizer: **Eina Riivari**, *U. of Jyväskylä*
Organizer: **Arturo E. Osorio**, *Rutgers U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2** | Submission: **18461** | Sponsor(s): **(PUBS)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Thursday, Aug 4 2022 9:00AM- 11:00AMPT (UTC-7)**

Meet the AOM Editors

Meet the AOM Editors

Presenter: **Matthew A. Cronin**, *George Mason U.*
Presenter: **Benjamin Martell Galvin**, *Brigham Young U.*
Presenter: **Elizabeth George**, *U. of Auckland*
Presenter: **Marc Gruber**, *Ecole Polytechnique Fédérale de Lausanne*
Presenter: **Paul Hibbert**, *U. of St Andrews*
Presenter: **Gideon D. Markman**, *Colorado State U.*
Presenter: **Kevin W. Rockmann**, *George Mason U.*
Presenter: **Elizabeth L. Rose**, *Indian Institute of Management Udaipur*
Presenter: **Sherry M. B. Thatcher**, *U. of Tennessee, Knoxville*
Presenter: **Geoffrey T. Wood**, *U. of Western Ontario*
Organizer: **John Pescatore**, *Academy of Management*
Organizer: **Susan Zaid**, *Academy of Management*

Meet with the Editors of Annals, AMD, AMJ, AMLE, AMP, AMR, and Collections, and the team of Associate Editors to learn their vision for the journal and tips on how to write a successful paper. All are welcome!

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **3** | Submission: **18440** | Sponsor(s): **(MBR)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Thursday, Aug 4 2022 11:30AM- 1:00PMPT (UTC-7)**

New Member Orientation *New Member Orientation*

Coordinator: **Julia Vesei**, *Academy of Management*
Presenter: **Wendy A. Kramer**, *Academy of Management*
Presenter: **Terese Loncar**, *Academy of Management*
Presenter: **Kerry Ignatz**, *Academy of Management*

Join us for an interactive and informative session designed specifically for new members to the Academy. Learn more about your benefits, get helpful meeting navigation tips, and take the first step in making new AOM connections!

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **10** | Submission: **16900** | Sponsor(s): **(OB, MSR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 4:00AM- 6:30AMPT (UTC-7)**

**Beyond COVID-19: Developing Conscious
Leaders for A Conscious Planet**
Conscious Leaders for A Conscious Plane



Organizer: **Tracy F. Chang**, *Rutgers U.*
Organizer: **Tulsi Chase**, *SCCP BIDMC Harvard Medical School*
Presenter: **Balachundhar Subramaniam**, *Sadhguru Center for A Conscious Planet, BIDMC, Harvard Medical School*
Presenter: **Sepideh Hariri**, *Sadhguru Center for a Conscious Planet, Beth Israel Deaconess Medical Center, Ha*
Presenter: **Preeti Upadhyay Reed**, *Sadhguru Center for a Conscious Planet, Beth Israel Deaconess Medical Center, Ha*
Presenter: **Santhosshi Narayanan**, *The U. of Texas MD Anderson Cancer Center*
Presenter: **Rebecca Baelen**, *U. of Illinois at Chicago*

The devastating COVID-19 global pandemic is a symptom of declining biodiversity in our planet. The drivers for this loss in biodiversity are related to business practices across industries (e.g., land use, intensive livestock production, wildlife trade, and climate change). Beyond COVID, this declining biodiversity is not only a business crisis but also a crisis for humanity and our planet. The leaders of the future must be conscious leaders, who can lead business organization in averting further future crises as well as revitalizing inclusive wellbeing, for human as well as the planet, through higher purpose, compassion, and integrity. This workshop introduces neuroscience research on consciousness, cognition, and compassion conducted by the Sadhguru Center for A Conscious Planet at a teaching hospital of Harvard Medical School. Drawing on classical yogi sciences, Sadhguru (2016) designed “Inner Engineering” programs as “technologies for wellbeing” and tools for expanding human consciousness. Participants will learn research findings on the effect of “Inner Engineering” on wellbeing, positive organizational behavior, and leadership as well as experientially learn these evidence-based yoga and meditation practices. We request participants attend the workshop in its entirety. The PDW will be conducted via a synchronous online format and pre-registration is required. Please register by visiting: https://rutgers.ca1.qualtrics.com/jfe/form/SV_6JWqVuaF0FktAAC

We request participants attend the workshop in its entirety. The PDW will be conducted via a synchronous online format. Pre-registration is required. We will send registered participants pre-workshop materials. A light stomach condition is recommended for participating in the experiential activities.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **11** | Submission: **15512** | Sponsor(s): **(CAR, OB, HR, IM)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Friday, Aug 5 2022 6:30AM- 8:00AMPT (UTC-7)**

New Academic Job Opportunities in China   
Job Opportunities in China

Organizer: **Ben Nanfeng Luo**, *Renmin U. of China*
Participant: **Long Zhang**, *School of Business Administration, Hunan U.*
Participant: **Bin Hao**, *East China U. of Science and Technology*
Participant: **Ying Wang**, *School of Management and Economics, Beijing Institute of Technology*
Participant: **Rongrong Zhang**, *Chinese U. of Hong Kong*

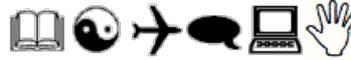
As it continues and seems not going to fade away in a short term, the COVID-19 pandemic negatively disrupted the higher education sectors of many countries. On the contrary, universities in China are still offering management PhDs and scholars many job opportunities and will probably continue to be so in the next few years. As China job market for management scholars is characterized as complex, dynamic, and of highly internal variety, we delivered a PDW on the academic job opportunities in China in the 2021 AOM conference (which attracts about 50 participants). This year, in the current PDW, scholars from several representative Chinese universities will continue to share their experiences, observations, and insights regarding the job opportunities in China for candidates in the management field. It will cover topics including (but not limited to) the application procedures, selection criteria, compensation package, teaching load, promotion, and social service. Besides, this PDW will discuss the key to the career success as an academic scholar in China. The new developments and trends in China job market will be highlighted.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **12** | Submission: **12556** | Sponsor(s): **(SIM, GDO, ODC)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 6:30AM- 8:00AMPT (UTC-7)**

**Managing for Social Justice: Harnessing
Management Theory and Practice for
Collective Good**
Managing for Social Justice



Organizer: **Latha Poonamallee**, *The New School*
Discussant: **Simy Joy**, *Indian Institute of Management Kozhikode*
Moderator: **Anita Howard**, *Weatherhead School of Management, Case Western Reserve U.*
Presenter: **Tamara Stenn**, *Landmark College*
Presenter: **Priya Rajeev**, *Indian Institute of Management, Kozhikode*
Presenter: **Mies De Koning**, *Rockefeller Foundation*
Presenter: **Anthony D. Meyers**, *Baruch College & The Graduate Center, CUNY*
Speaker: **Deniz Ozturk**, *Yildirim Beyazit U.*
Presenter: **Conrad Walker**, *The New School*
Presenter: **Katie Fong**, *Consultant*
Presenter: **Bryce Adams**, *UMGC*
Presenter: **Ashwin Goutham Gopi**, *New York U.*
Participant: **Minu Zachariah**, *B.M.S. College of Engineering*
Participant: **Satyanandini Arjunan**, *B.M.S. College of Engineering*
Participant: **Susan S. Case**, *Case Western Reserve U.*
Participant: **Shruti Daundiyal**, *Cambridge U.*
Participant: **Afsal Najib**, *Indian Institute of Management Kozhikode*
Participant: **Shaswat Shukla**, *APA taskforce*
Presenter: **Susan S. Case**, *Case Western Reserve U.*
Participant: **Jacqueline Toppin**, *The New School*
Participant: **Trisha Varma**, *Indian School of Development Management*
Participant: **Urvi Shriram**, *Indian School of Development Management*
Participant: **Minu Mehta**, *IES*
Participant: **Pamela Lee**, *Saint Leo U.*
Participant: **Thomas F Kohntopp**, *Walden U.*
Participant: **Carrie E Neal**, -
Participant: **Nidhi Srinivas**, *The New School*
Participant: **Sujatha Jesudason**, *The New School*

The goal of this PDW is to introduce a preliminary, integrative conceptual framework on the intersections between Management and Social Justice, spur management research and teaching that explicitly centers equity, inclusion, and social justice as the goals of organization and management, and provide an opportunity for chapter submitters of the book “Managing for Social Justice: Harnessing Management Theory and Practice for Collective Good (Poonamallee, Joy and Howard, (Ed.), 2022: Palgrave Macmillan) to share their work, receive feedback, and work together to strengthen the chapters for final inclusion in the book. The book and the proposed PDW builds on the Virtual Management and Social Justice Conversation Series created, curated, and hosted by Latha Poonamallee. An interdisciplinary and inter-sectoral project, it brings together scholars and practitioners who are obsessed with questions about how to challenge conventional understandings of organizations and management towards building a more just, equitable, and sustainable world. Submissions span topics such as Advancing Racial Equity in STEM work and education, Re-envisioning Philanthropy and CSR for social justice, pedagogical support and motivation for neurodiverse students, Inclusion of Transgender people in the workforce in India, Cooperatives as catalysts for refugee women’s identity work, Interrogating Whiteness in the field of OD and Organizational Change, Social Justice in Environmental Management and Sustainability, Courageous Conversations: Speaking Truth to Power, Social Justice and Policy Management, Tensions in the Circular Economy, Balancing Commerce and Conviction in Emerging Media among others. This topic is relevant to the 2022 AOM Meeting Theme of Creating a Better World Together.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **13** | Submission: **17732** | Sponsor(s): **(HCM, SIM, HR, OB)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 7:00AM- 8:30AMPT (UTC-7)**

Meaningful Work in Healthcare: A Tale of a Stressful Environment
Meaningful Work in Healthcare



Organizer: **Hale Kaynak**, *U. of Texas Rio Grande Valley*
Participant: **Hale Kaynak**, *U. of Texas Rio Grande Valley*
Participant: **Jorge A. Gonzalez**, *U. of Texas Rio Grande Valley*
Participant: **José Pagán**, *New York U.*
Participant: **Sarah Kimakwa**, *California State U., Chico*
Participant: **Vincent O. Ogutu**, *Strathmore U.*

This professional development workshop is intended to investigate the role of meaningful work in managing health care with the ultimate objective of improving patient care and hospital quality performance. To design it, we drew from the literature in health care, operations management, innovation and technology, human resource management and organizational behavior and theoretical underpinnings such as leadership, quality management, information processing. One primary driver for this PDW is that burnout among healthcare workers has increased with the recent COVID crisis, which has had major detrimental implications for healthcare management. Our PDW seeks to explore ways to respond. More specifically, we attempt to identify antecedents of meaningful work in healthcare as input, meaningful work as process, improved employee well-being as output and patient care and hospital quality performance as outcomes. For example, healthcare organizations can create an environment in which healthcare staff feel their jobs are meaningful to reduce occupational stress. Each member of our team will discuss the research variables related to his/her fields. The presentation portion of our workshop before the breakout sessions will end with a talk about healthcare delivery during the COVID-19 Pandemic at NYC Health + Hospitals.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Social Event**
Program Session: **14** | Submission: **18359** | Sponsor(s): **(MSR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 7:00AM- 8:00AMPT (UTC-7)**

Morning Meditation w/MSR
Morning Meditation w/MSR

Participant: **Julia Storberg-Walker**, *George Washington U.*
Host: **Richard Peregoy**, *U. of Dallas*, *Satish & Yasmin Gupta College of Business*

Join us for a 45 minute meditation w/MSR to start your day centered, happy, and with compassion!

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  Intemational-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **15** | Submission: **19674** | Sponsor(s): **(SVC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 7:00AM - 5:30PMPT (UTC-7)** at **Seattle Convention Center in Atrium Lobby**

Information Booth

Info Booth

The Information Booth, will be available Friday 7:00am-5:30pm and Saturday- Tuesday from 7:30am-5:30pm. The booth will be staffed with personnel who can assist you with navigating the Conference Program, finding your sessions and providing basic local information. A lost & found is also located at the Information Booth.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **16** | Submission: **19669** | Sponsor(s): **(SVC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 7:30AM - 8:00PMPT (UTC-7)** at **Seattle Convention Center** in **Atrium Lobby**

Conference Registration

Conference Registration

Pre-Registration Badge Pick-up, Onsite Registration and Exhibitor/Press Registration

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**

Program Session: **17** | Submission: **19659** | Sponsor(s): **(SVC)**

Session Format: **In-person Only: Seattle**

Scheduled: **Friday, Aug 5 2022 7:30AM- 8:00PMPT (UTC-7)** at **Seattle Convention Center** in **Atrium Lobby**

Express Self Check-In Kiosks (Seattle Convention Center) *Self Check-in*

KIOSKS ONLY- The express self-check-in kiosks will be available for pre-registered attendees to print your badge and pick up other registration materials. The kiosks will be open the following times: Friday 7:30AM-8PM, Saturday-Monday 8AM-8PM and Tuesday 8AM-3PM. The kiosks are located in Exhibit Hall 4A foyer.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **18** | Submission: **19694** | Sponsor(s): **(AAA)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 8:00AM - 8:00PMPT (UTC-7)** at **Seattle Convention Center in Suite A**

Mother's Nursing Room
Mother's Nursing Room

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **19** | Submission: **19679** | Sponsor(s): **(AAA)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 8:00AM - 8:00PMPT (UTC-7)** at **The Westin Seattle in Glacier Peak**

Speaker Ready Room (Westin) *Speaker Prep*

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **20** | Submission: **19684** | Sponsor(s): **(AAA)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 8:00AM - 8:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **308 Quilcene**

Speaker Ready Room (Hyatt)

Speaker Prep

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **21** | Submission: **19689** | Sponsor(s): **(AAA)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 8:00AM - 8:00PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Redwood B**

Speaker Ready Room (Sheraton) *Speaker Prep*

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **22** | Submission: **17045** | Sponsor(s): **(AFAM, ENT, GDO, MSR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 8:00AM - 10:00AMPT (UTC-7)** at **Sheraton Grand Seattle in Boren**

Religion and Women Entrepreneurship Interaction COVID-19 Sub Saharan Africa Latin America South Pacific
Religion Women Entrepreneurship Africa



Participant: **Caren Brenda Scheepers**, *U. Pretoria Gordon Institute of Business Science*
Participant: **Anastacia Mamabolo**, *GIBS / U. of Pretoria*
Participant: **Ehne Swartz**, *Montclair State U.*
Participant: **Ofer Zwikael**, *Australian National U.*
Participant: **Nasima Mohamed Hoosen Carrim**, *GDO*
Participant: **Birgit Muskat**, *Australian National U.*
Participant: **Daniela Alejandra Gimenez Jimenez**, *TU Dortmund U.*

Our PDW focuses on the Interaction of Religion and Women Entrepreneurship during the time of an unprecedented global pandemic – Covid-19. We center our attention on three emerging market regions, namely Sub-Saharan Africa (SSA), Latin America and the Caribbean (LAC), and the South Pacific region. This PDW involves women entrepreneurship scholars from these three regions, four continents, and five countries. UN Women (2020) shows that the economic crisis due to the global Covid-19 lockdown regulations disproportionately affects women entrepreneurs, even though males were initially more severely affected by the health effects of Covid-19 (Manolova, Brush, Edelman, & Elam 2020). Our PDW endeavors to deeper understand this phenomenon, namely its severe impact on women entrepreneurship and, in particular, how religion and formal religious institutions interacted with women entrepreneurs' resilience and sustainability of women-owned entrepreneurial businesses in the three regions. We pay attention to the injustice of global inequalities of developed and developing countries' access to Covid-19 vaccines and resources, like Personal Protective Equipment (PPE) and government funding in buffering against the devastating financial impact of lockdown restrictions. We draw on the seminal work of Kloosterman et al. (1999), who introduced an interactionist perspective and applied the mixed embeddedness approach of perceiving women entrepreneurs as simultaneously being embedded in their social networks as well as the broader political, economic, social, cultural, and in particular - religious structures of their external context. Relating to Covid-19, we hone in on the role of religion as an informal institution (referring to North, 1990) in the form of global membership bodies with vast resources and their local socio-emotional and even financial support for women entrepreneurs in the three regions. We aim to show how the Catholic, Pentecostal Christian Church, Islamic, Jewish, and other denominations could collaborate with central and local government and civil society to offer integrated socio-emotional and financial support for women entrepreneurs in the three regions. A recent survey from the Diana International Research Institute (DIRI) of Babson College on women-owned businesses during Covid-19 found that contrary to assumptions predicting that women entrepreneurs will primarily adjust their business models to reduce risk, women entrepreneurs moved very quickly to capture new business opportunities resulting from the crisis and change in circumstance (Manolova et al. 2020). Building on New Institutional Theory (North, 1990; Scott, 2013), we highlight religion as an informal institution. Religion provides a sense of meaning by shaping women's entrepreneurial roles and choice of business (traditionally female activities such as retail and foodservice versus non-traditional activities such as engineering or manufacturing). In addition, the normative pillar of the religion, focusing on shared roles and expectations, emphasizes the role of social capital in conferring women's access to funding and available business networks. The three regions under discussion represent the world's major religions (Islam, Hinduism, Christianity, Pentecostal and Catholicism traditions, and traditional African and indigenous religions) and offer an opportunity for deeper exploration of the influence of these informal institutions on women's entrepreneurial leadership. Using Welter's (2011) contextual entrepreneurship framework, we consider the impact of socio-spatial geographical regions and postcolonial periods with the resultant patriarchal traditional religious norms on women entrepreneurship in the three regions. Our research question revolves around how religion interacted with women's entrepreneurship in these three regions during Covid-19. Aligned with the 82nd Annual AOM theme for 2022 on "creating a better world", our PDW endeavors to enhance the considered response of women entrepreneurs, pivot business models, and create new markets in response to the Covid-19 crisis. We endeavor to advise policymakers, government, global aid, and religious institutions on tailored recovery support for women entrepreneurship in developing countries. Our PDW offers an opportunity for AOM scholars to participate in building a vibrant entrepreneurial ecosystem for women entrepreneurs in these three regions to enhance recovery from the impact of Covid-19, advance gender equality, and create a better just world specifically for women in emerging markets.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **23** | Submission: **18297** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 8:00AM - 4:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **708 Sol Duc**

ENT Division Doctoral Consortium  
ENT Doc Consortium

Session Chair: **Charles Murnieks**, *U. of Missouri - Kansas City*
Session Chair: **Veroniek Collewaert**, *Vlerick Business School & KU Leuven*

This consortium is specifically designed to meet the needs of individuals who are in a doctoral program oriented towards research-focused scholarship. The activities in this consortium will be highly interactive (small group discussions, paper feedback, personalized Q&A, etc.). Leading entrepreneurship scholars will provide advice and mentorship to help ENT doctoral students understand the research process, build their networks, and manage the steps for their new career.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **24** | Submission: **15482** | Sponsor(s): **(ENT, STR, OMT, TIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 8:00AM - 9:30AMPT (UTC-7)**

Scaling Up Accelerator Research

Scaling Up Accelerator Research



Coordinator: **Violetta Gerasymenko**, *Oregon State U.*
Session Chair: **Gary Dushnitsky**, *London Business School*
Presenter: **Sandy Yu**, *U. of Minnesota*
Presenter: **Elena Kulchina**, *North Carolina State U.*
Presenter: **Ronit Yitshaki**, *Department of Economics and Business Administration, Ariel U.*
Presenter: **Matthias Wenzel**, *Leuphana U. Lüneburg*
Presenter: **Shelly Lev-Koren**, *Technion - Israel Institute of Technology*
Presenter: **Miriam Erez**, *Technion - Israel Institute of Technology*
Presenter: **Susan L. Cohen**, *U. of Georgia*

Over the past decade, accelerators have become an important feature of the global entrepreneurial landscape. This has led to a growing body of research that examines the types and organization of these accelerators and their contributions to the growth and scaling activities of start-ups. Researchers have examined how accelerators provide a forum for knowledge creation, technology development, commercialization, and new business model development. This research underscores the importance of accelerators for new ventures' strategic decisions such as funding, timing of exits, scaling up strategies and technology commercialization. Moreover, it highlights the opportunity to leverage the accelerator setting to study canonical questions in entrepreneurship. We will illustrate and discuss the opportunities to broaden this stream of research by: (1) discussing the effects of accelerators on the emergence of entrepreneurial identity around the world that is detached from socio-historical contexts, (2) considering different venture-specific factors that determine the extent to which ventures will benefit from participation in accelerators and namely (a) the breadth of their prior experience and (b) their relative positioning within a cohort of other accelerator-sponsored start-ups (3) re-examining the effects of different mechanisms of accelerators such as funding, networking, mentorship, and others on ventures' performance and (4) identifying lessons for generating novel theory from novel phenomena such as entrepreneurial accelerators. The focus on the founders, their agency, and the role of accelerators across and beyond different contexts are key themes throughout the discussion. It falls squarely in line with the 2022 AOM theme "Creating a better world together."

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **25** | Submission: **10335** | Sponsor(s): **(ENT, STR, TIM, MOC)**
Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**
Scheduled: **Friday, Aug 5 2022 8:00AM- 10:00AMPT (UTC-7)** at **Seattle Convention Center in Skagit 4**

Entrepreneurial Strategies: Reconciling Across Theories and Examining Potential Directions *Comparing Methods of Entrepreneurial Learning*



Discussant: **Arnaldo Camuffo**, *Bocconi U.*
Organizer: **Rajshree Agarwal**, *U. of Maryland*
Organizer: **Jacob David Valentine**, *U. of Maryland*
Discussant: **Alfonso Gambardella**, *Bocconi U.*
Discussant: **Chris B. Bingham**, *U. of North Carolina, Chapel Hill*
Discussant: **Nathan Furr**, *INSEAD*
Discussant: **Riitta Katila**, *Stanford U.*
Discussant: **Andrea Contigiani**, *The Ohio State U. Fisher College of Business*
Discussant: **Scott Stern**, *Massachusetts Institute of Technology*
Discussant: **Erin L. Scott**, *Massachusetts Institute of Technology*
Discussant: **Saras Sarasvathy**, *U. of Virginia*
Discussant: **Jeff York**, *U. of Colorado, Boulder*

Over the last two decades, robust research has examined how entrepreneurs develop and launch startups by managing uncertainty and developing strategies through learning, doing, and thinking. In this PDW, we bring together the seminal and leading scholars of five theoretical models: Effectuation, Entrepreneurial Strategy, Lean Startup, Scientific Approach, Simple Rules. Through presentations and discussant-led breakout sessions, we will compare and contrast these models to a) identify their underpinning assumptions, key mechanisms, and contingencies, and b) develop a future research agenda that builds on such integration.

If you have any questions about this PDW, please reach out to Jacob Valentine at valentja@umd.edu.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **26** | Submission: **18562** | Sponsor(s): **(GDO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 8:00AM - 9:30AMPT (UTC-7)** at **Sheraton Grand Seattle in Dashpoint**

Associations Between Women CEOs and Board Members and Firm CSR

Session Moderator: **Ammar Ali Gull**, *ESSCA School of Management*

GDO: Gender Diversity in the Board Room and Corporate Social Responsibility Decoupling 

Author: **Ammar Ali Gull**, *ESSCA School of Management*
Author: **Nazim Hussain**, *U. of Groningen*
Author: **Muhammad Nadeem**, *U. of Otago*
Author: **Alaa Zalata**, *Lecturer in Accounting*

Prior research shows that information asymmetry and pressures to elude to stakeholders' expectations are central to strategic accounts of corporate social responsibility (CSR) decoupling—a practice that has severe socio-economic consequences for firms. Adopting a corporate governance perspective to CSR decoupling, this paper investigates how board gender diversity (BDG) can curb CSR decoupling. Using a battery of sophisticated analyses and robustness tests on 11,835 firm-year observations for the period of 2002-2017, our results confirm that broadly BGD is significantly and negatively associated with CSR decoupling. Adopting a nuanced view of BGD, we find that this effect is stronger for boards that are balanced, as opposed to skewed and titled boards and that independent women directors are more effective monitors of CSR decoupling, as opposed to executive women directors. Our study offers important theoretical and policy implications for the field of corporate governance and CSR.

Paper is Available to Meeting Registrants Only.

GDO: Do Female CEOs Promote Behavioral Consistency in Firm's Nonmarket Strategy? 

Author: **Marwan Ahmad Alshammari**, *U. of Texas at Tyler*
Author: **Hazel Husne Dadanlar**, *Coastal Carolina U.*
Author: **Soumendra Banerjee**, *Misericordia U.*
Author: **D Harold Doty**, *U. of Texas at Tyler*

ABSTRACT In this study, we explore whether and under what conditions female CEOs engage in behavioral consistency in promoting CSR practices. Specifically, we draw on social role and behavioral consistency theories to argue that female CEO presence will be positively related to CSR consistency. We use two categories to capture the firm's consistency in CSR practices: inter-domain and temporal consistency. Temporal consistency refers to the consistency of a firm's behavior towards its stakeholders over time. Inter-domain consistency indicates reliability in a firm's conduct across its various stakeholder groups. We also argue that the relationship between female CEOs and CSR temporal and inter-domain consistency will be moderated by the board gender diversity. Data from 161 unique firms within the S&P 500 over the 2005-2013 sample period provide support for each of our hypotheses. Keywords: female CEOs, board gender diversity, nonmarket strategies, corporate social responsibility, behavioral consistency

Paper is Available to Meeting Registrants Only.

GDO: A Sizable Advantage: Environmental and Social Sustainability Implications of Gender Diversity 

Author: **Philip Yang**, *U. of Tuebingen*
Author: **Sarah Diederich**, *U. of Tuebingen*
Author: **Jan Riepe**, *U. of Tuebingen*

We study the effect of board gender diversity on environmental and social performance of firms. Our model complements existing literature in the field of corporate governance and sustainability by hypothesizing a direct positive effect of board gender diversity on environmental and social performance. We further argue that this direct effect is moderated by firm size such that the effect of board gender diversity on environmental and social performance is larger for smaller firms. We find evidence for our hypotheses when using board gender quotas as the empirical setting for our identification strategy. Our results of a staggered difference-in-differences approach with 2,981 firm-year observations of 511 firms in eight European countries with mandatory board gender quotas provide tentative evidence of a direct effect of board gender diversity on environmental and social performance. Yet, the moderation effect is positive and highly significant, which suggest that particularly smaller firms are able to improve environmental and social performance through board gender diversity.

Paper is Available to Meeting Registrants Only.

GDO: Gender Diversity, Institutional Context, and Environmental Innovation: A European Patent Analysis.

Author: **Marco Traversi**, *U. of Brescia*
Author: **Mariasole Bannò**, *U. of Brescia*
Author: **Graziano Coller**, *U. of Trento*
Author: **Emilia Filippi**, *U. of Trento*

This paper investigates the role of institutional context as a key driver of the relationship between women's presence on the board of directors (BoD) and environmental innovation. Moving from extant research on critical mass (i.e., at least three women appointed to the BoD), and considering the influence the institutional context exerts on women and their role as directors, we build and test some hypotheses on how a cultural context more/less inclined towards the female figure in a top echelon position can enhance/hinder the contribution made by women to environmental innovation. Specifically, we argue that women on BoD may have a positive impact on environmental innovation only when critical mass is reached and that a favorable institutional context (i.e., low-masculinity) positively contributes to the beneficial influence of female directors on the implementation of environmental innovation. We test and find support for our hypotheses on a sample of 3,316 European firms across three specific environmental innovation categories (i.e., Air, Water, and Waste).

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Are Diversity and Inclusion Programs Working?

Session Moderator: **Yasir Mansoor Kundi**, *Institute of Business Administration, Karachi*

GDO: **Do Diversity-Related HR Practices Matter for Employee Performance? A Multilevel Investigation**

Author: **Yasir Mansoor Kundi**, *Institute of Business Administration, Karachi*
Author: **Mohammed Aboramadan**, *Doha institute for graduate studies*

In this study, we investigate whether diversity-focused HR practices exert an influence on employee performance through the intervening mechanisms of inclusion climate and relational attachment. The proposed links were hypothesized relying on the social processing information and social exchange theories. Multiphase and multisource data were collected from employees working in the hotel industry in Italy. In order to verify our hypotheses, we employed a multilevel statistical technique. The findings of this study indicate that diversity-focused HR practices can boost employee performance through inclusion climate and relational attachment. The results are novel as they address an empirically hot topic and identify outcomes of diversity-focused HR practices. Discussion, implications and limitations are presented.

Paper is NOT Available. Please contact the author(s).

GDO: **A Link between Gender Equality Initiatives and Women's Representation in the Industry Context.**

Author: **Marzena Baker**, *U. Of Sydney*
Author: **Muhammad Ali**, *Queensland U. of Technology*
Author: **Mirit K. Grabarski**, *Lakehead U.*
Author: **Alison M. Konrad**, *Western U.*

Little is known about the impact of workplace gender equality initiatives in improving women's representation at different organizational levels and in different industry contexts. We investigate how resource practices, pay equity, and work-life programs influence woman's representations and whether the gender composition of the industry moderates these relationships. Utilising a large archival panel dataset spanning 7-years from 2013 to 2020, we tested their effectiveness across three levels: top management (TMT), lower to middle management (LTMM), and non-management, including moderating effects of industry gender composition (female-tilted, balanced and male-tilted organizations). Drawing on theory of remediation of workplace inequality, our panel analyses show a positive relationship between resource practices and women in TMT and LTMM, pay equity and women in TMT and non-management, and work-life programs and women's representation in TMT and LTMM. Drawing on the signaling theory, we further found that work-life programs are most effective in enhancing women's representation in TMT in male-tilted organizations. The programs seem to be non-threatening to the organizational culture as they show effectiveness across all industries. However, the fact that resource practices in male-tilted industries showed marginally significant and weaker positive relationship with women's representation in TMT, suggests that there are barriers to those initiatives. Together, these findings suggest that well targeted programs designed to closely link to specific sources of inequality in given industry cultures can effectively deliver gender equality.

Paper is Available to Meeting Registrants Only.

GDO: **Reducing Ambiguity Around Diversity in Organizations: A Review**

Author: **Sandra Portocarrero**, *PhD student at Columbia U. - Sociology*

In the United States, diversity is a popular yet ambiguous concept. To offer clarity, I review the literature on diversity in organizations that have shaped our conversations for the last 50 years. I first review the historically-informed approaches that shed light on the roots of the ambiguity around diversity management in organizations. I then review selected social psychological literature on diversity, particularly the works that inform diversity practices. Finally, I review the literature that explores the advantages of diversity in groups and the benefits of implemented diversity initiatives in organizations and the literature that examines the disadvantages of group diversity and when diversity initiatives fail in organizations. I integrate these three bodies of literature to offer a review of organizational diversity literature that will help readers and writers reduce ambiguity around the term diversity and better specify what they mean when referring to "diversity in organizations."

Paper is Available to Meeting Registrants Only.

GDO: **Designing Prototypes for Inclusion**

Author: **Felix Danbold**, *UCL School of Management*
Author: **Batia Mishan Wiesenfeld**, *New York U.*

Nearly every organization is now striving for more diversity and inclusion for all. However, few achieve this. Current theorizing on these topics focuses on the psychological experience of inclusion and associated organizational practices. In contrast, we offer a theoretical perspective focused on understanding how and when organizations will possess the capacity for inclusion by looking at the cognitive foundations of people's ability to accept and embrace difference. This paper argues that one major barrier to inclusive diversity is a restrictively defined member prototype – the set of features that define what it means to be a member of the organization or relevant collective. Although organizations often want a well-defined prototype to set standards and norms for employees, this also leads to the exclusion or marginalization of all who do not readily fit this standard. We discuss how the configuration of prototypes determines inclusiveness – the capacity for inclusive diversity. In doing so, we offer scholars and organizations a new way to anticipate when diversity and inclusion initiatives may fail (i.e., when prototype inclusiveness is low, other well-intentioned efforts will fall short), and reveal novel strategies likely to increase inclusion. We identify four dimensions of prototype configuration and discuss their relationship for inclusiveness. We also offer a research agenda for testing the novel implications of our model and for exploring further considerations and consequences of prototypes in diversity and inclusion scholarship.

Paper is Available to Meeting Registrants Only.

Author: **Denis Monneuse**, *UQAM U. of Quebec in Montreal, Canada*

The diversity management literature offers few accounts of organizations that manage to foster diversity, of how diversity policy and practices are enacted in practice, and of managers' motivations to do so. To close these gaps, this paper reports a 4-year ethnography in a European bank which succeeded in reducing the glass ceiling by inciting managers to appropriate its gender diversity policy and practices. I examine the multiple types of appropriation (e.g., selective appropriation, extension, diversion, misappropriation) as well as managers' underlying motivations for each of them. I then analyze the continuum of organizational responses to these appropriations, from undoing to appropriation of managers' appropriations. This paper contributes to a) providing a better conceptualization of appropriation by extending previous typologies and highlighting the organizational repertoire of action to react to managers' appropriations; b) shedding a new light on the so called 'resistance to change'; and c) providing insights into the advantages and drawbacks of appropriation as a new model of practice implementation. It thus contributes to advancing and renewing both the diversity and change management literatures.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Showcase Symposium**
Program Session: **28** | Submission: **10623** | Sponsor(s): (GDO, CM, OB)
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 8:00AM- 9:30AMPT (UTC-7)** at Sheraton Grand Seattle in Virginia

All In This Together: Antecedents and Consequences of Allyship in Organizations

Antecedents and Consequences of Allyship



Organizer: **Preeti Vani**, *Stanford Graduate School of Business*
Organizer: **Jun Won Park**, *Princeton U.*
Presenter: **Olivia Foster-Gimbel**, *New York U.*
Presenter: **Michelle Lee**, *New York U.*
Participant: **Shilaa Alzahawi**, *Stanford Graduate School of Business*
Participant: **Jennifer Dannals**, *Yale School of Management*
Participant: **Nir Halevy**, *Stanford U.*
Participant: **L Taylor Phillips**, *NYU Stern*
Participant: **Maureen Craig**, *New York U.*
Participant: **Sidney Saint-Hilaire**, *Yale U.*
Participant: **Michael W. Kraus**, *Yale School of Management*
Discussant: **Denise Lewin Loyd**, *U. of Illinois at Urbana-Champaign*

Complementing recent theoretical developments in the realm of allyship, our symposium offers four presentations that provide empirical tests of the antecedents (Presentations 1 & 2) and consequences (Presentations 3 & 4) of allyship in organizations. Specifically, presenters will discuss the role of cognitive and affective motivators for allyship, and the impact of allies' involvement on people's perceptions of and attitudes toward allies. Furthermore, our symposium refines the scope and boundaries of allyship research through the incorporation of diverse research perspectives: examining allyship from those who also identify as disadvantaged (e.g., Asians for Black Lives Matter), exploring non-linear effects of motivators, studying liberal (e.g., gender equality) and conservative (e.g., anti-affirmative action) movements, and conducting experiments with social movement activists. In a world where both individuals and organizations strive to promote effective allyship, our hope is that this collective work will illuminate both the antecedents and consequences of allyship.

The Strategy of Social Change: Explaining Support for Black Lives Matter across Racial Groups

Author: **Preeti Vani**, *Stanford Graduate School of Business*
Author: **Shilaa Alzahawi**, *Stanford Graduate School of Business*
Author: **Jennifer Dannals**, *Yale School of Management*
Author: **Nir Halevy**, *Stanford U.*

Evidence for a Curvilinear Effect of Psychological Discomfort on Dominant Group Members' Engagement

Author: **Olivia Foster-Gimbel**, *New York U.*
Author: **L Taylor Phillips**, *NYU Stern*

Perceptions of White Allies' (Uterior) Motives in a Racially Diverse Conservative Coalition

Author: **Michelle Lee**, *New York U.*
Author: **Maureen Craig**, *New York U.*

Beneficiary Activists' Attitudes toward Male Allies in the Feminist Movement

Author: **Jun Won Park**, *Princeton U.*
Author: **Preeti Vani**, *Stanford Graduate School of Business*
Author: **Sidney Saint-Hilaire**, *Yale U.*
Author: **Michael W. Kraus**, *Yale School of Management*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **29** | Submission: **15779** | Sponsor(s): **(GDO, SIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 8:00AM- 9:30AMPT (UTC-7)**

From Otherness to Togetherness: Inclusive Structural Responses to Inequality and Marginality
From Otherness to Togetherness



Presenter: **Sondos Gamal Abdelgawad**, *IE Business School*
Presenter: **Hossam Zeitoun**, *U. of Warwick*
Presenter: **Benson Honig**, *McMaster U.*
Presenter: **Isabel Fischer**, *Isabel.fischer@wbs.ac.uk*
Presenter: **Mark Clark**, *Sussex U.*
Presenter: **Vikki Abusidualghoul**, *U. of Warwick*
Presenter: **Jummy Okoya**, *U. of East London*

The purpose of this PDW is to create an inter-disciplinary forum for reflexivity that addresses the unflattering reality that despite the unprecedented growth in spending on diversity initiatives across institutions worldwide, delivering on diversity outcomes such as inclusion and equity is significantly lagging behind (PWC D&I survey, 2020; Berger, Essers, and Himi, 2017; Minefee, Rabelo, Stewart, and Young, 2018). Towards this end, the PDW aims at zooming in on the roll out of inclusive responses to marginalization and inequality dealing with a wide spectrum of diversity phenomena across multiple contexts within business schools' ecosystem. These responses span a wide range of human differences that give rise to inequality and marginality such as disability, ethnicity, race, and gender. During the first part of the workshop, organizers will introduce participants to contextual idiosyncrasies and challenges of implementing an inclusive response that they are currently undertaking. This introduction will be organized in the form of teaser presentations organized around the following themes 1) how responses capture the voice of underrepresented targets 2) the impact of responses in effecting bottom-up structural and system changes within a myriad of organizational and institutional settings 3) How underrepresented targets lived experiences give rise to inclusive responses. In the second part of the workshop, participants will self-select into breakout room based on the previously mentioned themes to engage in a deep reflection and debate. Finally, insights from each breakout room will be shared in plenary discussion.

For further inquiry please contact sondos.gamaleldin@ie.edu

KEY TO SYMBOLS

Teaching-oriented Practice-oriented Intemational-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **30** | Submission: **10658** | Sponsor(s): **(IM, HR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 8:00AM- 10:00AMPT (UTC-7)** at **Seattle Convention Center in Chelan 5**

**Talent Management in Latin America: Emerging Trends and
Future Directions**
Talent Management in Latin America



Organizer: **Jordi Trullen**, *ESADE Business School*
Organizer: **Jaime Bonache**, *U. Carlos III de Madrid*
Organizer: **Ibraiz Tarique**, *Pace U. - Lubin School of Bus*
Presenter: **Wilson Aparecido Costa De Amorim**, *U. Municipal de São Caetano do Sul*
Facilitator: **Antonio Moreira Carvalho Neto**, *PUC Minas*
Presenter: **Guillermo Wated**, *Barry U.*
Facilitator: **Juan I. Sanchez**, *Florida International U.*
Presenter: **Jacobo Ramirez**, *Copenhagen Business School*
Presenter: **Anabella Davila**, *Tecnologico de Monterrey*

Notwithstanding the many existing differences among Latin American countries, several institutional (e.g., shifts in public support for pro-market economic reform vs. statism, underdeveloped capital markets, pro-indigenous populism) and cultural (paternalism, power distance, spirituality, in group loyalty, machismo) features demand the contextualization of management theories, including the emerging talent management frameworks and theories (Tarique 2022, Trullen and Bonache, 2021; Tarique 2021; Collings et al., 2017). In addition, the Covid 19 pandemic has hit the region particularly hard, and according to some recent estimates, could impoverish 25 million people in Argentina, Brazil, Mexico, and Colombia alone. Many questions remain unexplored with respect to how local and foreign organizations can better attract, develop, and retain talent in such contexts. So far, our knowledge of talent management in the Latin American region is limited, and there is relatively little published work in scholarly international journals. In this context, this PDW will assemble scholars from different countries who have published on talent management in Latin America with the goal of discussing future research areas, and creating and expanding a network of interested researchers that can fill the research gap in the region.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **31** | Submission: **18432** | Sponsor(s): **(MBR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 8:00AM - 5:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 3A**

New Attendee Welcome Room *New Attendee Welcome Room*

Coordinator: **Julia Vesei**, *Academy of Management*

Membership staff are here to greet all new attendees and help to answer any of your questions, from program and logistical help, to how to make the most of your membership. Enjoy a relaxing atmosphere, the opportunity to meet new friends, and a quiet respite between your sessions!

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **32** | Submission: **18439** | Sponsor(s): **(MBR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 8:00AM - 5:00PMPT (UTC-7)** at **Sheraton Grand Seattle in Fremont**

Career Services Center
Career Services Center

Coordinator: **Wendy A. Kramer**, *Academy of Management*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **33** | Submission: **17491** | Sponsor(s): **(MC, AFAM, IM, INDAM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 8:00AM - 11:30AMPT (UTC-7)** at **Seattle Convention Center in Room 213**

Consulting in Emerging Market Economies: The Experiences of Engaged Consultants

Consulting in Emerging Market Economies



Organizer: **Jean Dibondo Kabongo**, *U. of South Florida, Sarasota-Manatee*
Organizer: **Wanda Tisby Cousar**, *Colorado Technical U.*
Discussant: **Moses Acquah**, *U. of North Carolina, Greensboro*
Discussant: **Shola Ajiboye**, *Case Western Reserve U.*
Discussant: **Owolabi Lateef Kuye**, *U. of Lagos*
Discussant: **Carl Greppin**, *Transpac Access*
Discussant: **Haqssan Ahmed**, *Kent State U.*
Moderator: **Uzonna Olumba**, *U. of Illinois at Urbana-Champaign*

Globalization has continued to improve the processes that allow the interaction and integration of people, businesses, institutions, governments, and their cultures and practices (Vuong, 2026). It has allowed nations with emerging economies to engage with global markets. Emerging market economies (EMEs) typically offer a greater return on investment and a greater exposure to risks (Gadanez et al., 2018). Consultancy has played a major role in helping actors understand the opportunities, volatility, and risks in emerging economies (Khuntia, et al., 2019); however, the role of consultancy is obscured in the process of emerging market transition. The purpose of this PDW is to gain insights from consultants whose services are engaged at both micro and macro levels within EMEs. Some of these consultants are embedded within the markets and some export their expertise to the markets. In the spirit of Creating a Better World Together, the workshop will bring together academics and practitioners who have had experience consulting for organizations in emerging economies.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

The Future of Business Schools: Discussion and Debate

Session Moderator: **Jackson Lu**, *MIT Sloan School of Management*

MED: The Surprising Underperformance of East Asians in US Law and Business Schools: The Liability of Low Assertiveness and the Ameliorative Potential of Online Classrooms

Author: **Jackson Lu**, *MIT Sloan School of Management*

Author: **Richard Nisbett**, *U. of Michigan, Ann Arbor*

Author: **Michael W. Morris**, *Columbia U.*

MED Best Paper in Graduate Management Education. Sponsored by the Graduate Management Admission Council (GMAC) for the most significant contribution to graduate management education.
Carolyn Dexter Award Nominee

In the US, Asians are commonly assumed to excel across all educational stages. We challenge this assumption by revealing the underperformance of ethnic East Asians in US law schools and business schools, two prevalent professional schools that are consequential gateways to societal influence. Whereas most educational and governmental statistics lump all Asians together, we distinguish culturally between East Asians (e.g., ethnic Chinese) and South Asians (e.g., ethnic Indians), the two largest Asian groups in the US. We propose that East Asians—but not South Asians—underperform academically because their low verbal assertiveness is culturally incongruent with the assertive class participation prized by US law schools and business schools. Across six large studies (N = 19,194), East Asians had lower grades than South Asians and Whites despite performing well on admission tests (i.e., LSAT, GMAT, GRE). East Asians' underperformance was not explained by academic motivation, but by lower assertiveness (whether assessed by self-ratings, peer-ratings, or class participation scores)—after controlling for factors such as birth country and English proficiency. Consistent with the assertiveness mechanism, East Asians' underperformance was more pronounced in social courses emphasizing class participation (e.g., leadership, strategy) than in quantitative courses (e.g., accounting, finance). Notably, we found that East Asians' underperformance was mitigated in online classes conducted via Zoom, a communication medium characterized by lower social presence than in-person classes. By revealing a “Bamboo Ceiling” in the classroom, this research highlights the importance of fostering an inclusive classroom for students from diverse cultural backgrounds.

Paper is Available to Meeting Registrants Only.

MED: Demystifying the Core Values of Top Global Business Schools

Author: **Kamran Ahmed Siddiqui**, *College of Business Administration, Imam AbdulRahman Bin Faisal U.*

Author: **Shabir Ahmad**, *College of Business Administration, Imam AbdulRahman Bin Faisal U.*

The purpose of this study is to examine the underpinning core values practiced at the top 100 business schools in the world. Financial Times ranking for Top 100 Business Schools for the year 2020 was selected for this study and the business schools' core values were collected from their official websites. Content analysis was used as the major data analysis technique. This research provides many significant findings. One-third of listed business schools do not have core values. Most of the top business schools have identified 5 to 6 core values on average. The top seven most frequently used core values include: Excellence, Integrity, Collaboration, Diversity, Innovation, Respect, and Inclusiveness. Three major clusters of core values of business schools were identified within the dataset. The 7 most frequent values are universal by nature and there seems no specific relationship with any country or ranking of business schools. Implication, limitations, and future and research directions are provided in the end.

Paper is Available to Meeting Registrants Only.

MED: Why Management Schools May Never Change: Insights from the Early Years at Yale School of Management

Author: **Timothy O'Brien**, *Harvard Kennedy School*

For some time now, management education scholars have called for constructivist learning environments which position student experience as primary in order to help students learn how to learn from their experience. Such learning better prepares practitioners for the realities of practice than the comprehension of theory and conceptual frameworks might. However, the literature continuously calling on schools to integrate such courses into MBA, overlooks the fact that the Yale School of Management originally designed such a program but terminated it after 12 years. The course Individual and Group Behavior was central to SOM's early curriculum. It was celebrated by students, alumni and employers from 1976 to 1988, but was also a source of major contention among a divided faculty. Yale University chose to end disagreements about SOM's mission and purpose by terminating its Organizational Behavior department and eliminating coursework deemed too “soft” and “touchy-feely.” This essay exploring that case reveals a pattern of collective ambivalence for courses that prioritize learning from experience. Despite acclaim with students, alumni, and employers SOM's emphasis on practice created a contradiction for traditional faculty. This tension was resolved by firing instructors, eliminating courses, and prioritizing traditional methods. The paper concludes with implications for schools today.

Paper is NOT Available. Please contact the author(s).

MED: National Institutional Ranking Framework (NIRF): Analyzing Performance of Top 50 Management Schools

Author: **Pradeep Kumar Gupta**, *L M Thapar School of Management, Thapar Institute of Engg. and Technology, India*

Author: **Arunesh Garg**, *L M Thapar School of Management, Thapar Institute of Engg. and Technology, India*

The present study aims to examine the statistical differences in performance across different categories of management schools in India against the five major NIRF performance parameter heads viz, Teaching, Learning & Resources (TLR); Research and Professional Practices (RP); Graduation Outcomes (GO); Outreach and Inclusivity (OI); Peer Perception (PR); and Total Ranking Score (TRS). NIRF announced first ranking results in the year 2016 on the data of 2014-15. We have used the available NIRF ranking results of the top 50 ranked management schools for each of the six announcing years from 2016 to 2021. The study divided management schools into four categories as per their regulatory identity in India. Based on the relative performance and standing of four categories of management schools across five parameters of NIRF, the schools can strategize their efforts to retain and enhance their performance for achieving a higher NIRF ranking in the future. The findings are also pertinent to those management schools which are not ranked by NIRF for taking actionable decisions. This study claims its uniqueness as assessing the relative performance of institutions in the higher education sector in India. The theoretical underpinning of rankings can be a relevant addition to the existing literature of ranking systems for higher educational institutions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **35** | Submission: **19241** | Sponsor(s): **(MOC)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 8:00AM- 9:30AMPT (UTC-7)**

Modern Cognitions in Organizations: Overconfidence, Charisma, Humor, Intuition, and Obsession

Session Moderator: **Carmen Julia Sanchez**, *U. of Illinois at Urbana-Champaign*

MOC: The Emergence of Obsessive Entrepreneurial Passion and its Influence on the Mental Well-being     

Author: **Sanoon Fathima Fasana**, *Waikato Management School*
Author: **Jenny Gibb**, *U. of Waikato*
Author: **Antoine Gilbert-Saad**, -

Experiencing intense positive emotions towards engaging in business activities can bring undesirable consequences to entrepreneurs' lives. Despite potentially leading to unfavourable outcomes of this intense engagement, entrepreneurs often continue to be obsessively passionate about entrepreneurial activities. Yet, we still know little about what factors drive obsessive entrepreneurial passion and their individual-level implications. Recognising the importance of intrapersonal and interpersonal forces that fuel entrepreneurial passion, we employ two constructs, namely, affective entrepreneurial commitment and perceived competitive pressure as the potential antecedents of obsessive entrepreneurial passion. Empirical analyses of responses from 218 Sri Lankan entrepreneurs confirm that affective entrepreneurial commitment and perceived competitive pressure fuel obsessive entrepreneurial passion, which in turn negatively affect entrepreneurs' mental well-being. Importantly, we discover that obsessive passion has a mediating effect on the relationship between the driving forces of obsessive entrepreneurial passion and entrepreneurs' mental well-being. Our study provides new insights into the factors that impact entrepreneurial passion and shed light on the dark side of entrepreneurship by highlighting the negative implications of obsessive entrepreneurial passion to entrepreneurs' mental well-being.

Paper is Available to Meeting Registrants Only.

MOC: Understanding the Linkage Between Workplace Humor and Loneliness Among Newcomers  

Author: **Sana Mumtaz**, *Umm Al Quwain U., UAE*

A vast body of literature emphasizes upon the essential role of workplace humor and links its different types with positive or negative impacts on employees' performance. However, there is a limited understanding regarding how newcomers respond to the workplace humor and experience individualized changes in them. Building on the social identity theory, this article develops a unique process model and develops a linkage between workplace humor and loneliness among newcomers. Further, it identifies the underlying mechanisms and conditions which impacts the social identity changes of newcomers during this process. Based on the proposed model, it is suggested that exposure to workplace humor is likely to lead to surface acting by newcomers during the initial days of their adjustment, particularly when the risk of social exclusion is high among them. On the one hand, consistent engagement in surface acting is likely to lead to positive emotions among those newcomers who will experience identity synergy. Thus, those individuals will embrace positive social identity changes over time. On the other hand, lack of alignment and the perceptions of identity conflict among some newcomers will trigger negative emotions in them, which will eventually lead to their rude behavior at the workplace; such individuals are likely to experience loneliness at the workplace. Overall, the proposed conceptual model presents a thorough relational process model of workplace humor, thus contributes a useful understanding of the deep and internalized change experiences of newcomers.

Paper is NOT Available. Please contact the author(s).

MOC: The Development of Overconfidence: The Effects of Shallow Learning on Overconfidence

Author: **Carmen Julia Sanchez**, *U. of Illinois at Urbana-Champaign*
Author: **David Dunning**, *U. of Michigan*

Across two studies we investigated the development of confidence and overconfidence in a debtor education course, a mandatory personal bankruptcy class. In study 1, using a nationally representative sample of Americans (n=25,281), those who had recently filed bankruptcy (n=818) performed worse on a financial literacy test yet possessed the highest levels of self-confidence in their financial expertise, compared to others (n=24,463). In study 2 we randomly assigned (n=400) participants to either complete a simulated debtor education course or not. We measured overconfidence in two ways, overestimation (excessive confidence in judgments), and overplacement (ranking oneself relative to others). Before the course participants overestimated and overplaced. Although they learned from the course, their confidence rose at faster rate than actual knowledge, resulting in exacerbated overestimation. The class, however, resulted in lower levels of overplacement. We ruled out that overplacement, but not overestimation, was driven by effects of merely repeating questions multiple times. The effect was especially pronounced in those that started off as top performers. In sum, people approach debtor education overestimating their judgments, and that debtor education results in a spike in overestimation.

Paper is Available to Meeting Registrants Only.

MOC: Under the Spell of Charisma: Attributions of Charisma Leave People confident but Uncritical 

Author: **Florence Bernays**, *U. of Zurich*
Author: **Jochen I. Menges**, *U. of Zurich*

When people attribute charisma to a leader, they often choose to follow that leader. Surprisingly little is known, however, about how the charisma attribution process facilitates followership. Here, we draw on evidence from psychology and neurophysiology to suggest that when people attribute charisma to a leader, it has two effects. First, people tend to rely on automatic and intuitive cognitive processes, which are less accurate than deliberate and reflective cognitive processes. Second, people tend to experience more positive affect, which increases their confidence in the accuracy of their cognitive processes. Thus, when people attribute charisma to leaders, they suffer from less accurate cognition without noticing. Filled with positive emotion, people then choose to follow charismatic leaders, believing that they have accurately processed the leaders' message when in fact, they have not. Evidence from three experimental studies involving 648 participants provides general support for these propositions. By discovering how charismatic leadership deteriorates cognition, increases confidence, and ultimately, facilitates followership, we advance our understanding of how charismatic leadership works.

Paper is Available to Meeting Registrants Only.

MOC: The Role of Intuition in Managerial Crisis Decision-Making  

Author: **Friederike Wetzel**, *U. of Innsbruck*
Author: **Katja Hutter**, *U. of Innsbruck*

The boundaries of rational decision-making in managerial conditions of uncertainty and time pressure lead to several studies investigating the importance of the complementary role of intuition in such events. While for example Coget and Keller (2010) or Okoli and Watt (2018) show that in crises intuition is applied to validate decisions and is strongly related to emotions and rational thinking, it is still uncertain how that applies to managers and fundamental crises conditions such as the Covid-19 pandemic. Therefore, we investigated through in-depth qualitative interviews with 17 long-term experienced high-level managers at the beginning of the pandemic how managers decide during the Covid-19 pandemic and what role intuition plays thereby. We found that intuition is applied specifically by providing direction, assessing the situation and information, reviewing and verifying decisions, as well as handling interpersonal topics, and creating possible solutions to problems. Moreover, we propose that managers profit from their gut feeling in crises, however, dependent on their preference and level of responsibility. We provide a specific analysis of the application of intuition in managerial crisis decision-making and thereby a more comprehensive view than the few existing works. Furthermore, we recommend how managers might apply this knowledge to their decision-making practice.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **36** | Submission: **19242** | Sponsor(s): (MOC)
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 8:00AM- 9:30AMPT (UTC-7)**

Recovery, Resilience, and Growth in the Workplace

Session Moderator: **Lidiia Pletneva**, *ESSEC Business School*

 **MOC: Work as Refuge: Job Crafting as Coping with Personal Grief-Inducing Events**   

Author: **Lidiia Pletneva**, *ESSEC Business School*

Finalist for MOC Division Best Student-Led Paper Award

William H. Newman Award Nominee

Building on an inductive, qualitative study of employees who experienced grief-inducing events such as bereavement, divorce, or breakup, this paper explores how and with what consequences work becomes a refuge from grief-inducing experiences in people's lives. Using the results of 61 in-depth interviews, I develop a process model of work-as-refuge. The process explicates how work becomes a refuge in its three different forms: cognition-based, time-based, and emotion-based. These forms are brought about by task, cognitive, and relational job crafting and provide a different mechanism to deal with grief, helping people cope with the event. I also show the short- and long-term consequences of using job crafting to make work a refuge. Those consequences occur in both work and life domains and tend to be positive, for instance, greater closeness with coworkers, enhanced career development, and expanded friendship networks. At the same time, those who work harder, adding stress to their lives and neglecting self-care, also experience negative consequences such as fatigue and compromised health. This paper advances theorizing on work-life interface and job crafting.

Paper is NOT Available. Please contact the author(s).

MOC: A Compassion-Centric Behavioral Agency Perspective for Organizations in Times of Crisis 

Author: **Wiljeana Jackson Glover**, *Babson College*

Author: **Zhike Lei**, *Pepperdine U.*

Author: **Eitan Naveh**, *Technion Israel Institute of Technology*

In times of crisis, organizations face a dilemma. How should they balance between minimizing losses and surviving financially, and acting for the benefit of all stakeholders and society-at-large? In theory, managers should balance between multiple demands, forgoing short term profits to address human needs when necessary. Yet, in practice, managers may face greater challenges in balancing demands during crisis. Combining the stakeholder-agency and compassion perspectives in the context of crisis management, we present the compassion-centric behavioral agency in crisis (CCBAC) framework to address this theory-practice gap. We suggest three levers for organizations and policy makers to encourage this behavior from organizations: developing and using technological and innovation capabilities, paradoxical leadership behaviors, and employee well-being and generosity programs. Organizations benefit from the CCBAC framework because they become better positioned to maintain their long-term competitive advantage and positive organizational identity while contributing to the needs of society. Policy makers benefit from incentivizing such organizations because they serve as an intermediary to achieve outcomes for society at large. Throughout, we use COVID-19 pandemic and other crises as examples to highlight the tension and opportunity within our “both-and” approach – organizations can be compassionate and pursue profit and efficiency in the long run.

Paper is Available to Meeting Registrants Only.

MOC: Clarifying the Concept of Posttraumatic Growth for Management Research

Author: **Arseny Thumb Von Neuburg**, *U. of St. Gallen*

Posttraumatic growth (PTG) refers to positive psychological changes experienced as a result of the struggle with highly challenging life circumstances (Tedeschi & Calhoun, 2004). This notion has both intuitive appeal for practitioners and theoretical promise when applied to the context of “ordinary” work in an organizational context (Maitlis, 2020). However, in order to retain the explanatory power of the underlying theory, it is crucial to clarify the PTG concept for management research. This paper aims to do so by summarizing the different conceptualizations of PTG in the existing literature.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **37** | Submission: **10324** | Sponsor(s): **(OB)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 8:00AM- 10:00AMPT (UTC-7)**

**The Art of Writing and Publishing for Non-Native
English Writers**
Writing and Publishing Research in English



Organizer: **C. Ashley Fulmer**, *Georgia State U.*
Organizer: **Chia-Yen Chiu**, *U. of Adelaide*
Organizer: **Marjo-Rlitta Diehl**, *Aalto U. School of Business*
Organizer: **Hongxia Peng**, *Rouen U.*
Panelist: **Jeewon Cho**, *Oregon State U.*
Panelist: **Don Ferrin**, *Singapore Management U.*
Panelist: **David Leonard Patient**, *Vlerick Business School*
Panelist: **Floor Rink**, *U. of Groningen*
Panelist: **Min-Hsuan Tu**, *U. at Buffalo, The State U. of New York*
Panelist: **Jelena Zikic**, *York U.*

Academic performance is judged in part on one’s level of linguistic competence in English. As a consequence, scholars who wish to succeed on the academic market must be able to write in English not only fluently but also eloquently. This places non-native English speakers in a disadvantageous position. The goal of this virtual synchronous PDW is therefore to have a discussion regarding the various challenges that non-native English speakers face when writing and publishing in English and share concrete tips on how to improve academic writing in English. We bring together a panel of experienced and well-published organizational behavior scholars who approach the theme from diverse perspectives. In the first part of the PDW, our six panelists will share their experiences and insights into the art of writing, publishing, and working with non-native English scholars in these processes. In the second part of the PDW, we will continue with a practice-oriented roundtable discussion in breakout rooms. We will conclude the PDW with a session-wide Q&A and a summary of lessons learned.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **38** | Submission: **19603** | Sponsor(s): **(OB)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 8:00AM - 9:30AMPT (UTC-7)**

Dispersion of Power through the Organization

Session Moderator: **SUZAN ECE ALPARSLAN**, *Kadir Has U.*

 **OB: How Machiavellian Middle Managers Gain Power**  

Author: **Fong T. Keng**, *Nanyang Technological U.*

Author: **Zhiyu Feng**, *School of Business, Renmin U. of China*

Author: **Xiao-Ping Chen**, *U. of Washington*

Author: **Hu Li**, *Nanjing U.*

Middle managers are important to organizations due to their unique position in the organization's power hierarchy, whereby they need to frequently switch between downward and upward social exchanges. However, there is limited research on how they use their unique positioning to navigate the political landscape. To examine how middle managers leverage different power relations in the organization's hierarchy to gain greater power, we focus on Machiavellian middle managers due to their tendency to be power-focused, flexible, and responsive to situational demands. Drawing from the Machiavellianism literature and power dependence theory, we theorize and test how and when Machiavellian middle managers "kick down" and "kiss up" to effectively gain power from below and above. Specifically, we theorize that Machiavellian middle managers exhibit abusive supervision towards their subordinates to gain coercive power, while building close guanxi (i.e., interpersonal connection) with their senior manager to obtain relational empowerment. Moreover, we theorize that these parallel positive indirect effects are strengthened when Machiavellian middle managers perceive high threat to hierarchy. Results from a lab experiment and a three-wave, three-source, three-level field study largely provide support for our theoretical model. Overall, our study demonstrates how Machiavellian middle managers are capable of effectively using different forms of social exchange to harness middle power.

Paper is NOT Available. Please contact the author(s).

OB: Doomed to Disengagement: The Fallacy and Futility of Expecting Employees to Act Like Owners

Author: **Randal S Franz**, *Seattle Pacific U.*

Employee disengagement is pervasive and persistent. According to the annual Gallop polls, the vast majority of employees report being disengaged from their jobs. Efforts to improve employee engagement (job-design, empowerment, participation, aligned compensation plans, etc.) do have somewhat of an effect; yet the disengagement numbers remain persistently high. Why has it been so hard to move the dial on employee engagement? In this paper, I reframe the issue to explain why these efforts are only partially effective. In short, such efforts only address part of the problem—i.e., the personal dimension. Employee disengagement is also a structural problem. The missing structural component entails understanding the corporate role into which employees have been cast. How a company acquires a resource from a stakeholder will determine the role they play in the company. Companies can either procure resources from suppliers, borrow them from lenders or obtain them from investors. Suppliers, lenders and investors play very different roles in a company and expecting them to behave the same is problematic. Together, the structural role a person plays, combined with their level of personal involvement, determines an employee's level of engagement. It requires both to transform employees from passive suppliers into engaged investors.

Paper is Available to Meeting Registrants Only.

OB: Formal and Clan Control as Antecedents to Coopetition Under Different Levels of Uncertainty 

Author: **Christopher Höfer**, *Innovation and Entrepreneurship Group (WIN) – TIME Research Area, RWTH Aachen Un*

Author: **Andrea Greven**, *WHU Otto Beisheim School of Management*

Coopetition is a paradoxical phenomenon that requires conscious managerial intervention to control its inherent tensions. However, if done right it can yield considerable benefits to the firm as well as the involved teams. Building on agency theory, this study investigates to what extent behavior and outcome control as well as clan control are antecedents to coopetition between teams within a firm. Further, the boundary condition of task uncertainty as a moderator in this relationship is examined. Our findings from a cross-sectional sample of 97 work teams in a large industrial company support the notion that the right control strategy is an important antecedent at specific uncertainty levels. Specifically, we show that outcome and clan control have positive relationships with coopetition. We identify a curvilinear effect of task uncertainty on the outcome control – coopetition link indicating that this control strategy functions best under moderate levels of uncertainty. Further, we find a weakening effect on the clan control – coopetition link. With these findings, the study contributes theoretically to agency theory by examining coopetition and task uncertainty, two instances of complexity for the efficacy of control strategies. Additionally, we contribute to both the control as well as the coopetition literature by offering an explicit theoretical link and empirically supporting this relationship.

Paper is Available to Meeting Registrants Only.

OB: A Cross-Lagged Study of Self-Leadership, Psychological Empowerment and Work Role Performance  

Author: **SUZAN ECEALPARSLAN**, *Kadir Has U.*

Author: **CEYDA MADEN EYIUSTA**, *Ozyegin U.*

Relying on Self-Determination Theory (SDT), we investigate the mediating role of psychological empowerment in the relationship between self-leadership and work role performance (task proficiency, task adaptivity, and task proactivity). We also explore whether and how supervisor close monitoring moderates the indirect relationship between self-leadership and work role performance. We tested our hypotheses in two studies conducted with white-collar employees from a broad range of jobs and companies (Study 1) and employee-supervisor dyads working in small and medium-sized firms (Study 2) in Turkey. In Study 1, we found that self-leadership had a positive indirect effect on employees' work role performance through psychological empowerment. In Study 2, the cross-lagged data confirmed this indirect relationship and revealed that supervisor close monitoring moderated the indirect impact of self-leadership on work role performance in different directions.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **39** | Submission: **19579** | Sponsor(s): **(OB)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Friday, Aug 5 2022 8:00AM- 9:30AMPT (UTC-7)**

Leadership: Servant and Empowering

Session Moderator: **Mingyue Tang**, *Guanghua School of Management, Peking U.*

OB: How and When Servant Leadership Influences Employee Knowledge Sharing

Author: **Yue Hu**, *Vrije U. Amsterdam*
Author: **Oli Mihalache**, *Athabasca U.*

This research examines how and when servant leadership influences employee knowledge sharing. We develop a moderated mediation model and test it by conducting two studies, a survey with a sample of 187 non-Chinese employees working in European branches of Chinese multinational enterprises and a scenario experiment with 171 individuals working in the United Kingdom. The results suggest that (1) voice behavior mediates the positive relationship between servant leadership and individual knowledge sharing, (2) organizational justice positively moderates the relationship between servant leadership and voice behavior, (3) the indirect effect of servant leadership on knowledge sharing via voice behavior is stronger for employees with higher levels of individualism. In addition, we didn't find support for the role of individualism as a moderator for the influence of servant leadership on voice behavior and work engagement. The theoretical and practical implications, limitations, and directions for future research are discussed.

Paper is Available to Meeting Registrants Only.

OB: Gimme What I Need! Examining Firefighters Response to Servant Leadership from a Dynamic Fit Lens

Author: **Anthony Perrier**, *U. of Toulouse I, Capitole*
Author: **Assâad El Akremi**, *U. of Toulouse I, Capitole*
Author: **Mathieu Molines**, *ESCE International Business School*

How servant leadership influences health and performance on a daily basis? We draw on the person-environment fit and the Job Demand-Resources (JD-R) perspectives to examine follower's health and performance variations related to the congruence between servant leadership needed and received. Based on a daily within-person examination, among firefighters, results indicated that emotional exhaustion is lower on days when received servant leadership fit followers' needs. We also found that emotional exhaustion mediated the within-person effects of servant leadership needed and received on followers' daily task performance. Implications to theory and practice are discussed.

Paper is Available to Meeting Registrants Only.

OB: Servant Leadership and Team Performance: A Moderated Serial Mediation Model 

Author: **Qiwei Zhou**, *Beijing U. of Chemical Technology*
Author: **Keyu Chen**, *School of Economics and Management Tsinghua U.*

Draw on social learning theory and job crafting research, we examine how and when servant leadership can affect team performance. A two-wave and multi-source survey was conducted with 101 teams (comprised 486 employees and 101 team leaders) in a manufacturing company in China. The results showed that servant leadership was positively related to approach-oriented relational job crafting, and servant leadership was positively related to team performance via increased team approach-oriented relational job crafting and increased work engagement serially. Further, high team work intensification was shown to strengthen the positive effect of servant leadership and team relational job crafting. Theoretical and practical implications are also discussed.

Paper is Available to Meeting Registrants Only.

OB: Empower to Inspire: A Multi-Level Review of Empowering Leadership, Creativity and Innovation  

Author: **Mingyue Tang**, *Guanghua School of Management, Peking U.*
Author: **Yuntao Dong**, *Peking U.*

Empowering leadership, among various types of leadership styles, is widely encouraged in organizational practices to unlock employees' creativity and innovation. Considerable attention has been paid to the relationship between empowering leadership and employees' creativity/innovation in more than one decade. In this paper, we aimed to comprehensively review this body of literature and present a full picture about the nature, mechanisms, and boundary conditions of this relationship across multiple levels of analysis. We also propose future research directions that can extend existing work at different levels and recommend potential avenues about research design.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**

Program Session: **40** | Submission: **12096** | Sponsor(s): **(OB)**

Session Format: **In-person Only: Seattle**

Scheduled: **Friday, Aug 5 2022 8:00AM - 12:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 4C4**

**The Productivity Process: Research Tips and Strategies from Prolific
Junior Faculty**
The Productivity Process



- Organizer: **David Welsh**, *Arizona State U.*
- Organizer: **Michael Baer**, *Arizona State U.*
- Organizer: **Nitya Chawla**, *Texas A&MU.*
- Organizer: **Insiya Hussain**, *U. of Texas at Austin*
- Presenter: **Michael Parke**, *The Wharton School, U. of Pennsylvania*
- Presenter: **Emma Levine**, *U. Of Chicago*
- Presenter: **Zhenyu Yuan**, *U. of Illinois at Chicago*
- Presenter: **Sarah Doyle**, *U. of Arizona*
- Presenter: **Peter Belmi**, *U. of Virginia*
- Presenter: **Elizabeth Margaret Campbell**, *U. of Minnesota*
- Presenter: **Anna Connors Lennard**, *Oklahoma State U.*
- Presenter: **Szu-Han Lin**, *U. of Georgia*
- Presenter: **Abbie J. Shipp**, *Texas Christian U.*

A major challenge facing junior faculty is learning how to be productive. This implies that research productivity is a process that can be improved through learning. Similar to the sessions of this Professional Development Workshop (PDW) from prior years, our main goal is to help develop an awareness of the processes used by prolific faculty. Although most PDWs use esteemed senior scholars as panelists, we propose a model that uses peer junior faculty members who have established track records of productivity. A unique feature of this PDW is the focus on work and research productivity as a process. That is, presenters will discuss their work habits and how they go about their work (e.g., time allocation, co-authorships, writing blocks, and strategies) as well as other “life” factors that influence their productivity (e.g., exercise, work/family balance). This session uses a number of formats including individual presentations, small group roundtables where participants are able to have conversations with each of the panelists, and a keynote address. This PDW is organized by members of the OB Division’s Making Connections Committee (MCC).

Pre-registration is required; details will be shared on the AOM OB Listserv.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Creating a Better World Through Organizational Practices

Session Moderator: **Irina Cojuharenco**, *Surrey Business School*

OB: [Nudging Attention to Inequality](#)

Author: **Hannah Benner Waldfogel**, *Northwestern Kellogg School of Management*
Author: **Nour Kteily**, *Northwestern Kellogg School of Management*

Inequality between groups in society is ubiquitous, yet there are stark ideological differences in who notices inequality and when. Relative to those keen on maintaining societal inequality (i.e., anti-egalitarians), social egalitarians are more attentive to and accurate at detecting inequality, but only when traditionally disadvantaged groups (i.e., women, poor people, racial minorities) are affected by it. The present research tests whether an informational intervention might effectively prompt attention to – and correct misperceptions of – inequality, depending on the status of the group affected. Prior to completing a pattern detection hiring task where either non-White or White job applicants were disproportionately less likely to be hired, participants (N = 2,869) were randomly assigned to an informational intervention condition where they read about racial wealth inequality in the United States or a control condition. For anti-egalitarians and egalitarians alike, the information treatment increases the tendency to report noticing bias against non-White students when such bias exists and has no impact on the tendency to mention noticing bias against White students when it exists. In addition, the information treatment has no effect on anti-egalitarian (mis)perceptions of inequality regardless of the status of the target facing bias. Moreover, we find evidence of a backfire effect on egalitarian perceptions of inequality after exposure to information about racial economic inequality; egalitarians exposed to the intervention are subsequently less accurate at detecting bias against White students when such bias is present. Our results reveal the nuances in how ideological beliefs affect interventions aimed at addressing attention to and perceptions of societal inequality.

Paper is Available to Meeting Registrants Only.

OB: [Practice the Purpose Preach: The Effect of Purpose on Workers’ Willingness to go the Extra Mile](#)

Author: **Nikolai Dominic Brosch**, *TUM School of Management, Technical U. of Munich*

Commercial organizations increasingly (re)define their corporate purpose beyond profit maximization to create value by contributing to the welfare of society and planet. In that context, this paper employs a two-phase natural field experiment to explore whether, when and how corporate purpose affects workers’ willingness to complete unrequired extra work. The main findings show that receiving information about an organization’s corporate purpose causes workers to complete more extra work. Workers whose personal preferences match with the organization’s purpose are most responsive. However, in case an organization does not authentically practice its purpose preach a backfiring effect can occur. Furthermore, the findings show that the underlying mechanism is driven primarily by a change in workers’ perceived meaning of work. In a broader context, the findings – that workers are willing to go the extra mile when working for an organization with purpose – provide some empirical indications in support of the theoretically proposed business case of purpose.

Paper is NOT Available. Please contact the author(s).

OB: [Sustaining Institutional Values in Social Enterprises through Mentoring Practice](#)

Author: **Aindrila Chatterjee**, *Indian School of Business*
Author: **Seung Hoon Lee**, *Indian School of Business*

Social enterprises attempt to solve important societal problems. To realize these purposes, they need to infuse institutional values and facilitate learning among members. One way to do so is through the practice of mentoring. The purpose of this study is twofold: to examine (1) the effects of mentoring on performance of mentors and (2) potential difference in such effects between face-to-face and e-mentoring. We develop theory that suggests mentoring can help mentors internalize the institutional values and facilitate their learning and social capital development. Our theory also suggests such beneficial effects can be weaker for e-mentoring due to lack of physical proximity to mentees and formal authority. We test our theory through a natural experiment that happened in a social enterprise in India, where senior entrepreneurs were asked to mentor newcomers in face-to-face manner in randomly sampled regions. The enterprise also created a distinct group of e-mentors. We hypothesize both face-to-face and e-mentoring have the effects of improving the mentors’ performance on a parameter monitored by the enterprise, but they differ in their effects on another performance parameter not monitored yet closer to its core institutional values. We test our hypotheses using difference-in-difference estimation, and our findings provide general support.

Paper is NOT Available. Please contact the author(s).

OB: [Exploring the Antecedents of Legal Compliance HR Attribution and the Consequences for Engagement](#)

Author: **Chunyu Xiu**, *HR attribution research*
Author: **Huadong Yang**, *U. of Liverpool*
Author: **Rory Donnelly**, *U. of Liverpool*

Employee HR attributions have received considerable attention in the field of HRM. However, external HR attributions have not been thoroughly studied, especially in a non-western context. This paper examines the antecedents (in terms of employee perceptions of organizational justice and the implementation of performance appraisals by team leaders) and consequence (in terms of employee engagement) of external HR attributions (in terms of legal compliance HR attributions) in firms in China. Our hypotheses were tested using survey of 354 team members and 61 matched team leaders in 18 Chinese companies. The results from multilevel analyses revealed a curvilinear relationship between employee perceptions of organizational justice and their HR attributions concerning legal compliance. The relationship was positive and weak when organizational justice was at low and medium levels but became substantially more positive and stronger when perceived organizational justice was at high levels. In addition, this nonlinear effect was more pronounced when the implementation of performance appraisal was strong rather than weak. Regarding the consequences, the results confirmed that HR attributions to legal compliance mediated the relationship between the two antecedents and employee engagement. We finally discuss the theoretical and managerial implications of our study.

Paper is Available to Meeting Registrants Only.

Author: **Irina Cojuharenco**, *Surrey Business School*

Author: **Sara M. Ahmed**, *U. of Surrey*

By comparing justice enactment to favour exchanges in organisations, we theorise about the reactions of givers and receivers over time. We use social exchange theories to hypothesize that albeit there are important similarities, the reciprocation of justice enactment is more likely than that of favours with greater temporal distance. We present a first laboratory test of this prediction and discuss theoretical and practical implications of our findings.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **42** | Submission: **10701** | Sponsor(s): **(OB, CAR, MSR)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Friday, Aug 5 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 618**

Fostering and Maintaining Meaningful Work: The Role of Social Context



Meaningful Work and Social Context

Organizer: **Eygenia Lysova**, *Vrije U. Amsterdam*

Organizer: **Claire Schulze Schleithoff**, *Vrije U. Amsterdam, School of Business and Economics*

Discussant: **Christopher Michaelson**, *U. of St. Thomas*

Participant: **Adrian Madden**, *U. of Huddersfield*

Presenter: **Catherine Bailey**, *King's College London*

Participant: **Marjolein Lips-Wiersma**, *AUT U.*

Presenter: **Seonyoung Hwang**, *Aalto U. School of Business*

Participant: **Yiluyi Zeng**, *School of Business and Management, Royal Holloway, U. of London, UK*

Presenter: **Eygenia Lysova**, *Vrije U. Amsterdam*

Presenter: **Claire Schulze Schleithoff**, *Vrije U. Amsterdam, School of Business and Economics*

Presenter: **Josine L. Janssen**, *Vrije U. Amsterdam*

Participant: **Anna Dekker**, *Hogeschool Leiden*

Presenter: **Carrie Oelberger**, *U. of Minnesota*

In recent years, research on meaningful work has expanded by scholars from diverse research fields, studying which factors contribute to employees experiencing their work as meaningful. While these research efforts are valuable, they tend to focus on the role of job design while paying less attention to the role of social context (e.g., relationships and connections inside and outside work) in fostering and maintaining meaningful work, resulting in this knowledge being limited. To address this shortcoming, this symposium brings together an internationally-diverse group of scholars to engage in conversation about the role of social context in fostering and maintaining experiences of meaningful work. This symposium includes five presentations followed by a discussion. Two of the papers deal with the role of social context in understanding how individuals justify or subjectively perceive why their work is meaningful. The other two papers examine how positive relationships at work and particularly in one's team can help to maintain experiences of meaningful work in meaningfulness-harming and challenging organizational situations. The last paper explores how workers in meaningful occupations relate to their clients depending on the different institutional roles that they adopt. With this symposium we aim to a) contribute to the understanding of social context as a source of perceiving and justifying one's work as meaningful, b) show the importance of social context for maintaining experiences of meaningful work in harmful and challenging organizational situations, c) broaden the understanding of the influence of social context on meaningful work from the predominantly studied colleagues and leaders to teams, clients, and significant others, and d) develop new avenues and possibilities for future research in this field.

Negotiating Balance, Purpose and Legitimacy in Narratives of Worthy Work

Author: **Adrian Madden**, *U. of Huddersfield*

Author: **Catherine Bailey**, *King's College London*

Author: **Marjolein Lips-Wiersma**, *AUT U.*

Family Recognition as a Source of Meaningful Work

Author: **Seonyoung Hwang**, *Aalto U. School of Business*

Author: **Eygenia Lysova**, *Vrije U. Amsterdam*

Author: **Yiluyi Zeng**, *School of Business and Management, Royal Holloway, U. of London, UK*

I Know How You Can Help Me!: The Role of Others in Maintaining Experiences of Meaningful Work

Author: **Eygenia Lysova**, *Vrije U. Amsterdam*

Author: **Claire Schulze Schleithoff**, *Vrije U. Amsterdam, School of Business and Economics*

Experiencing Meaningful Work During COVID-19: The Role of Team Holding Behaviors

Author: **Josine L. Janssen**, *Vrije U. Amsterdam*

Author: **Anna Dekker**, *Hogeschool Leiden*

When (Falsely Perceiving) Power is Liability: Burnout and Meaningful Work among Frontline Workers

Author: **Carrie Oelberger**, *U. of Minnesota*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: 43 | Submission: 12894 | Sponsor(s): (OB, HR, STR)

Session Format: **In-person Only: Seattle**

Scheduled: **Friday, Aug 5 2022 8:00AM - 9:30AMPT (UTC-7)** at Seattle Convention Center in Room 611

Applying Management Research For Policymaking To Create A Better World *Policymaking To Create A Better World*



Organizer: **Gideon D. Markman**, *Colorado State U.*

Organizer: **Geoffrey T. Wood**, *U. of Western Ontario*

Panelist: **Herman Aguinis**, *George Washington U.*

Panelist: **Lillian Eby**, *U. of Georgia*

Panelist: **Søren Bo Jensen**, -

Panelist: **Maryam Kouchaki**, *Northwestern Kellogg School of Management*

Panelist: **Sascha Kraus**, *Free U. of Bozen-Bolzano & U. of Johannesburg*

Panelist: **Jeffrey Pfeffer**, *Stanford U.*

Panelist: **Denise M. Rousseau**, *Carnegie Mellon U.*

Panelist: **Dean Shepherd**, *mendoza*

Policymakers are regularly named as one of the targeted audiences of management research. However, Aguinis, Jensen, and Kraus (in press) found that policy implications are underutilized and not part of organizational behavior and human resource management’s zeitgeist because only 1.5% of the articles (i.e., N = 61) from a sample of journals included such issues. Consistent with the conference theme, the goal of our panel symposium is to discuss how together we create a better world—specifically by using management research for policymaking. To achieve this goal, our symposium includes panelists who are purposefully diverse in terms of research interests, ontological perspectives, and geographic location (i.e., combined, they are members of more than 10 different AOM Divisions). As such, panelists will address issues of interest to both micro and macro management researchers, and those from a range of disciplinary backgrounds. Again, the symposium will have both a past and a future orientation. Regarding the past, panelists will address existing research and theories that can be used for policymaking to create a better world; what worked, what did not work, and the limits and possibilities for reviving and renovating past policy options. We can certainly learn from policy successes and failures in the past, at the same time as considering novel policy options at firm, social, economic and governmental level in the future. Regarding the future, panelists will also address what research should be conducted (i.e., which topics, theories, types of research designs) so that results are useful for firm and societal policymaking that will result in creating a better world. Overall, we hope our symposium will serve as a catalyst for a better understanding of what types of management research-informed policies are useful for creating a world in which we will all be better off together.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **44** | Submission: **10639** | Sponsor(s): **(OB, MOC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 212**

Compassion at Work: Looking at the Heart of Organizations *Compassion at Work*

Organizer: **Shanta Dey**, *U. Of Sydney*
Presenter: **Helena Nguyen**, *U. Of Sydney*
Presenter: **Hooria Jazaieri**, *Leavey School of Business, Santa Clara U.*
Presenter: **Hongguo Wei**, *Robert Morris U.*
Presenter: **Shanta Dey**, *U. Of Sydney*
Discussant: **Jason Kanov**, *Western Washington U.*

As the world moves from one crisis to another, compassion in response to human suffering is an essential, yet often overlooked, aspect of life. Suffering is also pervasive in organizational life as work is an essential part of life. Whether the suffering is stemming from an employee's life outside of work (e.g., financial problems), part of one's job role (e.g., taking care of sick patients), or organizationally induced (e.g., abusive leadership), organizations harbor the suffering of its employees and its clients or consumers. Yet there are significant gaps in understanding the antecedents, consequences, and boundary conditions of expressing compassion at work. The objective of this symposium is to offer new methodological and theoretical directions to highlight areas of inquiry focusing on the expression of compassion at work. All four papers in the session employ novel conceptualizations, designs, and analyses (e.g., in the moment, interactional dyadic design, team-level analyses with objective medical error data, and experimental designs) and make new theoretical connections (e.g., using attribution theory, cognitive appraisal theory, process model of emotion regulation) that serve as a catalyst for new scholarship on workplace compassion.

The Role of Appraisals and Values-Directed Action in the Compassion Responding Process

Author: **Shanta Dey**, *U. Of Sydney*
Author: **Anya Madeleine Johnson**, *U. Of Sydney*
Author: **Helena Nguyen**, *U. Of Sydney*
Author: **Paul Atkins**, *Australian National U.*
Author: **Felicia Huppert**, *U. of Cambridge*

Compassion at Work: Perceived Self-Concern vs. Other Orientation and the Attribution Impacts

Author: **Hongguo Wei**, *Robert Morris U.*
Author: **Jason Kanov**, *Western Washington U.*
Author: **Shaobing Li**, *Miami U. Ohio*

Compassion as a Regulatory Strategy for Navigating Challenging Workplace Relationships

Author: **Hooria Jazaieri**, *Leavey School of Business, Santa Clara U.*

Collective Compassion on Team Outcomes and Role of Collective Mindfulness and Meditative Practices

Author: **Helena Nguyen**, *U. Of Sydney*
Author: **Karyn L. Wang**, *U. Of Sydney*
Author: **Nickolas Yu**, *Sydney Local Health District*
Author: **Greg Fairbrother**, *U. Of Sydney*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **45** | Submission: **11075** | Sponsor(s): **(OMT)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 8:00AM - 3:00PMPT (UTC-7)** at **Seattle Convention Center in Chelan 2**

OMT Junior Faculty Consortium  
OMT Junior Faculty Consortium

Organizer: **Paul Tracey**, *U. of Cambridge*
Organizer: **Kisha Lashley**, *U. of Virginia*
Panelist: **Christina L. Ahmadjian**, *Rikkyo U.*
Panelist: **John Matthew Amis**, *U. of Edinburgh*
Panelist: **Shahzad Ansari**, *Cambridge U.*
Panelist: **Amanda Cowen**, *U. of Virginia*
Panelist: **Elena Dalpiaz**, *Imperial College Business School*
Panelist: **Joel Gehman**, *George Washington U.*
Panelist: **Brett Gilbert**, *American U.*
Panelist: **Stine Grodal**, *Northeastern U.*
Panelist: **Paula Jarzabkowski**, *U. of Queensland*
Panelist: **Josh Keller**, *UNSW Sydney*
Panelist: **Adelaide Wilcox King**, *U. of Virginia*
Panelist: **Jaco Lok**, *Macquarie Business School, Macquarie U.*
Panelist: **Sally Maitlis**, *U. of Oxford*
Panelist: **Toyah L. Miller**, *George Mason U.*
Panelist: **Vilmos F. Misangyi**, *Pennsylvania State U.*
Panelist: **Yuri Mishina**, *Imperial College London*
Panelist: **Srikanth Paruchuri**, *Texas A&M U.*
Panelist: **Davide Ravasi**, *UCL School of Management*
Panelist: **Juliane Reinecke**, *King's College London*
Panelist: **Violina Rindova**, *U. of Southern California*
Panelist: **Tal Simons**, *Erasmus U. Rotterdam*
Panelist: **Jasjit Singh**, *INSEAD*
Panelist: **Scott Sonenshein**, *Rice U.*
Panelist: **Silviya Svejnova**, *Copenhagen Business School*
Panelist: **Katalin T. Haynes**, *U. of Delaware*
Panelist: **Balagopal Vissa**, *INSEAD*
Panelist: **April L. Wright**, *Warwick Business School*

The OMT Junior Faculty Consortium provides a forum for junior scholars with interests in organization and management theory to get practical advice and build relationships that will help them prosper in their academic careers. It includes feedback sessions, panels, and facilitated discussions focused on three key topics: 1) developing research for publication with the help of seasoned scholars, 2) strategies for impact and growth as a researcher and teacher, and 3) navigating the early years of building a successful faculty career in diverse institutional settings.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **46** | Submission: **10189** | Sponsor(s): **(OMT)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 8:00AM- 3:00PMPT (UTC-7)** at **Seattle Convention Center in Skagit 5**

OMT Doctoral Student Consortium  
OMT Doctoral Student Consortium

Organizer: **Michel Anteby**, *Boston U. Questrom School of Business*
Organizer: **Danielle Logue**, *UTS Business School, Sydney*
Participant: **Beth Bechky**, *UC Davis*
Participant: **Christine Beckman**, *U. of Southern California*
Participant: **Raina A. Brands**, *UCL School of Management*
Participant: **Ebony N. Bridwell-Mitchell**, *Harvard U.*
Participant: **Lindsey Cameron**, *The Wharton School, U. of Pennsylvania*
Participant: **Daisy Eusun Chung**, *Cass Business School, City U. London*
Participant: **Lisa Ellen Cohen**, *McGill U.*
Participant: **Pablo Daniel Fernandez**, *IAE Business School Argentina*
Participant: **Patrick Haack**, *U. of Lausanne, HEC Lausanne*
Participant: **Greta Hsu**, *U. of California, Davis*
Participant: **Nan Jia**, *U. of Southern California*
Participant: **Heeyon Kim**, *Cornell U.*
Participant: **Brayden G. King**, *Northwestern U.*
Participant: **Sharon Koppman**, *U. of California, Irvine*
Participant: **Ko Kuwabara**, *INSEAD*
Participant: **Sally Maitlis**, *U. of Oxford*
Participant: **Namrata Malhotra**, *Imperial College London*
Participant: **Dalhia Mani**, *Indian Institute of Management, Bangalore*
Participant: **Sanaz Mobasseri**, *Boston U. Questrom School of Business*
Participant: **Kamal A Munir**, *U. of Cambridge*
Participant: **Susan Perkins**, *NYU Stern School of Business*
Participant: **Andrea Maria Prado**, *INCAE Business School*
Participant: **Paolo Quattrone**, *Alliance Manchester Business School, U. of Manchester*
Participant: **Adina D. Sterling**, *Stanford Graduate School of Business*
Participant: **Andras Tilcsik**, *U. of Toronto*
Participant: **Mary Tripsas**, *U. of California, Santa Barbara*
Participant: **Jean-philippe Vergne**, *UCL School of Management*
Participant: **Filippo Carlo Wezel**, *USI Lugano*
Participant: **Shipeng Yan**, *U. of Hong Kong*
Participant: **Mark J. Zbaracki**, *Ivey Business School*
Participant: **Tammar B. Zilber**, *Hebrew U. of Jerusalem*
Participant: **Pinar Ozcan**, *Oxford U., Saïd Business School*
Participant: **Njoke Thomas**, *Boston College*
Participant: **Matthew Grimes**, *Cambridge Judge Business School*

Like every year, the OMT doctoral consortium aims at providing late-stage doctoral students with research interests in the areas of organization and management theory practical advice on finding jobs, managing their careers, doing and publishing research, and teaching. It will also provide an opportunity for students to form relationships with others at the same stage in their career and with more senior scholars who share their research interests. The event consists of a series panel presentations, round-table conversations, and mentoring sessions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**

Program Session: **47** | Submission: **11139** | Sponsor(s): **(OMT, RM, CMS, SAP, ODC, OB)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Friday, Aug 5 2022 8:00AM- 12:00PMPT (UTC-7)** at **Seattle Convention Center** in **Skagit 3**

**Discourse-Based Inquiry: Rhetorical, Narrative, and Dialogic
Research Design in Multiple Disciplines**
Discourse-Based Inquiry



- Organizer: **Yuan Li**, *Saint Mary's College of California*
- Panelist: **Suzanne Marie Gagnon**, *Asper School of business, U. of Manitoba*
- Panelist: **Derek Harmon**, *U. of Michigan*
- Panelist: **Mark Learmonth**, *Nottingham Trent U.*
- Panelist: **Ursula Lutzky**, *WU Vienna U. of Economics and Business*
- Panelist: **Rebecca Meisenbach**, *U. of Missouri*
- Panelist: **Clifford Oswick**, *City U. London*
- Panelist: **Pushkala Prasad**, *Skidmore College*
- Panelist: **Linda L. Putnam**, *U. of California, Santa Barbara*
- Panelist: **Danielle Zandee**, *Nyenrode Business U.*

Organizational discourse analysis has been a theory and method characterized by a strong commitment to social constructivism. It has generated niche communities in many areas of organization and management research. However, it also faces methodological challenges such as the lack of templates for data analysis, the paucity of consensus on evaluating the quality of research, and the difficulty of demonstrating theoretical value-added to a knowledge base that is built predominantly on traditional qualitative research. This Professional Development Workshop (PDW) aims to advance discourse-based inquiry in organization studies by sharing insights and best practices in conducting discourse analysis. We bring scholars from management, communications, and linguistics together to bridge the disciplinary differences in conceptions about discourse and conventions for doing discourse-based research. We entertain novel approaches to combining discourse methods with quantitative language processing capabilities to generate new findings. The PDW will feature scholarly presentations based on exemplary empirical research, followed by an expert panel session and roundtable discussions with prominent scholars in the field.

KEY TO SYMBOLS

- Teaching-oriented
- Practice-oriented
- International-oriented
- Theme-oriented
- Research-oriented
- Diversity-oriented
- Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **48** | Submission: **11116** | Sponsor(s): **(OMT, STR, OB, MOC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 8:00AM- 12:00PMPT (UTC-7)** at **The Westin Seattle in Cascade I-B**

Experiments in Institutional Theory and Strategy Research

Experiments in Institutional Theory and Strategy



Organizer: **Alex B. Bitektine**, *JMSB, Concordia U.*
Organizer: **Oliver S. Schilke**, *U. of Arizona*
Facilitator: **Linus Dahlander**, *ESMT European School of Management and Technology*
Facilitator: **Vern Glaser**, *U. of Alberta*
Facilitator: **Sebastian Hafenbrädl**, *IESE Business School*
Facilitator: **Derek Harmon**, *U. of Michigan*
Facilitator: **Thorbjørn Knudsen**, *Frankfurt School of Finance & Management gGMBH*
Presenter: **Daniel Newark**, *HEC Paris*
Facilitator: **Sabine Pittnauer**, *Johannes Kepler U. Linz; Technion - Israel Institute of Technology*
Facilitator: **Daniel Waeger**, *Wilfrid Laurier U.*

This workshop provides the opportunity for institutional theory and strategy researchers with interest in experiments to engage in dialogue, discuss research agendas and methods, and receive feedback on their ongoing work. The workshop begins with a panel discussion addressing the potential of experimental methodology to facilitate novel research and providing an overview of recent contributions of experimental methods to the advancement of our knowledge on institutions and organizational strategy. The workshop will also comprise a showcase presentation of an experimental research project as well as a paper development workshop, where participants will have the opportunity to get an in-depth feedback and mentoring on experimental research projects in progress from experienced facilitators.

If you are interested in participating in the second segment (paper development), please submit your work by email to the workshop organizers, Alex Bitektine (alex.bitektine@concordia.ca) and Oliver Schilke (oschilke@arizona.edu), no later than July 24, 2022.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **49** | Submission: **14974** | Sponsor(s): **(OMT, STR, OB, RM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 8:00AM- 12:00PMPT (UTC-7)** at **The Westin Seattle in Pine**

Using Sports Data To Advance Management Theory

Using Sports Data To Advance Management Theory



Organizer: **Paolo Aversa**, *City U. London*
Organizer: **Dmitry Sharapov**, *Imperial College Business School*
Panelist: **Andrew Carton**, *The Wharton School, U. of Pennsylvania*
Panelist: **Kenny Ching**, *Worcester Polytechnic Institute*
Panelist: **Enrico Forti**, *Manhattan College*
Panelist: **Sarah Doyle**, *U. of Arizona*
Panelist: **Mikhail Alexander Wolfson**, *U. of Kentucky*
Panelist: **John Mathieu**, *U. of Connecticut*

Publishing rigorous and relevant research in top management journals often requires rich and suitable data that allow challenging and compelling research questions to be investigated. The surge of accessible sport data in recent years has increased the number of studies that make use of such data to advance management theory. Beyond the fact that professional sport comprises multi-billion dollar industries worthy of attention per se, sport also provides settings in which fundamental themes of competition and cooperation are at play, making it attractive for scholars seeking to advance management theories. However, sport settings combine research opportunities with non-trivial challenges and dichotomies that require further reflection: First, sports greatly differ in their nature, and it is not always easy to choose the most suitable sport contexts to respond to particular research questions. Second, in sport settings, generalizability of results is less evident than in traditional industries, and readers and reviewers often display skepticism about external validity and generalizability of findings to business contexts. Building on successful editions of this workshop at AOM in the previous five years, this two-part PDW will (1) bring together a panel of scholars to share experience in publishing management research with sport data and (2) provide developmental support in the second part of the workshop for scholars that are in the process of using sport data in their projects or who plan to use sport as a setting to study their research questions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **50** | Submission: **11616** | Sponsor(s): **(ONE, RM, SIM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom "meeting" style**
Scheduled: **Friday, Aug 5 2022 8:00AM - 10:00AMPT (UTC-7)** at **Seattle Convention Center in Room 204**

Beyond-Human Methodologies in Management Research *Beyond-Human Methodologies*



Facilitator: **Jason Good**, *EGADE Business School, Tecnologico de Monterrey*
Facilitator: **Monica Nadegger**, *U. of Innsbruck*
Facilitator: **Frank Figge**, *ESCP Business School*
Participant: **Anu Valtonen**, *U. of Lapland*
Participant: **Seray Ergene**, *U. of Rhode Island*
Participant: **Kiri Dell**, *U. of Auckland*
Participant: **Costanza Sartoris**, *U. Ca' Foscari of Venice - Dept. of Management*
Participant: **Galina Kallio**, *Aalto U. School of Business*
Participant: **Maria Ehrnström-Fuentes**, *Hanken School of Economics*

This PDW aims to explore methodologies for involving 'beyond-human' phenomena in management and organizational research. These types of phenomena include what Bansal and Knox-Hayes (2013) call, emphasizing its temporal and spatial attributes, "physical materiality," and what Whiteman and Cooper (2000, 2011) call, emphasizing its ecological and biological attributes, "ecological materiality." Taken together, 'beyond-human' encompasses all non-human, non-artifactual phenomena (e.g., actors, objects, entities, processes) such as forest fires, atmospheric carbon, and biodiversity. Our aim is to explore and elaborate approaches to studying beyond-human phenomena in organization and management research, including indigenous perspectives, ethnographic methodologies, observational lenses, memory work, among others. This 120-min PDW has three main parts: the first involves short presentations by four scholars, in which they describe their experience with beyond-human methodologies. The second part involves the presenters taking questions in a panel discussion, and the third will be discussion groups aimed at helping participants develop their beyond-human research methodologies, no matter at which stage of development (e.g., research proposal, dissertation, scholarly paper). With this PDW, we continue recent efforts to develop a relational understanding of organizing with and in natural environments, particularly by expanding our methodological toolbox in this emerging but critical domain of organization and management research, and we build on recent conference sessions aimed at fostering a network of scholars who are engaging in beyond-human work.

For the panel discussion, no preliminary preparation is required. For the discussion groups, participants are expected to submit an extended abstract describing the project's purpose and research question, a (brief) theoretical overview, a sketch of the context, and an elaboration of their proposed methodology by June 30, 2022 via e-mail to monica.nadegger@uibk.ac.at.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **51** | Submission: **10286** | Sponsor(s): **(RM, ENT, STR, OB)**
Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**
Scheduled: **Friday, Aug 5 2022 8:00AM - 10:00AMPT (UTC-7)** at **Seattle Convention Center in Room 211**

Methodological Bricolage: Using Multiple Methods in Dissertation Work



Methodological Bricolage in Dissertation Work

Session Chair: **Ashley Yerves Roccapriore**, *U. of Tennessee, Knoxville*
Session Chair: **Rebecca Arwine**, *U. of Tennessee*
Distinguished Speaker: **Donald D Bergh**, *U. of Denver*
Distinguished Speaker: **Kevin G. Corley**, *Imperial College Business School*
Distinguished Speaker: **Thomas R. Crook**, *U. of Tennessee, Knoxville*
Distinguished Speaker: **Alanna Hirschman**, *Texas Tech U.*
Distinguished Speaker: **Elaine Cahalan Hollensbe**, *U. of Cincinnati*
Distinguished Speaker: **Blake D. Mathias**, *Indiana U.*
Distinguished Speaker: **Ryan L. Raffaelli**, *Harvard Business School*
Distinguished Speaker: **David W. Williams**, *U. of Tennessee*

One of the most expansive and influential research projects that scholars will work on during their careers is their dissertation. However, as the field of management research has evolved and grown so has our methodological toolkits, and the accompanying standards, for approaching complex organizational phenomena. In an attempt to meet the expectations of empirical rigor, theoretical importance, and practical relevance expected by top journals in the field, doctoral students are increasingly driven to incorporate mixed methods approaches into their dissertations and corresponding study designs. This methodological bricolage creates great promise for high-impact dissertation work (and eventual publications), however, mixed methods in management research lacks the formalization, institutionalization and templating found with monomethod designs. This PDW intends to catalyze a conversation around the use and misuse of mixed method designs in dissertation research, including matching data sources, collection and analyses to research questions, potential synergies and complementarities, the assumptions associated with combining methods, and how to present the set of methodological decisions and moves made to defend the use of mixed methods.

The first part of the PDW will be open to both in-person and online participants, however, the later half of the session will require advance submission and registration. Participants will need to fill out the form located here: <https://forms.gle/P5JseEcsaSMmBmtt5> with the following information: • Information about you (name, email, university, stage of your doctoral program) • Information about your dissertation o Introduction to your dissertation (no more than 10 pages double spaced) o The number of essays of your dissertation o The empirics of these essays (review, conceptual, qualitative, quantitative) o List of committee members • Three questions you would like to ask the experts

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **52** | Submission: **19704** | Sponsor(s): **(SAP)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 8:00AM- 9:00AMPT (UTC-7)** at **Sheraton Grand Seattle in Willow A**

Strategizing Activities and Practices Early-Career Program: Welcome & Introduction with Linda Rouleau
ECP Introduction with Patron

Organizer: **Jennifer Sloan**, *Alberta School of Business*
Organizer: **Lorenzo Skade**, *European Uni Viadrina, Frankfurt (Oder)*
Speaker: **Linda Rouleau**, *HEC Montreal*
Organizer: **Milena Leybold**, *U. of Innsbruck*

By Invite Only

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **53** | Submission: **10585** | Sponsor(s): **(SIM, GDO, OB)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom "meeting" style**
Scheduled: **Friday, Aug 5 2022 8:00AM - 11:00AMPT (UTC-7)** at Seattle Convention Center in Tahoma 3

The Research and Realities of Asians/Asian Americans in Academia, Business, and Society
Research and Realities of Asians/Asian Americans



Session Chair: **Shelby Gai**, *Michigan State U.*
Organizer: **Anna Fung**, *American U., Kogod School of Business*
Organizer: **Michelle K. Lee**, *Smith School of Business, Queen's U.*
Organizer: **Keimei Sugiyama**, *U. of Wisconsin Milwaukee*
Panelist: **Seval Gündemir**, *U. of Amsterdam*
Panelist: **Jackson Lu**, *MIT Sloan School of Management*
Panelist: **Anyi Ma**, *Tulane U.*
Panelist: **Eddy S. Ng**, *Queen's U.*
Facilitator: **Vikram R. Bhargava**, *George Washington U.*
Facilitator: **Sarah Jensen**, *U. of Utah, David Eccles School of Business*
Facilitator: **Krithiga Sankaran**, *U. of Utah, David Eccles School of Business*
Facilitator: **Eric WK Tsang**, *U. of Texas at Dallas*
Presenter: **Norman Chen**, *The Asian American Foundation*
Presenter: **Grace Choi**, *Office of the Mayor, New York City*
Presenter: **John Yang**, *Asian Americans Advancing Justice*
Organizer: **Jessica Jee Won Paek**, *Fuqua School of Business, Duke U.*

From underlying doubts about their leadership potential to brutal attacks across the US, Asians and Asian Americans confront numerous challenges both within and outside of their organizations. While anti-Asian hate has been particularly acute during the pandemic, these issues have long-standing historical roots that have received little attention in business academia. We seek to remedy this oversight. Bringing together researchers and practitioners, our goals are to educate and empower by facilitating discussions centered on common challenges that Asians and Asian Americans as a community confront within academia, the state of the research pertaining to Asian and Asian Americans specifically, and broader issues occurring in the workplace. As the first PDW to bring together Asian and Asian American members of the academy, we hope to inspire more research in this area that will help us create a better world together for Asians, Asian Americans, and their supporters.

This session will include both panelist presentations and interactive breakout discussions. While pre-registration is not required, if you plan to attend, please complete this form to assist the organizers in gauging interest and planning for the session: <https://forms.gle/HBq3qAmaJEpLkvyb7>

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **54** | Submission: **12765** | Sponsor(s): **(SIM, ONE)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 8:00AM - 12:00PMPT (UTC-7)** at **Seattle Convention Center in Room 620**

SIM-ONE Junior Faculty Consortium
SIM-ONE Junior Faculty Consortium



Organizer: **Susana Esper**, *IESEG School of Management*
Organizer: **Amanda Nicole Williams**, *IMD Business School*
Organizer: **Ju Young Lee**, *Ivey Business School*
Organizer: **Jason M. Pattit**, *U. of St. Thomas*
Participant: **Bobby Banerjee**, *Bayes Business School (formerly Cass)*
Participant: **Pratima Bansal**, *Ivey Business School*
Participant: **Hari Bapuji**, *U. of Melbourne*
Participant: **Stephanie Bertels**, *Simon Fraser U.*
Participant: **Flore Bridoux**, *Erasmus U.*
Participant: **Jill Ann Brown**, *Bentley U. - College of Business - Management Department*
Participant: **Maoliang Bu**, *Nanjing U.*
Participant: **Caroline Flammer**, *Columbia U.*
Participant: **Joel Gehman**, *George Washington U.*
Participant: **Michelle Greenwood**, *Monash U.*
Participant: **Patrick Haack**, *U. of Lausanne, HEC Lausanne*
Participant: **Gazi Islam Islam**, *Grenoble Ecole de Management*
Participant: **Nien-he Hsieh**, *Harvard U.*
Participant: **Jonatan Pinske**, *Manchester Metropolitan U. Business School*
Participant: **Kathleen Rehbein**, *Marquette U.*
Participant: **Michael V. Russo**, *U. of Oregon*
Participant: **Sandra A. Waddock**, *Boston College*
Participant: **Judith Louise Walls**, *HSG U. of St. Gallen*
Participant: **David Wasieleski**, *Duquesne U.*
Participant: **Christopher Wright**, *U. of Sydney Business School*

The Junior Faculty Consortium (JFC) is an annual event that provides an opportunity for early-career faculty members and postdocs that are members of the Social Issues in Management (SIM) division or the Organizations and the Natural Environment (ONE) division to network with senior faculty members and develop their research ideas. The goals of the session are twofold: (1) provide junior faculty with an opportunity to meet and interact with other junior and senior scholars in the field, and (2) discuss research ideas, career trajectory, publication issues, and non-research issues salient to the junior faculty's current position. Furthermore, under the subject 'How SIM-ONE scholarship can contribute to the creation of a better world', and echoing the 2022 annual meeting theme, we propose to delve into the discussion of our potential for contributing to meaningful and impactful research, in a context in which business organizations will have to address world problems at a pace and scale that was unpredicted.

The Junior Faculty Consortium (JFC) is an annual event that provides an opportunity for early-career faculty members and postdocs that are members of the Social Issues in Management (SIM) division or the Organizations and the Natural Environment (ONE) division to network with senior faculty members and develop their research ideas. Invitation required.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **55** | Submission: **12261** | Sponsor(s): **(STR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 8:00AM- 11:00AMPT (UTC-7)** at **Seattle Convention Center in Chelan 4**

**Fostering Publications from Around the World in Leading
Organization and Strategy Journals**
Global Scholar PDW



Organizer: **Joon Mahn Lee**, *Korea U. Business School*
Organizer: **Weiting Zheng**, *U. of New South Wales*
Organizer: **Obi Berko Damoah**, *U. of Ghana*
Organizer: **Sandro Cabral**, *Inspere Institute of Education and Research*
Organizer: **Remzi Gozubuyuk**, *Sabancı U.*
Organizer: **Edgar Ramirez Solis**, *ITESM*
Panelist: **Nan Jia**, *U. of Southern California*
Panelist: **Jiatao Li**, *Hong Kong U. of Science and Technology*
Panelist: **Daphne Yiu**, *U. of Oklahoma*
Panelist: **Raffaele Conti**, *ESSEC Business School*
Panelist: **Glenn Hoetker**, *Melbourne Business School, U. of Melbourne*
Panelist: **Ishtiaq Pasha Mahmood**, *NUS Business School*
Panelist: **Jaeyong Song**, *Seoul National U.*

Around the world, researchers are engaged in exciting and innovative research projects on business strategy and policy. Unfortunately, many such researchers face various obstacles that prevent them from publishing in leading journals. This PDW has been designed to aid those researchers. A panel of editors from leading journals will provide insights into the requirements and submission processes of their journals, framing of research papers, demarcating contributions in the literature, and so on. Another panel comprising of scholars from various parts of the world will share their own successes and challenges, publishing strategies, and provide their own (un) successful experiences on journal publication. Finally, registered participants who submitted a working paper in advance will receive one-on-one feedback from facilitators on their manuscripts.

Please submit (a) a current CV and (b) a completed and edited manuscript that you plan to submit to a peer-reviewed research journal by June 15th here (<https://forms.gle/q1o6KzAXpja8Waoh8>). If you are not able to submit via this form, please send these to Joon Mahn Lee (joonmahn@korea.ac.kr) or Weiting Zheng (weiting.zheng@unsw.edu.au).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **56** | Submission: **10840** | Sponsor(s): **(STR, OMT, ENT, OB)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 8:00AM- 10:00AMPT (UTC-7)** at **Seattle Convention Center in Room 304**

Luck, Serendipity, and Chance in Strategy Research: Where Are We Now, and Where to go from Here?
Luck, Serendipity and Chance



Organizer: **Madeleine Stefanie Rauch**, *Stanford U. & Copenhagen Business School*
Organizer: **Christian Busch**, *New York U.*
Distinguished Speaker: **Henry Mintzberg**, *McGill U.*
Panelist: **Raghu Garud**, *Pennsylvania State U.*
Panelist: **Shahzad Ansari**, *Cambridge U.*
Panelist: **Melissa Schilling**, *New York U.*
Panelist: **Chengwei Liu**, *ESMT Berlin*
Panelist: **Christina Fang**, *New York U.*

This Professional Development Workshop (PDW) will focus on serendipity, luck, and chance in the management and strategy context. The first part of the PDW is a facilitated panel discussion with leading academics studying serendipity, luck, and chance from different methodological and theoretical perspectives. The focus of the panel discussion is to highlight current research and ideas for interesting further research possibilities, as well as how to navigate the related review process. We will end this first part, with reflections by an eminent strategy scholar (Henry Mintzberg), as well as the group at large. Part 1 is open to all participants and does not require a pre-registration. In the second part of this PDW, participants will attend a pre-selected roundtable facilitated by an experienced scholar in the field. Participants who wish to participate in the individualized feedback session will need to submit a proposal (2 pages). We will limit the number of participants to 24-32 in the second part (individualized advice) of the PDW.

This PDW will consist of two parts: (1) facilitated panel discussion with esteemed speakers – open to all and NO registration needed – which can be attended in person or online; and (2) round table discussion and individualized feedback by an experienced scholar – only in person! Please register for Part 2 by sending an extended abstract (max 3,000 words), your preferred faculty roundtable discussant (preference of 3), and your CV by July 1st to Madeleine Rauch (rauch@stanford.edu) and Christian Busch (christian.busch@nyu.edu). We will only be able to accept a small group of participants for the round table discussions, as such we encourage early submission.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **57** | Submission: **13071** | Sponsor(s): **(STR, OMT, SIM, MOC)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 8:00AM - 10:00AMPT (UTC-7)** at **Seattle Convention Center in Ballroom 6E**

Shareholders and Governance: The Role of Institutional Investors, Family Owners, and Activism *Activism and Governance*



Organizer: **Latifa Albader**, *Arizona State U.*
Organizer: **Alina Georgiana Andrei**, *RSM Erasmus U.*
Organizer: **Felipe Calvano**, *Virginia Tech*
Organizer: **Eric Y. Lee**, *Penn State Smeal College of Business*
Organizer: **Krishnan Nair**, *Northwestern U.*
Moderator: **John R. Busenbark**, *U. of Notre Dame*
Panelist: **Raphael H. Amit**, *U. of Pennsylvania*
Panelist: **Mario Daniele Amore**, *Bocconi U.*
Panelist: **Parthiban David**, *American U.*
Panelist: **Caroline Flammer**, *Columbia U.*
Panelist: **Michael A. Hitt**, *Texas A&M U.*
Panelist: **Brayden G. King**, *Northwestern U.*
Panelist: **Ryan Adam Krause**, *Texas Christian U.*
Panelist: **Christine Shropshire**, *Arizona State U.*
Panelist: **Edward J. Zajac**, *Northwestern U.*
Panelist: **Anthea (Yan) Zhang**, *Rice U.*

Shareholders represent one key source of influence on firm strategy and can ultimately affect the performance and survival of firms. Despite growing research interest on topics such as shareholder activism, institutional investors, and family owners, we do not yet have a cohesive or coherent view on how shareholders impact firm outcomes. Moreover, we find that there is very little research at the intersection of these three sub-fields in the current corporate governance literature. This PDW aims to highlight common themes, established theoretical perspectives, and overarching ideas about shareholder influence to help propel this critical research stream forward with more scholarly cohesion and attention. The PDW—designed to be interactive, informative, and developmental—will be divided into two parts. Part 1 consists of a moderated panel discussion of ten experts, who will present their views on the current state of, and promising future directions for, research on shareholder influence on governance. The panelists will also discuss how to overcome possible challenges at the intersection of theories, data, and methodologies in this stream of research. In Part 2, participants—who have submitted proposals on one of the three topics or at the intersection of any of these three topics—will receive feedback from our expert panelists and will have a chance to ask the panelists questions, as well as discuss their ideas with other participants for further feedback.

We are accepting proposals on the three topics covered in this PDW (i.e., shareholder activism, institutional investors, and family ownership). The authors of accepted submissions will participate in Part 2 of the PDW, where they will receive feedback from our expert panelists, have a chance to ask the panelists questions, as well as discuss their ideas with other participants for further feedback. The participants will be chosen based on the quality of their proposal. A maximum of 12 submissions (four per each topic area) will be accepted. Submission Guidelines: Proposals should not exceed 7 pages (single-spaced). Please use 10 point font or larger. Please submit proposals in PDF format. Only one (1) proposal, either as an author or a co-author, may be submitted. At least one author from each proposal will be required to attend Part 2 of the PDW. To be considered, proposals must be sent to governancepdw@gmail.com by Friday June 17th, 2022. Authors will be notified on whether their proposal is accepted by July 15, 2022.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **58** | Submission: **14677** | Sponsor(s): **(STR, TIM, OMI, ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 8:00AM - 10:00AMPT (UTC-7)** at **Sheraton Grand Seattle** in **Grand Ballroom D**

Organizational Scaling: New Research Frontiers
Organizational Scaling: New Research Frontiers



Panelist: **J. Daniel Kim**, *The Wharton School, U. of Pennsylvania*
Organizer: **Saerom Lee**, *The Wharton School, U. of Pennsylvania*
Panelist: **Alicia DeSantola**, *U. of Washington*
Panelist: **Thomas R. Eisenmann**, *Harvard U.*
Panelist: **Benjamin L. Hallen**, *U. of Washington, Seattle*
Panelist: **David Hsu**, *The Wharton School, U. of Pennsylvania*

Why do so many new ventures seem to have it all and yet fail to grow their business and transition to mature firms? As only a handful of startups succeed in organizational scaling, this phenomenon has garnered much attention from academics as well as industry practitioners. In particular, given the complexity in and around this phenomenon, a growing body of work has started to apply a variety of theoretical lenses and research methods to provide a systematic understanding of organizational scaling. The purpose of this professional development workshop is, thus, to draw attention to these latest scholarly developments and to enhance engagement across disciplinary and methodological boundaries, with the goal of promoting our comprehensive understanding of various aspects of organizational scaling. To this aim, we have gathered five prominent scholars with expertise and cutting-edge research in organizational scaling. These panelists will, first, frame our session by sharing each other's recent work on organizational scaling. Then, a subsequent panel discussion and audience Q&A will synthesize these presentations and push our collective thinking forward to inspire future research and directions on organizational scaling. Overall, this workshop will offer a structured opportunity to stimulate new research ideas and methods on organizational scaling and to network with scholars that share an interest in this strategically important yet under-explored phenomenon.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **59** | Submission: **19664** | Sponsor(s): **(SVC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 8:00AM - 8:00PMPT (UTC-7)** at **The Westin Seattle in Baker**

Reflection Room

Reflection Room

This space is designated as a non-denominational room for attendees to use for prayer or quiet reflection amidst the busy backdrop of the meeting. Use of this space requires tolerance for all faiths, spiritual beliefs and practices. In order to make this space available to attendees, the following rules apply: Only registered Academy of Management attendees are permitted. No candles, incense burning or other smoke, fragrance or flame is allowed. The space is open to registrants at all scheduled times. Conversation and music are prohibited and noise is to be kept to the strictest minimum. Use is restricted to purposes of personal reflection, meditation or prayer. No sleeping is permitted.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **60** | Submission: **18427** | Sponsor(s): **(HCM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 8:30AM - 11:30AMPT (UTC-7)** at **Seattle Convention Center in Tahoma 1**

Emerging Scholars Consortium (Part 1)  
Emerging Scholars Consortium (Part 1)

Organizer: **Nicholas Edwardson**, *U. of New Mexico*
Presenter: **Deborah M. Mullen**, *U. of Tennessee, Chattanooga*
Presenter: **Peter F. Martelli**, *Suffolk U.*
Presenter: **Daan Westra**, *Maastricht U.*
Presenter: **Tracy Hopkins Porter**, *Cleveland State U.*
Presenter: **Deirdre McCaughey**, *U. of Calgary*
Presenter: **Jennifer Gutberg**, *U. of Toronto*
Presenter: **Michele Heath**, *Cleveland State U.*
Presenter: **Gina Phelps Thobes**, *U. of Akron*
Presenter: **Seongwon Choi**, *Trinity U.*

Are you a junior faculty member, post-doc, or doctoral student with research and/or teaching interests in health care management? Join us for the Health Care Management (HCM) division Emerging Scholars Consortium (ESC) on Friday, August 5th in Seattle, where a diverse group of outstanding faculty will facilitate a highly interactive series of sessions geared towards emerging health care management scholars. In addition to the content, the ESC’s highly collaborative format is a fantastic opportunity to create relationships with other HCM emerging scholars from around the globe. Many long-time HCM members attest to the ESC as an origin for major research collaborations and employment pathways.

The ESC will be delivered in hybrid format this year, so please register and attend whether you’ll be in Seattle or online. For the morning portion of the ESC (Part 1), topics we will cover include: “Better Assessment Together: A practical workshop to improve learning and streamline grading” at 8:30 AM (Pacific) and “Finding Career Opportunities & Flourishing in a Transformed World” at 10:10 AM. For the afternoon portion of the ESC (Part 2), topics we will cover include: “Faculty Resilience during the Pandemic: Strategies and Tips” at 1:30 PM (Pacific), “Goal setting for highly ambitious scholars, understanding why and how to get there” at 2:30 PM, and “Look before You Leap: Making the Jump from Faculty to Leadership Roles” at 3:40 PM. Registration is required for all attendees—both in-person and online. For in-person attendees who pre-register, the ESC will include lunch and will conclude with an off-site social. To register for the consortium, please email Nick Edwardson (nedwardson@unm.edu) and indicate if you will be attending in person or online.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **61** | Submission: **14072** | Sponsor(s): **(HR, OB, IM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 8:30AM- 10:00AMPT (UTC-7)**

Human Resource Management and Gig Work: Exploring Differences Across Countries *HRM and Gig Work: Differences Across Countries*



Organizer: **Jeroen Meijerink**, *U. of Twente*
Organizer: **James Duggan**, *Maynooth U., Ireland*
Organizer: **Anthony McDonnell**, *U. College Cork*
Organizer: **Annabelle Hofer**, *U. of Bern, Work and Organisational Psychology*
Organizer: **Caroline Straub**, *Bern U. of Applied Sciences*
Panelist: **Ronan Carbery**, *Cork U. Business School*
Panelist: **Emma Parry**, *Cranfield U.*
Panelist: **Anne Keegan**, *U. College Dublin, Ireland*
Panelist: **Sandra Fisher**, *Münster U. of Applied Sciences and U. of Twente*
Panelist: **Rafael Grohmann**, *U. of Vale do Rio dos Sinos*

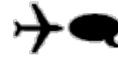
Online labor platforms (OLPs) like Uber, Upwork and Deliveroo, drive a transition towards ‘gig work’ where consumers and organizations outsource fixed-term activities performed by an independent contractor, with the involvement of the OLP as an intermediary. OLPs create a new reality for human resource management (HRM) theory and practice by operating HRM activities for non-employees by means of software algorithms. Since empirical studies predominantly draw on data from individual countries, we argue that the time has come for cross-national comparative studies into online platforms’ usage of HRM activities – and their impact on gig workers – across different legal, institutional and economic regimes. The current workshop therefore brings together scholars from different national backgrounds (1) to develop an agenda for cross-national research into HRM and gig work, and (2) to share best practices for conducting and coordinating empirical research into gig work across national borders. Participants of this workshop will compare insights on HRM and gig work from single-country studies, translate these into avenues for future cross-national research and learn about collecting data in cases where gig workers are dispersed and OLPs hesitate to share their (big) data. After a short introduction to the workshop, we organize round-table discussions on research questions. This is followed by a panel discussion and Q&A session with experts on challenges related to conducting cross-national research into HRM and gig work. This workshop provides three deliverables to its participants: (1) access to and initial development of a community focused on conducting cross-national research, (2) a set of research questions for cross-national comparative HRM and gig work research, and (3) techniques for accessing and studying OLPs and gig workers across national borders.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **62** | Submission: **12503** | Sponsor(s): **(INDAM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 8:30AM - 10:30AMPT (UTC-7)** at **Seattle Convention Center in Room 2B**

Sarvodaya – Gandhi’s Approach to Creating a Better World *Gandhi’s Sarvodaya*



Session Chair: **Anil K. Maheshwari**, *Maharishi U. of Management*
Session Chair: **R Ray Gehani**, *Akron U.*
Presenter: **Nisha Pandey**, *Vivekanand Education Society's Business School, Mumbai, India*
Presenter: **Vikram Gulati**, *Maharishi International U.*
Presenter: **Tanuja Sharma**, *MDI, Gurgaon, India*

Mahatma Gandhi was a champion of Sarvodaya, or upliftment of all. Gandhi transcended narrow mindedness and parochiality, and operated from a higher consciousness, which made him a global inspiration (Gehani & Maheshwari, 2020; Maheshwari, 2021). He carried all communities together in a peaceful manner in the pursuit of universal human flourishing. Gandhi learned key foundational values from his parents: non-violence, truth, and equality and love for all. He learned the principles of samatvam (even mindedness), samadarshinam (seeing without judging, or love for all) and swadhama (sense of one’s own duty), from Bhagavad Gita and other scriptures. Gandhi worked tirelessly especially for the welfare of the poorest and the most marginalized amongst us. He encouraged local village economy to be self-sufficient, and that small scale social entrepreneurs can do well by doing good. This workshop brings together a panel of management researchers with rich perspectives on Gandhian consciousness, principles, and practices. Through dialog and exercises, this workshop expects to create a rich, coherent, and practical perspective for the management research and practitioner communities on applying the Gandhian values-based management approach for building a better world together.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **PDW Workshop**

Program Session: **63** | Submission: **16361** | Sponsor(s): **(MSR, SIM, MED)**

Session Format: **In-person Only: Seattle**

Scheduled: **Friday, Aug 5 2022 8:30AM - 10:30AMPT (UTC-7)** at **Hyatt Regency Seattle in 303 Bogachiel**

Creating a Better World Together: The Power of Exemplary, Emotionally Aware Educators and Managers
Exemplary, Emotionally Aware Educators - Managers



Session Chair: **Richard Jackson Major**, *Institut de Gestion Sociale Paris*
Facilitator: **Tom Elwood Culham**, *Beedie School of Business Simon Fraser U.*
Discussant: **Payal Kumar**, *Indian school of hospitality*
Discussant: **Richard Perego**, *U. of Dallas, Satish & Yasmin Gupta College of Business*

In the light of a more than ever turbulent and unpredictable world, Sharon A. Alvarez, AOM Program Chair for 2022, asks: “What skills will business organizations and managers of the future need?”, “How can business organizations, managers, and stakeholders develop and enhance capabilities to anticipate and agilely respond to pandemics, other world-wide concerns, and new challenges?” We respond with a simple yet challenging answer: Management educators and practitioners need to cultivate their inner life through heightened levels of consciousness and practice, and develop their emotional intelligence/maturity in such a way to create a ripple effect on their students and the teams they manage or will manage. Exemplary conscious leaders and educators have the ability to manifest effective behaviors to navigate chaotic environments. This PDW is an extension of past years’ PDWs “Broadening our insight by developing self awareness of faculty and future business leaders in the classroom” focused on identifying and processing emotional classroom situations. We are now raising the theoretical level to encompass the power of exemplars and role models in education and in management, particularly applied to VUCA environments. Through this PDW, we aim to contextualize research that suggests that emotional intelligence and consciousness is an essential step for leaders to grow and succeed in our current globalized economy and society. The purpose and expected outcome of this PDW is to advance participants’ competency in developing self-awareness and working with emotions skillfully. Presenters will share experiential pedagogies that can be enriching such as meditation, emotional intelligence exercises and journaling. Participants will be encouraged to delve into an emotional space through demonstrations of vulnerability, which is critical for developing self-awareness. By developing and modeling this skill in the classroom, faculty can favorably influence business students to become aware of this essential dimension of leadership and to apply it to themselves as future leaders.

KEY TO SYMBOLS

-  Teaching-oriented
-  Practice-oriented
-  International-oriented
-  Theme-oriented
-  Research-oriented
-  Diversity-oriented
-  Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **64** | Submission: **12840** | Sponsor(s): **(OSCM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 8:30AM - 12:00PMPT (UTC-7)** at **The Westin Seattle** in **Elliot Bay**

2022 OSCM Division Joint Junior Faculty and Doctoral Consortium



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OSCM Junior and Doctoral Consortium

Organizer: **John Aloysius**, *U. of Arkansas Sam M. Walton College of Business*
Organizer: **Maricela Arellano Caro**, *HEC Montreal*

The Operations and Supply Chain Management Division is pleased to announce a joint Junior Faculty and Doctoral Consortium at the annual meeting of the Academy of Management (AoM) in Seattle, WA, USA. The primary focus of the joint consortium involves an intensive research incubator session for doctoral students and junior faculty. Doctoral students are asked to give a short (15 minute) presentation about their research proposal to a panel of senior and junior faculty who then provide feedback and guidance on each proposal. Subsequently, the junior faculty will have an opportunity to present their research programs describing how they are extending their dissertation research and/or starting new research streams. The doctoral students are expected to ask questions and learn about building a research identity. In addition to the research incubator session, several panel sessions will further elaborate on publishing and the development of research streams, as well as the acquisition of soft skills necessary for professional development. Experts in the field are invited to provide their input and engage participants in Q&A sessions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **PDW Workshop**
Program Session: **65** | Submission: **10253** | Sponsor(s): **(CAR, HR, RM, OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 9:00AM - 10:30AMPT (UTC-7)** at **Seattle Convention Center in Room 606**

Sequence Analysis in Career and HRM Research: Techniques and Practical Applications

Sequence Analysis



Organizer: **Katja Dlouhy**, *U. of Mannheim*
Organizer: **Torsten Biemann**, *U. of Mannheim*

This is an introductory workshop on sequence analysis, specifically on optimal matching analysis. Optimal matching analysis can be used to assess similarity of sequence data, and to find patterns in longitudinal nominal data. The workshop is targeted at researchers and doctoral students who want to get started with this method. The objective of the workshop is to encourage and enable participants to apply sequence analysis in their own research. After introducing fundamentals of the method, we will provide examples of its use in empirical research. Attendees will then develop practical, hands-on skills for using optimal matching analysis by analyzing a sample data set. We will discuss important practical issues and introduce some advanced applications, giving enough room for discussion and questions. After registration, participants will be provided with a download link to the free software R, sample data, and some syntax for R that can serve as a blueprint for their own future analyses.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **66** | Submission: **15973** | Sponsor(s): (CMS, GDO, MC, OB, OMT, PNP, SIM)
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 9:00AM- 10:30AMPT (UTC-7)**

Studying Organizational Elites in an Unequal World: A Call to Action

Studying Organizational Elites



Panelist: **Maja Korica**, *U. of Warwick*
Panelist: **Brooke Harrington**, *Copenhagen Business School*
Panelist: **Anne Monier**, *ESSEC Business School*
Panelist: **Bruno Cousin**, *Sciences Po*

While organizational elites have received considerable attention in Sociology, Anthropology and Political Science, they remain under-researched in Organization Studies. This PDW is intended to spur engagement, inspire collaborations, and point to promising new horizons for elite research by organizational scholars. These objectives will also address the increasing calls for us to contribute insights on some of the world’s most pressing practical problems, such as skyrocketing political and economic inequality, in which organizational elites have played crucial roles.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Employee Reactions to HR Practices and Concepts

Session Moderator: **Theresa M. Welbourne**, *U. of Alabama*

GDO: Work-life Programs and Women in Management: Evidence from Japan

Author: **Yang Yang**, *Rowan U.*
Author: **Guo-Liang Jiang**, *Sprott School of Business, Carleton U.*
Author: **Alison M. Konrad**, *Western U.*

Although work-life programs (WLPs) are suggested to be useful for improving women’s representation in management, research findings are often mixed. We add a temporal perspective to this dialogue by examining the short-term and sustained effects of WLPs. Our analysis of 1,021 Japanese firms spanning 13 years reveals nuanced findings: while WLPs have an overall immediate but unsustainable effect on increasing the proportion of women in management, a sustained enhancing effect is detected in organizations with higher percentage of female employees. Additional examination of individual practices shows that flextime practices are more beneficial for promoting women into higher managerial positions while virtue offices are more advantageous for advancing women into lower-level leadership roles. Moreover, childcare has both short-term and sustained effects regardless of organizational gender composition or the levels of managerial positions. Both theoretical and empirical implications are discussed.

Paper is NOT Available. Please contact the author(s).

GDO: Structure Complexity as a Determinant of Employee Resource Group (ERG) Response to COVID-19

Author: **Theresa M. Welbourne**, *U. of Alabama*
Author: **Seth Butler**, *U. of Alabama*

Employee resource groups (ERGs) have expanded since COVID-19 started, in part, to help a challenged workforce. ERGs are “voluntary, employee-led groups” that are “dedicated to fostering a diverse and inclusive work environment” (Welbourne, Rolf, & Schlachter, 2017: 1817). These groups have been expanding in large, global, established firms like Amazon, Bank of America, and Coca-Cola; and they have also been started and growing in younger companies like Zillow, Twitch, and Riot Games. The general assumption is that ERGs are an integral part of a firm’s diversity strategy; however, many ERGs work in ways that are independent of the diversity office and certainly that take on goals beyond diversity and the human resource function. Examples of this type of beyond HR/diversity work include innovating new products for their firms, customer-centric work, and recently, helping companies respond to COVID-19. In this paper we focus in on ERG responses to the 2020 pandemic and examine the degree to which the ERG structure, in particular its complexity, is related to responses to COVID-19. We test the hypothesis that more complex ERGs, often formed as parallel organizations, were able to respond faster and in a higher impact manner with a broader audience, including helping non-employee community members. Our study uses survey data from ERG leaders and members; these data were collected in 2020 and 2021. Results show a pattern that supports our hypotheses. Keywords: Employee resource groups (ERGs), diversity, COVID-19, parallel organizations (POs)

Paper is Available to Meeting Registrants Only.

GDO: Successful Aging at Work: The Role of Development/Maintenance Context and HR Attributions in Burnout

Author: **Eda Aksoy**, *Koc U.*
Author: **Justin Marcus**, *Koç U.*

Fusing the lifespan perspective on age with organisational psychology theory on HR attributions, we examine the confluence of HR attributions, burnout, and the employee management context with regard to the study of work and ageing. Time-lagged, multi-level survey data were collected from a sample of N = 1,165 blue-collar employees working at the manufacturing plants of a large-scale firm operating in the Turkish energy industry. A cross-level moderated mediation model was tested using multi-level structural equation modelling (SEM). The results supported study hypotheses such that the positive association between age and burnout was mediated by well-being HR attributions, and this mediated association was moderated by the employee management context surrounding employee safety. At the organisational units level, development-oriented contexts—indicated by the degree of innovation strategy, safety training, and active unit safety leadership—weakened the positive association between age and well-being HR attributions, whereas a maintenance-oriented context indicated by passive unit safety leadership strengthened this association. The theoretical and practical implications of these findings for successful ageing at work are discussed.

Paper is Available to Meeting Registrants Only.

GDO: Machine Learning Text Analysis of Corporate Diversity Statements Predicts Employees’ Online Ratings

Author: **Wei Wang**, *City U. of New York*
Author: **Julie Dinh**, *Rice U.*
Author: **Kisha Shannon Jones**, *Florida International U.*
Author: **Siddharth Kanakrai Upadhyay**, *Florida International U.*
Author: **Jun Yang**, *U. of North Carolina, Greensboro*

In response to increased public consciousness around racism after George Floyd’s killing, many organizations released public statements to condemn racism and affirm their stance on diversity, equity, and inclusion (DEI). However, little is known about the specific thematic contents of various diversity statements and their implications on important organizational outcomes. Taking both inductive and deductive approaches, the current research conducted two studies to advance our understanding in this area. We first employed novel unsupervised machine learning techniques and comprehensively analyzed the texts of diversity statements publicly released by Fortune 1000 companies in early June 2020. Our structural topic modeling uncovered six underlying latent semantic topics: 1) general DEI terms, 2) supporting Black community, 3) acknowledging Black community, 4) committing to diversifying the workforce, 5) miscellaneous words, and 6) titles and companies. Furthermore, drawing from the identity-blind and consciousness diversity ideologies framework and leveraging tens of millions of employee rating data points on Glassdoor.com, we further found evidence that companies that released (vs. did not release) diversity statements and companies whose diversity statements emphasized identity-conscious (vs. identity-blind) topics were more positively evaluated by their employees online. Our findings shed light on important theoretical implications for current diversity research and offer practical recommendations for organizational scientists and practitioners in diversity management.

Paper is Available to Meeting Registrants Only.

Author: **Jingyi Wei**, *U. of Macau*

The COVID-19 pandemic has stripped away the illusion of decency that many people maintained, which is evoking a rethinking of the nature and future of work. Actually, the nature and future of work have long been a defining issue for business and society, an increasing amount of research has examined how people may secure Decent Work and Quality Employment (DWQE) and how DWQE affect a variety of psychological and organizational outcomes. A comprehensive review of the existing literature will facilitate the rethinking of the nature and future of work in the post-crisis era. We define DWQE as being employed in conditions of human dignity, equity, security, and freedom. We then detail the antecedents and outcomes of the four dimensions of DWQE across individual and organizational levels of analysis. We then present a new theoretical framework where a DWQE profile plays a boundary condition in explaining why people perform different working behaviors toward similar stimulus within the organizational context. We conclude that the DWQE profile may help disentangle some of inconsistent findings in organizational and psychological research.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **68** | Submission: **14536** | Sponsor(s): **(HR, MED, OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 9:00AM - 12:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **402 Chilwack**

Innovative and Experiential Approaches to Teaching HR

Teaching HR

Organizer: **Amanda Shantz**, *U. of St. Gallen*
Organizer: **Tae-Youn Park**, *Cornell U.*
Session Chair: **Suzanne C. De Janasz**, *George Mason U.*
Session Chair: **Caren Goldberg**, *U. de Sevilla*
Presenter: **Lisa Burke-Smalley**, *U. of Tennessee, Chattanooga*
Presenter: **Madeleine Stevens**, *39122*
Participant: **Laquita C. Blockson**, *Agnes Scott College*
Participant: **Vias Nicolaides**, *George Mason U.*
Participant: **Shannon Rawski**, *Ivey Business School*
Participant: **Anna B. Kayes**, *Stevenson U.*
Participant: **Phanikiran Radhakrishnan**, *U. of Toronto at Scarborough*
Participant: **Colette A. Frayne**, *Thunderbird School of Global Management at ASU*
Participant: **Julie JP Palmer**, *Webster U.*
Participant: **Gary Stark**, *Northern Michigan U.*
Participant: **Lisa T. Stickney**, *U. of Baltimore*
Participant: **Beverly J Demarr**, *Ferris State U.*
Participant: **Smriti Anand**, *Illinois Institute of Technology Stuart School of Business*
Participant: **Robyn A. Berkley**, *Southern Illinois U., Edwardsville*
Participant: **Lynn Bowes-Sperry**, *California State U., East Bay*
Participant: **Juanita Kimiyo Forrester**, *Mercer U.*
Participant: **Jennifer Lynn Schultz**, *Saint Mary's U. of Minnesota*
Participant: **Joy Schneer**, *Rider U.*
Participant: **Vicki L. Taylor**, *Shippensburg U.*
Participant: **Julita A. Haber**, *Fordham U.*
Participant: **Deborah Jackson Pemberton**, *College of St. Benedict / St. John's U.*
Participant: **Frankie Jason Weinberg**, *Loyola U. New Orleans*
Participant: **Jason Myrowitz**, *Northern Arizona U.*
Participant: **Avi Kay**, *Jerusalem College of Technology (Lev Academic Center)*
Participant: **David Kaplan**, *Saint Louis U.*
Participant: **Jacob Eisenberg**, *UCD*
Participant: **Victoria Miller**, *Stevenson U.*

The purpose of this professional development workshop (PDW) is to offer AOM members the opportunity to learn innovative and experiential approaches to teaching topics in human resources. This interactive session is comprised of two parts. First, the session begins with presentations of 2021 Innovative Teaching Award winners, recognizing their achievements. They will present effective and innovative ways to teach human resources. Next, a diverse panel of faculty from different universities will share experiential approaches to teaching human resources for the audience of all levels (undergraduate, graduates, professional students). In this highly interactive 'potluck' session, attendees will have the opportunity to choose a topic of their interests (e.g., compensation, diversity, staffing, etc.) and to learn about innovative teaching methods experientially in round tables each led by one or two members of the panel. This workshop will provide the audience opportunities to expand their repertoire of experiential exercises that they can implement immediately into their classrooms.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**

Program Session: **69** | Submission: **16755** | Sponsor(s): **(IM, STR, OMI)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Friday, Aug 5 2022 9:00AM - 10:30AMPT (UTC-7)** at **Seattle Convention Center in Yakima 1**

**Owners as Strategists: Should Investors be more Involved in
Firms’ Global Strategies?**
Ownership and Global Strategy



Session Chair: **Anna Grosman**, *Loughborough U.*

Panelist: **Christina L. Ahmadjian**, *Rikkyo U.*

Panelist: **Margarethe F Wiersema**, *U. of California, Irvine*

Panelist: **Alessandro Zattoni**, *Luiss Guido Carli U.*

Panelist: **Virginia Bodolica**, *American U. of Sharjah*

There is a growing debate both in practice and in academia about the role that owners play in company strategy. Who owns the firm (local or foreign shareholders, governments or private investors, concentrated or diffused shareholders, traditional or alternative investors) has long been an essential topic for research on organizations. At the same time, our conceptualization of ownership has widened over time to incorporate owners as strategists (most prominently in the case of entrepreneurial financiers), sources of capital (as in the case of large joint-stock companies), and mechanisms of control (direct or via institutional intermediaries). The linkages and tensions among these conceptual foundations (for instance, the tension between ownership, ownership structures, and control) have been the focus of a large literature in global strategy. At the same time, this diversity in conceptual foundations provides numerous opportunities for advancing our understanding of the role of ownership in global strategy. Hence, the objective of this panel is to debate whether or how ownership affects global strategy and, by extension, how strategies are employed to accommodate owners.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Academics and Scholarly Impact

Session Moderator: **Ravi Ramani**, *Morgan State U.*

MED: Defining, Measuring, and Rewarding Scholarly Impact: It's the Level of Analysis, Stupid

Author: **Ravi Ramani**, *Morgan State U.*

Author: **Herman Aguinis**, *George Washington U.*

Author: **Jacqueline A-M. Coyle-Shapiro**, *London School of Economics*

We demonstrate that the pervasive practice of using journals' impact factor (JIF) as a proxy to assess researcher and article scholarly impact is inappropriate because it results in grossly incorrect conclusions about the impact of both individual researchers and individual articles. For example, using JIF underestimates the impact of some researchers by 123%, while overestimating it for others by 64%. Similarly, it underestimates the impact of some articles by 1,800%, while overestimating the impact of others by 1,100%. Using the multilevel paradigm, we explain that this practice is invalid because of confusion about the definition and measurement of impact at different levels of analysis. Specifically, JIF is a journal-level measure of impact, computed by aggregating citations of individual articles (i.e., upward effect), and is therefore not appropriate to use when measuring impact at lower levels of analysis such as that of individual researchers or individual articles published in a particular journal (i.e., downward effect). Accordingly, we advocate an immediate moratorium on the use of JIF and other journal-level (i.e., higher level of analysis) measures when assessing the impact of individual researchers and individual articles (i.e., lower level of analysis). Given the importance and interest in assessing scholarly impact of researchers and articles, we delineate measures that are level-appropriate and readily available. We discuss implications for theory and future research, the careers of researchers and educators and the administration and future of business schools, and conclude with actionable recommendations for internal and external stakeholders regarding the assessment of scholarly impact.

Paper is Available to Meeting Registrants Only.

MED: Publication Concentration Trends of Top Business Journals, 1990–2020

Author: **Huijian Dong**, *New Jersey City U.*

Author: **Xiaomin Guo**, *U. of South Florida*

Author: **Steven Miller**, *U. of South Florida*

Author: **Tina Yang**, *U. of South Florida*

We conduct a comprehensive analysis of trends in publication concentration across seven business disciplines from 1990 to 2020. The predominant evidence has so far been limited to a single discipline, sometimes one journal. We construct different measures of publication concentration using over 64,000 articles in 24 top business journals. We find that the concentration of institutional affiliations has steadily declined. However, significant heterogeneities exist across and within disciplines. Additionally, there is an increasing democratization of institutional affiliations as measured by the number of business schools that contribute more than 20% of the top business journal articles. While there is significant churn in the makeup of the top contributors, a few business schools are able to consistently stay as the top contributors throughout the sample period. Textual analysis shows that the elite business schools have research visions very different from those of less successful competitors.

Paper is Available to Meeting Registrants Only.

MED: What Can Scholars do to Better Trade-off Between Their Core Functions and Their Transfer Activities? 

Author: **Nabil Amara**, *Laval U.*

Author: **Mehdi Rhaiem**, *Polytechnique Montréal*

This article examines the extent to which Canadian business scholars' activities are complements or substitutes. It also attempts to explore the heterogeneities in the determinants of these activities. A Multivariate Probit model is estimated to take into account the fact that, in practice, business scholars have to consider simultaneously whether or not to undertake many different academic activities. Overall, the results reveal that there are complementarities between publications and citations, publications and knowledge spillovers transfer, citations and consulting, and between consulting and knowledge spillovers transfer. The results also suggest that there are substitution effects between publications and teaching, publications and administrative load, citations and teaching load, and teaching load and administrative load. As for the extent to which explanatory variables explain the various business scholars' activities, results show that public funding is significant and positively associated with publications, citations, and knowledge spillovers transfer. Likewise, private funding and a scholar's strategies are significant and positively associated with consulting and knowledge spillovers transfer, whilst they are significant and negatively associated with teaching load and administrative load. Results also show that business schools' reputation is significant and positively related to publications and citations, while it is significant and negatively related to teaching load.

Paper is Available to Meeting Registrants Only.

MED: Impact of Knowledge Diversification on Research Performance from Optimal Distinctiveness Perspective 

Author: **Hai Guo**, *Renmin U. of China*

Author: **Luni Yang**, *Renmin U. of China*

Author: **Ping Chen**, *School of Business, Renmin U. of China*

Despite the consensus on the “double-edged sword” effect of knowledge diversification on individual performance, little is known about the internal mechanism behind this relationship. Our study distinguishes between two dimensions of knowledge diversification (knowledge variety and knowledge dissimilarity) and two types of key audiences (the reviewers and the readers). Drawing on the optimal distinctiveness theory, we highlight the tension between the innovative benefits and the illegitimate penalties. Analyses of 37046 articles published in the 2002-2021 period by 16400 management scholars reveal that knowledge variety has a positive effect on scholars' performance through innovation mechanism, and that knowledge dissimilarity plays positive and negative roles through both innovation and legitimacy mechanism, eliciting an inverted U-shaped effect. In addition, we disentangle the intertwined effects of the two, finding that combining both knowledge variety and dissimilarity is not conducive to boosting the publication counts, but can synergistically contribute to the citation counts. Theoretical and practical implications of our findings are discussed.

Paper is Available to Meeting Registrants Only.

Author: **Jose R. Beltran**, *Iowa State U.*

Author: **Herman Aguinis**, *George Washington U.*

Author: **Yanjinkham Shumarjav**, *ORGANIZATIONAL BEHAVIOR*

Author: **Mauricio Mercado**, *Iowa State U.*

How we define and measure scholarly impact is an ongoing challenge in the field of management because scholarly impact metrics are used to make decisions about hiring affects critical career outcomes (e.g., securing a tenure-track job, receiving a positive or negative promotion and tenure review decision, and attaining a chaired position). So, how we define and measure scholarly impact is not a mere “methodological curiosity.” Our study has two goals. First, we improve our conceptual understanding of scholarly impact by overcoming limitations of the use of total citations and offering a contextualized conceptualization of impact based on human capital theory called the contextualized h-index. This index incorporates both the quantity and quality facets of a researcher’s impact and explicitly considers researchers’ fields. Second, to facilitate the implementation of our conceptualization, we offer a freely-available enablement called the International Management Productivity Assessment Citation Tool (IMPACT). IMPACT can be used by researchers interested in learning about their own impact as well as those evaluating other researchers’ impact (e.g., search and promotion and tenure committee members, university leaders and administrators, research award committee members). The contextualized h-index, which can be easily computed using IMPACT, allows for “apples to apples” comparison of the scholarly impact of management scholars. Finally, we discuss implications for theory and research as well as practice.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

-  Teaching-oriented
-  Practice-oriented
-  International-oriented
-  Theme-oriented
-  Research-oriented
-  Diversity-oriented
-  Selected as a Best Paper

Session Type: **Symposium**
Program Session: **71** | Submission: **12630** | Sponsor(s): **(OB)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 9:00AM - 10:30AMPT (UTC-7)** at **Seattle Convention Center in Room 617**

Stronger Together: Positive Relationships at Work
Positive Relationships at Work



Organizer: **Mirit K. Grabarski**, *Lakehead U.*
Organizer: **Megha Yadav**, *U. of Wisconsin, Milwaukee*
Organizer: **Natalie Schneider**, *U. of Wisconsin, Milwaukee*
Discussant: **Gretchen Marie Spreitzer**, *U. of Michigan*
Participant: **Maria Mouratidou**, *U. of Cumbria, UK*
Presenter: **Silvia Dello Russo**, *Luiss U.*
Participant: **Atieh S. Mirfakhar**, *Instituto U. de Lisboa (ISCTE-IUL), Business Research Unit (BRU-IUL)*
Participant: **Alison Legood**, *U. of Exeter Business School*
Participant: **Xiaoxia Zhu**, *U. of Wisconsin - Milwaukee*
Participant: **Belle Rose Ragins**, *U. of Wisconsin, Milwaukee*
Presenter: **Kun Wang**, *UCL School of Management*
Presenter: **Olivier Wurtz**, *ESCP Business School*
Participant: **Mihaela Dimitrova**, *WU Vienna*
Participant: **Mila Borislavova Lazarova**, *Simon Fraser U.*
Participant: **Margaret A. Shaffer**, *U. of Oklahoma*

The workplace in the 21st century has changed dramatically, as the internet connected the world, the “gig economy” changed work arrangements, globalization expanded the job market and individual work values such as autonomy and freedom became dominant (Rabenu, 2021). Just a few years ago, automation and technology were the heart of the conversation on the modern workplace and seemed to be replacing meaningful human connections. However, the COVID-19 pandemic, that required social distancing, demonstrated just how much people still need each other, and how technology cannot replace human relationships. The Positive Organizational Scholarship (POS) movement that started in the early 2000’s seeks to understand the role of positive relationships at work. The place of work in our lives makes it a source of meaning, purpose and identity-building, that are often created through positive relationships (Ragins & Dutton, 2007). For example, high-quality relationships enable human flourishing that in turn benefits the organization (Dutton & Heaphy, 2003). Another notable outcome of the movement is the Reflected Best Self Exercise (Quinn, Dutton, Spreitzer, & Roberts, 2003) that helps understand individual strengths through feedback from significant others. The purpose of this symposium is to contribute to understanding the role of positive relationships in the workplace. This collection of papers explores different types of work relationships with leaders, coworkers and work friends to examine how positive emotional connections help overcome challenges and promote well-being. By looking at processes on different levels of analysis, this symposium offers a broader perspective on workplace relations and unique roles they can play for employees and for organizations.

I’ll Stand by You: How Leaders Can Support Employees During a Pandemic

Author: **Mirit K. Grabarski**, *Lakehead U.*
Author: **Maria Mouratidou**, *U. of Cumbria, UK*

LMX Differentiation and its Political Effects in the Context of Performance Appraisal

Author: **Silvia Dello Russo**, *Luiss U.*
Author: **Atieh S. Mirfakhar**, *Instituto U. de Lisboa (ISCTE-IUL), Business Research Unit (BRU-IUL)*
Author: **Alison Legood**, *U. of Exeter Business School*

The Effects of Intersectionality on Evaluations of Interpersonal Citizenship Behaviors Ratings

Author: **Natalie Schneider**, *U. of Wisconsin, Milwaukee*
Author: **Xiaoxia Zhu**, *U. of Wisconsin - Milwaukee*
Author: **Megha Yadav**, *U. of Wisconsin, Milwaukee*
Author: **Belle Rose Ragins**, *U. of Wisconsin, Milwaukee*

Disappoint Friends or Downplay Organizational Norms? The Influence of Workplace Friendship Trajectory

Author: **Kun Wang**, *UCL School of Management*

Silver Lining: Unit Cohesion Offsets the Influence of Safety Concerns on Thriving at Work

Author: **Olivier Wurtz**, *ESCP Business School*
Author: **Mihaela Dimitrova**, *WU Vienna*
Author: **Mila Borislavova Lazarova**, *Simon Fraser U.*
Author: **Margaret A. Shaffer**, *U. of Oklahoma*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **72** | Submission: **14391** | Sponsor(s): **(OB, CAR, MOC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 9:00AM - 10:00AMPT (UTC-7)** at **Seattle Convention Center in Room 609**

New to OB? Navigating the OB Division and AOM
Welcome to the OB Division



Organizer: **Amanda Ferguson**, *Northern Illinois U.*
Organizer: **Richard G. Gardner**, *U. of Nevada, Las Vegas*
Organizer: **Kylie Rochford**, *U. of Utah, David Eccles School of Business*
Panelist: **Serena Sohrab**, *Ontario Tech U.*
Panelist: **Christopher O.L.H. Porter**, *Indiana U.*
Panelist: **Patricia Caulfield Dahm**, *U. of Kansas*
Panelist: **Virgil Fenters**, *U. of Nevada, Las Vegas*
Panelist: **Brian W. McCormick**, *Northern Illinois U.*

If you joined the Organizational Behavior (OB) division within the last three years and want to learn more about the OB division and starting out in the field of OB, then this forum is for you! This PDW was created to answer your questions about the “essentials” of the AOM conference, the OB division, and the field of OB. The session is organized around a panel discussion between established members of the OB division and new OB members like yourself. The PDW will include a welcome and overview of the OB Division, a networking ice breaker, and a panel discussion prompted by questions from participants. As a participant in the forum, you can ask questions of your choice.

Pre-registration is required; details will be shared on the AOM OB Listserv.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **73** | Submission: **12480** | Sponsor(s): **(OB, GDO)**
Session Format: **Not Provided**
Scheduled: **Friday, Aug 5 2022 9:00AM - 2:00PMPT (UTC-7)**

**That's a (Science) Riot! Cultivating Research Impact
through Stand-up Comedy Part 1 (CANCELLED)**
Science Riot Research Impact



Organizer: **Sarah M. G. Otner**, *Kingston Business School*
Distinguished Speaker: **Jamie L. Gloor**, *U. of St. Gallen*
Facilitator: **Jessie Hanson**, *Science Riot*

Research impact is girded by a solid foundation of effective Knowledge Exchange – i.e., a two-way flow between researchers and end-users of ideas, research evidence, experiences, and skills. However, many of the “best” researchers deploy few strategies beyond teaching, websites, and social media; even fewer can confidently capture public engagement and evaluate its impact. This PDW will explore the benefits to humor at work and exploit comedy as a tool of connection in order to build individual scholars’ capacities for science communication and research impact. Participants will receive expert media training in writing and performing comedic delivery of research insights, culminating in a live comedy show! See Program for linked sessions’ details.

Training will be split across two ten-person cohorts. Cohort A will train remotely (approx. 8 hours of online class & up to 15 hours of self study, 1-22 July) and perform early in the AOM conference (approx. 5/6 August). Cohort A will perform Friday 5 AUG, and Cohort B will perform Sunday 7 AUG. Participation is open to those who self-identify that their involvement would expand access and enhance representation in the management academic community. Applications (via <https://forms.gle/qCy27Wkq2hSdhwMLA>) are due 15 June for Cohort A, and 8 July for Cohort B. The fee per participant is US\$300, non-refundable. This cost has been subsidized, and two fee-free places will be available to candidates from hardship backgrounds; please indicate in your application if you would like to be considered for a fee waiver. Contact Dr. Sarah Otner (s.otner@kingston.ac.uk) with queries. If your applications is approved, please register by using this link: <https://secure.aom.org/PDWReg/>.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: 74 | Submission: 15129 | Sponsor(s): (OMT, RM, OB, ODC, MOC, SAP)
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 9:00AM - 12:00PMPT (UTC-7)** at **Seattle Convention Center in Room 616**

Behind the Scenes of Highly Cited Organizational Ethnographies
Behind the Scenes – Organizational Ethnographies



Organizer: **Celeste Diaz Ferraro**, *U. of Texas - San Antonio*
Organizer: **Leanne Mara Hedberg**, *U. of Alberta School of Management*
Organizer: **Asma Zafar**, *Brock U.*
Panelist: **Beth Bechky**, *UC Davis*
Panelist: **Katherine C. Kellogg**, *MIT*
Panelist: **Davide Nicolini**, *U. of Warwick*
Panelist: **Jennifer Petriglieri**, *INSEAD*
Panelist: **Michael Smets**, *U. of Oxford*

This PDW is the fifth iteration of the highly popular ‘Behind the Scenes’ PDW conducted over the last seven years. Through this PDW we facilitate conversations and knowledge sharing about the process of developing and publishing organizational research that employs immersive research techniques. This year’s PDW builds on previous gatherings by expanding interaction to support hybrid (live and online) participation, while providing increased focus on in-depth developmental interaction. In three highly interactive segments, the PDW will allow participants to hear from and have conversations with our panelists as well as fellow participants. These segments include individual presentations in which panelists briefly reflect on their experiences in developing an impactful work, a moderated panel discussion in which panelists answer audience questions, and a developmental session in which small groups of participants will discuss their own work with an expert panelist. Pre-registration is required. All registrants will be asked to submit a question they would like to have addressed during the panel discussion. Registrants who would like to participate in the developmental session will submit a one-page summary of the project that they would like to discuss and to indicate their preference for being matched with panelists (to be assigned on a first-come, first-served basis). This PDW is highly relevant given the increasing interest in qualitative and mixed-method approaches, and will be of great interest to students, junior scholars, and senior members of the field who are interested in immersive research methods. Keeping in mind the hybrid format of the 82nd AoM, we have designed the PDW such that the content and participant engagement is easily accessible in both virtual and in-person formats.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **75** | Submission: **19252** | Sponsor(s): **(PNP)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 9:00AM- 10:30AMPT (UTC-7)**

Knowledge Management and Decision Making

Session Moderator: **Rocco Palumbo**, *U. of Rome Tor Vergata*

This session explores many aspects of knowledge management and its role in decisionmaking in the modern state, including open innovation, artificial intelligence, data use, and knowledge retention.

PNP: **Co-creating a Better Public Value Through Open Innovation: A Bibliometric and Interpretive Review** 

Author: **Rocco Palumbo**, *U. of Rome Tor Vergata*

Author: **Elena Casprini**, *U. of Siena*

Author: **Mohammad Fakhar Manesh**, *U. of Rome Tor Vergata*

The evolving institutional, technological, and social contingencies faced by public sector entities make open innovation to be a candidate for being the new normality of public sector management. However, there is little agreement on the distinguishing traits of open innovation in the public realm. The article systematizes the multiplicity of insights delivered by the extant scientific literature, providing a thick and comprehensive account of open innovation in the public sector. A dual approach was taken to conduct this literature review. A bibliographic analysis was implemented to shed light on main research streams driving recent advancements in the management discourse about open innovation in the public sector. Next, an interpretive account of research streams was rendered, highlighting the core arguments addressed by extant scholarly literature. The SPAR-4-SLR protocol was used to collect, assess, and analyze scientific items, enabling us to ensure the study replicability and reliability. Altogether, 108 items were clustered in 5 research streams, accounting for an evolutionary view of open innovation in the public sector. Public sector entities play different roles to foster open innovation. They conventionally act as “senior partners” of private companies, providing funding (Yellow cluster) and data (Purple cluster) to sustain open innovation ecosystems. An alternative perspective understands open innovation as an innovative public management model, which is purposefully enacted by public sector entities to generate public value (Red cluster). Fitting architectures (Green cluster) and mechanisms (Blue cluster) should be designed to propel open innovation in the public sector. Alongside unveiling compelling avenues for further developments, the paper points out insights for scholars and practitioners, emphasizing the need for reconceptualizing the role of public sector organizations in the open innovation context. Tailored management and organizational interventions are needed to overcome the obstacles and the barriers which prevent the exploitation of open innovation as a new public value creation model

Paper is Available to Meeting Registrants Only.

PNP: **The Impact of Distributed Leadership on Collective Performance Data Use**   

Author: **Alexander Kroll**, *Florida International U.*

Author: **Willow Jacobson**, *U. of North Carolina-Chapel Hill*

Author: **Kimberley Roussin Isett**, *Biden School, U. of Delaware*

Performance management theory has focused on organizations, with less attention given to non-hierarchical collaborations that use performance practices. We add a relational, group perspective to the performance management literature and contribute knowledge about the role of distributed leadership in fostering collective data use. We argue that a horizontal leadership approach fosters the group’s ownership of the collaborative and increases the number of information sources, both needed to make sense of, and stimulate interest in, performance data. Our analysis uses qualitative and quantitative data collected between 2019 and 2021 from a case study of community collaboratives founded to respond to the opioid epidemic in North Carolina. We find distributed leadership positively impacts collective data use and examine strategies as to how this mechanism could be activated. Our findings emphasize the importance of core teams, distributed structures, formalization, key leaders, and job resources.

Paper is Available to Meeting Registrants Only.

PNP: **Articulations of Automated Decision-making: Opportunities and Risks of Good Administration** 

Author: **Urik Bisgaard Ulsrod Roehl**, *Aalborg U.*

Use of semi and fully automated, administrative decision-making in public administration is increasing. Despite the increase, few studies have analysed its relations to good administration. Good administration are regulations and norms aiming to secure the correctness of administrative decisions as well as the legitimacy of those, and is often associated with underlying values such as transparency, accountability and due process. Based on a thematic analysis of qualitative interviews with 43 key public administration stakeholders in a wide area of policy-fields, it is shown that those “digital government insiders” perceive relations of automated decision-making and good administration as manifold. Automated, administrative decision-making is articulated as providing both opportunities of supporting good administration as well as risks of undermining good administration. Six values of good administration particularly related to automated, administrative decision-making are identified: Non-erroneous; respecting individual integrity; professional administration; trustworthy; responsive; and empowering. Put simply, risks to good administration can be expected to occur by themselves, while opportunities must be actively nurtured through managerial attention. Despite more popular conceptions of the threat of “robotic government”, the conclusions indicate a need for a more pragmatic view of relations of automated, administrative decision-making and good administration in-between outright techno-optimism and techno-pessimism.

Paper is Available to Meeting Registrants Only.

PNP: **Entering The Bermuda Triangle: Knowledge Retention In A Public Service Organisation**  

Author: **Stephanos Anastasiadis**, *Polizeiakademie Niedersachsen*

Author: **Jens Bergmann**, *Polizeiakademie Niedersachsen*

Author: **Jonas Grutzpalk**, *Hochschule für Polizei und öffentliche Verwaltung Nordrhein-Westfalen*

Using data from interviews and ethnographic research, this paper presents the results of research on knowledge transfer in two police services in Germany. Results indicate three major themes: bricolage; incentives & promotion; and preference for generalists. Together, these combine to form a Bermuda Triangle of police organisational knowledge. The study shows how this ‘structure’ stands in the way of effective transfer of knowledge, by negatively impacting members’ willingness and ability to engage effectively in it. Breaking down the Triangle requires political involvement. The paper makes a theoretical contribution to knowledge management in public organisations, as well as making numerous practical suggestions at the political level.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **76** | Submission: **11400** | Sponsor(s): **(PNP)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Friday, Aug 5 2022 8:00AM- 9:30AMPT (UTC-7)**

Micro-Foundations of Prosocial Venturing

Micro-Foundations of Prosocial Venturing

Organizer: **Andreana Drencheva**, *King's College London*
Discussant: **Oana Branzei**, *Ivey Business School*
Presenter: **Elisa Alt**, *King's College London*
Presenter: **Ute Stephan**, *King's College London*
Presenter: **Emma Catharina Folmer**, *Groningen U. (RuG)*
Participant: **Anna Rebmann**, *King's College London*
Participant: **Charlotte Johnson**, *U. College London*
Participant: **Esther An Der Waal**, *U. of Groningen*
Presenter: **Isobel O'Neil**, *U. of Nottingham*
Participant: **Deniz Ucbasaran**, *U. of Warwick*
Participant: **Wee Chan Au**, *Newcastle U. Business School*
Participant: **Johanna Mair**, *Hertie School of Governance*
Participant: **Marieke Huysentruyt**, *HEC Paris*

This symposium aims to unveil new insights into how individuals' and teams' self-views, values, cognitions, actions, interactions, and relationships as micro-foundations of prosocial venturing contribute to how prosocial ventures emerge, function, meet the needs of diverse stakeholders, maintain their mission, and create a better world. In particular, the symposium draws attention to the individuals engaged in prosocial venturing as employees, leaders, and entrepreneurs with diverse and dynamic values and self-views and to relational mechanisms, such as shared routines, contact with beneficiaries and diverse methods to engage with stakeholders, along the prosocial venturing process. By integrating cutting-edge qualitative and quantitative empirical studies from different contexts in the Global South (i.e., Philippines, Bangladesh) and the Global North (e.g., United Kingdom, Netherlands, United States) from post-communist (China, Russia, Hungary, Romania) and established Western democratic states (Germany, Portugal, Spain, Sweden, United Kingdom), this symposium provides a nuanced view of the micro-foundations of prosocial venturing from intentions and opportunity development to pivoting and responding to crises in established organizations.

Becoming a Social Change Agent: Self-Evaluations for Social Change in Social Entrepreneurship

Author: **Elisa Alt**, *King's College London*
Author: **Ute Stephan**, *King's College London*

“We Are All Entrepreneurs Now”: Becoming Pluralists in Early Stage Hybrid Organizing

Author: **Isobel O'Neil**, *U. of Nottingham*
Author: **Deniz Ucbasaran**, *U. of Warwick*

Venture Changes as Identity Work: Responding to Identity-implicating Experiences During a Crisis

Author: **Andreana Drencheva**, *King's College London*
Author: **Wee Chan Au**, *Newcastle U. Business School*

Opportunity Development as a Collective Process: The Case of Community Energy Groups

Author: **Emma Catharina Folmer**, *Groningen U. (RuG)*
Author: **Anna Rebmann**, *King's College London*
Author: **Charlotte Johnson**, *U. College London*
Author: **Esther An Der Waal**, *U. of Groningen*

The Values of Social Enterprise Leaders: Distinctiveness and Heterogeneity across Contexts

Author: **Ute Stephan**, *King's College London*
Author: **Johanna Mair**, *Hertie School of Governance*
Author: **Marieke Huysentruyt**, *HEC Paris*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **77** | Submission: **18470** | Sponsor(s): **(PUBS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 9:00AM - 11:00AMPT (UTC-7)** at **The Westin Seattle in Pike**

AMJ Networking Workshop for Women *AMJ Networking Workshop for Women*

Organizer: **Susan Zaid**, *Academy of Management*
Presenter: **Floor Rink**, *U. of Groningen*

Current and former female editors of the Academy of Management Journal invite female junior faculty (as well as those identifying as women and non-CIS gendered) to attend an advice and networking session. The program will include some short presentations by current/former editors reflecting about their “path to power,” as well as advice about high quality reviewing and obtaining editorial board memberships. We will conclude with breakout groups for networking.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **78** | Submission: **13088** | Sponsor(s): **(SAP, RM, OMT)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 9:00AM - 12:00PMPT (UTC-7)** at **Seattle Convention Center in Room 201**

Reconsidering Template Use in Qualitative Research: Where Do We Go From Here and How Do We Get There?

Reconsidering Template Use in Qualitative Research



Organizer: **Tine Koehler**, *U. of Melbourne*
Organizer: **Anne D. Smith**, *U. of Tennessee, Knoxville*
Organizer: **Vikram Bhakoo**, *U. of Melbourne*
Facilitator: **Michael G. Pratt**, *Boston College*
Facilitator: **Scott Sonenshein**, *Rice U.*
Facilitator: **Martha S. Feldman**, *U. of California, Irvine*
Facilitator: **Bill Harley**, *U. of Melbourne*
Facilitator: **Joep Cornelissen**, *Erasmus U. Rotterdam*
Facilitator: **Karen D. Locke**, *College of William and Mary*
Facilitator: **Karen Golden-Biddle**, *Boston U. Questrom School of Business*
Facilitator: **Michael Lerman**, *Iowa State U.*
Facilitator: **Nick A. Mmbaga**, *Butler U.*
Facilitator: **Anne D. Smith**, *U. of Tennessee, Knoxville*
Facilitator: **Jane Kirsten Le**, *WHU - Otto Beisheim School of Management*
Facilitator: **Torsten Schmid**, *U. of St. Gallen*
Facilitator: **Sebnem Cilesiz**, *U. of Louisiana at Lafayette*
Facilitator: **Tammar B. Zilber**, *Hebrew U. of Jerusalem*
Facilitator: **Patrizia Zanoni**, *Hasselt U. & Utrecht U.*
Facilitator: **Jacqueline Mees-Buss**, *U. of New South Wales*
Facilitator: **Catherine Lynelle Welch**, *U. Of Sydney*
Facilitator: **Rebecca Piekkari**, *Aalto U. School of Business*

A 2022 feature topic of Organizational Research Methods (ORM) explores and evaluates current trends in employing methodological templates in qualitative research. Köhler, Smith, and Bhakoo (2021, p. 2) define methodological templates as “systematic, simplified, and repeatable approaches to data collection, analysis, and interpretation that have become standardized and legitimized through enactment (i.e., repeated publication especially in top ranked journals) and normative pressures from key gatekeepers (e.g., reviewers, editors, instructors, or co-authors) to align with dominant epistemological and ontological trends.” The eight papers included in the feature topic explore the origins and limitations of template use—such as the proliferation of template use through PhD training, constraints on methodological rigor and transparency, consequences for coding practices and theorizing from data—and offer new directions and alternatives for future research—such as suggestions regarding alternative epistemological frameworks, innovative research designs, underused research formats, and improved training. The feature topic is set to meaningfully influence qualitative research practices to advance innovative theorizing. In the current PDW, the author teams of the eight papers will offer 15-minute masterclasses on how researchers can incorporate the suggestions derived from the papers into their own research. In doing so, the author teams go beyond the content of their respective papers, which focused on a thorough analysis of the challenges template use introduces in qualitative research. Rather, in their respective masterclasses, the author teams will offer actionable steps and alternatives to template use researchers at any stage of their career can apply to improve their own qualitative work.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **79** | Submission: **11531** | Sponsor(s): **(TIM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 9:00AM - 1:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 205**

TIM Doctoral Research Development Workshop
TIM Doctoral Research PDW



Organizer: **Caroline Fry**, *Massachusetts Institute of Technology*
Organizer: **Sina Khoshokhan**, *U. of Colorado, Boulder*
Organizer: **Hyunjin Kim**, *INSEAD*
Organizer: **Jang Woo Kim**, *National Taiwan U.*
Organizer: **Maria Roche**, *Harvard Business School*

The workshop is designed as an idea-, paper-, and dissertation- development meeting for PhD students interested in technology, innovation, creativity, product development, and related topics. Students may be at any stage of a PhD program, and similarly the ideas brought to the workshop can range from initial ideas of a paper or dissertation to a fully-developed paper. The workshop will be comprised of a panel discussion of what makes quality research, as well as extensive time dedicated to round table conversations about submitted research ideas from doctoral students. Workshop facilitators will include a mix of junior, mid- career, and senior scholars whose research focus on TIM-related areas. Many of the facilitators have served as members of the TIM leadership committee or have been finalists of different TIM Awards including TIM Dissertation Award.

Participation and registration (restricted to 30 students): To apply, please complete the online registration form at <https://forms.gle/mQahT31VpjuTjJZf7> and submit a (1) CV and (2) extended abstract (maximum of 3 pages / 1500 words) of your doctoral research at tim.drdw.2022@gmail.com by June 19, 2022. For questions, please contact: tim.drdw.2022@gmail.com

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **80** | Submission: **19023** | Sponsor(s): **(CMS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 9:30AM - 11:00AMPT (UTC-7)** at **The Westin Seattle in Vashon II**

Ideology, Authenticity and Leadership

Session Moderator: **Alison Pullen**, *Macquarie Business School, Macquarie U.*

CMS: The Concept of Ideology in Leadership Studies: A Critical Review

Author: **Eric Guthey**, *Copenhagen Business School*
Author: **Nicole Ferry**, *Copenhagen Business School*

We perform a meta-interpretive review of 70 articles in top leadership journals to explore how leadership researchers have defined and theorized the connections between ideology and leadership—as well as between ideology and leadership research. Our results indicate a sharp divide in approaches to ideology between mainstream and critical perspectives. The dominant mainstream approach defines ideology as an individual leadership style, thereby divorcing the concept from its traditional connections to power, collective consciousness, and hegemony. By contrast, critical research employs the concept to highlight the centrality of power relations in leadership theory and practice, and to critique mainstream leadership studies themselves as ideological. We conclude that these very different approaches to ideology lie close to the core of what distinguishes mainstream and critical leadership research from one another, and that leadership scholars on both sides of this divide need to define and theorize the concept of ideology explicitly and thoroughly when they address it in their work.

Paper is Available to Meeting Registrants Only.

CMS: (Not) Becoming a Business School Dean: A Personal Tale

Author: **Mark Learmonth**, *Nottingham Trent U.*

This paper is one possible story about how and why I tried to become a Business School Dean as a committed 'critter'. It ends without success, at least in the conventional sense (I never got a Dean's job). I hope however, that the tale might be useful for those considering doing something similar. Particularly those whose aims as a Dean would include making a positive, critical difference to the world.

Paper is Available to Meeting Registrants Only.

CMS: In Search for Leadership Authenticity at the Intersection of Tradition & Modernity

Author: **Louis Lines**, *AAU*
Author: **Romeo Turcan**, *Aalborg U. Business School*

This paper conjectures that the Authentic Leadership literature has fallen into a sample trap—primarily drawing its evidence base from modern Western, Educated, Industrialized, Rich, and Democratic (WEIRD) contexts. In seeking to address this bias this paper addresses Authentic Leadership at the intersection of tradition and modernity and seeks to advance understandings of Authentic Leadership by investigating insider-outsider dynamics that arise where traditional cultural groups interface with more modern WEIRD groups. It also addresses the importance of out-group legitimacy—this is particularly important in relation to the intersection of tradition and modernity where significant power disparities are regularly present between modern and traditional groups. This paper combines the concepts of insider perceptions of legitimacy and outsider perceptions of legitimacy into a typology that provides a framework for understanding authentic leadership roles at the intersection of tradition and modernity. This paper contributes to the Authentic Leadership literature, first by challenging an underlying assumption within Authentic Leadership, namely that the role of the individualised self is foundational in achieving Authentic Leadership. Instead this paper looks to broaden this concept to fluid alignment which includes degrees, not only of internalised self-alignment, but also socio-political or normative congruence with the in-group context. Whilst this may not be foundational in WEIRD highly individualised modern contexts in less or non-WEIRD contexts traditional alignment can be foundational for achieving legitimacy (perceived authenticity) with leaders frequently becoming paragons of traditional authenticity. Secondly this paper challenges the sole focus on internal leader follower (in-group) legitimacy, asserting that this should be considered in relation to an outsider external (out-group) legitimacy. This is particularly relevant at the intersection of tradition and modernity where power inequalities between traditional and modern groups has historically been and continue to be substantial.

Paper is Available to Meeting Registrants Only.

CMS: Decolonizing Authenticity

Author: **Belinda Zakrzewska**, *U. of Sussex Business School*
Author: **Michael Beverland**, *U. of Bath*
Author: **Stephan Davys Manning**, *U. of Sussex*

In this review, we critically examine the concept of authenticity by reorienting scholarly attention to the South and historical structures of power. Existing accounts follow a Northern- and agency-centric line of reasoning that present a sanitized version of authenticity. This needs to be criticized due to its dangerous potential to simplify the social complexity of the South. To do so, we review 29 articles across leading business and management journals following a problematization methodology. We identified four current underlying assumptions: authenticity is socially constructed, it has a recursive relationship with institutions, it provides organizational benefits, and its examination is guided by an instrumental logic. Drawing on Critical Management Studies, we propose four new assumptions for former Western European colonies in the South: authenticity is orchestrated by local elites, it has a recursive relationship with dominant ideologies, it is a tool for indigenous oppression, and it is guided by a decolonizing logic. From this, we make two main contributions to the literature: we reveal that claims of authenticity made by local elites can act as carriers of coloniality and, on a positive note, we suggest the potential of authenticity claims as a resource to enable the agency of oppressed groups and challenge dominant ideologies that inform coloniality. Taken together, these contributions inform the concept of decolonizing authenticity.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **81** | Submission: **18617** | Sponsor(s): **(GDO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 9:30AM - 11:00AMPT (UTC-7)** at **Sheraton Grand Seattle** in **Columbia**

A Fresh Look at the Gender Pay Gap

Session Moderator: **Yehuda Baruch**, *Southampton Business School, U. of Southampton*

GDO: **Using Big Data to Identify Meaning and Reasons for Gender Pay Gap of Local vs. Global Workforce**  

Author: **Yehuda Baruch**, *Southampton Business School, U. of Southampton*
Author: **David S. A. Guttormsen**, *USN School of Business, U. of South-Eastern Norway*
Author: **Stanley Gyoshev**, *U. of Exeter Business School*
Author: **Trifon Pavkov**, *U. of Exeter Business School*
Author: **Miana Plesca**, *U. of Guelph*

Gender pay-gap is a major organizational and societal factor hindering equality and merit-based labor markets. Using Big Data containing of the entire workforce of one country we are able to compare income of men and women as well as both local and global employees, to identify pay-gaps. We found that firms employing global employees pay higher wages especially to male workers, resulting in a larger gender pay-gap than in the rest of the economy. The problem was exacerbated at the higher end of the salary range and when people work in countries other than their origins. In terms of the factors driving the gender pay-gap, we document that native male workers engage in more career boundary crossings than female workers, and that higher pay-gaps can be found in larger firms, in professional and trades occupations, and in the manufacturing sector. The nationality of the managers mattered too.

Paper is Available to Meeting Registrants Only.

GDO: **Women on the Front Line: The Growth of SMEs During Crises**   

Author: **Diego Antonio Marconatto**, *FDC - Fundação Dom Cabral*
Author: **Gaspar Antônio Peixoto**, *Unisinos Business School (Unisinos U.)*
Author: **Emídio Gressler Teixeira**, *Unisinos Business School (Unisinos U.)*
Author: **Adelar Fochezatto**, *PUCRS - Business School*

In this paper, we investigate the influence of women workers on the growth of SMEs operating in economic downturns. Our results suggest that the disproportional spikes in women unemployment observed during recessions are not only unjust but also harmful to SMEs striving to weather crises. Analyzing the performance of 10,445 SMEs during the Brazilian economic crisis of 2015-2017, we found that an increase in the percentage of women employees in the total workforce of SMEs boosts their growth. Additionally, we identified that these firms grow further by increasing women employees' wages, by preferring more women workers with higher levels of education and experience or, preferably, by retaining more educated women who are better paid at the same time. These results carry lessons for SMEs facing current and future crises and contribute to the study of gender and firm performance and to efforts to reduce the persistent gender gap in businesses.

Paper is Available to Meeting Registrants Only.

GDO: **Education as an Equalizer? The Dynamic Effects of Education on Racial and Gender Wage Inequality**

Author: **Xueqing Fan**, *Rutgers U.*
Author: **Michael Sturman**, *Rutgers U.*

This study takes a dynamic approach to examine the different ways in which wage inequities occur, and specifically examines the role that education plays in explaining how and why wage inequities remain. Drawing on the framework of wage inequality processes (i.e., allocative inequality, valuative inequality, and within-job inequality), critical race theory, and feminist theories, we demonstrate that despite the generally positive effects of education on wages, differences in sorting processes, the value of human capital across occupations, and pay increases decisions, there remains significant race-based and gender-based pay inequities.

Paper is NOT Available. Please contact the author(s).

GDO: **Gender Pay Gap on Boards: Introducing State-Owned Enterprises in the Theoretical Debate**

Author: **Ulf Papenfuß**, *Zeppelin U.*
Author: **Christian Arno Schmidt**, *Zeppelin U.*

Gender pay gaps are an important societal issue at the intersection between business and society. Social role theory debates claim to enhance the understanding of gender pay gaps in different contexts. State-owned enterprises (SOEs) are an especially relevant research context in the middle between business and society and are considered role models. However, no empirical studies of SOEs exist, which substantially limits the current theoretical understanding. Drawing on social role theory and with an innovative methodological approach, this study analyzes gender pay gaps among 338 executive directors in turnover events in SOEs of German cities between 2006 and 2017. The results show a significant gender pay gap, mitigated by female board chairs but not influenced by age. The insights demonstrate a need for further reforms. For the overarching theoretical debates, the study derives research perspectives for SOEs to provide a bridge for future research in different disciplines.

Paper is Available to Meeting Registrants Only.

Author: **Emelie Fröberg**, *Stockholm School of Economics*

Author: **Jenny Säve-Söderbergh**, *Swedish Institute for Social Research, Stockholm U.*

Author: **Richard Wahlund**, *Stockholm School of Economics*

Author: **S Wiley Wakeman**, *Stockholm School of Economics*

Though extensive work documents the inferior outcomes faced by women relative to those of men in salary negotiations, few solutions have emerged. Exploring remedies that might reduce this gap, we examine how female (and male) negotiators respond when they learn that women are closing the gap in intended salary requests. In a preregistered study (n=1015), we randomly assign business school students to three treatment conditions where we manipulate information on previous students' intended salary requests for their first job interviews expressed in surveys over the previous five years, showing (a) a closing gender gap in salary requests from 11% to 4%, (b) a stable gender gap of 11%, or (c) a no-information control condition. For women, any information motivates an increase in their intended salary request. For men, information interestingly motivates a slight reduction in salary requests, an effect which is attenuated when it appears women are making progress in reducing the salary gap. We situate these findings within the literature on the psychological effects of position in status hierarchies, showing a basic aversion to being at the bottom (i.e., last-place aversion) and a magnifying effect of a perceived change in relative rank (i.e., status momentum). These results suggest that information on existing gaps helps to motivate women and men in ways that reduce the salary gap. Interestingly, highlighting the progress that women are making in reducing the salary gap—an outcome that is objectively true in many contexts—leads men to demand more than when presented with a static gap, manifesting the dynamic strategies that arise as we approach the tipping point in gender equality.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

-  Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
-  Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **82** | Submission: **14127** | Sponsor(s): **(HR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 9:30AM - 11:30AMPT (UTC-7)** at **Seattle Convention Center in Room 203**

Publishing in Top-tier US Journals for Non-US Scholars



Publishing in Top-Tier US Journals

Session Chair: **Liza Castro Christiansen**, *U. of Reading*
Presenter: **Pawan S. Budhwar**, *Aston U.*
Presenter: **John E. Delery**, *U. of Arkansas*
Presenter: **Karin Sanders**, *UNSW Business School, Australia*
Presenter: **Bernd Vogel**, *Henley Business School, U. of Reading*
Participant: **Sabine Bacouel-Jentjens**, *ISC Paris Business School*
Participant: **Claire Elizabeth Collins**, *Henley Business School, U. of Reading*
Participant: **Denise Mary Jepsen**, *Macquarie Business School, Macquarie U.*
Participant: **Clare Kelliher**, *Cranfield U.*
Participant: **Sunghoon Kim**, *U. of Sydney Business School*
Participant: **Bard Kuvaas**, *BI Norwegian Business School*
Participant: **Janet H. Marler**, *U. at Albany, State U. of New York*
Participant: **Scott L. Martin**, *Zayed U.*
Participant: **Gary Rees**, *Portsmouth Business School*
Participant: **Lynda Song**, *Leeds U. Business School*
Participant: **Jianmin Sun**, *School of Labor and Human Resources, Renmin U. of China*
Participant: **Karina Van De Voorde**, *Tilburg U.*
Participant: **Gillian Warner Soderholm**, *U. of South-Eastern Norway School of Business*
Participant: **Marion Festing**, *ESCP Business School*

Once a research project has been completed, one of the most prestigious forms of publication is a journal paper. There is not only increasing pressure to publish, but to publish in ‘top tier’ journals. There is vast and comprehensive information about the range and scope of refereed research journals in every field. Through this Professional Development Workshop, the HR Division intends to provide insight to – and engage with – non-US scholars who plan to publish in top tier US journals in the HR field.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **83** | Submission: **13641** | Sponsor(s): **(HR, CAR, GDO, OB, IM, MOC, ODC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 9:30AM - 12:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **305 Chelais**

Translating Research for Practical Impact

Translating Research for Practical Impact



Session Chair: **Helen De Cieri**, *Monash U.*
Session Chair: **Anthony J. Nyberg**, *U. of South Carolina*
Organizer: **Susan Zhu**, *U. of Kentucky*
Panelist: **Christopher Barnes**, *U. of Washington*
Panelist: **Paula M. Caligiuri**, *Northeastern U.*
Panelist: **Rebecca Lee Greenbaum**, *Rutgers U., New Brunswick*
Panelist: **Elizabeth Heichler**, *MIT Sloan Management Review*
Panelist: **Mark Huselid**, *Northeastern U.*
Panelist: **Lauren Rachel Locklear**, *Texas Tech U.*
Panelist: **Denise M. Rousseau**, *Carnegie Mellon U.*
Panelist: **Zhenyu Yuan**, *U. of Illinois at Chicago*

Management and organizational scholars are increasingly being asked to translate their research and demonstrate their impact beyond academic circles. From maintaining online social media accounts, to publishing in practitioner-oriented journals, and speaking to the media, it is critical that researchers understand how to simplify typically complex studies into formats that are more readily consumable. This need for translation of research into practical impact is amplified when considering tenure and promotion decisions at business schools. For example, practitioner-oriented journals are increasingly being “counted” alongside top-tier peer-reviewed publications and review committees are considering the impact of research in both scholarly and practical terms. In some countries (e.g., U.K., Australia), demonstration of research impact is being introduced as a metric for academic research performance. Research impact is also important for business school accreditation; for example, AACSB International has standards for business schools to demonstrate their contributions to societal needs. The proposed PDW combines brief presentations by practical experts and leading scholars with interactive roundtables aimed at sharing best practices for translating research for practitioners and broader audiences.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **84** | Submission: **19560** | Sponsor(s): **(OB)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Friday, Aug 5 2022 9:30AM- 11:00AMPT (UTC-7)**

Outcomes of Gender Differences

Session Moderator: **Elijah Wee**, *U. of Washington*

OB: Antecedents and Outcomes of Team Gender Diversity: The Boundary Condition of Managers' Inclusiveness 

Author: **Yi-Ting Lin**, *Department of Business Administration, National Chung Hsing U., Taiwan*
Author: **Jo-Tieh Chang**, *Department of Business Administration, National Chung Hsing U., Taiwan*

Integrating the diversity and inclusion literature, this study investigates the role of organizational inclusive staffing as the antecedent and team voice as the outcome of gender diversity in team contexts. In addition, managers' inclusiveness and inclusive climate are considered potential moderators and mediators in our research framework. Multi-wave and multi-source data collected from research and development (R&D) teams, including 71 team leaders and 257 team members, revealed that team managers' perceived organizational inclusive staffing is positively related to team gender diversity, and this relationship can be strengthened by top managers' diversity-valuing behaviors. Moreover, team gender diversity is also found to facilitate team voice through team inclusive climate when team managers have higher levels of leader inclusiveness. Finally, we discuss valuable findings as well as theoretical and managerial implications of the study.

Paper is Available to Meeting Registrants Only.

OB: Gender Difference, Overconfidence and Corporate Social Responsibility A Rising Strength of Female 

Author: **Yu Tu**, *School of Economics and Management Tsinghua U.*
Author: **Yang Ouyang**, *School of Economics and Management Tsinghua U.*
Author: **Mengyi Zhang**, *School of Economics and Management Tsinghua U.*
Author: **Wenchao Richard Zuo**, *School of Economics and Management Tsinghua U.*

We present and examine a new theoretical framework that seeks to explain differences in CEOs' gender and firm-level corporate social responsibility (CSR) performance. In contrast to previous CEO-centered explanations, our theory emphasizes how executives as vital linkers construe their firms' CSR. Drawing from gender role theory and upper echelons theory, we contend that when females hold the post of CEOs, they experience treats rooted in negative stereotypes about gender determinism, which in turn enhances their firm's CSR performance. Our formal analysis suggests that executive overconfidence mediates the positive relation between CEO gender difference and CSR. Notably, female CEOs are associated with higher executive overconfidence, which further leads to an increase in CSR. An extension of our model also shows that, when the level of the board independence gets higher, the effects of CEO gender difference will lessen. We test our predictions empirically with a sample of Chinese firms from the Shanghai or Shenzhen stock exchange in the years 2010 to 2018. Our results are consistent with proposed hypotheses and are robust to different empirical operationalization. Implications and future research directions are discussed.

Paper is Available to Meeting Registrants Only.

OB: The Mediating Effect of PsyCap on Social Entrepreneurial Intention by Gender and Pandemic   

Author: **Jeonghwan Choi**, *Wenzhou-Kean U.*
Author: **Robert Marjerson**, *Wenzhou-Kean U.*
Author: **Sookyoung Lee**, *Wenzhou-Kean U.*
Author: **Kihwan Kim**, *Kean U.*
Author: **Bok Gyo Jeong**, *Kean U.*
Author: **Valerie Vaccaro**, *Kean U.*

This study investigated the mediating effect of positive psychological capital (PsyCap) on social entrepreneurial intention (SEI) by gender and the COVID-19 pandemic. Survey data were collected from two cohorts of graduating senior business college students at a Sino-American University in China. The samples of 249 and 253 responses came from before and during the pandemic situation. The pandemic affected SEI differently by gender. Results indicated that females were more likely to change their perceptions of environmental factors than males. However, positive psychological capital (PsyCap) universally mediates the relationship between environmental factors and SEI. Notably, hope emerged as a positive and universal psychological construct that creates and sustains SEI regardless of the pandemic and gender. This study contributes to the literature on RL, SEI, and PsyCap, which has implications for education and public policy about promoting responsible social leadership. Suggestions are also provided for future research.

Paper is Available to Meeting Registrants Only.

OB: Gender Differences in Idea Championing Strategies   

Author: **Jia Hui Lim**, *Hong Kong Baptist U.*
Author: **Elijah Wee**, *U. of Washington*

Our research investigates the impact of idea implementation performance on status and leadership potential outcomes. We draw on expectation states theory (EST) as a framework to shed light on how others interpret the idea implementation performance of their peers and how these interpretations matter for social order and perceptions of leadership potential. Across two studies—a multisource panel study and an experiment—we find that high idea implementation performance leads to higher status and perceptions of leadership potential and these effects are conditional on the gender of the idea implementor. Specifically, the positive effect of idea implementation performance on status conferral is stronger for women than men. Conversely, the positive effect of idea implementation performance on leadership potential is stronger for men than women. In addition, we find that idea implementation is positively and indirectly related to status via proximal championing, while idea implementation is positively and indirectly related to leadership potential via higher-up championing. Our theory and findings thus offer nuanced insights into the outcomes of idea implementation and suggest that implementing ideas may be sufficient for women to gain status among peers but not enough to be seen as a leader.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **85** | Submission: **19595** | Sponsor(s): **(OB)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Friday, Aug 5 2022 9:30AM- 11:00AMPT (UTC-7)**

Leader (Mis)behavior

Session Moderator: **YIRAN YIRAN**, *Fudan U. School of Management*

OB: **Leader Job Insecurity and Leader Self-Serving Behavior** 

Author: **Mayowa Babalola**, *Graduate School of Business, Nazarbayev U.*

Author: **Yuanmei Qu**, *Rowan U.*

Author: **Muhammad Usman**, *NUST Business School, National U. of Sciences and Technology, Islamabad*

Author: **Moazzam Ali**, *COMSATS U., Islamabad, Lahore Campus*

Leader self-serving behavior has been associated with a range of adverse outcomes in the workplace. However, much remains to be explored about why and when such leader behavior emerges especially amid the pandemic. This research develops and tests a theoretical framework delineating the emotional and cognitive states that give rise to leader self-serving behavior. Specifically, we draw on uncertainty management theory to theorize that job insecurity heightens leaders' state anxiety and self-serving cognitions, subsequently motivating leader self-serving behavior. We further argue that the overall justice of the organization effectively mitigates the indirect relationship between leader job insecurity and leader self-serving behavior via leader state anxiety and self-serving cognitions. Results from a three-wave field study involving 481 unique leader-follower dyads provide support for our hypothesized model. We discuss the implications of our findings for leadership theory and practice.

Paper is NOT Available. Please contact the author(s).

OB: **The Double-edged Sword Effects of Job Insecurity on Supervisor-rated Performance**   

Author: **Qijie Ma**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Author: **Mingyan Chen**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Author: **Ningyu Tang**, *Shanghai Jiao Tong U.*

Author: **Yan Jin**, *School of management, Zhejiang U.*

Research evidences show that job insecurity has incongruent predictions on employees' performance. We suggest that the relationship between employees' subjective job insecurity and supervisor-rated performance is more complex than previously assumed. By integrating social exchange and proactive preservation mechanisms of job insecurity with the perceived workplace control contingency, this study investigates when and why job insecurity influences supervisor-rated performance via two opposing pathways. Specifically, we propose that the effects of employees' subjective job insecurity on impression management and workplace deviance are contingent on their leader-member exchange (LMX) relationships. In a three-wave survey using data collected from 69 supervisors and their 314 subordinates in China, we found that job insecurity exerted paradoxical effects on supervisor-rated performance via two opposing mechanisms. Specifically, job insecurity had a positive indirect effect on performance via more impression management when LMX was high, whereas job insecurity had a negative indirect effect on performance via more workplace deviance when LMX was low. The theoretical and managerial implications of the findings are discussed.

Paper is Available to Meeting Registrants Only.

OB: **Mystery of Leader-Follower Conflict Management Style: Whether Collaborative CMS Always Leads to Good** 

Author: **YIRAN YIRAN**, *Fudan U. School of Management*

Recent theoretical work has developed theories regarding the relationship between conflict management styles (CMS) and employee emotional responses. This study extends the literature by exploring the psychological costs linked with enacting a certain CMS, especially collaborative CMS, since it is regarded as the most effective strategy when handling conflict. Rather than being examined in isolation, collaborative CMS of supervisors need to be considered as a boundary condition, exploring the distinct CMS-anxiety relation. Based on 571 employees in 84 work teams, we found support that when supervisor collaborative CMS is low, there is a curvilinear (U-shaped) relationship between employee collaborative CMS and job-related anxiety. We contend that job-related anxiety will reach the lowest level when members with a moderate level of collaborative CMS. However, when supervisor collaborative CMS is high, collaborative CMS is negatively correlated to job-related anxiety. Further, drawing upon conservation of resource theory, we hypothesize and test that job-related anxiety plays a role of mediator between employee collaborative CMS and subsequent deviant behavior (i.e., surface acting and work withdrawal). Our findings have crucial theoretical and practical implications for dispositional factors that shape individual emotions and facilitate negative outcomes in teams.

Paper is Available to Meeting Registrants Only.

OB: All Roads Lead to Rome. Investigating Antecedents and Outcomes of Leader-Follower Identity Conflict

Author: **Xiaotong (Janey) Zheng**, *Durham U. Business School*
Author: **Olga Epitropaki**, *Durham U.*
Author: **Qiong Wang**, *Renmin U. of China*

Individuals' perceptions of leader and follower roles as orthogonal or complimentary have important implications for the self-views as potential leaders and their chances to step up to leadership positions. In the current paper, we introduce the notion of leader-follower identity conflict and enhancement and examine possible antecedents and outcomes. Based on the results of two time-lagged studies (N = 160, and N= 214 nested in 60 teams, respectively), we focus on the role of authoritarian and benevolent leadership as potentially shaping employees' views of leader and follower roles as conflicting or enhancing and further explore how perceived leader-follower identity conflict and enhancement affect individuals' leader identity strength and promotability ratings. Our results show authoritarian leadership to increase perceived leader-follower identity conflict whereas benevolent leadership is found to increase leader-follower identity enhancement. We further find leader-follower identity conflict to be negatively related to leader identity strength and manager-rated promotability whereas enhancement had non-significant effects. We also examine two motivational strivings, i.e., status and accomplishment motivation, as potential moderators of the serial relationship between authoritarian and benevolent leadership, identity conflict and enhancement, leader identity strength and promotability. Our results show that the serial indirect effect of authoritarian leadership to promotability via leader-follower identity conflict and leader identity was stronger when status motivation was higher than lower. Our paper casts light on the antecedents and outcomes of leader-follower identity conflict and enhancement and highlights their importance for leadership development processes.

Paper is Available to Meeting Registrants Only.

OB: When Authoritarian Leadership Fuels Employee Self-interested Voice: The Roles of Authoritarian Type

Author: **Ming Lou**, *School of Management, Harbin Institute of Technology*
Author: **Honglei Zhao**, *School of Management, Harbin Institute of Technology*
Author: **Chao Ma**, *Australian National U.*
Author: **Li Zhang**, *Harbin Institute of Technology*

Drawing on uncertainty management theory, this research investigates whether different types of authoritarian leadership are associated with employees' work alienation and their subsequent self-interested voice, and whether employees' perceived overqualification moderates these relationships. We tested our hypotheses using multisource and two-wave data collected from 11 Chinese companies. Results showed that discipline-focused AL had a negative indirect effect on self-interested voice via work alienation, whereas dominance-focused AL had a positive indirect effect on self-interested voice via work alienation and this positive indirect effect are stronger for employees with high perceived overqualification. Through this study, we help inform managers of the different types of authoritarian leadership they can use and their impact on different employees' work alienation and self-interested voice.

Paper is Available to Meeting Registrants Only.

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Session Type: **Symposium**
Program Session: **86** | Submission: **11571** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 9:30AM - 11:00AMPT (UTC-7)** at **Seattle Convention Center in Room 610**

Recent Advancements in the Application of Attachment Theory to Work
Attachment Theory in Work Domain



Organizer: **Emma (Lei) Jing**, *U. of Alberta*
Discussant: **Jeffrey Yip**, *Simon Fraser U.*
Distinguished Speaker: **Mario Mikulincer**, *IDC Herzliya*

In this symposium, we will present three empirical papers that adopt creative conceptual perspectives and methodologies to advance the attachment theory-based research in the work domain. We will also have in-depth introductions to and discussions about the contributions attachment theory has made to the study of organizational behavior, and more importantly, its potential to inspire future work.

Knowledge Sharing Processes across Employee Attachment Configurations

Author: **Matthew McLarnon**, *Mount Royal U.*
Author: **Ian R. Gellatly**, *U. of Alberta*
Author: **David Richards**, *Lakehead U.*
Author: **Ofer Arazy**, *U. of Haifa*

Investigating Persistent Low Quality Leader-Follower Relationship from an Attachment Perspective

Author: **Per-Magnus Moe Thompson**, *BI Norwegian Business School*
Author: **Linda Vestnes Saeter**, *U. of Oslo*

Stay with Me: The Roles of Leader Attachment Orientations and Tenure in Employee Retention

Author: **Dritjon Gruda**, *National U. of Ireland, Maynooth*
Author: **Annilee Game**, *U. of East Anglia*
Author: **Aoife Kavanagh**, *Maynooth U., Ireland*
Author: **Dimitra Karanatsiou**, *Aristotle U. of Thessaloniki*
Author: **Athena Vakali**, *Aristotle U. of Thessaloniki*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: **87** | Submission: **12734** | Sponsor(s): **(OB, CM, MSR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Friday, Aug 5 2022 9:30AM - 11:00AMPT (UTC-7)** at **Seattle Convention Center in Room 306**

New Directions for Research on Forgiveness in Organizations: Barriers and Boundary Conditions
Forgiveness and Apology



Organizer: **Hsuan-Che Huang**, *Sauder School of Business, U. of British Columbia*

Organizer: **Jonathan Evans**, *U. of British Columbia*

Organizer: **Trevor Spoelma**, *U. of New Mexico*

Presenter: **Ying Lin**, *Stanford Graduate School of Business*

Presenter: **Michele Gelfand**, *Stanford Graduate School of Business*

Presenter: **Nava Caluori**, *U. of Virginia*

Presenter: **Bastian Weitz**, *Stanford Graduate School of Business*

Presenter: **Maria Francisca Saldanha**, *UCP - Católica Lisbon School of Business & Economics*

Presenter: **Annika Hillebrandt**, *Ted Rogers School of Management, Toronto Metropolitan U.*

Presenter: **Carlos Ferreira Peralta**, *U. Católica Portuguesa*

Presenter: **Daniel Brady**, *Wilfrid Laurier U.*

Presenter: **Seoin Yoon**, *Texas A&M U.*

Presenter: **Shawn T. McClean**, *U. of Oklahoma Price College of Business*

Presenter: **Bret Bradley**, *U. of Oklahoma*

Presenter: **Hsuan-Che Huang**, *Sauder School of Business, U. of British Columbia*

Presenter: **Jonathan Evans**, *U. of British Columbia*

Presenter: **Trevor Spoelma**, *U. of New Mexico*

Discussant: **Marie S. Mitchell**, *U. of North Carolina at Chapel Hill*

This symposium aims to provide new perspectives and directions on forgiveness in organizations and extend research on forgiveness' predictors and consequences with four papers focusing on two core questions. First, this symposium seeks to unveil key "upstream" barriers to forgiveness. It features papers on why people are reluctant to apologize in certain cultures and how employees are affected by their own inability to forgive, in particular, in the face of an expressed apology by transgressors at work. The second major goal of this symposium is to advance the limited knowledge of boundary conditions and uncover new factors that moderate the "downstream" effects and effectiveness of forgiveness, including papers on factors such as incongruence between felt and expressed forgiveness that moderate the impact of forgiveness for the forgiving individual and both the bright and dark sides of leader forgiveness in shaping followers' responses in organizations. Furthermore, these four papers illustrate how a variety of methodological approaches (e.g., field study, experiment, panel data, large-scale language analyses) can be used to answer research questions regarding forgiveness as well as concomitant apology. Lastly, our symposium features a prominent scholar in this field of knowledge, offering theoretical and practical insights through interactive discussion to advance our understanding of forgiveness, spark new research directions, and ultimately move the research on workplace forgiveness forward with synergistic perspectives.

Honor and the Reluctance to Apologize

Author: **Ying Lin**, *Stanford Graduate School of Business*

Author: **Michele Gelfand**, *Stanford Graduate School of Business*

Author: **Nava Caluori**, *U. of Virginia*

Author: **Bastian Weitz**, *Stanford Graduate School of Business*

When Apologies Make Things Worse: The Interactive Effects of Inability to Forgive and Apology

Author: **Maria Francisca Saldanha**, *UCP - Católica Lisbon School of Business & Economics*

Author: **Annika Hillebrandt**, *Ted Rogers School of Management, Toronto Metropolitan U.*

Author: **Carlos Ferreira Peralta**, *U. Católica Portuguesa*

Author: **Daniel Brady**, *Wilfrid Laurier U.*

The Authenticity of (In)Congruence Between Felt and Expressed Forgiveness

Author: **Seoin Yoon**, *Texas A&M U.*

Author: **Shawn T. McClean**, *U. of Oklahoma Price College of Business*

Author: **Bret Bradley**, *U. of Oklahoma*

When Leaders Forgive: Is Forgiveness Always Divine?

Author: **Hsuan-Che Huang**, *Sauder School of Business, U. of British Columbia*

Author: **Jonathan Evans**, *U. of British Columbia*

Author: **Trevor Spoelma**, *U. of New Mexico*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **88** | Submission: **11314** | Sponsor(s): **(OB, ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 9:30AM - 11:30AMPT (UTC-7)** at **Seattle Convention Center in Room 309**

Bridging Organizational Behavior and Entrepreneurship Research
Organizational Behavior and Entrepreneurship



Participant: **Daan Van Knippenberg**, *Rice U.*
Participant: **Bradley L. Kirkman**, *North Carolina State U.*
Participant: **Jon C. Carr**, *North Carolina State U.*
Panelist: **Miriam Erez**, *Technion - Israel Institute of Technology*
Panelist: **Michael Frese**, *Asia School of Business*
Panelist: **J. Jeffrey Gish**, *U. of Central Florida*
Panelist: **Keith Hmieleski**, *Texas Christian U.*
Panelist: **Jeffrey M. Pollack**, *NC State U.*
Panelist: **Andreas Rauch**, *U. of Sydney Business School*
Panelist: **Maija Renko**, *DePaul U.*
Panelist: **Ute Stephan**, *King's College London*
Panelist: **Marilyn Ang Uy**, *Nanyang Technological U.*
Panelist: **Melissa S. Cardon**, *U. of Tennessee*

Sponsored by the Kauffman Foundation, the aim of this PDW is to stimulate and help develop research at the interface of organizational behavior and entrepreneurship. To do so, this PDW invites researchers interested in participating to submit a short description of their research at this interface that they seek to further develop. During the PDW, a presentation by Michael Frese (one of the panelists) outlining the value and promise of research bridging organizational behavior and entrepreneurship will help set the tone of the overall workshop. Accepted participants will be matched with one of the expert panelists prior to the Academy of Management meeting and will meet in small groups for feedback and discussion of their research. Finally, a forward-looking discussion will occur of main themes with all panelists and participants.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **89** | Submission: **15260** | Sponsor(s): **(OB, HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 9:30AM - 11:00AMPT (UTC-7)** at **Seattle Convention Center in Room 608**

Time for Change: A Dynamic Perspective of Employee Social Networks

Employee Social Network Dynamics



Session Chair: **Songqi Liu**, *Georgia State U.*
Discussant: **Jessica Rae Methot**, *Rutgers U., School of Management and Labor Relations*
Organizer: **Le Zhou**, *U. of Minnesota*
Participant: **Dorothy R. Carter**, *Michigan State U.*
Presenter: **Aaron Schecter**, *U. of Georgia*
Presenter: **Xuan Liu**, *U. of Minnesota - Twin Cities*
Participant: **Yihao Liu**, *U. of Illinois at Urbana-Champaign*
Presenter: **Yifan Song**, *Texas A&M U.*
Participant: **Dan Ni**, *School of Business, Sun Yat-sen U.*
Participant: **Xiaoming Zheng**, *Tsinghua U.*
Presenter: **Amanda Ferguson**, *Northern Illinois U.*
Presenter: **Stephen L. Jones**, *U. of Washington, Bothell*
Participant: **Randall S Peterson**, *London Business School*
Participant: **Pri Pradhan Shah**, *U. of Minnesota*
Participant: **Jacob Pendergraft**, *U. of Georgia*
Participant: **Joshua Pearman**, *U. of Georgia*

Organizational social networks are dynamic systems that continuously emerge and evolve. The stability and change in social networks among employees, project teammates, and job applicants have important implications for organizations and the people in them. Much of the emerging organizational literature on network dynamics can be interpreted through the lens of the microfoundations of social networks, which drills down to basic factors that shape network evolution and dynamics. Building on and extending this stream of research, papers in this symposium shed light on issues of theoretical and practical importance, including the creation and retention of professional networks among job seekers, the formation and retention of idea sharing ties among employees, the dynamics of conflict roles in project teams, and the impact of increasing communication delay on network connectivity in instrumental and expressive team networks over time.

Creation and Retention of Newcomers' Professional Networks: Coevolution with Professional Knowledge

Author: **Xuan Liu**, *U. of Minnesota - Twin Cities*
Author: **Yihao Liu**, *U. of Illinois at Urbana-Champaign*

Formation and Retention of Idea Sharing Ties: Formal Work Relationships and Creative Role Identity

Author: **Yifan Song**, *Texas A&M U.*
Author: **Dan Ni**, *School of Business, Sun Yat-sen U.*
Author: **Le Zhou**, *U. of Minnesota*
Author: **Xiaoming Zheng**, *Tsinghua U.*

Characters on the stage of intragroup conflict: An illumination of conflict role dynamics

Author: **Amanda Ferguson**, *Northern Illinois U.*
Author: **Stephen L. Jones**, *U. of Washington, Bothell*
Author: **Randall S Peterson**, *London Business School*
Author: **Pri Pradhan Shah**, *U. of Minnesota*

The Impact of Communication Delay on Team Network Connectivity

Author: **Dorothy R. Carter**, *Michigan State U.*
Author: **Aaron Schecter**, *U. of Georgia*
Author: **Jacob Pendergraft**, *U. of Georgia*
Author: **Joshua Pearman**, *U. of Georgia*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **90** | Submission: **11178** | Sponsor(s): **(OB, HR, MOC)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Friday, Aug 5 2022 9:30AM - 11:00AMPT (UTC-7)** at **Seattle Convention Center in Room 303**

Toward A Broader Understanding of Job Crafting and Proactive Career Behaviors

Job Crafting and Proactive Career Behaviors



Organizer: **Yanbo Song**, *INSEAD*
Organizer: **Winnie Jiang**, *INSEAD*
Discussant: **Justin M. Berg**, *Stanford Graduate School of Business*
Presenter: **Michael Clinton**, *King's College London*
Participant: **Uta K. Bindl**, *King's College London*
Participant: **Keely J. Frasca**, *Birkbeck, U. of London, and U. of East London*
Participant: **Elena Martinescu**, *Vrije U. Amsterdam*
Presenter: **Gavin Slemp**, *U. of Melbourne*
Participant: **Austin Chia**, *U. of Melbourne*
Participant: **Robert J. Vallerand**, -
Presenter: **Yanbo Song**, *INSEAD*
Participant: **Winnie Jiang**, *INSEAD*
Presenter: **Xue Zheng**, *China Europe International Business School (CEIBS)*
Participant: **Tae-Yeol Kim**, *China Europe International Business School (CEIBS)*
Participant: **Yi Xiang**, *China Europe International Business School (CEIBS)*
Presenter: **Jana Retkowsky**, *Vrije U. Amsterdam*
Participant: **Sanne Nijs**, *Human Resource Studies, Tilburg U.*
Participant: **Jos Akkermans**, *Vrije U. Amsterdam*
Participant: **Paul G W Jansen**, *Vrije U. Amsterdam*

Although most jobs and roles are created by organizations, employees can also self-initiate changes to their job characteristics based on their abilities and needs, a process referred to as job crafting. This bottom-up, employee-initiated job redesign has captured surging attention from both academics and practitioners in recent decades, as it offers great value in informing how individuals can more adaptively navigate today's dynamic environment. Although existing research has greatly enhanced our knowledge on the antecedents and outcomes of employees' job crafting, theories remain limited when it comes to explaining how contextual factors interact to affect job crafting, how job crafting is sustained over a long time, as well as how unique populations like leaders and agency temp workers and how a group of people collectively initiate changes agentically in their jobs or career. The presentations and discussion in this proposed symposium seek to shed light upon these less charted territories. We include five studies examining different contexts and using different methodologies to extend our understanding of job crafting or, more generally, how individuals proactively exert changes in their jobs and career.

Dynamic, Reciprocal Relationships Between Job Crafting, Self-concordant and Organizational Goals

Author: **Michael Clinton**, *King's College London*
Author: **Uta K. Bindl**, *King's College London*
Author: **Keely J. Frasca**, *Birkbeck, U. of London, and U. of East London*
Author: **Elena Martinescu**, *Vrije U. Amsterdam*

Job Crafting and Passion for Work: A Mixed-Method Study of Senior Organizational Leaders

Author: **Gavin Slemp**, *U. of Melbourne*
Author: **Austin Chia**, *U. of Melbourne*
Author: **Robert J. Vallerand**, -

Intergroup Competition and Job Crafting: Moderating Role of Task- vs. Relation-oriented Leadership

Author: **Yanbo Song**, *INSEAD*
Author: **Winnie Jiang**, *INSEAD*

Team Job Crafting and Employee Creativity

Author: **Xue Zheng**, *China Europe International Business School (CEIBS)*
Author: **Tae-Yeol Kim**, *China Europe International Business School (CEIBS)*
Author: **Yi Xiang**, *China Europe International Business School (CEIBS)*

Explorative Study on Agency Workers' Career Self-Management

Author: **Jana Retkowsky**, *Vrije U. Amsterdam*
Author: **Sanne Nijs**, *Human Resource Studies, Tilburg U.*
Author: **Jos Akkermans**, *Vrije U. Amsterdam*
Author: **Paul G W Jansen**, *Vrije U. Amsterdam*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Caucus**
Program Session: **91** | Submission: **10405** | Sponsor(s): (CAU)
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 9:45AM- 11:15AMPT (UTC-7)**

**Teaming Up! Creating a Better World by Advancing
Research on the Assembly of High-Performing Teams**
Advancing Research on Team Assembly



Organizer: **Pol Solanelles**, *U. of Mississippi*
Organizer: **Kristin Cullen-Lester**, *U. of Mississippi*

Making the world a better place requires the efforts of high-performing teams. Research has yielded many insights into team functioning post-formation, yet the formal/informal process shaping who joins a team remains an important and understudied research area. Caucus attendees will investigate challenges and opportunities in team assembly research.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **PDW Workshop**
Program Session: **92** | Submission: **18324** | Sponsor(s): **(CTO)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 10:00AM- 4:00PMPT (UTC-7)** at **Seattle Convention Center in Yakima 2**

**Professional Development Workshop CTO Junior Faculty
Consortium**
CTO Junior Faculty Consortium



Organizer: **Nicholas Berente**, *U. of Notre Dame*
Organizer: **Marco Marabelli**, *Bentley U.*

The proposed PDWs are aimed to mentor PhD students in organizational information systems, communications, and related fields, with an emphasis on cross-disciplinary research. The workshops will run in parallel for 6 hours on Friday August 5th, 2022.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **93** | Submission: **12301** | Sponsor(s): **(ENT)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 10:00AM - 1:00PMPT (UTC-7)** at **Seattle Convention Center** in **Skagit 2**

**Start-up Support Promoting Circular Economy Within
Entrepreneurial Ecosystems**
Circular Start-ups and Entrepreneurial Ecosystems



Session Chair: **Magnus Carl Klofsten**, *Linköping U.*
Session Chair: **Sarfraz A. Mian**, *State U. of New York at Oswego*
Session Chair: **David Audretsch**, *Indiana U., Bloomington*
Speaker: **Per Davidsson**, *Jonkoping International Business School*
Speaker: **Erik Lundmark**, *Macquarie Business School, Macquarie U.*
Speaker: **Wisdom Kanda**, -
Speaker: **Henry Etzkowitz**, *Int'l Triple Helix Institute, Stanford U.*
Speaker: **Phillip Phan**, *Johns Hopkins U.*
Speaker: **Mélanie Despeisse**, -
Speaker: **Christine Katharina Volkmann**, *U. of Wuppertal*
Speaker: **Nancy Bocken**, *Maastricht U., School of Business & Economics*
Speaker: **Klaus Fichter**, *Carl von Ossietzky U. of Oldenburg*
Speaker: **Fiona Charnley**, *U. of Exeter Business School*

This PDW aspires to gain insights and create knowledge about early development processes of start-ups supported by an entrepreneurial ecosystem aiming to promote circular economy in a region/country. During this PDW we plan to discuss a range of perspectives and approaches that will tangibly analyse the interrelationships between start-ups, entrepreneurial ecosystems, and the circular economy. Furthermore, we seek to understand how start-ups working with circular business models can be supported by the sustainable entrepreneurial ecosystems successfully. Preliminary contents will include but are not limited to the following: 1) Circular entrepreneurship: opportunities and barriers to growth, 2) Circular start-ups and scale - an ecosystems perspective, 3) Climate change as external enabler of entrepreneurial action and success and 4) Growing for sustainability: A multi-level framework of start-up growth in sustainable transition pathways. We have invited a group of distinguished speakers from about 10 countries representing different disciplines within the sustainability and circular economy areas to contribute to our session. The chairs and organisers of the PDW are professors Magnus Klofsten (Sweden), Sarfraz Mian (USA) and David Audretsch (USA/Germany).

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **94** | Submission: **13870** | Sponsor(s): **(ENT, GDO)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 10:00AM - 12:00PMPT (UTC-7)**

**Gendering Context, Gendering Entrepreneurship:
Developing a Research Agenda**
Gendering Context, Gendering Entrepreneurship



Organizer: **Sibel Ozasir**, *Assistant Professor (Strategic HRM)*
Organizer: **Ulla Hytti**, *U. of Turku, Finland*
Organizer: **Caroline Essers**, *Nijmegen School of Management*
Organizer: **Banu Ozkazanc-Pan**, *Brown U.*
Organizer: **Maura McAdam**, *Dublin City U.*

There is an emerging interest on how entrepreneurs interact with and enact context, acknowledging that context is not something that just “is” for entrepreneurs but instead is something they enact and construct. This PDW will explore current theories, data and methods that researchers are using to study gender, context and entrepreneurship and the findings that have been generated to date. The adoption of a more critical appraisal of how context is positioned within current theorizing around gender and entrepreneurial behaviors, offers potential to progress debate whilst acknowledging that competing and contrasting contextual influences require clearer recognition. By focusing on fatherhood, masculinity, (homo)sexuality, couple relationships, industry dynamics, and eco-systems (local, national, international), this PDW looks at different levels of gendered context and how they inform and shape entrepreneurship amongst men and women. The goal of the workshop is to bring together a set of researchers, each of whom examines gendering context and gendering entrepreneurship in different levels, and engage participants in the development of a research agenda. By gathering scholars with an interest in this area, we deploy this interactive workshop to discuss new research questions, concepts and theoretical foundations and empirical approaches, with the ultimate aim of advancing research in this area. Specifically, the workshop will be applied to launch a call for papers in a special issue and/or call for chapters in a book.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **95** | Submission: **18622** | Sponsor(s): **(GDO)**

Session Format: **In-person Only: Seattle**

Scheduled: **Friday, Aug 5 2022 10:00AM - 11:30AMPT (UTC-7)** at **Sheraton Grand Seattle** in **Dashpoint**

Transgressing the Masculine-Feminine Identity Divide

Session Moderator: **Julia Lee Melin**, *Stanford U.*

GDO: **When Women Do “Men’s Work”: Hybrid Femininity and Within-Gender Inequality in Job Search**

Author: **Julia Lee Melin**, *Stanford U.*

Author: **Jennifer M. Merluzzi**, *George Washington U.*

We introduce a novel theory of hybrid femininity, a mechanism by which women who engage in stereotypically masculine behaviors or activities gain status advantages relative to women without such experiences. We argue that external hiring managers evaluate women with career experiences in hypermasculine occupations more highly than women with career experiences in hyperfeminine occupations. This relative advantage is greatest when transitioning into a male-dominated occupation. Leveraging data from two online experiments (N = 3,003), we test and find strong support for our theory. External evaluators hiring for a male-dominated occupation award women candidates with hypermasculine occupational histories higher compensation than equally qualified women with hyperfeminine occupational histories. Evaluators also assess these “hybrid women” as more masculine, more competent, and better leaders than highly gender-congruent women candidates. These differences in perceived masculinity and status largely mediate the compensation award differences. A similar advantage for hybrid women is observed for job offers in a gender-neutral occupation. When moving into a female-dominated occupation, compensation differences are indistinguishable across women candidates, regardless of their gendered occupational backgrounds. Findings shed light on how gender inequality is maintained—even between women—through the privileging of masculinity over femininity, with important implications for labor markets and society at large.

Paper is NOT Available. Please contact the author(s).

GDO: **Managing Gender Role Conflicts in Interactions with Clients: Women’s Experiences in PSFs**      

Author: **NATHALIE BITBOL-SABA**, *PSB Paris School of Business*

Author: **Caroline Julie Demeyere**, *Copenhagen Business School*

Professional service firms have been described as male-dominated and client-oriented organizations. This article focuses on role conflict management for women during interactions with clients. Building on Goffman’s work on interactions, roles, and gender, we aim to understand how female professionals manage role conflicts during interactions with their clients and which gender dynamics underpin these interactions. The methodology combines observations of client-professional interactions, semi-structured interviews with professionals and their clients, and documentary collection. Our sample consists of a total of 66 informants. Data collection took place from 2011 to 2021, enabling insights into the impacts of the #MeToo movement on practices and discourses in professional service firms. Our findings suggest that female professionals engage in seven different ways of managing role conflicts during interactions with clients, especially mother-professional and sexual object–professional role conflicts. The typology we propose enriches the existing literature, which focuses mainly on role conflict management with internal stakeholders, and on the practice of women masculinizing themselves. Although most of the ways female professionals manage role conflicts reveal conformity to the established masculine order and contribute to reproducing male domination, the emerging voicing strategy we identify may challenge it.

Paper is NOT Available. Please contact the author(s).

GDO: **Deviant Men at Work: A Social-Motivational Theory for Change**  

Author: **Leire Gartzia**, *Deusto Business School*

This paper proposes a motivational theory of deviance from gender norms that recognizes, understands and purposely develops working men’s communal behavior. Combining key streams of analysis that integrate organizational and psychological research, I provide an overarching approach about specific routes to facilitate change from men with testable propositions that inform future research. I explore the critical role of accommodating social and organizational patterns that reinforce men’s communal orientations. These contexts enable a psychological process of discrepancy reduction that allow identity-restructuring processes and facilitate gender deviance by changing meaning and importance of the masculine identity. These contexts also serve as motivational mechanisms that increase perceptions that gender-deviant efforts: (a) are feasible, (b) lead to a fair balance of positive and negative rewards and (c) are personally desirable. Evidence from research corroborates that explicit representations of deviant men and the value of communion at work are necessary steps to assist these psychological processes and allow men engage in fruitful forms of gender deviant behavior. This transformation is critical for both gender equality and organizational functioning.

Paper is Available to Meeting Registrants Only.

GDO: **Category Status Reclamation: How a Marginalized Gender Reclaimed Its Status**   

Author: **Anupama Kondraya**, *Indian Institute of Management, Bangalore*

Author: **Dalhia Mani**, *Indian Institute of Management, Bangalore*

In 2019, a highly marginalized gender minority in India gained recognition as the first and only transgender monastic order (Kinnar Akhara) in a set of thirteen Hindu religious monastic orders that had been male dominated for more than a millennium. This is significant given that gender inequality is a persistent grand societal challenge, but the term tends to evoke the gender binary while transgenders continue to face violence and discrimination around the world. Gender is a social category and the persistence of gender inequality has been attributed to a difference of status. Thus, we take gender inequality as a case of category status inequality and study the category status change achieved by the Kinnar Akhara towards drawing insights for addressing gender inequality. We conduct a qualitative empirical study using 4 years of archival data between 2015 and 2019 from the public sphere, and find that the Kinnar Akhara referred to multiple histories to influence status beliefs about the third gender, make status claims and elicit status grants. The Kinnar Akhara leveraged constitutional, civilizational, and national histories to achieve its goal of reclaiming high status for the third gender. We contribute to the literature by proposing the idea of status reclamation as a return to high status after status loss, supporting the idea of dynamism in category status systems and demonstrating how religion may be used as a resource to address gender inequality.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **96** | Submission: **10761** | Sponsor(s): **(GDO)**

Session Format: **In-person Only: Seattle**

Scheduled: **Friday, Aug 5 2022 10:00AM- 11:30AMPT (UTC-7)** at Sheraton Grand Seattle in University

Fitting In: Antecedents and Outcomes of Increasing Women's Representation in Leadership
Gender and Leadership



- Coordinator: **Caren Goldberg**, *U. de Sevilla*
Presenter: **Gary N. Powell**, *U. of Connecticut*
Participant: **Gabriel Cepeda**, *U. de Sevilla*
Presenter: **Silvia Martelo**, *U. de Sevilla*
Participant: **D Anthony Butterfield**, *U. of Massachusetts, Amherst*
Presenter: **Michelle Hammond**, *Oakland U.*
Participant: **Greg Thrasher**, *Oakland U.*
Participant: **Cort W. Rudolph**, *Saint Louis U.*
Participant: **Gretchen Renee Vogelgesang**, *San Jose State U.*
Participant: **Michael E. Palanski**, *Rochester Institute of Technology*
Presenter: **Samantha C. Paustian-Underdahl**, *Florida State U.*
Participant: **Richard Devine**, *DePaul U.*
Participant: **Ivona Hideg**, *Schulich School of Business, York U.*
Participant: **R. Michael Holmes**, *Florida State U.*
Participant: **Bruce Lamont**, *Florida State U.*
Participant: **Janice Lam**, *Schulich School of Business, York U.*
Presenter: **Traci Sitzmann**, *U. of Colorado, Denver*
Participant: **Priyanka Dwivedi**, *Texas A&M U., Mays Business School*

Despite the fact that women comprise nearly half of the workforce worldwide, they occupy only 21% of all C-suite positions (Catalyst, 2020). A common reason cited for women's underrepresentation in leadership roles is the perceived lack-of-fit between feminine attributes and the attributes required for leadership roles (c.f., Zheng, Kark, & Meister, 2018). Yet, despite this reasoning, research suggests that perceptions of ideal leaders have become less agentic and more communal (Powell, Butterfield, & Jiang, 2021). Through a combination of theoretical and empirical studies, the papers in this symposium explore some of the myths and realities regarding the interplay among agentic and communal roles of leaders, with an eye toward facilitating women's career progress.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **97** | Submission: **13826** | Sponsor(s): **(HR, OB, ODC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 10:00AM - 12:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **406 Klickitat**

Mindsets in Action: Crafting Promising Avenues for Growth Mindset Research and Interventions

Mindsets in Action



Presenter: **Sarah Quataert**, *Vlerick Business School*
Participant: **Dirk Buyens**, *Vlerick business school & Ghent U.*
Participant: **Laura E. Mercer Traavik**, *Kristiania U. College*
Participant: **Sut I Wong**, *BI Norwegian Business School*
Participant: **Bradley J. Hastings**, *U. of New South Wales*
Participant: **Lise Van Oortmerssen**, *Open U. of The Netherlands*
Participant: **Jeni Burnette**, *North Carolina State U.*
Participant: **Aneeta Rattan**, *London Business School*
Participant: **Ezgi Ozgumus**, *London Business School*

In a rapidly digitalising world, change readiness, employee learning, and self-confidence are crucial assets for both organisations and individuals. Business models are transforming, new organisational roles are emerging, and skills requirements are becoming more complex. Consequently, there's a growing interest within the field of management for developing workplace interventions that stimulate positive self-beliefs, as they positively impact motivation to learn and actual learning behaviour (Bandura, 1977; Burnette, O'Boyle, VanEpps, Pollack, & Finkel, 2013; Mangels, Butterfield, Lamb, Good, & Dweck, 2006; Rigolizzo & Zhu, 2021). One such intervention is to foster a growth mindset (Dweck, 2008), characterised by positive self-beliefs, such as high self-efficacy and strong beliefs about one's ability to learn new skills. However, while a theoretical understanding has advanced (Heslin & Keating, 2017), a challenge remains with respect to developing effective growth mindset interventions as well as methods to assess the effectiveness of these activities in the workplace (Berge, 2008; Griffin, 2011). Addressing methodological challenges is made more complex by the fact that mindset interventions do not only matter at the individual level, but also have a role to play at a meso-level when conceptualised as a team or organisational construct (Canning et al., 2019; Hanson, Bangert, & Ruff, 2016). Taking a practical and holistic perspective on growth mindset, this PDW contributes to creating a better world of work by introducing innovative projects that aim at influencing workers' mindset and by elaborating on learnings for academics and practitioners to craft new avenues for mindset research and interventions.

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KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **98** | Submission: **19179** | Sponsor(s): **(MED)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 10:00AM - 11:30AMPT (UTC-7)** at **Seattle Convention Center in Room 210**

Virtual Teams: Discussion and Debate

Session Moderator: **Tobias Blay**, *U. of Goettingen*

MED: **A Double-Edged Sword? The Impact of COVID-19 on Work Relationships in Virtual Teams**

Author: **Tobias Blay**, *U. of Goettingen*
Author: **Fabian Jintae Froese**, *U. of Goettingen*
Author: **Marjaana Gunkel**, *Free U. of Bozen-Bolzano*
Author: **Christopher Schlaegel**, *U. of Groningen*

Due to COVID-19, remote work, online learning, and virtual team work have become ubiquitous in today’s higher education and corporate world. This study develops and empirically tests a conceptual model of how work relationships develop over time in virtual teams while under the influence of COVID-19. By integrating fundamental interpersonal relations orientation theory, the model of team development stages, and the threat-rigidity theory, we propose that work relationships in virtual teams progress through four stages (increase-decline-increase-decline). Moreover, we conceive external crises, as exemplified by COVID-19, as both opportunities and threats that exert positive and negative effects, respectively, on work relationships in virtual teams. We use a multi-level approach (e.g., time, individual, and country level) to analyze a longitudinal dataset from a virtual team work project of university students, with the random coefficient growth modeling approach. Results from a seven-wave survey of 3,578 participants from 62 countries and universities around the world, combined with archival data, largely support our hypotheses. We discuss the theoretical and practical implications of our findings.

Paper is NOT Available. Please contact the author(s).

MED: **Does Charter Quality Make a Difference to Global Virtual Team Performance?**

Author: **William H. A. Johnson**, *Pennsylvania State U.*
Author: **Charles Wankel**, *St. John's U., New York*

The following is still in the initial development stage, but we have already found a number of interesting findings that we wish to share with the AOM community. For example, contrary to prior claims, our preliminary results suggest that a team charter, in and of itself, does not result in higher quality outcome performance of global virtual teams. However, when considering the quality of the team charters and comparing the top and bottom quartiles of charter quality, differences in GVT outcome performance were marginally significant (at $p=0.051$). Teams that reported increasing process conflicts (but not task or relationship conflicts) also reported conflicts to the project’s administration and also referred to their charters. On the other hand, when teammates had greater respect for each other, they reported more conflicts to the administration. This suggests that informal processes may be most important than formal deliverables such as team charters, at least in terms of effectuating GVT outcome performance.

Paper is Available to Meeting Registrants Only.

MED: **Lessening the Negative Effect of Two Cultural Values on the Performance of Global Virtual Teams**

Author: **Dhruv Pratap SINGH**, *NEOMA Business School*
Author: **Justin Kraemer**, *Mae Fah Luang U.*
Author: **David S. Shaw**, *U. of Washington, Bothell*
Author: **Douglas Chun**, *U. of La Verne*

As Global Virtual Teams (GVTs) become an increasing component of management education, team members will undoubtedly encounter cultural differences that have the potential to influence team performance. This study aims to further understand the association between two specific cultural values and team performance as well as what alters these effects. Specifically, we propose that a team’s masculinity is negatively associated with team performance, with this effect weakening when the percentage of males on the team is lower. Further, we hypothesize that a team’s power distance is also negatively related to team performance, with this effect weakening when team members feel psychologically safe. We test and support our hypotheses via regression on 179 GVTs from the x-culture project. We conclude by discussing future research directions, implications and limitations.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Team Processes and Dynamics: Collective Mindfulness, Collective Self- Construal, and Learning

Session Moderator: **Sadia Jahanzeb**, *Brock U.*

MOC: How Collective Self-construal Buffers Opportunistic Silence After Ineffective Supervision?

Author: **Sadia Jahanzeb**, *Brock U.*

Using self-construal theory, this study seeks to investigate the relationship between employees' exposure to authoritarian leadership and job performance while also considering the mediating role of opportunistic silence and the moderating effect of collective self-construal. It aims to reveal that leader's controlling and demanding behavior hinders job performance because employees reserve their opinions to gain advantage for themselves while accepting harm of others. This mediating role of opportunistic silence is mitigated if employees care for collective welfare and group enhancement. This study accordingly identifies a key mechanism—employees' intentional attempt to withhold work-related ideas to achieve selfish gains—by which authoritarian supervision hampers job performance, and it reveals how this process might be contained if employees have interdependent self-construal.

Paper is Available to Meeting Registrants Only.

MOC: Harnessing Collective Mindfulness for Alignment & Agility: A Phenomenological Study of Service Teams

Author: **Aniruddha Chatterjee**, *TA Pai Management Institute, India, & Macquarie U., Australia*

Author: **Kyle Bruce**, *Macquarie Graduate School of Management*

Author: **Saurabh Kaushik Pandya**, *Indian Institute of Management Nagpur*

Collective mindfulness enables organizational teams to overcome considerable challenges arising due to increasing uncertainties and complexities in the business environment. Surprisingly, there is a dearth of studies that explain the nuances of mindful functioning in teams. Our study explores how collective mindfulness may be relevant to service teams that are under the dual pressures of satisfying rapidly changing customer expectations, while also fulfilling organizational requirements. We interview 20 team leaders in Indian organizations and adopt a phenomenological approach to surface behavioral and relational aspects of collective mindfulness. We identify the essences of what it means to be collectively mindful in a service team, and unveil how such mindfulness facilitates internal alignment of diverse priorities and perspectives and enhances their agility to deal with quickly changing external situations. We highlight how mindfulness can be used to overcome some of the tensions and contradictions experienced in team functioning, and how it shapes future actions. Our core contribution is by way of demonstrating how collective mindfulness facilitates these teams to adapt and evolve as per fast changing situations. We present the potential implications for theory and practice, to advance the nascent field of research on collective mindfulness.

Paper is Available to Meeting Registrants Only.

MOC: Leveraging Collective Mindfulness in Dynamic Environments: Managing Performance in Sub-units

Author: **Aniruddha Chatterjee**, *TA Pai Management Institute, India, & Macquarie U., Australia*

Author: **Kyle Bruce**, *Macquarie Graduate School of Management*

The dynamic capabilities perspective highlights that higher order capabilities enable organizations to adapt and evolve by sensing changes in the business environment and reorganizing their resources and capabilities accordingly. Yet research has not clearly explained how dynamic capabilities emerge and develop. We build upon the sparse literature that indicates that collective mindfulness may facilitate the creation of dynamic capabilities, and empirically test how collective mindfulness affects sensing and reconfiguring capabilities, and performance in organizational sub-units. We collect data using an online survey from one of the largest housing finance organizations in India (n= 1450), and analyze it using multilevel structural equation modelling. We find that dynamic capabilities, particularly sensing capabilities, mediate the relationship between sub-unit mindfulness and sub-unit performance. Drawing from the attention-based view of the firm, our study contributes by strengthening the theoretical linkages between collective mindfulness and dynamic capabilities, and by offering recommendations for practice.

Paper is Available to Meeting Registrants Only.

MOC: How Learning-Goal-Oriented Newcomers Develop Leader-Member Exchange (LMX): A Dual Mediating Model

Author: **Shanshan Gao**, *U. of Macau*

Author: **Xiaowan Lin**, *U. of Macau*

Author: **Long Wai Lam**, *U. of Macau*

Incorporating Abele and Wojciszke (2014)'s dual perspective model of agency and communion (DPM-AC) with LMX theory, this study explores whether and how newcomer's learning goal orientation (LGO) can foster leader-member exchange (LMX) relationships. Through a three-wave field survey among 199 organizational newcomers in China, we found that newcomers' LGO is positively related to LMX after controlling other types of goal orientations. Our results suggest that newcomers' agentic behavior—self-improvement voice, and their communal behavior—knowledge sharing, build up dual mediating mechanisms of this relationship. This study addresses the call for more research on LGO's interpersonal outcomes in the workplace, especially the relationship with the leader. It also contributes to the emerging research on followership and investigating LMX development beyond the dyad. Theoretical and practical implications of the findings are discussed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **100** | Submission: **13125** | Sponsor(s): **(OB, HR, MOC, ODC, CTO)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 10:00AM - 12:00PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 4**

How to Manage Academic Collaborations: Tips and Strategies from Team Scholars (3rd Annual) *How to Manage Academic Collaborations*



Organizer: **Ulrich Leicht-Deobald**, *Trinity Business School, Trinity College Dublin*
Organizer: **Hendrik Johan Van De Brake**, *U. of Groningen*
Organizer: **Stefan Berger**, *U. of Groningen*
Panelist: **Lauren D'Innocenzo**, *Drexel U.*
Panelist: **Sujin Jang**, *INSEAD*
Panelist: **M. Travis Maynard**, *Colorado State U.*
Discussant: **Deborah Ancona**, *Massachusetts Institute of Technology*

In this PDW, we draw from current research on team diversity, multiple team membership, and virtual teams, to learn how we can successfully manage complex academic collaborations. The primary goals of this PDW are (1) to enhance participants' awareness of how they can effectively work together in diverse, multiple and/or virtual teams, and (2) to derive practical strategies they can use after the PDW to increase their own success in academic collaborations. The PDW will begin with a brief introduction to the concepts of team diversity, multiple team membership, and virtual teams, followed by small group discussions in which participants reflect on when they were most successful in their academic collaborations. Drs. Lauren D'Innocenzo, Sujin Jang, and Travis Maynard will then present their cutting-edge research in this field, proposing a set of practical strategies to help participants find opportunities to make their academic collaborations more rewarding and fruitful. Then, participants will develop an action plan for incorporating strategies in their daily lives to make their collaborations more effective and share them with other participants. Finally, the practical and theoretical insights will be discussed and put into perspective by Dr. Deborah Ancona. The PDW will conclude with a summative discussion of key learnings.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **PDW Workshop**
Program Session: **101** | Submission: **17983** | Sponsor(s): **(ODC, OB, MC, GDO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 10:00AM- 1:00PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Willow B**

**Fostering DEIB Transformation Through the Lens
of Sense-making and Complex Responsiveness**
DEIB Transformation thru Collective Sense-making



Participant: **Gary Mangiofico**, *Pepperdine U.*
Participant: **Daphne DePorres**, *United States Air Force Academy*
Participant: **Terri Egan**, *Pepperdine U.*

There is seemingly a growing social mandate that organizations, including higher education, integrate DEIB into their core experience. We have explored the development of an intentional generative dialogical process as a method of complex responsiveness to facilitate a transformational journey. This PDW will utilize the techniques and processes we have developed to foster understanding for promoting the transformation of the non-linear emotional journey of exploring this complex and often volatile material of DEIB. This approach intentionally uses context setting and a mapping platform to foster sharing "what really mattered" to the individuals involved in a collective sense-making process that leads to a shared understanding of emergent meaning. Participants will emerge with an understanding of the process utilized, the transformative model, the use of context-setting/ mapping, and a higher appreciation of the co-creation of meaning through an intentional generative dialogical process.

This is an experiential dialogical session where your engagement is not only welcomed but critical to realizing the benefits of the session!

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **102** | Submission: **10990** | Sponsor(s): **(ONE, SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 10:00AM- 11:30AMPT (UTC-7)** at **Hyatt Regency Seattle** in **304 Calawah**

Sustainability Performance of the Firm: Measurement and Mechanisms *Sustainability Performance of the Firm*

Participant: **Benjamin Leffel**, *U. of Michigan*
Participant: **Miron Avidan**, *HSG U. of St. Gallen*
Participant: **Patrick J. Callery**, *U. of Vermont, Grossman School of Business, US*
Participant: **Thomas Peyton Lyon**, *U. of Michigan*
Participant: **Glen Dowell**, *Cornell SC Johnson College of Business*

This symposium presents several papers addressing the measurement of corporate climate change governance and ESG more broadly.

Green neighbors? Local vs firm-level determinants of corporate greenhouse gas emissions reduction

Author: **Benjamin Leffel**, *U. of Michigan*

An exploration of GHG target setting over time

Author: **Miron Avidan**, *HSG U. of St. Gallen*

How do Firms Respond to Ratings? The Influence of Rating Methodology on Disclosure Behavior

Author: **Patrick J. Callery**, *U. of Vermont, Grossman School of Business, US*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **103** | Submission: **11966** | Sponsor(s): **(STR, TIM, MC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 10:00AM- 12:30PMPT (UTC-7)** at **Sheraton Grand Seattle in Grand Ballroom B**

The Evolutionary Dynamics of Corporate Strategy
The Evolutionary Dynamics of Corporate Strategy



Organizer: **Lalit Manral**, *U. of Central Oklahoma*
Participant: **Xavier Castaner**, *U. of Lausanne*
Participant: **Constance E. Helfat**, *Tuck School of Business at Dartmouth*
Participant: **Michael J. Leiblein**, *Ohio State U.*
Participant: **Joseph T. Mahoney**, *U. of Illinois at Urbana-Champaign*
Participant: **Brian Silverman**, *U. of Toronto*
Participant: **Todd Zenger**, *U. of Utah, David Eccles School of Business*

The primary objective of the second edition of this PDW is to contribute to a forward-looking research agenda – concerning the dynamics of corporate scope decisions and their implications for firm performance – that draws on and contributes to an Evolutionary Theory framework. The structured and interactive panel discussions are aimed at matching unaddressed issues in Corporate Strategy to the current and/or potential analytical tools of Evolutionary Strategy Dynamics. The PDW will be of interest and benefit anyone with an interest in either Corporate Strategy or Evolutionary Theory. The PDW will be organized into three sessions. The discussions in the first session will focus on hitherto unaddressed – conceptual, methodological, and phenomenological – issues in Corporate Strategy that render themselves amenable to being addressed by taking an evolutionary perspective on Corporate Strategy. The discussion in the second session will focus on how the extant theories of the firm, which provide the conceptual underpinnings for a variety of theoretical arguments in Corporate Strategy, treat myriad dynamic issues. The discussion in the third session will clarify what it means to move beyond taking an evolutionary perspective on Corporate Strategy and address more complex issues by adopting the continuous disequilibrium approach that characterizes Modern Evolutionary Economics (MEE).

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **104** | Submission: **12711** | Sponsor(s): **(STR, TIM, OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 10:30AM- 12:30PMPT (UTC-7)** at **Sheraton Grand Seattle in Grand Ballroom D**

Walk-in Strategy Teaching Clinic 
Walk-in Strategy Teaching Clinic

Organizer: **Johann Peter Murmann**, *U. of St. Gallen*
Organizer: **Marlo Raveendran**, *U. of California, Riverside*
Participant: **Anu Wadhwa**, *Imperial College Business School*
Participant: **Saikat Chaudhuri**, *U. of California, Berkeley*
Participant: **Nydia MacGregor**, *Santa Clara U.*
Participant: **George A. Shinkle**, *UNSW Sydney*
Participant: **Chengwei Liu**, *ESMT Berlin*
Participant: **Tony Briggs**, *U. of Alberta*
Participant: **Joan Teresa Allatta**, *Fox School of Business, Temple U.*
Participant: **Paolo Aversa**, *City U. London*

Do you have a burning question about teaching strategy but no answer yet? This hands-on, walk-in Teaching Clinic PDW will feature fifteen expert mentors who are ready to answer your individual questions pertaining to some of the most pressing teaching-related issues you may be facing. Topics include: (1) Online teaching, (2) MBA teaching, syllabus development, grading, and other teaching issues, (3) using interactive exercises, social media, and videos, (4) discussion leadership and teaching with cases, including live cases, (5) transitioning to executive education, (6) and teaching with simulations. Pre-registration is highly encouraged so that we may have enough mentors ready for you.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **105** | Submission: **17173** | Sponsor(s): **(RM, MOC, OB, OMT, CAR)**
Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**
Scheduled: **Friday, Aug 5 2022 10:15AM- 12:15PMPT (UTC-7)** at **Seattle Convention Center in Ballroom 6E**

Navigating Qualitative Dissertations: Advice from the Experts

Navigating Qualitative Dissertations



Organizer: **Nathan Tong**, *ESSCA School of Management*
Organizer: **Ozumcan Demir Caliskan**, *U. College London*
Organizer: **Samantha Orlena Ortiz Casillas**, *EMLYON Business School*
Organizer: **Cameron McAlpine**, *Ivey Business School*
Organizer: **Afshan Rauf**, *U. of Wollongong*
Facilitator: **Callen Anthony**, *New York U.*
Facilitator: **Rodrigo Canales**, *Yale U.*
Facilitator: **Stephanie J. Creary**, *The Wharton School, U. of Pennsylvania*
Facilitator: **Tina Dacin**, *Queen's U.*
Facilitator: **Melissa Mazmanian**, *U. of California, Irvine*
Facilitator: **Gerardo Okhuysen**, *U. of California, Irvine*
Facilitator: **Trish Ruebottom**, *Degroote School of Business, McMaster U.*
Facilitator: **Sarah Kaplan**, *U. of Toronto*
Facilitator: **Wendy K. Smith**, *U. of Delaware*
Facilitator: **Brianna Barker Caza**, *U. of North Carolina at Greensboro*
Facilitator: **Chad Benjamin Murphy**, *Oregon State U.*
Facilitator: **Jason Kanov**, *Western Washington U.*
Facilitator: **Sally Maitlis**, *U. of Oxford*
Facilitator: **Lindsey Cameron**, *The Wharton School, U. of Pennsylvania*
Facilitator: **Lyndon Earl Garrett**, *Boston College*
Facilitator: **Karen Golden-Biddle**, *Boston U. Questrom School of Business*
Facilitator: **Shalini Khazanchi**, *Rochester Institute of Technology*
Facilitator: **Ashley Elizabeth Hardin**, *Washington U. in St. Louis*
Facilitator: **Kristie Rogers**, *Marquette U.*
Facilitator: **Gary Thomas Burke**, *Aston U.*
Facilitator: **J Goosby Smith**, *Pepperdine*
Facilitator: **Curtis Kwinyen Chan**, *Boston College*
Facilitator: **Ann Langley**, *HEC Montreal*
Facilitator: **Aimee L. Hamilton**, *U. of Denver*
Facilitator: **Jean M. Bartunek**, *Boston College*
Facilitator: **Tammy Elizabeth Beck**, *U. of Nebraska, Lincoln*
Facilitator: **Tine Koehler**, *U. of Melbourne*
Facilitator: **Kevin W. Rockmann**, *George Mason U.*
Facilitator: **Beth Schinoff**, *Boston College*
Facilitator: **Angelique Slade Shantz**, *U. of Alberta School of Management*
Facilitator: **Kevin G. Corley**, *Imperial College Business School*
Facilitator: **Arvind Karunakaran**, *Stanford U.*
Facilitator: **Erin Marie Reid**, *McMaster U.*
Facilitator: **Mathew Laurence Sheep**, *Florida Gulf Coast U.*
Facilitator: **Julia DiBenigno**, *Yale School of Management*
Facilitator: **Trish Reay**, *U. of Alberta*
Facilitator: **John Paul Stephens**, *Case Western Reserve U.*
Facilitator: **Kathleen Pine**, *Arizona State U.*
Facilitator: **Ruthanne Huising**, *EMLYON Business School*
Facilitator: **Jamie Jocelyn Ladge**, *Northeastern U.*
Facilitator: **Shamika Almeida**, *U. of Wollongong*
Facilitator: **Nishani Bourmault**, *NEOMA Business School*
Facilitator: **Shelley Brickson**, *U. of Illinois at Chicago*
Facilitator: **Jennifer Petriglieri**, *INSEAD*
Facilitator: **Colin Muneo Fisher**, *UCL School of Management*
Facilitator: **Elaine Cahalan Hollensbe**, *U. of Cincinnati*
Facilitator: **Glen E. Kreiner**, *U. of Utah, David Eccles School of Business*
Facilitator: **Kisha Lashley**, *U. of Virginia*
Facilitator: **Christi Lockwood**, *U. of Virginia - McIntire School of Commerce*
Facilitator: **Carrie Oelberger**, *U. of Minnesota*
Facilitator: **Tommaso Ramus**, *UCP - Católica Lisbon School of Business & Economics*
Facilitator: **Bess Rouse**, *Boston College*
Facilitator: **Jaco Lok**, *Macquarie Business School, Macquarie U.*
Facilitator: **Kathryn S. Quick**, *U. of Minnesota*
Facilitator: **Madeline Toubiana**, *Telfer School of Management, U. of Ottawa*
Facilitator: **Heather Ciara Vough**, *George Mason U.*
Facilitator: **Lee Watkiss**, *Ivey Business School*
Facilitator: **Amy Wrzesniewski**, *Yale U.*
Facilitator: **Mark J. Zbaracki**, *Ivey Business School*
Facilitator: **Charlene E. Zietsma**, *Penn State U.*
Facilitator: **Ileana Stigliani**, *Imperial College Business School*

The dissertation stage is a critical time in the development of a scholar's research capabilities and their scholarly identity. Receiving advice, personalized guidance and feedback, and the opportunity to converse and network with more senior scholars during this time provides a vital entry point into a community devoted to the advancement of high-quality research. Because qualitative research has no "boilerplate" (Pratt, 2009), doctoral students who have chosen to use or incorporate qualitative methods into their dissertation research especially require tailored developmental attention. In this PDW, which is in its ninth year, students at all phases of the dissertation process—proposal, data collection, analysis, and defense—will be invited to receive personalized feedback from faculty facilitators on their study, as well as career advice as they approach the next step in their professional journey. Facilitators include scholars who have published qualitative research in top-tier journals and who have experience managing careers as qualitative researchers. Students will be matched with facilitators based on qualitative methodology, research interest, and/or level of analysis. In addition to practical guidance on research methods, students will also have the opportunity to meet with qualitative scholars to expand their networks.

This PDW has two components. If students wish to be paired with a faculty mentor to receive feedback on their dissertation projects, they need to apply (call to applications published separately). Mentorship sessions will take place virtually and asynchronously, according to the availability of faculty mentors. The second component is a public panel with experienced faculty, open to all AOM attendees. No application is required to attend this panel.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **106** | Submission: **18624** | Sponsor(s): **(GDO)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 10:30AM - 12:00PMPT (UTC-7)** at **Seattle Convention Center in Room 204**

Women Workers in Emerging Markets

Session Moderator: **Poonam Barhoi**, *Indian Institute of Management Indore*

GDO: **Missing Voices of Adivasi Women Temporary Workers in Tea Gardens and the Covid-19 Pandemic**   

Author: **Poonam Barhoi**, *Indian Institute of Management Indore*

India is one of the leading tea producing countries, and around half of the total tea of the country is produced in Assam. The plantation wage laborers in tea gardens in Assam are one of the groups that have been facing oppression since the time of British colonial rule. The temporary workers here have to face various struggles due to less compensation and lack of social securities. They are also known as ‘Faltu’ (Useless) workers despite the fact that they share the majority of tea plantation-related work. The struggles further amplify for women who are in temporary positions. Gender-based discrimination in accessing facilities, lack of institutional support, and other livelihood opportunities make their social positions even more vulnerable. In this study, I explored the plights of women temporary workers in tea gardens in Assam and their increased vulnerability during the Covid-19 pandemic. I conducted in-person, in-depth interviews with seven women who identify themselves as Adivasis. For the discussion, I have mainly borrowed from Spivak’s arguments on the marginalization of subalterns. The paper contributes to the literature on intersectionality and postcolonial studies in the Global South by discussing the intersectional effect of colonialism, insecure work, gender, and the pandemic.

Paper is Available to Meeting Registrants Only.

GDO: **Gender inequality: Curious Practices**   

Author: **M. Fernanda Wagstaff**, *U. of Texas at El Paso*

Author: **Sarah Villanueva**, *U. of Texas at El Paso*

Author: **Gabriela Flores**, *Southwestern U.*

Author: **Rawia Ahmed**, *Zayed U.*

Author: **Erica Helena Salvaj**, *U. del Desarrollo*

The purpose of this study was to examine how female leaders reflect on a type of curiosity practice considering: a) the role of the asking of questions; and b) how women draw from the asking of questions in contexts of gender inequality. To accomplish this goal, we drew from social practice theory and a typology of questions. With this framework, we analyzed 31 interviews of women leaders from emerging markets across the world. Our analysis shows that female leaders’ reflections regarding the asking of questions, a type of curiosity practice, is instrumental to accessing and using human capital, as well as financial, relational, and symbolic resources. We discuss the implications of these findings in the light of current curiosity theorizing and leadership development.

Paper is NOT Available. Please contact the author(s).

GDO: **(Trans)forming Gender Regimes in Saudi Arabia: Norms and Normativity in Organisations**   

Author: **Claudia Eger**, *Copenhagen Business School*

This article makes an original contribution to the theorisation of the inequality-(re)producing mechanisms that persist in justifying organisational gender regimes in Saudi Arabia, by studying how gender and religious norms intersect in structuring organising processes and practises related to women’s integration in the labour force. Drawing on two focus groups and 33 semi-structured interviews with managers and government representatives in Riyadh, Saudi Arabia, this research explores how managers have navigated the process of organising to integrate female employees. The findings show that the normative structure of gender and associated differences are legitimized due to their anchoring in Sharia principles, making changes in the bases of inequality difficult and contentious. Managers adopted three organising principles—you have to dance (norms as practise), playing it safe (inhabiting the ‘ideal’) and this is not a party (norms as ‘law’)—to make sense, negotiate, and give effect to these norms. The complex intersection between the culturally embedded understanding of norms as ‘law’ and norms as normativity functioned as a key mechanism in the (trans)formation of organisational gender regimes, shedding a critical light on how inequalities become entrenched in workplace cultures and interactions. Session type preference: Discussion Paper Session

Paper is NOT Available. Please contact the author(s).

GDO: **Unwanted Consequences: The Trade-Off between Gender Equality and Precarity in Saudi Arabian Context**   

Author: **Faisal Alkadi**, *The U. of Edinburgh / King Saud U.*

Author: **Maryam Aldossari**, *Aston Business School*

Author: **Sara Chaudhry**, *U. of London Birkbeck*

This paper looks at the Saudi state policies impact on reducing labour market inequalities and increasing female labour force participation against the socio-institutional backdrop of enduring patriarchy and gender segregation. Analysis of twenty-six in-depth interviews with employees (men and women) and other stakeholders in the retail sector offered contributions to extant precarity research by unpacking both socio-institutional and organisational mechanisms that contribute to/exacerbate structural precarity. Specifically, we highlight psychological precarity as experienced by both genders. For men, this is heightened in job insecurity and weakening of the family ideology and the breadwinner model, while for women it is portrayed in the internalisation of sexual harassment given their socio-economic vulnerability and lack of organisational protection(s). We highlight how structural changes via state-driven policies may clash with the slower to change societal structures and socio-religious norms; resulting in the experience of both structural and psychological precarity in workplaces.

Paper is Available to Meeting Registrants Only.

Author: **Amira Benali**, *Copenhagen Business School*

Author: **Florence Villeseche**, *Copenhagen Business School*

Social entrepreneurship is presented as a promising way to overcome women's precarity, especially in the Global South. However, there is scant documentation of such endeavours, especially if we want to understand how locals seize such 'alternative' organizing opportunities. In this article we examine how women in Tunisia experience and negotiate their positions inside and outside the social enterprise. We show how these women are affected by constraints but also how they deploy a range of infrapolitical tactics to try and overcome interconnected layers of precarity – individual, organizational and institutional. We identify three types of tactics: infra-institutionalization tactics, infrafeminist tactics, and infra-entrepreneurial tactics. We thus address the limits and potential of social entrepreneurship as a de facto better way to address precarity and ultimately develop sustainable economies in the Global South. We contribute to diversity research and to the decolonizing of management and organization studies by studying the agency of organizational participants with a de-centred, intersectional gaze. We furthermore contribute to scholarship by providing an intersectional feminist reading of agency in relation to social entrepreneurship in a setting where local populations tend to be regarded as passive beneficiaries or as interested only in day-to-day survival.

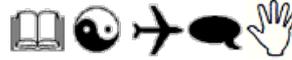
Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **107** | Submission: **16399** | Sponsor(s): **(IM, HR, MED)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 10:30AM- 12:30PMPT (UTC-7)** at **Seattle Convention Center** in **Skagit 4**

**Teaching International HRM: Blending Business,
People, and Societal Perspectives**
Teaching International HRM



Participant: **Ingmar Bjorkman**, *Aalto U. School of Business*
Session Chair: **Vladimir Pucik**, *Aalto U. School of Business*
Participant: **Guenter Stahl**, *WU Vienna U. of Economics and Business*
Discussant: **Katherine Xin**, *China Europe International Business School (CEIBS)*
Discussant: **Dana B. Minbaeva**, *King's College London*
Session Chair: **Paul Evans**, *INSEAD*

The objective of this two-hour interactive professional development workshop is to help faculty members develop and deliver a successful course on International Human Resource Management (or People Management across Borders) from a general management perspective, reflecting current business and societal challenges in a rapidly changing world. It will be led by experienced faculty members who will present a suggested outline for a modular course on IHRM, including options for suitable readings, cases, and exercises. Detailed suggestions will be made on how to teach three core sessions: (i) the introductory conceptual framework blending multiple perspectives on IHRM, (ii) talent management in the multinational firm, and (iii) promoting sustainability and corporate responsibility through people management. Two expert discussants will offer a commentary, leading up to a structured interactive workshop in the second half of the session. While providing practical guidelines, input and suggestions, the PDW aims to engage the participants in a joint reflection on our experiences in teaching HRM topics in different cultural and institutional contexts, as well as in a world that is facing grand challenges of digitalization, diversity and sustainability.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **108** | Submission: **10977** | Sponsor(s): **(IM, HR, RM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 10:30AM - 12:30PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Willow A**

Knowledge Creation Through International Research Networks During a Pandemic

Knowledge Creation Through International Networks



Session Chair: **Hilla Peretz**, *ORT Braude College*
Organizer: **Elaine Farndale**, *Penn State U.*
Organizer: **Miguel R. Olivás-Lujan**, *Pennsylvania Western U.*
Organizer: **Denise Mary Jepsen**, *Macquarie Business School, Macquarie U.*
Organizer: **József Poór**, *MATE U.*
Organizer: **Ginevra Gravili**, *U. of Bari*
Facilitator: **Jordi Trullen**, *ESADE Business School*
Facilitator: **Arney Einarsdottir**, *bjofrost U.*

The need for high-quality comparative research that can identify commonalities and differences in management practice between countries and their root sources has only been exacerbated by the disruptions brought about by the COVID-19 pandemic. The questions remain as to how we can best produce rigorous and valid comparative international management research and how we can co-create it for dissemination and use at a time in which numerous restrictions have increased the need for telecommunications around the world. This PDW will examine opportunities and challenges that comparative research presents for international management researchers, and will discuss specifically the use of networks to conduct such research. Using the experience of a network of scholars (CRANET) that have conducted comparative research into Human Resource Management (HRM) for 30 years in over 40 countries, this session aims to exchange knowledge around comparative management work, identify the difficulties inherent in such research—particularly during the ongoing COVID-19 pandemic—and, based on the accumulated experience of this collaborative network, solidify an agenda for future improvements to research design in this area as well as how junior scholars can become involved. The workshop will use a combination of short presentations and roundtable discussions to achieve this aim.

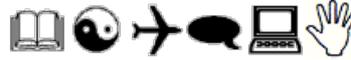
To sign up for this PDW please visit <https://forms.gle/zGnKppJihVMRe2eWA>

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **109** | Submission: **13219** | Sponsor(s): **(INDAM, HCM)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Friday, Aug 5 2022 10:30AM - 12:00PMPT (UTC-7)**

**A Future Framework for Diffusion of
Innovation in Indian Healthcare Research**
A Future Framework for Diffusion of Innovation



Presenter: **Muthu Singaram, IIT Madras**

Indian government, based on report from the office of the Principal Scientific Adviser to the Government of India (2019), has reported that its Research and Development (R&D) expenditure has tripled in the last decade from Rs. 24,117 crores(2004-05) to an estimated Rs.1,04,864 crores (2016-17). It also states that it is difficult to provide the exact amount as there is no header under R&D. As India moves closer to be a developed nation, it is important to explore what the institutions have done in terms of converting basic research to applied research. This would reduce the burden of the healthcare system in India which has a huge population scattered around a large area. The majority of the healthcare expenses are out of pocket expenses. Unlike other parts of the world people in India live in extended families and when one ill everyone pulls together the resources. If healthcare can be made not only affordable but accessible this would reduce the burden on healthcare. This is an area of academic research that would have a huge potential to contribute. It is not clear what has been done by the institutions to work on innovations and what framework is in place.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **110** | Submission: **19620** | Sponsor(s): **(MSR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 10:30AM- 12:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **603 Skagit**

Management, Organization, and Culture: Pathways for Flourishing



Session Moderator: **Raysa Geaquinto Rocha**, *NECE - Research Center in Business Sciences, U. of Beira Interior*

Papers on corporate social irresponsibility, culture, and organizational healing will be discussed.

MSR: **Bibliometric and Topic Modeling Analysis of Corporate Social Irresponsibility**

Author: **Anita Mendiratta**, *IIT Delhi & Keshav Mahavidyalaya, U. of Delhi*
Author: **Shveta Singh**, *Indian Institute of Technology, Delhi*
Author: **Surendra Singh Yadav**, *Indian Institute of Technology, Delhi*
Author: **Arvind Mahajan**, *Texas A&M U., Mays Business School*

This study investigates the intellectual structure of corporate social irresponsibility (CSiR) by identifying past developments, current areas, emerging topics, and suggesting future research directions. Complementing bibliometric analysis through the VOSviewer technique with topic modeling exercise, we map CSiR intellectual structure from 1990 to mid-2021. We discuss the foundation of CSiR literature by identifying the most relevant studies, journals, and authors based on their citations, links, and importance. Further, we inspect relevant and emerging themes and examine their development. We also discuss reasons for slow progress in CSiR. Underdeveloped CSiR conceptualization and operationalization impedes the growth of CSiR literature. We find that there is less collaboration among authors for CSiR research. Although there are intensifying investigations into research on the CSiR-corporate social responsibility (CSR) connection, there is comparatively less attention towards issues, problems, complications in the CSiR domain. We conclude by presenting potential areas for future research.

Paper is NOT Available. Please contact the author(s).

MSR: **Foundations and Trends in Management Research on Spirituality and Culture**

Author: **Raysa Geaquinto Rocha**, *NECE - Research Center in Business Sciences, U. of Beira Interior*
Author: **Louis W. Fry**, *Texas A&M U. Central Texas*

Culture and spirituality are relevant in society and organizations. Research concerning these areas thrived in the past decades. Accordingly, we map the research that simultaneously addresses spirituality and culture due to the longing to understand how this research domain has been established. To explore this issue further, we conducted a systematic literature review using Scopus to collect data – 1,449 authors published 676 papers in 288 journals. Afterward, using the Bibliometrix package of R Studio, we performed a bibliometric analysis and a content analysis of the conceptual and social structures of the metadata to reveal collaborations, networks, and research evolution from 1977 to 2021. It tracked the literature over the past thirty-five years, contributing to the awareness of state of the art and offering key themes and trends. Therefore, this paper provides outputs regarding journals, papers, authors, institutions, countries, and themes. Additionally, we categorized these results into four major thematic clusters – (i) pilgrimage, tourism, and leisure, (ii) leadership, (iii) spirituality and religion in business, and (iv) national and organizational culture – identifying their contributions and research agenda. Finally, we offer implications for future theory, research, and practice on spirituality and culture.

Paper is NOT Available. Please contact the author(s).

MSR: **Development of the Construct of Organizational Healing**

Author: **Aditya Agrawal**, *Indian Institute of Technology, Bombay*
Author: **Ashish Pandey**, *Indian Institute of Technology, Bombay*

Organizational healing, as an existing construct, refers to the process of repairing and restoring the social relationships of an organization after any external trauma. In this work, we aim to expand the nature and application of the construct of organizational healing by exploring additional areas of applicability. We examine the critical assumptions in the existing conceptualization of organizational healing and propose modifications and additions, which help make organizational healing a more robust construct. Finally, we identify the theoretical and managerial implications of this study and discuss future research implications. Keywords: Organizational Healing, Change Management, Organizational Dysfunctional Behaviors, Theory development.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **111** | Submission: **19572** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 10:30AM- 12:00PMPT (UTC-7)** at **Seattle Convention Center in Room 212**

Entrepreneurial Behaviors

Session Moderator: **Robin Schnider**, *U. of Zurich*

OB: The Effects of Female-Only Competitions on Social Entrepreneurship and Social Innovation  

Author: **Robin Schnider**, *U. of Zurich*
Author: **Nadine Hietschold**, *Bern U. of Applied Sciences*
Author: **Andreas Georg Scherer**, *U. of Zurich*
Author: **Christian Voegtlin**, *Audencia Business School*

Empirical studies show that women tend to shy away from competition against men, especially in male-typed domains. Social entrepreneurship is such a competitive domain. Yet female engagement in social entrepreneurship would be desirable and important from a societal perspective. With the help of two experiments, we investigate whether offering female-only competitions can be an effective means to foster social innovation by encouraging more women to enter competition and thereby increasing market entry and overall social performance. Our results highlight the importance of the perception of the context (female- vs. male-typed) for the effectiveness of affirmative action. While women showed no difference in competitiveness between same- and mixed-gender tournaments for a female-typed task (developing a social business idea), offering female-only competitions drove more women into competition when confronted with a male-typed task (solving mazes). The latter was true for competitions featuring selfish rather than altruistic incentives. Hence, female-only competitions are particularly useful in male-typed contexts featuring selfish incentives, such as generally encountered in entrepreneurial competition. Since men also showed no adverse reactions to the affirmative action of female-only competitions, these competitions improved efficiency overall.

Paper is NOT Available. Please contact the author(s).

OB: Investors Increase Financial Support to Entrepreneurs who Share a Personal Shortcoming 

Author: **Lauren Christine Howe**, *U. of Zurich*
Author: **Jochen I. Menges**, *U. of Zurich*

OB Division AOM Meeting 2022 Best Paper with Entrepreneurship Implications Award, sponsored by the Kaufmann Foundation

Existing research emphasizes how possessing outstanding qualities helps entrepreneurs attract funding. However, we propose that exposing undesirable qualities (i.e., flaws) can sometimes enhance entrepreneurs' ability to acquire funding. Specifically, building on theories of similarity-attraction and identification, we suggest that entrepreneur flaws attract investors who share the same flaw. Further, drawing on insights from social comparison theory, we distinguish between "bridging flaws" that highlight a deficit in a desirable trait (e.g., insecurity, or a lack of self-confidence) and "distancing flaws" that indicate an excess of a desirable trait (e.g., arrogance, or an excess of self-confidence), and theorize that sharing bridging flaws increases investors' identification with entrepreneurs and thus financial contributions, whereas sharing distancing flaws fails to increase identification and investment. Two experiments and externally valid archival data from the reality television show Shark Tank provide support for our theory. We conclude that while entrepreneurs may benefit from exceptionalism, some succeed not despite but because of their flaws.

Paper is Available to Meeting Registrants Only.

OB: Employees Entrepreneurial Behavior: The Effect of CSR for Employees and Organizational Prestige 

Author: **Aníbal António López**, *NOVA School of Business and Economics*
Author: **Sandra Pereira Costa**, *Instituto U. de Lisboa (ISCTE-IUL) Business Research Unit (BRU-IUL)*

Research about the micro-level processes of intrapreneurial behavior is scarce. Based on the self-determination theory and cue consistency theory, we explore the emergence of employees' intrapreneurial behavior. We propose that perceptions of internal corporate social responsibility (CSR) enact employees' intentions for self-determination (conceptualized as intrapreneurial intentions), and this relationship should be stronger when employees perceive greater organizational external prestige (PEP). Also, this interaction will carry consequences for employees' intrapreneurial behavior. Using a multimethod approach – a field study and an experiment – we found that high congruency between CSR for employees practices and PEP enacts employees' intrapreneurial intentions and, consequently, influences their intrapreneurial behavior.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **112** | Submission: **17366** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 10:30AM- 12:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 307**

Scientists in the Corporate Research Environment

Scientists in the Corporate Research Environment



Organizer: **Nuruddin Ahmed**, *MIT Sloan School of Management*
Organizer: **Martin Hetu**, *U. of Toronto, Rotman School of Management*
Presenter: **Waverly W. Ding**, *U. of Maryland*
Presenter: **Michael Blomfield**, *U. of Massachusetts, Amherst*
Participant: **Keyvan Vakili**, *London Business School*
Participant: **Denisa Mindruta**, *HEC Paris*
Discussant: **Matt Marx**, *Cornell U.*

The symposium features four papers that examine understudied theoretical questions and phenomena related to the role of scientists in driving innovation in the private sector. The four papers use diverse theoretical frameworks, methodologies, levels of analysis, and empirical contexts to address an interesting set of questions. In particular, they investigate the influence of corporate board directors with a scientific background on firm innovation, the role of open science policies on scientist hiring in firms, and the impact of national intellectual property rights institutions on the direction of scientists' research and their mobility at the international level. Together, they yield insights on how technology firms may leverage the particularities of their research environment to attract high quality scientific human capital and improve their innovative performance, thereby contributing to the establishment of their competitive advantage. The symposium will be of interest to scholars of strategic management (STR) and technology and innovation management (TIM).

Independent Board and Firm Innovation: Does Director Background Matter?

Author: **Waverly W. Ding**, *U. of Maryland*
Author: **Fennian Wang**, *U. of International Business and Economics*
Author: **Hong Zhang**, *Wuhan U.*
Author: **Shi Chen**, *Southwestern U. of Finance and Economics*

The Big Reveal: Human Capital Shortage and Firm-level Publications Strategy in AI

Author: **Nuruddin Ahmed**, *MIT Sloan School of Management*

How TRIPS Implementation Influenced the Exportation of Science from Low- and Middle-Income Countries

Author: **Michael Blomfield**, *U. of Massachusetts, Amherst*
Author: **Anita McGahan**, *U. of Toronto*
Author: **Keyvan Vakili**, *London Business School*

IPR Institutions and Cross-Border Scientist Mobility: Evidence from Pharmaco-Genetics

Author: **Martin Hetu**, *U. of Toronto, Rotman School of Management*
Author: **Denisa Mindruta**, *HEC Paris*
Author: **William G. Mitchell**, *U. of Toronto*

Discussion

Author: **Matt Marx**, *Cornell U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **113** | Submission: **15080** | Sponsor(s): **(STR, OMT, ONE, SIM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 10:30AM- 12:30PMPT (UTC-7)** at **Seattle Convention Center in Room 304**

Organizing for Good 
Organizing for Good

Organizer: **Jiao Luo**, *U. of Minnesota*
Organizer: **Oliver Baumann**, *U. of Southern Denmark*
Organizer: **Sven Kunisch**, *Aarhus U.*
Organizer: **Brian Wu**, *U. of Michigan*
Panelist: **Daniel Albert**, *Drexel U.*
Panelist: **Gerald F. Davis**, *U. of Michigan*
Panelist: **Ozgecan Kocak**, *Emory U., Goizueta Business School*
Panelist: **Aline Gatignon**, *The Wharton School, U. of Pennsylvania*
Panelist: **Dorthe Doejbak Haakonsson**, *Aarhus U.*
Panelist: **Wesley Wu-Yi Koo**, *INSEAD*
Panelist: **Todd Zenger**, *U. of Utah, David Eccles School of Business*

This workshop imagines organization design as problem-solving entities to foster collective action that is needed to solve grand challenges. Through a combination of panel presentations by distinguished scholars and interactive roundtable discussions with workshop participants – with an emphasis on the interactive roundtables – we seek to advance research that addresses the design choices required to successfully implement sustainability initiatives within existing organizations, as well as explores new ways of organizing to meet the opportunities and challenges presented by the growing attention to grand challenges. The proposed workshop is likely to be of interest to researchers at the nexus of organization design and societal grand challenges, providing an informed perspective on cutting-edge research on this interface.

We plan to accommodate 40 participants in the interactive roundtable format. Interested participants should pre-register for the workshop by sending an e-mail to luoj@umn.edu, by July 15 2020. Registration emails should include the name, affiliation, and current position (student, assistant professor, full professor, etc.) of the participant. Participant should also send a bio, as well as a paragraph stating his or her area of research interest and / or any specific issue related to the workshop that he or she is interested in discussing. This input will be used to allocate participants to roundtables, and will be distributed among panelists and discussants prior to the session.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **114** | Submission: **19256** | Sponsor(s): **(PNP)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 10:45AM - 12:15PMPT (UTC-7)**

Crisis Management

Session Moderator: **Anne Marie Nuala Ward**, *Ulster U.*

This session explores various crisis management topics in the context of community resilience and response, particularly in the face of currently relevant natural disasters such as fire and the global pandemic.

PNP: Building Resilience: Towards a Heuristic Model of Collective Action in a Crisis 

Author: **Anne Marie Nuala Ward**, *Ulster U.*

Author: **Anita Mangan**, *U. of Bristol*

Co-operatives are frequently cited as out-performing other organisational forms in a crisis, though few studies have investigated why this is so. To explore this issue, this article uses an analytical lens of resilience and lessons from the Irish credit union sector's response to the COVID-19 pandemic, to design the Building Resilience Framework. This framework highlights the role of collective action, an important facet of relational resilience that is prevalent in the co-operative model, in ensuring an appropriate response to crisis. Discussion of the framework also extends the literature on resilience to include life-threatening events and the role of collective action in enabling dynamic, heuristic responses. Finally, the paper contributes empirically, by demonstrating how strong collective action capabilities enabled Irish credit unions to respond to social dilemmas. At first they adopted dynamic, agile, innovative ad hoc approaches that were sub-optimal but effective. As the crisis continued, they focused more on heuristic responses that prioritised sustainability and strategic business models to provide long-term solutions to the 'new COVID normal'. We argue that the social relationships at the heart of the co-operative model offer useful lessons about collective responses to crisis.

Paper is Available to Meeting Registrants Only.

PNP: Co-Management During Crisis: Insights from Jurisdictionally Complex Wildfires 

Author: **Branda Nowell**, *North Carolina State U.*

Author: **Toddi Steelman**, *U. of Saskatchewan*

Author: **Anne-Lise Knox Velez**, *North Carolina State U.*

Author: **Kate Albrecht**, *U. of Illinois at Chicago*

There is a general agreement within the disaster response community that exclusively top down approaches to policy making and management are limited and that we need to build governance capacity to cooperatively manage across jurisdictional boundaries. No more is this true than in the context of jurisdictionally complex wildfires that span multiple jurisdictional boundaries. Accordingly, the concept of co-management has grown in popularity as a theoretical lens through which to understand cooperative multi-jurisdictional response to wildland fires. However, definitional ambiguity has led to on-going debates about what co-management is. Further, there is limited understanding about the nature of co-management during crisis events. In this paper, we seek to address this question based on interviews with leaders engaged in the management of jurisdictionally complex wildfire incidents. Based on the integration of these three streams, we propose a multi-level framework for conceiving co-management as strategic efforts of individual actors to cooperatively manage perceived interdependencies with others through one or more formal or informal institutional arrangements. We then demonstrate the value of the proposed framework in its ability to organize a series of diagnostic questions for diagnosing co-management situations within the context of jurisdictionally complex wildfires.

Paper is Available to Meeting Registrants Only.

 **PNP: Employee Retention in Law Enforcement: The Role of Pandemic Preparation and Capacity to Respond**

Author: **Alexander Henderson**, *Marist College*

Author: **James Melitski**, *Marist College*

The COVID-19 pandemic has placed significant stress on public services, including front-line personnel in variety of core government positions like public safety (Stogner, Miller, & McLean, 2020). Bureaucrats in these positions often encounter significant uncertainty and stress, which is made more complex by the nature of service provision in a global pandemic. Scholarly conversations centered on law enforcement personnel have long described challenges related to these ideas of uncertainty, stress, and situational difficulties, and the effects of those on individual and group behavior and work practices (Jaramillo, Nixon, & Sams, 2005; Spielberger, Westberry, Grier, & Greenfield, 1981). This exploratory research focuses on the retention of these key personnel in the midst of a pandemic, examining the impact of key individual and organizational factors along with pandemic-related factors of preparation for and response to the coronavirus pandemic. We draw on a survey of municipal law enforcement agencies in the United States that includes rural, suburban, and metropolitan departments. Survey data were collected in late 2020 and early 2021 from law enforcement personnel, including personnel at all departmental ranks from patrol officer to police chief. Results indicate that there is wide variation in feelings of preparedness and efficacy of response, and that those with stronger perceptions of organizational capacity to respond to the pandemic, increased job satisfaction, and higher organizational commitment were more likely to express an intent to remain in those positions on a short- and long-term basis. Concluding comments are provided with an eye on the future of street-level services in which personnel are faced with added stresses on multiple fronts.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

**Examining the Impacts of Public Sector Leadership on
Employee Behaviors and Well-being**
Leadership in Public Sector, Employee Well-being



Organizer: **Diep Nguyen**, *Northumbria U.*
Organizer: **Geoff Plimmer**, *Victoria Management School*
Organizer: **Stephen Teo**, *Northumbria U.*
Participant: **Trang Thu Nguyen**, *Victoria U.*
Participant: **Evan Berman**, *Victoria U. of Wellington*
Participant: **Eddy S. Ng**, *Queen's U.*
Presenter: **Elisabetta Trincherio**, *CERGAS SDA Bocconi*
Participant: **Lorenza Micacchi**, *Bocconi U.*
Participant: **Raffaella Saporito**, -
Participant: **Eleonora Perobelli**, *Bocconi U.*

Since December 2019, the coronavirus pandemic has caused chaos and challenges in public organizations throughout the globe (O'Flynn, 2020). First, this pandemic has shaken countries and decreased the level of trust between governments and citizens when the accuracy of public health information has become doubtful (Fletcher et al., 2020). Second, there are ongoing changes to work design and decreasing work motivation among public employees that have affected the performance of public organizations. Also, we have seen good, bad, and ugly leadership behaviors in coping with this global health crisis. For instance, many citizens and public servants questioned the ethical behaviors of the former US President when running his second presidency campaign (Lipton et al., 2021). In Australia, the Prime Minister has been criticized for his personal and leadership behaviors during the COVID-19 lockdown (Karp, 2021). Also, UK citizens and public servants have raised concerns about the decision-making and the transparency of government procurement processes during the pandemic (Parker, 2021). By contrast, New Zealand's Prime Minister took prompt actions, reached out compassionately, and developed effective strategies in responding to the COVID pandemic (Matthews, 2020). These contrary behaviors highlighted the need to reconsideration the role of public leadership during the pandemic to improve public trust and motivate public servants (O'Flynn, 2020). contrary Public organizations have continuously undergone many changes to the nature of work (such as job cuts, new work arrangements, and increased workload) and new ways of public service delivery (Christensen & Læg Reid 2011, Hansen & Ferlie, 2016). During this period of ongoing and continuous organizational change, we have observed levels of conflicting values and goal ambiguity which affected the attitudes and behaviors of public servants (Battaglio & Condrey, 2009; Gould-Williams et al., 2014; Steen & Schott, 2019). Public servants have been expected to work more innovatively and effectively in response to the pandemic (Schuster et al., 2020). These challenging and stressful circumstances have required public servants to embrace sweeping and substantial changes to their work (Steen & Schott, 2019). We have seen reports of public servants experiencing more work strain, burnout, demotivation, and sickness during the pandemic (Schuster et al., 2020). Discrimination, mistreatment, or misbehaviors between colleagues have occurred substantially during the outbreaks when employees have worked remotely (Hickok, 2021; Liu, 2020). These contemporary issues have pressurized public leaders to re-think how to embrace effective leadership behaviors in supporting and motivating their subordinates in an ethical manner (O'Flynn, 2020; Schuster et al., 2020). Although previous studies have examined different leadership behaviors in the public administration area (see for a review, Crosby & Bryson, 2018), there remains an opportunity to expand the research on the ways positive employee behaviors safeguard the well-being of public servants (O'Flynn, 2020; Steen & Schott, 2019). This symposium, therefore, focuses on the extent to which leaders from different countries enact their leadership behaviors during the pandemic to resolve the contemporary workplace challenges faced by public organizations to enhance the work and well-being of public servants. This symposium comprises four papers, therein, expand our knowledge of when and how public leaders contribute to positive behaviors and the well-being of public servants in coping with the emerging issues in public administration. The four papers contain diverse contexts to explore the bright and dark sides of leadership, the work environment of public administration, behaviors, and the well-being of the public servants. Specifically, the four papers provide a holistic understanding of the different views of leadership in diverse public sector contexts (including developed and transitional economies). Finally, we contribute to the public and general management literature by extending our knowledge of workplace configurations in motivating employees to work better in the ongoing complex and uncertain environment. We expect this symposium to be effectively exploratory and empirical as per the AOM 2021 call for papers, broadening the literature on management and organizational studies by identifying and incorporating practices and policies that stimulate and sustain positive and healthy workplaces for a better future of work.

Towards a New Normal: Augmenting Transactional Leadership Using Public Values

Author: **Geoff Plimmer**, *Victoria Management School*

The Interplays between Social Relationships and Leadership Role on Public Servants

Author: **Stephen Teo**, *Northumbria U.*

Ethical Leadership, Emotional Exhaustion, and Extra-Role Performance in Time of COVID-19

Author: **Elisabetta Trincherio**, *CERGAS SDA Bocconi*

Micromanagement, Work Engagement, Trust in Supervisor, and Unethical Pro-Organizational behavior

Author: **Diep Nguyen**, *Northumbria U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Symposium**
Program Session: **116** | Submission: **13546** | Sponsor(s): **(AAT, MSR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 11:00AM- 1:00PMPT (UTC-7)** at **The Westin Seattle** in **Puget Sound Room**

Mind(fulness) Over Matter: Mechanisms of Mindfulness to Facilitate Work Functioning
Mechanisms of Mindfulness for Work Functioning



Session Chair: **Alisha Gupta**, *Virginia Commonwealth U.*
Session Chair: **Chris Reina**, *Virginia Commonwealth U.*
Presenter: **Alisha Gupta**, *Virginia Commonwealth U.*
Participant: **Ravi S. Kudesia**, *Fox School of Business, Temple U.*
Participant: **Chris Reina**, *Virginia Commonwealth U.*
Presenter: **Sophia Town**, *Fordham U.*
Participant: **Josh Keller**, *UNSW Sydney*
Participant: **Timothy J. Vogus**, *Vanderbilt U.*
Participant: **Donald A. Lange**, *Arizona State U.*
Presenter: **Christopher James Lyddy**, *Providence College*
Participant: **Darren Jason Good**, *Pepperdine U.*
Participant: **Megan Marie Walsh**, *U. of Saskatchewan*
Participant: **Erica Carleton**, *U. of Regina*
Presenter: **Ellen Choi**, *Ted Rogers School of Management, Toronto Metropolitan U.*
Participant: **Mikaila Ortynsky**, *Memorial U. of Newfoundland*
Participant: **Amanda J. Hancock**, *Memorial U. of Newfoundland*
Participant: **Kara Anne Arnold**, *Memorial U. of Newfoundland*
Presenter: **Adam Austen Kay**, *U. of Queensland*
Participant: **Niklas Steffens**, *U. of Queensland*
Participant: **Yiqiong Li**, *U. of Queensland*
Participant: **Zen Goh**, *Monash Business School*

The global pandemic and recent social unrest have challenged the way we think, feel, and function. It has left us with ongoing uncertainties of the future, which organizations attempt to navigate. As organizations search for and create a new sense of normalcy, we highlight the role of individual mindfulness as a way of being that organizations, leaders, and employees may cultivate to better manage their feelings of uncertainty, stress, or conflict that may be associated with the broader societal changes. The interest of mindfulness has been surging among practitioners and academics as more and more organizations employ various forms of mindfulness training for their employees (Reb et al., 2020). To this end, we ask, “how can mindfulness impact individuals to improve workplace functioning, interactions, and behaviors to ultimately influence a better future of work?” In this symposium, we consider antecedents of mindfulness such as metacognition, and both intrapersonal (e.g., identity and belonging tensions, emotional labor, well-being, engagement, psychological safety) and interpersonal (e.g., relationship satisfaction, work-home conflict, leadership) outcomes of mindfulness. In doing so, we advance mindfulness theory and practice by including a diverse set of papers which allow us to consider how mindfulness may shape employees’ functioning in the new world of work and amidst the challenges associated with the recently challenged social structures.

Navigating the 'Paradoxical Self' with Mindfulness and Paradox Mindset

Author: **Sophia Town**, *Fordham U.*

Author: **Josh Keller**, *UNSW Sydney*

Author: **Timothy J. Vogus**, *Vanderbilt U.*

Author: **Donald A. Lange**, *Arizona State U.*

Why Mindful Physicians Have More Satisfied Patients: An Emotional-Labor Account

Author: **Alisha Gupta**, *Virginia Commonwealth U.*

Author: **Chris Reina**, *Virginia Commonwealth U.*

Author: **Ravi S. Kudesia**, *Fox School of Business, Temple U.*

The Mediating Role of Boredom in Explaining Outcomes from Dispositional Mindfulness

Author: **Christopher James Lyddy**, *Providence College*

Author: **Darren Jason Good**, *Pepperdine U.*

The Benefits of a Mindfulness Training Program for Women Leaders during the Covid-19 Pandemic

Author: **Megan Marie Walsh**, *U. of Saskatchewan*

Author: **Erica Carleton**, *U. of Regina*

Author: **Mikaila Ortynsky**, *Memorial U. of Newfoundland*

Author: **Ellen Choi**, *Ted Rogers School of Management, Toronto Metropolitan U.*

Author: **Amanda J. Hancock**, *Memorial U. of Newfoundland*

Author: **Kara Anne Arnold**, *Memorial U. of Newfoundland*

Mindful Leadership Fosters Psychological Safety in Teams

Author: **Adam Austen Kay**, *U. of Queensland*

Author: **Yiqiong Li**, *U. of Queensland*

Author: **Niklas Steffens**, *U. of Queensland*

Author: **Zen Goh**, *Monash Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**

Program Session: **117** | Submission: **13190** | Sponsor(s): **(CAR, CMS)**

Session Format: **In-person Only: Seattle**

Scheduled: **Friday, Aug 5 2022 11:00AM- 12:30PMPT (UTC-7)** at **Seattle Convention Center** in **Room 606**

Understanding and Supporting Early Career Academics' Identity Work



Early Career Academics' Identity Work

Session Chair: **Paul Hibbert**, *U. of St Andrews*

Organizer: **Lisa Jane Callagher**, *U. of Auckland*

Organizer: **Danna Greenberg**, *Babson College*

Organizer: **April L. Wright**, *Warwick Business School*

This interactive workshop will involve a group of facilitators who have been active in leading, facilitating or supporting early-career academic development programs in several countries. Together they will explore the tensions and challenges that early-career academics face from three perspectives. First, the nature of identity work, especially in the early stages of the development of a career, will be explicated. Second, the tensions associated with developing a coherent identity position spanning research, teaching and service will be explored. Third, the ways in which the reception of personal characteristics (such as gender and ethnicity) in the contexts of academic life impact on identity work will be considered. As we explore these issues, we also consider how the events of the past two years –both the global pandemic and broad social unrest – have affected early-career academics. The dual aims of the workshop are to (i) initiate a process of exploration and reflection that helps early-career academics to develop career resilience and coherence through identity work, and (ii) encourage continued research in this area.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: **118** | Submission: **17797** | Sponsor(s): (CMS, OMT, GDO)

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Friday, Aug 5 2022 11:00AM - 12:30PMPT (UTC-7)** at **Seattle Convention Center in Room 617**

What Would it Take to Organize for a Better World?
Thinking with Feminist New Materialisms
What Would it Take to Organize for a Better World?



Participant: **Linda Smircich**, *U. of Massachusetts, Amherst*
Participant: **Susan Carita Meriläinen**, *U. of Lapland*
Participant: **Pikka-Maaria Laine**, *U. of Lapland*
Participant: **Saija Katila**, *Dr.Sc. (Econ. & Bus. Adm.) Senior Lecturer*
Participant: **Anu Valtonen**, *U. of Lapland*
Participant: **Ari Kuusimäki**, *U. of Jyväskylä, Finland*
Participant: **Janet Sayers**, *Massey U.*
Participant: **Alice Ro Sofie Wickström**, *Aalto U., Department of Management Studies*
Participant: **Alison Pullen**, *Macquarie Business School, Macquarie U.*
Participant: **Marta B. Calas**, *U. of Massachusetts, Amherst*
Participant: **Pauliina Jääskeläinen**, -
Participant: **Joonas Vola**, *U. of Lapland*
Participant: **Tarja Salmela**, *UiT The Arctic U. of Norway*

This symposium aims to generate capabilities for critical interpretations and actions in the context of what appears as normal in management and society today (even when described as a “new normal”) and directly address shared desires to change towards better situations: How to imagine a fundamentally new enterprise today, one that forces us to abandon how we think of and enact “our field” and attempt “to manage our world”? The perspectives in this symposium, foster critical re-envisioning, experimentation, and often overturn what we have been taking for granted as normal, but also to conceive of different positive futures. The contemporary transdisciplinary conceptualizations and vocabularies of feminist new materialisms engage the imagination to envision other possibilities about our ways of organizing life and living.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **119** | Submission: **11435** | Sponsor(s): **(GDO, MOC, OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 11:00AM- 12:30PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Virginia**

**Diverse Stories of Diversity: Expanding Perspectives on
Underexplored Dimensions of Diversity**
Diverse Stories of Diversity



Organizer: **Kimberly Rocheville**, *Creighton U.*
Organizer: **Gabriel Robert Sala**, *Boston College*
Discussant: **Judith A Clair**, *Boston College*
Presenter: **Audrey Holm**, *HEC Paris*
Presenter: **Greg Fetzter**, *U. of Liverpool*
Presenter: **Kimberly Rocheville**, *Creighton U.*
Presenter: **Tomi Koljonen**, *U. of Liverpool*
Participant: **Joona Koistinen**, *Aalto U. School of Business*

At the core of “creating a better world together” is being able to work side by side, acknowledging our differences and embracing the strengths and challenges of a diverse and inclusive workplace. Recent events have shown how important diversity and inclusion is to societies and organizations: one can still hear the voices echoing in the growing social movements related to #BlackLivesMatter, #TimesUp, #MeToo, and others reminding us that the work of diversity and inclusion is only beginning. Events in the last several years alone have forced organizations to rethink diversity, equity and inclusion efforts, leading in some cases to radical policy and practice changes. Our symposium has two goals: investigate differences in sources of diversity through a set of theoretical and empirical papers; and discussing the possible connections and overlaps between findings to push the boundaries of the diversity and inclusion literature.

Ideal workers and ideal bodies: How workers in pain navigate stigma in an able-bodied workplace

Author: **Kimberly Rocheville**, *Creighton U.*
Author: **Elana Feldman**, *UMass Lowell*

Understanding the experiences of formerly incarcerated jobseekers with employment reentry programs

Author: **Audrey Holm**, *HEC Paris*

‘Talking about my Generation’: Generational labels and Meaningful work

Author: **Gabriel Robert Sala**, *Boston College*
Author: **Greg Fetzter**, *U. of Liverpool*

A Proud Struggle? Alternative Pathways to Professional Dignity Amidst Occupational Inequality

Author: **Tomi Koljonen**, *U. of Liverpool*
Author: **Joona Koistinen**, *Aalto U. School of Business*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **120** | Submission: **13348** | Sponsor(s): **(IM, OB, ODC)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 11:00AM - 1:30PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 2**

Navigating in Turbulent Times When Faced With Dilemmas, Paradoxes, and Opportunities *IB and Management in Turbulent Times*



Organizer: **Cordula Barzantny**, *Toulouse Business School, TBS Education*
Presenter: **Lena Zander**, *Uppsala U.*
Session Chair: **Sonja Sackmann**, *U. Bundeswehr, Munich*
Presenter: **Sadia Nadeem**, *National U. of Computer and Emerging Sciences, Islamabad, Pakistan*
Presenter: **Sana Mumtaz**, *Umm Al Quwain U., UAE*
Presenter: **Mikael Sondergaard**, *Aarhus BSS, Aarhus U.*
Presenter: **Denise Tsang**, *U. of Reading*
Presenter: **Fiaz Hussain**, *Fatima Jinnah Women U., Rawalpindi, Pakistan*
Presenter: **Melodena Stephens**, *Mohammed Bin Rashid School of Government*
Presenter: **Raghnath Subramanyam**, *Indian Institute of Management, Bangalore*

This PDW invites scholars and practitioner to explore and reflect on the longer-term effect of phenomena such as climate change, the rise of China, Brexit as well as populist politics on organizations, the economy and geopolitics. The effects of the now two-years-lasting Covid-19 pandemic have triggered important adaptation and resilience needs across societies, organizations, and governments and contributed to a turbulent and rather unpredictable future. These fast paced, changing times pose extreme challenges to organizations whose management needs to ensure their viability when anything may be questioned. This includes organization's capacity for flexibility and change to adapt and recognize new opportunities. In addition, business leaders must preserve and even enhance their organizations' capabilities to offer meaningful work to its people. Businesses, organizations, and institutions must be agile to survive and thrive. In turbulent and uncertain times, the first task of management is to ensure the organizations' capacity for resilience and survival and to adapt to continuous change and new opportunities. In addition, business leaders need to make sure to maintain the organisations' structural strength and soundness. They must preserve its capacity to offer meaningful work and projects to its people to strive while recognizing all other stakeholders and treating them respectfully and responsibly. This PDW discussion panel wants to contribute to a fresh and critical look on international business in volatile, ambiguous, complex, and uncertain times (VUCA) and explore the various requirements for a sustainable management and leadership, helping to create a fairer and better world for all stakeholders and societies.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**

Program Session: **121** | Submission: **11046** | Sponsor(s): **(OB)**

Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**

Scheduled: **Friday, Aug 5 2022 11:00AM - 1:00PMPT (UTC-7)** at **Seattle Convention Center** in **Chelan 5**

Publishing in Top International Journals – Why and How? *Publishing in Top International Journals*



Organizer: **Monica Sharif**, *California State U., Los Angeles*
Organizer: **Minna Marinova Paunova**, *Copenhagen Business School*
Organizer: **Kyle Ehrhardt**, *U. of Colorado, Denver*
Panelist: **Tomoki Sekiguchi**, *Kyoto U.*
Panelist: **Mark Learmonth**, *Nottingham Trent U.*
Panelist: **Jonathan Pinto**, *Imperial College London*
Panelist: **Hannes Leroy**, *Erasmus Research Institute of Management*
Panelist: **Astrid Carlotta Homan**, *U. of Amsterdam*
Panelist: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*

Publications in top-tier journals are an important means by which our work is disseminated to our colleagues, as well as improved through the review process. Such publications are additionally important for career purposes, namely for the tenure and promotion process. While many scholars are familiar with the US-based top-tier journals and consider them as a primary outlet, several international management journals have also developed a reputation of excellence. These journals have thus evolved into outlets equally attractive for rigorous and impactful research. At the same time, international journals differ from US-based journals in subtle but important ways. Awareness of these differences is important for scholars who consider these international journals as a potential conduit for their work. The goal of this PDW is to share information and have a discussion regarding publishing in top international management journals. We bring together a panel of editors/associate editors from six top international journals. Each will introduce their journal's editorial policies, as well as highlight differences between their journals and leading US-based journals. This session will combine individual presentations by panelists, a general Q&A session with the audience, and breakout discussions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **122** | Submission: **19406** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 11:00AM - 12:30PMPT (UTC-7)** at **Seattle Convention Center in Room 607**

Politics, Shaming, and Contempt in Organizations

Session Moderator: **Giselle Elaine Antoine**, *U. of Washington, Seattle*

OB: Prattling Politics: Examining the Effect of Perceived Organizational Politics on Workplace Gossip     

Author: **Aamna Khan**, *Indian Institute of Technology Patna*
Author: **Richa Chaudhary**, *Indian Institute of Technology Patna*

Often, gossip literature focuses on identifying meaning of gossip, its nature and the associated outcomes. However, there lies a gap in conceptual development of antecedents that give rise to gossip in the workplace. In this paper, the authors examine the most common yet unexplored antecedent to workplace gossip i.e., perceived organisational politics (POP) by drawing arguments from Affective Events Theory. While the commonly held belief is that perception of politics is consequential to the existence of negative workplace gossip (NWG), an alternate hypothesis can be that POP may enkindle positive workplace gossip (PWG) as well. The authors, further, examine how the course of POP to gossip meanders with compassion. The model was tested using time-lagged data from two samples- Sample 1: Private sector organisations, n= 366, and Sample 2: Public sector organisations, n= 206. The results revealed that POP correlates positively with NWG as well as PWG. Additionally, it was found that compassion moderated the relationship of POP with NWG, but failed to moderate in case of PWG. The present paper contributes to the emerging field of inquiry on workplace gossip by empirically establishing POP as a precursor to gossip at work and compassion as a moderator of this relationship.

Paper is Available to Meeting Registrants Only.

OB: The Elicitation and Functionality of Contempt in the Workplace: A Values-Based Perspective

Author: **Gerardo A. Miranda**, *U. of Alaska Fairbanks*
Author: **Jennifer L. Welbourne**, *U. of Texas Rio Grande Valley*

In this study, we seek to extend knowledge of how contempt is elicited in the workplace, along with the functions it may serve in an organizational context. Specifically, we examine the following research questions: (1) How do values influence the elicitation of contempt at work? (2) What types of workplace behaviors are associated with feeling contempt? and (3) Does feeling contempt have [a] associative, [b] social-distancing, and [c] self-regulatory functions in the workplace? We employed a three-wave time-lagged online survey to 555 U.S. full-time workers. Results from a longitudinal SEM analysis suggest that workers feel more contempt for a coworker that fails to uphold their most prioritized value than for a coworker that regularly upholds their most prioritized value; however, perceptions of value incongruence did not mediate this relationship. Feeling contempt motivated workers to engage in uncivil behavior toward the coworker who was the target of contempt. Contempt was also associated with maintaining distance from the coworker, and appraising oneself as moral, supporting that contempt may serve social-distancing and associative functions at work. Contrary to prediction, contempt did not regulate future feelings of anger or disgust toward the coworker (self-regulatory function), but instead enhanced these emotions. Theoretical and practical implications are discussed.

Paper is NOT Available. Please contact the author(s).

OB: Witnessing Shaming as a Social Binding & Norm Reinforcing Process

Author: **Giselle Elaine Antoine**, *U. of Washington, Seattle*
Author: **Crystal I Chien Farh**, *U. of Washington*
Author: **Qiongjing Hu**, *Zhejiang U.*

This study develops and tests theory for organizational shaming, defined as a collective process of social disapproval that publicly punishes a norm violation. Prior research on shame in organizations has predominantly emphasized the negative effects of this discrete emotional experience for the violator, with little attention to shaming, as an interpersonal process involving multiple parties, including organizational observers. Meanwhile shaming is on the rise in the modern workplace, facilitated by surveillance systems, social media, and the Zoomification of work, suggesting a need to understand how and when this unique form of punishment is functional and dysfunctional to organizational outcomes. Drawing on retributive justice theory and integrating a two-wave survey study with qualitative interviews, we illustrate the specific conditions when witnessing a shaming punishment can enhance commitment and compliance for organizational members.

Paper is Available to Meeting Registrants Only.

OB: An Investigation of the Benefits and Detriments of High Justice Social Comparison 

Author: **Zengxin Li**, *Renmin U. of China*
Author: **Qiqi Wang**, *Wuhan U.*
Author: **Jun Liu**, *Renmin U. of China*
Author: **Xueling Fan**, *Nanjing U. School of business*

Although recent research has investigated the detrimental effects of low justice social comparison, we know little about the influences of high justice social comparison. Combining social comparison theory with the framework of individuals' two key desires, our study presents an integrative model that simultaneously examines the benefits and costs of high justice social comparison to answer how and when high justice social comparison influences employees' work engagement. Utilizing a multi-wave data, we find that high justice social comparison not only evokes pride but also incurs guilt. The pleasant feeling of pride mediates the positive effect of high justice social comparison on work engagement, but the unpleasant feeling of guilt mediates the negative influence of high justice social comparison on work engagement. Moreover, help receiving strengthens the relationship between high justice social comparison and pride, but help giving weakens the relationship between high justice social comparison and guilt.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **123** | Submission: **19584** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 11:00AM - 12:30PMPT (UTC-7)** at **Seattle Convention Center in Room 611**

Organizational Support

Session Moderator: **Koustab Ghosh**, *Associate Professor Indian Institute of Management Rohtak*

OB: Perceived Organizational Support and Transformational Leadership on Empowerment and Outcomes

Author: **Nathapon Max Siangchokyo**, *Old Dominion U.*

Author: **Ryan Lee Klinger**, *Old Dominion U.*

Drawing on the resource theory of social exchange, this study aims to provide a better understanding of the interactive effects of perceived organizational support and transformational leadership on employees' psychological empowerment and their subsequent job performance and commitment to the organization. More specifically, we examine the influences of perceived organizational support on employees' in-role performance and organizational commitment through the mediating role of psychological empowerment. We also examine the moderating role of unit-level transformational leadership on these mediated effects, arguing that transformational leadership can help strengthen the positive effects of perceived organizational support on employees' psychological empowerment and their subsequent affective and behavioral outcomes. Results based on multi-source and multi-level data obtained from 217 employees and 41 direct supervisors working in a large public construction company in Thailand provide support for our proposed multilevel moderated mediation model. Based on these findings, we discuss how our theoretical model expands research on the role of perceived organizational support as an antecedent of employees' psychological empowerment and organizational outcomes. This research also highlights several practical implications pertaining to positive treatments by the organization and the importance of leadership.

Paper is Available to Meeting Registrants Only.

OB: Can Organizational Support Pull the Voice of Front-line Employees? A Moderated Mediation Model 

Author: **QI CUI**, *Renmin U. of China*

Author: **Yinxuan ZHANG**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Author: **Yongjia Duan**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Although predecessors have recognized the important role of perceived organizational support (POS) in front-line employee initiative behavior, it is not clear whether and how POS affects employee voice behavior. To address this problem, this study developed and validated a moderated mediation model to explore the positive impact of POS on employee voice behavior through employee engagement (job engagement and organizational engagement) and the moderating role of supervisor's organization embodiment in this process. The data analysis of 353 Chinese front-line service staff shows that POS is positively related to employee voice behavior through employee engagement. In addition, supervisor's organization embodiment (SOE) strengthens both the direct effect of employee engagement on employee voice behavior and the indirect effect of POS on employee voice behavior through employee engagement. Our research findings not only further develop the previous research viewpoints on POS and employee active voice behavior, but also provide a potential management approach to promote employee voice behavior.

Paper is Available to Meeting Registrants Only.

OB: Furlough Status: The Effects of Contract Breach, Violation, and Perceived Organizational Support 

Author: **Marianna Delegach**, *Sapir Academic College*

Author: **Galit Klein**, *Department of Economics and Business Administration, Ariel U.*

Author: **Tal Katz-Navon**, *Arison School of Business, Reichman U. (IDC), Israel*

The current study, we design to address the effect of furlough status on employees' attitudes and well-being after returning to their previous employment status. Specifically, we suggest that the two constructs - psychological contract breach and violation - mediated the associations between the employees' furlough status and emotional exhaustion and affective commitment. Additionally, we propose that perceived organizational support attenuated the association between employment status and employees contract breach perception. A cross-sectional study conducted at two points in time - during the first lockdown and four months after the lockdown (N=336), confirmed the study hypotheses and supported the predicted indirect sequential associations. However, perceived organizational support served to buffer the association between employment status and perceived psychological contract breach only in the case of employees who continued to work during the lockdown period.

Paper is NOT Available. Please contact the author(s).

OB: Coworker Support and Occupational Identification: Identity, Exchange, Collective Self-Esteem Matter

Author: **Koustab Ghosh**, *Associate Professor Indian Institute of Management Rohtak*

Author: **Ayesha Irum**, *Indian Institute of Management, Rohtak*

With the recent conceptualization of emotional dirty work, there is a growing interest in investigating workers who perform such work. Those occupations where the central task encompasses engagement with those emotions of the beneficiaries which are considered to be threatening to the ideal order of the society or individual, are classified as emotional dirty work. Despite the challenges and taint associated with such jobs, workers are able to maintain a positive sense of self and occupational identity. In this study, we empirically examine the relationship between co-worker's support and occupational identification of workers performing emotional dirty work. Drawing from the social identity theory and social exchange theory, we also investigate collective self-esteem as a mediator. Data collected from 231 emotional counselors demonstrate a positive effect of co-worker's instrumental and emotional support on occupational identification. Further, results also support collective self-esteem as an explanatory mechanism. The findings shed light on the positive role played by co-workers in facilitating one's occupational identification and is one of the first studies to highlight the development of exchange relationships in such work. In this way, the study provides a deeper understanding of emotional dirty work, thereby advancing literature and theory.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Who Leaders Are and What They Do

Session Moderator: **Clare Rigg**, *U. of Suffolk*

OB: Leader Attributes, Behavior, and Leadership Outcomes: From Implicit Leadership Theory and Self-Comp

Author: **Xinyi Zhou**, *Xi'an Jiaotong-Liverpool U.*
Author: **Yanjun Guan**, *Chinese U. of Hong Kong*
Author: **Yujie Cai**, *SKEMA Business School*

This research aims to enrich the understanding of implicit leadership theories (ILT) by investigating how leaders may incorporate multiple sets of attributes in their leadership self-schemas and how these attributes may affect leadership effectiveness. In contrast to the traditional ILT research that only focuses on leader-specific attributes, we propose and differentiate leader-specific (i.e., attributes that specifically describe a typical leader in the organization), follower-specific (i.e., attributes that specifically describe a typical follower), and common attributes (i.e., attributes that are viewed to be possessed by both leaders and followers). Drawing upon implicit theories and self-complexity perspectives, we hypothesize that follower-specific traits could contribute uniquely in predicting follower perceived leader behaviors (i.e., Initiating Structure and Consideration) and in turn leadership effectiveness variables. Three empirical studies were conducted to examine these ideas. Results from the first two survey studies (Study 1, 2; N1 = 211, N2 = 205) identified these three sets of attributes. Further, a three-wave field study with 200 leader-follower dyadic responses (Study 3; N3 = 200) was conducted to examine the predicting effects of attributes. Results demonstrated that leader's follower-specific attributes are positively related to follower perceived leader considerate behavior, which further increases follower job satisfaction, affective commitment towards the leader, and organizational citizenship behaviors above and beyond another two sets of attributes. Moreover, leader-specific attributes are positively associated with leader structural behavior when another two groups of attributes were controlled. These findings have important implications for the implicit works and management practices.

Paper is Available to Meeting Registrants Only.

OB: Leader Personal Brand Equity and Team Resilience: A Resource Endorsing and Inhibiting Perspective 

Author: **Wei Wu**, *Renmin U. of China*

Drawing from the crossover model of conservation of resources theory (COR), we introduce leader personal brand equity (PBE) as the leader resource crossover endorsing mechanism to explore its function on team resilience, which is especially important team emergent-like capacity for teams to confront the inevitably adversities in today's turbulent business environment. Further, we take leader bottom-line mentality as the resource crossover inhibiting mechanism that negative moderate the relationship between leader PBE and team resilience, and the indirect effect of team resilience between leader PBE and employee performance. We conduct three sequential multi-wave survey studies to explore this research. In Study 1, a two-wave survey (319 employees and 58 teams), we find leader PBE is positively related with team resilience via crossover leader personal resource to team members; In the study two, which is a three-wave studies with 591 employees in 120 teams, we find the indirect effect of team resilience between leader PBE and employee task performance. Study 3, consists of 470 employees in 81 teams, replicates the previous findings and further shows that leader bottom-line mentality negatively moderates the indirect effect as the resource inhibiting mechanism. Theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

OB: Similar to Us or Leading Us? The Contingency Effectiveness of Leader Prototypicality 

Author: **Yiming Huang**, *Nanjing U. School of business*
Author: **Jane Jiang**, *Nanjing U. School of business*
Author: **Kenneth S Law**, *Chinese U. of Hong Kong*

Extant research demonstrated some ambiguities in leader prototypicality. This research proposes two views of leader prototypicality, labeled as representative prototypicality and ideal prototypicality. We draw on self-categorization theory and highlight the self-enhancement motivation to examine the contingency effectiveness of the two kinds of leader prototypicality, using group performance as a boundary condition. Specifically, when group performance is low, ideal leader prototypicality is positively associated with leader identification, which increases trust in the leader; when group performance is high, the two kinds of leader prototypicality make no difference in predicting leader identification and trust. The results of two experimental studies consistently supported our hypotheses. In sum, our findings reveal that group members prefer prototypicality which can optimize their self-esteem, and the context plays a key role in this unique leadership process.

Paper is Available to Meeting Registrants Only.

OB: The Talking-Doing Gap in Leadership: On Managers Self-Romanticizing their Actions

Author: **Thomas Fischer**, *U. of Geneva*
Author: **Mats Alvesson**, *Lund U.*

We raise a puzzling question: Why do managers talk so much about (their) good leadership when many people lament an absence of good leadership in organizations? The first step we take to answer this question is to specify what leadership talk (LT) and leadership practice (LP) are. Then we examine how managers loosen the link between their LT and LP by talking about their deeds in a positively charged and temporally distant manner. We call such LT a self-romanticizing behavior that is a distinct type of leadership behavior. Next, we ask why managers engage in LT to a greater extent than they engage in LP. We argue that managers reap overlooked symbolic benefits from engaging in LT but incur overlooked practical costs from doing LP. The symbolic benefits that a manager obtains from LT result from her shaping people's attributions about her own work so they see it as effective and moral and, therefore, as a source of desirable outcomes. Practical costs, by contrast, result from managerial constraints rooted in daily work and organizational politics. Overall, we explain how a "talking-doing gap" in leadership—a theme largely missed by leadership scholars—arises as a result of managers' self-romanticizing behavior.

Paper is Available to Meeting Registrants Only.

OB: "Unknowingness" as a Route to Distributed Leadership

Author: **Clare Rigg**, *U. of Suffolk*
Author: **Sarah Bloomfield**, *The Open U.*
Author: **Russ Vince**, *U. of Bath*

Centring on distributed leadership, the purpose of this paper is to illuminate what happens in the absence of knowing what to do, where this is a known unknown and impossible to resolve. Traditionally leadership has been assumed to be comprised of persons in positions of authority who know (or think they know) what to do and how to act (Luscher and Lewis, 2008; Simpson et al., 2002). Whilst a flourishing literature now helps us understand leadership as a collective and relational endeavour, and ideas of distributed leadership in particular provide insight to shared knowledge and mutual action, our paper contributes further to elucidating what happens when there is no knowledge of how to act. Our first contribution is a new theory of knowledge in leadership, a theory of unknowingness - which we define as a state of awareness of both absence of knowing and one's inability to know. This offers an alternative explanation for not knowing to those that see absence of knowledge as deficiency (Saggarthi and Thakur, 2016), a temporary state of not knowing something (Bernstein, 2009), or ignorance of how to do something that can be learned (Allen, 2017). Our second contribution is to show how unknowingness is a component of collective leadership, which, through its four features of legitimacy, discomfort, utility and dissemination, can generate mutual action and enable work to be done in a context of organisational ambiguity. Our third contribution is to show the integral and generative relationship between unknowingness and distributed leadership.

KEY TO SYMBOLS

Paper is Available to Meeting Registrants Only.



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **125** | Submission: **12895** | Sponsor(s): **(OB, ODC, MOC)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Friday, Aug 5 2022 9:00AM- 10:30AMPT (UTC-7)**

What I Like About You: Appreciative Observation Toward Positive Reinforcement

What I Like About You



Organizer: **Joan F. Marques**, *Woodbury U.*
Participant: **Julia Storberg-Walker**, *George Washington U.*
Participant: **Elham Malik**, *Department of HSS, Indian Institute of Technology (Banaras Hindu U.)*
Participant: **Ginger Grant**, *Humber College Institute of Technology and Advanced Learning*
Participant: **Christina Walker**, *Lenoir-Rhyne U.*
Participant: **Tianyuan Yu**, *Mount Saint Vincent U.*
Participant: **Stacie Chappell**, *Vancouver Island U.*
Participant: **Susan Brownlee**, *The Center for Leading in Community*
Participant: **Sunny Jeong**, *Wittenberg U.*
Participant: **Amelia N. Indrajaya**, *Sekolah Tinggi Manajemen IPMI (IPMI International Business School)*

Observing is an often underestimated form of communication in workplaces. Yet, humans (and other species) learn most through observation. When we take the time to observe – co-workers, students, family, other members of society - with a positive mindset, we may discover qualities that are not only admirable, but that we would have otherwise overlooked. This is not about physical aspects, but primarily about the considerate, kind, caring things others do that we rarely praise them for. It’s about positive reinforcement, inspired by observation. Interacting in this PDW, which is a brief moment in time, may not give us ample opportunity to observe each other’s daily behavioral patterns, but we can still get a “peek behind the curtains” of our fellow attendees through the poetry they select to recite. We therefore invite those who plan to join us to bring along a short poem they truly identify with. Collectively, we will then engage in the exercise of listening, appreciatively observing, and positively reinforcing one another. We hope that this brief practice will spark some renewed energy within those who attend to further explore the power of these combined practices in their classrooms, offices, other work environments, and any other social environment they partake in. By infusing appreciative observation and positive reinforcement into our daily interactions with others, we are gently and meaningfully treading toward creating a better world.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **126** | Submission: **18520** | Sponsor(s): **(ODC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 11:00AM - 3:00PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Alki Boardroom**

ODC Division Board Meeting
ODC Division Board Meeting

Division Chair: **Linda Rouleau**, *HEC Montreal*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **127** | Submission: **13588** | Sponsor(s): **(ONE, STR, SIM, IM, OMT, PNP, ODC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 11:00AM - 12:30PMPT (UTC-7)** at **Hyatt Regency Seattle in 408 Washougal**

Business Responses to Climate Change
Business Responses to Climate Change



Panelist: **Jorge Rivera**, *George Washington U.*
Panelist: **Magali Delmas**, *U. of California, Los Angeles*
Panelist: **Jonatan Pinkse**, *U. of Manchester*
Panelist: **Chang Hoon Oh**, *U. of Kansas*
Session Chair: **Kerrigan Marie Machado Unter**, *U. of St. Gallen*
Discussant: **Jennifer Oetzel**, *American U.*
Discussant: **Martina K. Linnenluecke**, *Macquarie U.*

This PDW is designed to expose management scholars from the ONE division and other AOM divisions (e.g. IM, ODC, OMT, PNP, SIM, and STR) to the opportunities for research examining how business respond to increased natural adversity conditions and disasters generated by climate change. Collectively responding to climate change is a grand challenge fundamental to create a better world where business competitiveness and humanity wellbeing can continue to improve. The first part of the PDW will provide a basic overview of the field, including examples of ongoing corporate climate change strategy research. Then, the PDW will progress to a round-table and open discussion format to identify unexplored questions, highlight publishing challenges, and pinpoint opportunities for collaborative research on climate change adaptation research.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **128** | Submission: **10876** | Sponsor(s): **(SIM, MED, PNP)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 11:00AM - 12:30PMPT (UTC-7)** at **Seattle Convention Center in Room 211**

Integrating SDGs Into Management Courses

Integrating SDGs Into Management Courses

Participant: **Neil M. Boyd**, *Bucknell U.*

Participant: **Udayan Dhar**, *Weatherhead School of Management, Case Western Reserve U.*

Participant: **Melissa L. Intindola**, *Bucknell U.*

Participant: **Eric C. Martin**, *Bucknell U.*

Management education that is focused on the United Nations Sustainable Development Goals (SDGs) has certainly increased in the past decade, and recent AACSB standards toward social impact will likely accelerate this trend. This 90-minute PDW offers an opportunity to learn about designing courses with SDG content, and provides a platform for transforming your pedagogy to align with social and environmental justice goals. The session will begin with a brief presentation by scholars who have significant experience in implementing SDGs into their classes, and will then turn to a guided open dialogue with audience participants on the current state and future direction of SDG integration in management education. We encourage attendees to participate and share what is happening at their universities so we can all benefit in learning how to work on behalf of program/university goals and community impact.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Caucus**
Program Session: **129** | Submission: **10711** | Sponsor(s): (CAU)
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 11:30AM- 1:00PMPT (UTC-7)**

Research on Calling: Cross-Cultural Perspective  
Research on Calling: Cross-cultural Perspective

Organizer: **Egenia Lysova**, *Vrije U. Amsterdam*
Organizer: **Brittany Buis**, *U. of Illinois at Chicago*

The growing interest in careers that provide a sense of meaning has generated exponential growth in the literature on calling. Yet, we lack important knowledge on calling as a cross-cultural phenomenon. This caucus invites scholars and practitioners from different parts of the world to discuss the notion of calling, its cross-cultural differences, related future research, and to explore potential collaborations.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **130** | Submission: **19028** | Sponsor(s): **(CMS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 11:30AM- 1:00PMPT (UTC-7)** at **The Westin Seattle in Olympic**

Culture, Conflict and Collectives

Session Moderator: **Paulina Segarra**, *U. Anáhuac México*

CMS: **Against Shared Values: “Disadherence” and “Gaps” as Fruitful Ingredients of Organizational Culture**  

Author: **Youcef Bousalham**, *Rouen U.*

Against shared values: "disadherence" and "gaps" as fruitful ingredients of organizational culture Building on F. Jullien to develop a critical and performative approach of Organizational Culture Abstract This article questions the powerful call to conformity that hides behind the simple and apparently humanistic idea of “shared values” within contemporary organizations, as well as the tacit modalities that, in managerial discourse, determine a member’s “belonging” to his or her company, his or her loyalty to the organization. This paper argues that the philosophical work of François Jullien can prove particularly fruitful for rethinking the way we construe organizational culture in management claiming that belonging to an organizational culture should not only be understood by adhesion and conformity but also by tensions, disadherence and gaps. We ask the following question: might it be possible to envisage an alternative concept to that of organizational values, one that would allow organizational culture in management sciences to be thought of in terms that are pluralist, reflexive and performative? Through his critique of the notion of cultural identity, Jullien (2008, 2012, 2016) uses the philosophical concept of cultural resources to challenge totalizing academic and political discourses wherein national culture and identity are reduced to a sum of “shared values”. The notion of cultural resource has both an intellectual and a political background. For example, Jullien (2016) uses it to confront nationalist discourses claiming to defend the roots, culture and national identity of France during the presidential campaign. Building on this philosophy, this article attempts to provide researchers, employees and managers with a critical and yet performative approach to organizational culture that values gaps and deviations as positive and creative by no longer turning them into elements of exclusion of « poorly acculturated » subjects, but, on the contrary, into a fruitful ingredient of the collective future. This novel approach offers to make room for employees and managers that are “acculturated” but able, through deviations and as proof of their belonging, to question the group’s choices, its sacred values and its shared self-evident truths and beliefs. From a theoretical standpoint, harnessing the concepts of cultural resources, gaps and disadherence in organization theory also enables us to eschew a limitation at the heart of both mainstream and Critical Studies on Organizational Culture (CSOC) offering the possibility of developing CSOC which are in line with recent proposals on critical performativity and anti-stupidity management.

Paper is Available to Meeting Registrants Only.

CMS: **Pray and Play: Challenging Social Order through Collective Corporeal Rituals in a Prison**

Author: **Ignasi Lanuza Martí**, *ESADE Business School-Ramon Llull U.*

Author: **David Courpasson**, *EMLYON Business School*

Author: **Claire Le Breton**, *EMLYON Business School*

Best paper sponsored by the journal Organization Studies

This paper examines how a collective of prisoners transform their everyday lives in a high security prison. We show how these individuals both become new beings, and significantly modify certain functioning rules of the prison and the relationships they have with the prison authorities; we theorize these achievements as produced by two body-related rituals created by prisoners themselves: one related to rugby games and trainings, another related to weekly collective prayers. We show how these rituals enhance the collective energy of the group and build capacities for prisoners to learn new knowledge and skills. Our analysis rests on an ethnographic study of the inmates’ rugby team “Los Espartanos”. We specifically analyze corporeal interactions during rugby games and collective prayers as embodied social practices that are meaningful and meaning making. We use carnal sociology to analyze how the acquisition and ritualization of corporeal collective capacities hold possibilities of transformation in very constraining organizational environments.

Paper is Available to Meeting Registrants Only.

CMS: **‘You Just Earned 10 points!’: Gaming and Grinding at an Online Academic Conference**

Author: **Nick Butler**, *Stockholm U.*

Author: **Sverre Spoelstra**, *Lund U., School of Economics and Management*

Gamification is commonly defined as the application of a game layer to non-game contexts, such as work or education. It involves implementing a digital platform to turn ordinary organizational activities into fun, intrinsically motivating tasks. Empirically, this paper explores the gamification of an online academic conference – specifically, a ‘Conference Challenge’ that encourages participants to score points by engaging in conference-related activities. The challenge was meant to stimulate increased levels of participation, but instead it resulted in a series of unintended consequences. Precisely because it was all too easy to score points and ascend the virtual leaderboard by means of ‘grinding’, the game posed a moral dilemma for the players: each participant had to determine for themselves where the border lay between playing the game and gaming the system. This suggests that the boundary between fair play and bad sportsmanship is permeable and contested, an insight that raises questions about the ethics of game-playing. We conclude by suggesting that the Conference Challenge is a distorted reflection of what’s already happening in the broader academic game that the conference is a part of.

Paper is Available to Meeting Registrants Only.

Author: **Anne Antoni**, *Grenoble Ecole de Management*

Author: **Marianna Fotaki**, *Warwick Business School*

The rationalized and commodified time of the ‘time economy’, conditions the value of work and in particular undermines the value of care work. Care – concern for and actual attending to the needs of the particular others for whom we take responsibility – requires enacting time in a way that clashes with the ‘industrial time’ dominating our lives. While the antagonism between care and industrial time has been highlighted by ethicists of care, how carers are juggling in practice between industrial time and specific care time is still to be researched. In this article, we address this question through an in-depth qualitative case study of a social care service in France. Building on Adam’s work on the multiplexity of time (1995, 2004), we discover that while enacting industrial time through ‘scheduling work,’ carers are nevertheless carving out specific temporal features – time as continuous, non-standardized and in the present moment – that are necessary for care. Moreover, we highlight how carers also utilize the clock time that pervades the work organization as resource for care through normative and social dimensions. Thus, this research contributes to deepening our understanding of how care workers cope with the clock time hegemony to carve out a space for care practices. Finally, this research also contributes to showing the affective workings of time, and how it shapes socio-economic practices.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Diverse Groups: Tensions, Faultlines, and Outcomes

Session Moderator: **Laura M. Graves, Clark U.**

GDO: **Double-Edged Sword? Effects of Identity and Information Faultlines on Group Performance**    

Author: **Linyuan Zhang, Shandong Women's U.**
Author: **Jee Young Seong, Jeonbuk National U.**
Author: **Doo-Seung Hong, Seoul National U.**

According to the categorization-elaboration model (CEM), this study examines two mechanisms through which identity and information faultlines might affect group performance. Specifically, this study investigates how other types of faultlines (i.e., identity faultlines and information faultlines) affect different types of group conflict (i.e. relationship conflict and task conflict). The inconsistent findings of group performance are interpreted. Using data from a sample of 701 employees in 70 groups, the results indicate that relationship conflict mediated the negative relationship between identity faultlines and group performance, and task conflict supported a mediating role in the positive relationship between information faultlines and group performance. The results provide theoretical and practical guidance for management, contributing to the development of performance and efficiency of groups and organizations.

Paper is Available to Meeting Registrants Only.

GDO: **Shaping Work in Collaboration: The Role of Sex and Rank in Negotiating Demands and Control in Groups**  

Author: **Corinne McNally, Saint Mary's U., Canada**
Author: **Catherine Loughlin, St. Mary's U.**

Reducing sex-based workplace inequity is central to our ability to 'create a better world together'. However, our studies (using exploratory sequential mixed methods design), suggest that collaborative group work contexts are anything but equal when it comes to negotiating demands and control in structuring work between men and women in groups. Study 1a interviews suggest a gendered distribution of control and demands; whereby women have less control over their work and, consequently, face heavier demands than men studying in business schools. This contributes to increased frustration and burnout for women. Study 1b replicates and extends this finding among female faculty who again report less influence over their groups and their own roles, and as a result, face heavier demands than male counterparts. Study 2 tests a conceptual model finding that control has an inverse relationship with demands; is predicted by sex, rank, and fear of backlash; mediates the relationships between these variables and demands and burnout; and is a stronger predictor of burnout than demands among faculty. These findings make novel theoretical and practical contributions to the Job Demands-Control literature by testing the model in a collaborative context from a gendered perspective.

Paper is Available to Meeting Registrants Only.

GDO: **How Many Are Too Few and How Many Too Much? Gender Group Composition and Absenteeism**  

Author: **Laura Guillén Ramo, ESADE Business School / Ramon Llull U.**
Author: **Florian Kunze, U. of Konstanz**

Increasing women's representation in organizations and politics has become a top priority for many organizations. The individual consequences of doing so, however, remain largely unknown. For example, how the rising number of women in the workplace affects withdrawal behavior of women and men is unclear. In this study, we bridge the diversity and withdrawal behavior literatures to explore the consequences of gender and gender composition in groups on individual absenteeism and ultimately on group abandonment. Using a dataset of 10,332 blue-collar workers in 1,064 groups at a public service company tracked over four years, we found that for women, gender group composition and absenteeism had an U-shaped curvilinear relationship, such that the higher the proportion of women in the group, the lower women's absenteeism up to a tipping point from which a further increase in the share of women in the group did not decrease absenteeism. As expected, the proportion of women in their groups did not impact men's absenteeism. Finally, we also found that these effects on absenteeism endured over time and increased group abandonment. We derive implications of our findings for managers and organizations.

Paper is Available to Meeting Registrants Only.

GDO: **Millennials vs Boomers: Asymmetric Realistic & Symbolic Threat Patterns Drive Generational Tensions**   

Author: **Stéphane Francioli, NYU Stern**
Author: **Michael North, New York U.**
Author: **Felix Danbold, UCL School of Management**

Conflict between Millennials and Baby Boomers appears frequently in public discourse. However, some have argued that these tensions are just media-generated controversy. We build on intergroup threat theory to explore the strength and nature of these tensions in three online studies: an exploratory survey, a preregistered correlational study, and a preregistered intervention (N = 1,714). We find that: (i) Millennials and Baby Boomers do express more animosity toward one another than toward other generations (Studies 1-3); (ii) whereas hostility toward Baby Boomers derives primarily from Millennials' economic distress (realistic threat), Baby Boomers' hostility toward Millennials reflects fears of shifting worldviews (symbolic threat; Studies 2-3); (iii) highlighting the artificiality of generational labels reduces perceived threats and indirectly elicits more favorable outgroup attitudes (Study 3). These findings suggest that intergenerational tensions are real, rooted in asymmetrical concerns over symbolic versus realistic resources, and responsive to intervention.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **132** | Submission: **11428** | Sponsor(s): **(OB, MOC, CAR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom "meeting" style**
Scheduled: **Friday, Aug 5 2022 11:30AM- 1:00PMPT (UTC-7)** at **Seattle Convention Center in Room 303**

Meaningful Work: Towards an Integrative, Dynamic Understanding of Emergence and Experience

Meaningful Work: An Integrative Dynamic Approach

Organizer: **Elaf Basri**, *U. of Edinburgh Business School*
Organizer: **Susan E. Murphy**, *U. of Edinburgh*
Organizer: **Maximilian Strecker**, *U. of St. Gallen, Switzerland*
Organizer: **Anna-Christina Leisin**, *Syspilot Consulting GmbH*
Discussant: **Marjolein Lips-Wiersma**, *AUT U.*
Participant: **A R. Elangovan**, *U. of Victoria*
Participant: **Susan E. Murphy**, *U. of Edinburgh*
Participant: **Yumeng Yue**, *U. of Edinburgh business school*
Participant: **Brenda A. Lautsch**, *Simon Fraser U.*
Participant: **David R. Hannah**, *Simon Fraser U.*

An unprecedented "great resignation" resulting from reevaluating the meaning of work is impacting people across geographies and industries (Aroles et al., 2021), positioning the quest for meaning as the new "money" (Erickson, 2011), the currency that people expect to exchange at work, and an essential feature of modern work and careers (Hall et al., 2017, 2013). With the ongoing transformation of the nature and meaning of work, the modern, fluid, and individualized workplace will only heighten the quest for meaningfulness in life and at work. Interest in and research on meaningful work have increased over the last two decades, with diverse theoretical and empirical approaches (Bailey et al., 2019; Laaser & Bolton, 2021; Lysova et al., 2019), gradually positioning it as a complex phenomenon resulting from dynamic processes and social construction that transcends the significance of mere subjective experiences (Yeoman et al., 2019). Despite such growth, there is still no clear understanding of how factors interact to foster the emergence of meaningful work, emphasizing the continuous need for a comprehensive approach (Lysova et al., 2019) that is more integrative, dynamic, and moves beyond self-oriented mechanisms (Rosso et al., 2010). Considering this, the objective of this symposium is to advance discussions about the intricate interplay of factors that contribute to the emergence of meaningful work and how that, in turn, shapes employees' experience of meaningfulness in a dynamic and integrative way. The symposium will bring a diverse range of scholars, drawing on different theoretical, methodological, and contextual approaches to enrich our understanding of the emergence and experience of meaningful work and how can we move towards a more integrative and dynamic understanding that can move this timely field forward to impact individuals and organizational outcomes positively.

Meaning in and at Work: Distinctions, outcomes, and implications

Author: **Anirban Kar**, *Beedie School of Business Simon Fraser U.*

Meaningful Work in Four Dimensions and Work Orientation Differences Across Two Industries in Germany

Author: **Maximilian Strecker**, *U. of St. Gallen, Switzerland*
Author: **Anna-Christina Leisin**, *Syspilot Consulting GmbH*

The Meaningful Currency: An Integrative Dynamic Model to Link the Emergence and Experience

Author: **Elaf Basri**, *U. of Edinburgh Business School*

Meaningful work involves Making an Impact: Examining Social Impact, Purpose, and Coherence

Author: **Sarah Ward**, *U. of Illinois at Urbana-Champaign*

Something to Get Me Through the Day: The Integration of Meaningful Leisure and Work

Author: **Kirsten Marie-Paule Robertson**, *U. of the Fraser Valley*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **133** | Submission: **18542** | Sponsor(s): **(ONE)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 11:45AM - 1:15PMPT (UTC-7)**

**Branding, Eco-Labeling and Eco-Friendly
Consumption (Virtual Live)**



Session Moderator: **Zsuzsa Borsa**, *U. of St. Gallen*

ONE: **Purchase Intention of Cheap and Eco-Friendly Products**    

Author: **Lasandahasi Ranmuthumalie De Silva**, *Birkbeck, U. of London*

Author: **Fred Yamoah**, *Birkbeck U. of London*

Author: **Norrin Halilem**, *FSA ULaval (Laval U.)*

Consumer behaviour research has shown that the premium attribute of green products among other factors is a major enduring determinant of purchase intentions. Yet, limited understanding exists on consumer behaviour towards non-premium, cheaper green alternatives such as Remanufactured Electronic Products (REP). Against this backdrop, by building on personal value theory, this article examines the role of personal value orientations (i.e. societal value vs individualistic value) and national culture (i.e. the UK vs China) in the purchase intention of REPs. Based on a survey of 956 consumers across the United Kingdom and China, we find that the relationship between societal value orientation [concerns the welfare of others] and purchase intention of REPs is positive in the UK whereas it is negative in China. In both the cultures, this relationship is partially mediated by the perceived quality of REPs. On the other hand, it is apparent that in both the UK and China, there is a positive relationship between individualistic value orientation [emphasises the pursuit of self-interest] and the purchase intention of REPs, fully mediated by perceived quality of REPs. The findings make original contributions to green consumption research and practice by advancing personal value theory to demonstrate how to factor personal value orientations, differing national culture and the mediation role of perceived quality in influencing the purchase intention of cheaper green products.

Paper is Available to Meeting Registrants Only.

ONE: **Full throttle! Engaging Ethnic Minority and Majority Consumers in Car Sharing**  

Author: **Marie-Julie De Bruyne**, *Ghent U.*

Author: **Katrien Verleye**, *Ghent U.*

Author: **Hendrik Slabbink**, *Ghent U.*

Author: **Saskia Crucke**, *Ghent U.*

The world is affected by environmental and social challenges, resulting in calls for engaging consumers with initiatives focused on sharing underutilized resources in Western countries. Meanwhile, these countries are characterized by migration and ethnic diversity, giving rise to ethnic minority consumers. Although ethnicity is a driver of consumer engagement, little is known about the influence of ethnicity on consumer engagement with sharing initiatives in Western countries. To address this gap, we examine the role of perceived value and perceived trust for engaging ethnic minority (vs. majority) consumers with sharing initiatives by relying on survey data gathered in the Belgian car sharing context. The results suggest that ethnic minority consumers perceive more environmental value of car sharing and less trust in car sharing. Moreover, perceived value and perceived trust act as important mediating mechanisms for non-behavioral manifestations of consumer engagement but even more for behavioral manifestations of consumer engagement.

Paper is Available to Meeting Registrants Only.

ONE: **All Clear? Firms' Options to Combine Different Eco-Labels and (Un)informed Consumer Responses**  

Author: **Myrthe Rietkerk**, *Amsterdam Business School, U. of Amsterdam*

Author: **Siri Nordland Boe-Lillegraven**, *Amsterdam Business School, U. of Amsterdam*

Clear CSR-related communication is important for firms if they want to benefit from their CSR efforts. Eco-labelling is a widely used form of CSR communication, but how effective is it and what are the likely returns for different types of labels? While most existing eco-labels provide consumers with information about the environmental performance of specific products, eco-labels focused on the environmental performance of entire firms are growing in popularity. Furthermore, both product-level and firm-level eco-labels can be based on claims made by the firm or manufacturer itself, or be externally certified. Relying on a 4 x 4 within-subject fractional-factorial vignette study design, this paper investigates the effects of different types of eco-labels on consumer response. Findings suggests that the type of eco-label matters when consumers are well informed about the labels' meaning, with externally certified and firm-level labels being preferred. Otherwise, using more than one label matters more than the nature of the labels as such.

Paper is Available to Meeting Registrants Only.

ONE: **Sustainability Branding: Challenges with Building and Maintaining Stakeholder Trust** 

Author: **Zsuzsa Borsza**, *U. of St. Gallen*

Author: **Judith Louise Walls**, *HSG U. of St. Gallen*

Trust-based stakeholder relations are critical to corporate success. However, macro-level contextual influences and ever-changing, divergent stakeholder expectations make it challenging for corporates to build and maintain stakeholder trust. In addition, tensions arise due to different approaches of trust-building within corporates activities such between branding and sustainability. For example, corporate branding typically relies heavily on communication with stakeholders, but over-communication can lead to accusations of greenwashing. We build our theorizing on the notion of stakeholder trust as the key to resolving observed tensions in corporate sustainability branding. Acknowledging the compound nature of trust, we illustrate how sustainability influences all three dimensions of trust (affective, cognitive, and behavioral) and how trust-building processes change once sustainability is implemented into corporate (brand) strategies.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **134** | Submission: **11535** | Sponsor(s): **(ONE, OMT, SIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 11:45AM - 12:45PMPT (UTC-7)**

Managing with and among More-than-human Stakeholders: The Rise of Nature-based Legal Persons



Management and More-than-Human Stakeholders

Organizer: **Costanza Sartoris**, *U. Ca' Foscari of Venice - Dept. of Management*

Organizer: **Nicholas Poggioli**, *Appalachian State U.*

Distinguished Speaker: **Bobby Banerjee**, *Bayes Business School (formerly Cass)*

This PDW supports scholars interested in managing with and among more-than-human stakeholders. More-than-human stakeholders include entities like rivers, plants, and other actors. In the past decades, marginalized indigenous groups and others have acted to win recognition of such entities as right-holders (Banerjee & Arjaliès, 2021). Nowadays, these stakeholders are beginning to secure all over the world legal personhood rights in legal systems, rights like those extended to corporations. For instance, New Zealand has recognized a river as a legal person (Hollingsworth, 2020), while the United States recognized a plant, which has since sued a state government (Douglas, 2021). The rise of legal personhood rights for these more-than-human stakeholders challenges existing management theory and practice developed within a legal regime in which only humans, corporations, and states have legal standing. This PDW supports scholars working in this area to discuss cutting edge issues of research and practice. Also, this PDW intends to enunciate a research agenda to guide near-term work on management with and among more-than-human stakeholders. We explore how the emergence of new legal persons might affect management theory, practice, and teaching. We take a broad, interdisciplinary perspective and invite scholars and practitioners from all disciplines and industries to join the PDW.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **PDW Workshop**
Program Session: **135** | Submission: **11161** | Sponsor(s): **(CMS)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 12:00PM - 2:00PMPT (UTC-7)** at **Seattle Convention Center in Yakima 1**

Faculty Status, Precarity, and Unionism   
Faculty Status, Precarity, and Unionism

Organizer: **David Jacobs**, *American U., Kogod School of Business*
Presenter: **Greg J. Bamber**, *Monash U.*
Presenter: **Garance Christine Marechal**, *U. of Liverpool*
Presenter: **A. Ian Glendon**, *Griffith U.*
Presenter: **Stephen Linstead**, *U. of York*
Presenter: **Jason Russell**, *State U. of New York Empire State College*
Presenter: **Lucy Taksa**, *Macquarie U.*

Philosopher Herbert Marcuse argued for the centrality of the university to critical scholarship and social change in the 1960s, a period of social upheaval and rising expenditures for higher education. Since then, in many national contexts, universities have been hobbled by reduced government support and increased pressure from employer interests and hostile political forces. Academic freedom and tenure systems have given way to greater precarity in employment on an international level, although there is tremendous local and national variation. We propose an interactive session with a global set of scholars introducing particular cases of peril to faculty status and autonomy and commenting on potential remedies: faculty union strategies and other forms of activism.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **136** | Submission: **18626** | Sponsor(s): **(GDO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 12:00PM - 1:30PMPT (UTC-7)** at **Sheraton Grand Seattle in Dashpoint**

Women's Access to Career Resources

Session Moderator: **Dirk Deichmann**, *Erasmus U. Rotterdam*

GDO: **Network Inequalities: Why Cohesiveness Hurts Women (and Helps Men) to Get Ideas Funded**  

Author: **Dirk Deichmann**, *Erasmus U. Rotterdam*
Author: **Balazs Szatmari**, *U. of Amsterdam*
Author: **Jasmien Khattab**, *Erasmus U. Rotterdam*
Author: **Romy Van Der Lee**, *Vrije U. Amsterdam*

In order to work on and implement new ideas, idea creators usually need funding. Provided that there are limited resources, however, not every idea can and will be selected for funding. In this study, we explore in what ways the network cohesion of an idea creator may influence idea funding decisions, and how these funding decisions differ between female and male idea creators. For this purpose, we analyze data on research proposals which were submitted to a national science foundation by early-career scholars in 2014 and 2015. We argue that the effects of network cohesion on the idea creator's competence (as perceived by idea assessors) are positive for male idea creators, but negative for female idea creators. In addition, we suggest that the effect of perceived competence on idea funding is stronger for male idea creators compared to female idea creators. Controlling for the assessed quality of the research idea, we find confirmation for our moderation hypotheses. Our findings demonstrate the complex ways in which gender bias continues to influence idea funding decisions, ultimately disadvantaging the development of ideas proposed by women.

Paper is Available to Meeting Registrants Only.

GDO: **Gender Bias in Entrepreneurship: The Role of the Founders' Entrepreneurial Background**    

Author: **Luca Pistilli**, *UCD Dublin*
Author: **Alessia Paccagnini**, *U. College Dublin*
Author: **Stefano Breschi**, *Bocconi U.*
Author: **Franco Malerba**, *Bocconi U.*

Best Paper on Gender, Diversity, & Entrepreneurship

We examine the issue of entrepreneurial gender bias by focusing on the underlying mechanisms that impact the likelihood of receiving external venture capital financing. We claim that gender bias negatively affects socially attributed dimensions (such as the stigma ascribed to entrepreneurs who have previously suffered a failure), while it has no effect on objective dimensions (such as the experience gained by entrepreneurs). Our results, based on 2,088 US firms, show that female entrepreneurs are less likely to attract external funds if they have previously encountered failure. This negative effect becomes mostly nonsignificant when novel or serial successful entrepreneurs are considered.

Paper is Available to Meeting Registrants Only.

GDO: **Institutional Support is Good for Female Entrepreneurs but How?**    

Author: **Nastaran Simarasl**, *California State Polytechnic U., Pomona*
Author: **Pooya Tabesh**, *California State U., Los Angeles*
Author: **Timothy P. Munyon**, *U. of Tennessee, Knoxville*
Author: **Zahra Marzban**, *allameh Tabataba'i U.*

Female entrepreneurs often face challenges that can be magnified in constrained contexts where they lack the same rights and resources as men. Although past research suggests that institutional support may help contribute to female entrepreneurs' success, it is still unclear how this support affects post-founding entrepreneurial processes and outcomes in constrained contexts. Using a unique sample of Iranian female entrepreneurs, our moderated mediation analysis shows that institutional support moderates the effect of entrepreneurial actions on new venture performance through entrepreneurial self-efficacy. Thus, while female entrepreneurs face significant challenges in constrained contexts, institutional support can enable them to translate their entrepreneurial actions into higher self-confidence and better venture outcomes. Post-hoc comparisons with an American sample also suggest that the type of institutional support varies between constrained and less constrained contexts. In sum, these results suggest that institutional support helps female entrepreneurs succeed after the venture founding stage by strengthening the entrepreneurial action — self-efficacy relationship.

Paper is Available to Meeting Registrants Only.

GDO: **The Impact of Entrepreneur Gender and National Culture on Access to Capital** 

Author: **Angelica Gutierrez**, *Loyola Marymount U.*
Author: **Yongsun Paik**, *Loyola Marymount U.*

Drawing on gendered institutions and implicit gender role theory, we examine the interactive effect of entrepreneurs' gender and national culture on people's willingness to finance ventures. In an experimental setting, MBA students in the U.S. and South Korea evaluated a venture owned by either a male or female entrepreneur, and indicated their willingness to invest in the venture. Findings suggest that national context moderates the effect of implicit gender role theories on investment willingness. The relationship between implicit gender role theories and investment willingness is more negative in South Korea than in the U.S. The more individuals endorsed the belief that gender roles are fixed rather than malleable, the less they were willing to fund women entrepreneurs. Implicit gender role theories had no effect on the funding of male entrepreneurs in either the U.S. or South Korea. Results demonstrate gender bias in access to capital.

Paper is Available to Meeting Registrants Only.

Author: **Mercedes Delgado**, *Copenhagen Business School and MIT*

Author: **Fiona Murray**, *Massachusetts Institute of Technology*

STEM PhDs are a critical source of human capital in the innovation economy. However, their training may not have kept pace with expectations of their contributions, upon graduation, to commercial as well as academic science. We examine whether STEM PhDs engage in patenting as students, becoming new inventors (file their first patent) during doctoral training at leading U.S. universities. Overall, we find that 4% of STEM PhDs become new inventors while training. However, for advisees of faculty who are themselves top (prolific) inventors, this rises to 23%. Indeed, top inventor faculty train over 45% of new inventor PhDs by co-patenting with their advisees. Given concerns over gender inclusion, we also explore whether new inventors are equally distributed by gender. We find that in our sample, the share of female new inventors in patents is 9 percentage points lower than the share of female STEM PhDs. Various mechanisms explain this gap. First, female PhDs are less likely to be trained by top inventor faculty advisors than male PhDs (and more likely to be trained by the smaller number of female top inventors). Second, female PhDs (with either top inventor or other faculty advisors) have a lower probability of becoming a new inventor relative to male counterparts. Importantly, we find that male and female top inventors have similar rates of transforming their female advisees into new inventors at about 8 percentage points lower than for male advisees.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **137** | Submission: **10989** | Sponsor(s): **(MC, ODC, MED)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 12:00PM - 2:00PMPT (UTC-7)** at **Sheraton Grand Seattle in Boren**

Global Lessons from the Field: Firms that Thrived During the COVID-19 and Other Crises

Global Lessons from the Field during Crises

Session Chair: **Eric Sanders**, *Elmhurst U.*
Moderator: **Pierre El Haddad**, *MACH Consultants*
Panelist: **Thomas J. Walter**, *Touhy Capital*
Panelist: **Riccardo Hosri**, *Fernand Hosri Group*
Participant: **Patrick Yanahan**, *USA Strategies, Inc*
Participant: **Haibo Liu**, *Shenzhen Wondale Management Consulting Company*

The past two years have created an amazing quasi-experimental condition for firms to find ways to succeed or fail dramatically during the economic catastrophe caused by the COVID-19 pandemic and other simultaneous crises. This gives us a unique opportunity to learn from successful firms what they did, and use that to generate new theory and practices that may generalize to a much broader audience. We often talk about how to integrate more field-work into our divisions. This is a wonderful opportunity to do just that. This global panel of business leaders from the United States, Lebanon, and China, will share how their firms not only survived, but thrived during these crises.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **138** | Submission: **11985** | Sponsor(s): **(MED)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 12:00PM - 2:00PMPT (UTC-7)**

Maximising Teaching Impact: An Easy Guide to Turbocharging Learning Through Comparison Activities *Teaching Impact Through Comparison Activities*



Organizer: **Martin R. Fellenz**, *Trinity Business School, Trinity College Dublin*
Organizer: **Michelle MacMahon**, *Trinity Business School, Trinity College Dublin - U. of Dublin*
Organizer: **Mairead Brady**, *Trinity Business School, Trinity College Dublin*

This workshop supports educators in developing the skills and knowledge to design and implement effective comparison activities to significantly enhance student learning. Comparison activities, such as students comparing their work against a suitable referent (e.g., peer work; exemplars; instructions; rubrics) or informally comparing their opinion against that of their peers in a buzz group offer an extremely effective teaching strategy for supporting student learning. Well-designed comparison activities support self-regulated learning by facilitating students in engaging in inner conversations about their work and produce inner feedback that becomes the raw material for their learning and development. This highly interactive and collaborative workshop provides participants with immediately useable ideas that are applicable to a wide variety of teaching practices. It guides participants in developing insights about comparison activities for students self-regulated learning; helps participants identify the ubiquitous, implicit comparison opportunities already part of their educational practices; and facilitates participants in identifying concrete opportunities for enhancing existing and designing and implementing new comparison activities within their teaching practice. We introduce a design and implementation framework; provide instructive case examples; and offer a template that structures design and implementation in easily identifiable and manageable steps. In the workshop attendees will design opportunities to use this approach in their own teaching. The workshop intersperses useful input with with reflective and experiential exercises to highlight the benefits and processes of comparison-based internal feedback. Comparison activities can be deployed across all learning settings including in classroom settings, individual and group assignments, and online tasks and interactions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **139** | Submission: **10502** | Sponsor(s): **(MH, CMS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 12:00PM - 1:30PMPT (UTC-7)** at **Hyatt Regency Seattle in 407 Satsop**

Meet the Editors
Meet the Editors



Participant: **Bradley Gerald Bowden**, *Griffith U.*
Participant: **Anthony Gould**, *U. Laval*
Participant: **Albert J. Mills**, *Saint Mary's U., Canada/U. of Eastern Finland*
Participant: **Nicholous Mark Deal**, *Mount Saint Vincent U.*
Participant: **Jeffrey Muldoon**, *Emporia State U.*
Participant: **Anders Sorensen**, *Copenhagen Business School*
Participant: **Daniel Wadhvani**, *U. of Southern California*

The Covid-19 pandemic of 2020-22 has caused major disruptions to not only the AOM but also to the whole academic teaching and research process. In exploring these and other challenges to academic research, this PDW brings together editors from 4 journals: Journal of Management History, Qualitative Research in Organizations and Management, Management & Organisational History, and Relations Industrielle / Industrial Relations. Drawing upon their experiences, the PDW will discuss both the issues confronting journals and editors, and also those confronting authors. Among the former are an apparent decline of downloads during the pandemic and the forced retirement / redundancy of academic staff that is (or will) impact author and reviewer numbers. The opaque nature of the journal ranking process, most particularly the British and Australian Dean's Ranking Lists will also be discussed. Another issue confronting some journals is the outsourcing of the proofing and publication process to cheaper, low-quality firms. For authors, issues worthy of discussion include the cutback of research funding, the impact of virtual teaching, difficulty in accessing physical libraries and archives. The PDW will aim to be as interactive as possible so as to allow authors and other participants an insight into the publication process, the problems confronting journals in the management history, critical management studies and labor relations space, and the wider changes impacting the intellectual reach of academic journals.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: **140** | Submission: **15266** | Sponsor(s): (MOC, OB)

Session Format: **In-person Only: Seattle**

Scheduled: **Friday, Aug 5 2022 12:00PM- 1:30PMPT (UTC-7)** at **Seattle Convention Center in Room 203**

Creating a Better World: Towards Better Management of Distress and Trauma in the Workplace

Managing Distress and Trauma in the Workplace



Organizer: **Solomiya Draga**, *U. of Toronto*

Panelist: **Solomiya Draga**, *U. of Toronto*

Organizer: **Marlys K. Christianson**, *U. of Toronto*

Moderator: **Marlys K. Christianson**, *U. of Toronto*

Organizer: **Rachel Lise Ruttan**, *U. of Toronto*

Panelist: **Rachel Lise Ruttan**, *U. of Toronto*

Panelist: **Ashley Elizabeth Hardin**, *Washington U. in St. Louis*

Panelist: **William A. Kahn**, *Boston U.*

Panelist: **Kira Franziska Schabram**, *U. of Washington*

Panelist: **Sally Maitlis**, *U. of Oxford*

Finalist for MOC Division Best Symposium Award

Emotional distress is a common occurrence in workplaces, with up to a third of the working population suffering from poor psychological health. With the emergence of the Coronavirus 2019 (COVID-19) global pandemic, concerns surrounding psychological health in the workplace are particularly relevant. The effects of the pandemic have been felt widely across society, and have significantly changed the ways that people engage in their work. While much of the current research on workplace distress focuses on the causes and consequences of distress, little research investigates this process in “ordinary” workplaces, many of which were hit hardest by the pandemic. To consider this topic, we have assembled a panel of scholars who study distress and well-being within organizations. Together, these panelists will shed light on distress in the context of ordinary workplaces, as well as how suffering emerges in organizational contexts, and the types of behaviours that employees engage in to recognize, make sense of, and communicate about their own and others’ distress

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **141** | Submission: **15135** | Sponsor(s): **(MOC, OMT, OB)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 12:00PM - 1:30PMPT (UTC-7)**

**Future of Work and Technology: Technology,
Identity, Self-Quantification, and Autonomy**
Future of Work and Technology



Organizer: **Farnaz Ghaedipour**, *McMaster U.*
Organizer: **Erin Marie Reid**, *McMaster U.*
Presenter: **Hatim A. Rahman**, *Northwestern Kellogg School of Management*
Presenter: **Lindsey Cameron**, *The Wharton School, U. of Pennsylvania*
Participant: **Nicholas Occhiuto**, *EMLYON Business School*
Participant: **Bobbi Thomason**, *Pepperdine Graziadio Business School*
Presenter: **Melissa Mazmanian**, *U. of California, Irvine*
Participant: **Kathleen Pine**, *Arizona State U.*
Discussant: **Christine Beckman**, *U. of Southern California*

In many parts of the economy, technology plays an increasingly important role in the control and management of workers. In this presenter symposium, we bring together four studies that offer novel insight into different dimensions of the relationship between technology and work, including behavioral experiments, identity control, the importance of social and cultural context, and effects for professional identity and autonomy. Our studies taken together show the importance of technology in a wide range of settings—platform-mediated work, such as ride-hailing and software development, platform-work, such as Instagram influencers, and professional work performed in labor and delivery wards. By offering examinations of the intersections between technology and control in a variety of work contexts, both newer and more traditional, using both quantitative and qualitative methods, our symposium promises novel insights into the evolving and future role of technology in relationship between work and workers.

The Experimental Hand: Experimentation as a Mode of Platform Governance

Author: **Hatim A. Rahman**, *Northwestern Kellogg School of Management*

Metrics as Identity Baits

Author: **Farnaz Ghaedipour**, *McMaster U.*

The Platform is Not Neutral: An Investigation of App-Based Work through a Global Comparative Ethnogr

Author: **Lindsey Cameron**, *The Wharton School, U. of Pennsylvania*
Author: **Nicholas Occhiuto**, *EMLYON Business School*
Author: **Bobbi Thomason**, *Pepperdine Graziadio Business School*

Technologies of Quantification and the Autonomy of Action: The Case of Electronic Fetal Monitoring

Author: **Melissa Mazmanian**, *U. of California, Irvine*
Author: **Kathleen Pine**, *Arizona State U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: **142** | Submission: **17880** | Sponsor(s): **(OB)**

Session Format: **In-person Only: Seattle**

Scheduled: **Friday, Aug 5 2022 12:00PM - 1:30PMPT (UTC-7)** at **Seattle Convention Center in Room 618**

Gender Inequity in Entrepreneurship: Understanding Barriers, Boundary Conditions, and Opportunities *Gender Inequity in Entrepreneurship*



Session Chair: **Soojin Oh**, *Pennsylvania State U.*

Discussant: **Andrew Pierce Knight**, *Washington U. in St. Louis*

Presenter: **Melanie Milovac**, *INSEAD*

Presenter: **Dana Kanze**, *London Business School*

Presenter: **Soojin Oh**, *Pennsylvania State U.*

Participant: **Alessandro Piazza**, *Rice U.*

Participant: **Aparna Joshi**, *Penn State Smeal College of Business*

Participant: **Steven Gray**, *U. of Texas at Austin*

Achieving gender equity in entrepreneurship is a pressing societal concern. A growing number of studies have provided consistent evidence for gender disparities and barriers for female entrepreneurs. Yet, research also suggests that under certain conditions, tied to the unique features of the entrepreneurship context, there may also be a female advantage in venture evaluations and funding outcomes. In this symposium, we hone in on this burgeoning line of inquiry by bringing together four presentations that investigate when and why a female (dis)advantage emerges, and how certain features of this context help to mitigate gender bias. Based on a diverse array of methods (archival, experimental, and video metrics) and samples (angel investors, accelerators, and cofounders), the presentations highlight novel mechanisms underlying gender bias in entrepreneurship settings. Overall, this symposium aims to 1) offer actionable insights for recognizing and addressing gender bias in entrepreneurship and 2) identify new directions for gender research more broadly.

Women Entrepreneurs Don't Ask (For Enough) in the Entrepreneurial Negotiation Process?

Author: **Anyi Ma**, *Tulane U.*

The Effects of Masculinity Displays by Female Entrepreneurs on Venture Evaluation

Author: **Soojin Oh**, *Pennsylvania State U.*

Author: **Aparna Joshi**, *Penn State Smeal College of Business*

How the Functional Titles of Male and Female Cofounders Affect Funding in Mixed-Gender Founding Team

Author: **Steven Gray**, *U. of Texas at Austin*

Author: **Melanie Milovac**, *INSEAD*

"Gender Diversity Matching" Helps Ventures Raise Funding: Evidence from a Natural Experiment

Author: **Dana Kanze**, *London Business School*

Author: **Alessandro Piazza**, *Rice U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **143** | Submission: **17294** | Sponsor(s): **(OB, HR, OMT, GDO, MOC, CAR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 12:00PM - 3:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 4C1**

Enduring through Gender Biases in Academia: Understanding Experiences, Challenges, and Solutions
Enduring Through Gender Biases in Academia



Organizer: **Nitya Chawla**, *Texas A&M U.*
Organizer: **Priyanka Dwivedi**, *Texas A&M U., Mays Business School*
Organizer: **Edwyna Theresa Hill**, *U. of South Carolina*
Organizer: **Michael Parke**, *The Wharton School, U. of Pennsylvania*
Panelist: **Rachel Arnett**, *The Wharton School, U. of Pennsylvania*
Panelist: **Ellen Ernst Kossek**, *Purdue U.*
Panelist: **Ivona Hideg**, *Schulich School of Business, York U.*
Panelist: **Marie S. Mitchell**, *U. of North Carolina at Chapel Hill*
Panelist: **Lisa H. Nishii**, *Cornell U.*

As in organizational life, there are numerous barriers that detriment female scholars in academia generally and in the field of organizational sciences, specifically. Indeed, akin to the ‘glass ceiling’ phenomenon within organizations, women in academia suffer from similar gender inequities (e.g., field-level structural barriers, lack of organizational support, social support concerns, and limited allyship). As such, the aim of the proposed professional development workshop (PDW) is to shed light on the challenges that female scholars face in our field and generate ideas and solutions for changes that can help women overcome some of these barriers. To do so, this session invites leading scholars to apply insights from their own, and others’, research and knowledge on gender and organizational bias to the field of management. The panelist presentations will be followed by breakout sessions where participants are able to have open conversations with the panelists and engage in a discussion of possible solutions to the barriers women scholars face. Combined, this PDW seeks to broaden our understanding of women’s experiences in the Academy and find solutions to better meet the needs of female scholars and facilitate their success in the field. This PDW is slated to be one of the flagship PDWs of the OB Division.

Pre-registration is required; details will be shared on the AOM OB Listserv.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **144** | Submission: **12086** | Sponsor(s): **(OSCM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 12:00PM - 1:00PMPT (UTC-7)** at **The Westin Seattle** in **Elliot Bay**

OSCM Disvision Junior Faculty and Doctoral Consortium Lunch
OSCM Disvision JFFDC Lunch

Participant: **Kai Dominik Foerstl**, *EBS U. für Wirtschaft und Recht*
Session Chair: **John Aloysius**, *U. of Arkansas Sam M. Walton College of Business*
Session Chair: **Maricela Arellano Caro**, *HEC Montreal*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **145** | Submission: **18465** | Sponsor(s): **(PUBS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 12:00PM - 2:00PMPT (UTC-7)** at **The Westin Seattle in Cascade II**

**Publishing in AMD: The Premier Journal for Empirical Exploration
in Management**
Publishing in AMD



Organizer: **Susan Zaid**, *Academy of Management*
Presenter: **Kevin W. Rockmann**, *George Mason U.*

Have interesting findings you can't explain? Curious about exploring new or unexplained phenomena? Have a desire to be more creative and transparent in presenting your research? Come learn about publishing in Academy of Management Discoveries (AMD). In this session you will hear a presentation about AMD from the current editor-in-chief followed by an opportunity to ask questions related to publishing in the journal. You will also have an opportunity to hear about the special issues from that editorial team and to ask them specific questions regarding the special issue. We hope to see you there!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **146** | Submission: **11928** | Sponsor(s): **(OB)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 12:30PM - 2:00PMPT (UTC-7)** at Seattle Convention Center in Room 204

**The Future of Work Beyond Technology: Tackling
Four Fundamental Human Challenges**
The Future of Work Beyond Technology



Organizer: **Laura Maria Giurge**, *London School of Economics and Political Science*
Organizer: **Lauren Christine Howe**, *U. of Zurich*
Discussant: **Jennifer Petriglieri**, *INSEAD*
Discussant: **Jochen I. Menges**, *U. of Zurich*
Presenter: **Lauren Christine Howe**, *U. of Zurich*
Participant: **Laura Maria Giurge**, *London School of Economics and Political Science*
Participant: **Alexander F. Wagner**, *U. of Zurich*
Participant: **Jochen I. Menges**, *U. of Zurich*
Presenter: **Jamie L. Gloor**, *U. of St. Gallen*
Participant: **Susanne Helena Braun**, *Durham U.*
Participant: **Jenny M. Hoobler**, *NOVA School of Business and Economics*
Presenter: **Hilary Hoyt Hendricks**, *U. of Michigan*
Participant: **Nathan Meikle**, *U. of Kansas*
Participant: **Julia Lee Cunningham**, *U. of Michigan*
Participant: **Alaina Segura**, *U. of Michigan*
Presenter: **Felix Danbold**, *UCL School of Management*

This symposium aims to call attention to the fundamentally human challenges that lie ahead in the future of work and thus expand the focus of management research on the future of work beyond technology. Four papers bring together diverse perspectives from management on the human side of work in the future. The papers move beyond understanding technology as a key driver of changes at work to put people at the center, examining four fundamental human aspects that are critical to address to create a better future of work, namely: leadership in a global crisis, work-family conflict, work mattering, and belonging. The four speakers illustrate why solving these human challenges is as critical to the future of work as harnessing the promise of technology. First, Lauren Howe, Laura Giurge, Alexander Wagner, and Jochen Menges document the performance benefits of leaders who pay attention to the human costs of a global crisis such as employee health and well-being. Second, Jamie Gloor, Susanne Braun, and Jenny Hoobler document how leaders, especially male leaders, can positively shape their followers' perceptions and behaviors by being open about their experience with work-life conflict. Third, Hilary Hoyt Hendricks, Nathan Meikle, Julia Lee Cunningham, and Alaina Segura show how employees can rely on each other to harness a sense of mattering at work in a context where technology might make it difficult to do so. Finally, Felix Danbold draws attention to the challenge of creating a sense of belonging at work and documents when and why members of non-dominant groups claim belonging in organizations. By presenting these four human challenges in the future of work, this symposium illustrates how ignoring the human aspects of the future of work can be costly for organizational leaders who want to maintain a competitive advantage as well as for management scholars who care about expanding our understanding of the future of work so that humans, and not just machines, are in the spotlight.

The Human Cost of COVID-19

Author: **Lauren Christine Howe**, *U. of Zurich*
Author: **Laura Maria Giurge**, *London School of Economics and Political Science*
Author: **Alexander F. Wagner**, *U. of Zurich*
Author: **Jochen I. Menges**, *U. of Zurich*

Help When Leaders Need Somebody? Positive Reactions to Leader Work-Family Conflict

Author: **Jamie L. Gloor**, *U. of St. Gallen*
Author: **Susanne Helena Braun**, *Durham U.*
Author: **Jenny M. Hoobler**, *NOVA School of Business and Economics*

“I See You as a Person First”: Co-creating Mattering for the New World of Work

Author: **Hilary Hoyt Hendricks**, *U. of Michigan*
Author: **Nathan Meikle**, *U. of Kansas*
Author: **Julia Lee Cunningham**, *U. of Michigan*
Author: **Alaina Segura**, *U. of Michigan*

Claiming the Right to Belong at Work

Author: **Felix Danbold**, *UCL School of Management*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **147** | Submission: **19544** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 12:30PM - 2:00PMPT (UTC-7)** at **Seattle Convention Center in Room 308**

Burnout and Strain

Session Moderator: **Izzy Gainsburg**, *Harvard Kennedy School*

OB: Associating Empowering Leadership and Occupational Burnout in Nursing: A Mediated Moderation Model

Author: **Hira Salah Ud Din Khan**, *School of Management, Jiangsu U., China*

Author: **Muhammad Salman Chughtai**, *Faculty of Management Sciences, International Islamic U., Islamabad*

Based on empowerment and hardiness theory, this study investigated the dual impact of empowering leadership on occupational burnout through the mediating role of workaholism and the moderating impact of psychological hardiness in the relationship between empowering leadership and occupational burnout. Additionally, the mediated moderation model was investigated. Temporal separation (two time-lags with one-month separation from first-lag to second-lag) data collection approach was applied to collect opinions from the study participants through survey method; 212 permanent employees (nurses) participated from the healthcare sector to test the proposed hypothesis of this study. Using PROCESS macros, the study's findings revealed that empowering leadership is a significant predictor of minimizing occupational burnout. Moreover, the study's findings also validate that workaholism is a critical mediator between empowering leadership and occupational burnout. The results indicated that empowering leadership also leads to burden nurses as they work excessively and leads to occupational burnout. Further, Psychological hardiness plays an important moderator role in the link between workaholism and occupational burnout. Finally, the results of mediated moderation model demonstrated that nurses with high psychological hardiness adjust and cope well with the stressful workload i.e., workaholism when empowered by their leaders/supervisors. The findings highlight the potential benefit and risks of empowering leadership for the nursing profession and healthcare management. This study extends the previous literature by empirically testing how workaholism and psychological hardiness affect the empowering leadership and occupational burnout relationship in the nursing profession of Pakistan. Key Words Empowering Leadership; Workaholism; Psychological Hardiness; Occupational Burnout

Paper is Available to Meeting Registrants Only.

OB: Adaptive Work and Family Behaviors Link Support to Mental Health During a Pandemic

Author: **Shaun Michael Pichler**, *California State U., Fullerton*

Author: **Wendy J. Casper**, *U. of Texas At Arlington*

Author: **Luke Fletcher**, *School of Management, U. of Bath*

Author: **Nishat Babu**, *Loughborough U., School of Business and Economics*

Although social support is widely studied, how support from multiple life domains coalesce to predict psychological health is not well-understood. We address a key unresolved issue in the social support literature - how social support relates to psychological health - by examining adaptive behavior as a mechanism through which support from work and family domains, during the COVID-19 pandemic, impacts psychological health. Given support may not equally benefit all, we consider individual differences in demographics as moderators in the relationships between support, adaptive behavior and health outcomes. We examine both within-domain and cross-domain effects of support on adaptive behavior using a sample of 392 employees who responded to two surveys, three weeks apart, shortly after the COVID-19 lockdown. Consistent with expectations, adaptive behavior both within and across domains mediated the relationships between social support and psychological health. Relationship between family support and adaptation in the family domain and psychological health were stronger among participants without a cohabiting partner. Our findings highlight the important role social support and adaptive behavior play in maintaining well-being during crisis events, particularly for persons without cohabiting partners.

Paper is Available to Meeting Registrants Only.

OB: The Interactive Effects of Job Demands and Present Temporal Focus for Time Pressure and Strain 

Author: **Nina Junker**, *Institute of Psychology, U. of Oslo*

Author: **Roman Briker**, *Maastricht U.*

Time pressure is ubiquitous in peoples' work lives and is associated with many negative consequences for employees' well-being. In general, scholars have viewed time pressure as a characteristic intrinsic to the job which—in isolation or jointly with other job facets—relates to employees' strain. This common operationalization of time pressure, however, is misaligned with time pressure's core definition to constitute an outcome (not a dimension) of job demands. Combining a subjective time lens with job demands-resources theory, we propose that time pressure transfers the effects of quantitative job demands on employee strain. Furthermore, we add insights from temporal personality theory to this model to hypothesize that employees' present temporal focus (i.e., the extent to which individuals pay attention to the present) strengthens this indirect relationship. We test this model in a three-wave, longitudinal study of 515 German employees. Cross-lagged panel analyses demonstrate that for moderately to highly present-focused employees (but not for less present-focused individuals), job demands relate to increased time pressure and, by extension, increased strain. These findings indicate that enriching the literature on job demands and time pressure with a subjective time lens provides critical insights into how and when time pressure emerges and decreases employee well-being.

Paper is NOT Available. Please contact the author(s).

Author: **Izzy Gainsburg**, *Harvard Kennedy School*

Author: **Julia Lee Cunningham**, *U. of Michigan*

People's compassion response often weakens with repeated exposure to suffering, a phenomenon known as compassion fatigue. Why is it so difficult to continue feeling compassion in response to others' suffering? One possibility is that the capacity to feel compassion in these situations is explained by people's belief that compassion is a limited resource and that feeling compassion can result in fatigue. We propose that mindsets about compassion as limited result in a self-fulfilling prophecy that reinforces compassion fatigue. If so, then inducing the mindset that compassion is nonlimited should enable people to continue to feel compassion in the face of suffering. Across three studies, we show that there is variability in people's compassion mindsets, that these mindsets can be altered through information supporting one view or the other, and that limited-compassion mindsets are associated with lower feelings of compassion, less helping, and more fatigue. This research not only identifies a novel factor predicting compassion fatigue; it also supports the idea that people's beliefs about the nature of emotions affect how emotions are experienced. Together, this research contributes to developing a strategy for increasing people's capacity to feel compassion and their prosocial behavior.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **148** | Submission: **11434** | Sponsor(s): **(OB, HR, MOC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 12:30PM - 2:00PMPT (UTC-7)** at **Seattle Convention Center in Room 212**

Leading by Serving: Understanding the Antecedents and Influences of Servant Leadership

Leading by Serving



Session Chair: **Jia Hu**, *Ohio State U.*
Discussant: **Dirk Van Dierendonck**, *Erasmus U. Rotterdam*
Participant: **Nathan Eva**, *Monash Business School*
Participant: **Feng Lv**, *Nankai U.*
Participant: **Hamed Ghahremani**, *U. of New Orleans*
Participant: **Chad Hartnell**, *Georgia State U.*
Participant: **Emily M. Hunter**, *Baylor U.*
Participant: **G. James Lemoine**, *U. at Buffalo, The State U. of New York*
Participant: **Robert C Liden**, *U. of Illinois at Chicago*
Participant: **Mitchell J. Neubert**, *Baylor U.*
Participant: **Jeroen Stouten**, *KU Leuven*
Participant: **Leander De Schutter**, *Erasmus U. Rotterdam*
Participant: **Lin Xiu**, *U. of Minnesota, Duluth*
Participant: **Shuxia Zhang**, *Ohio State U.*
Participant: **Meng Zhong**, *Xi'an Jiaotong U.*

Servant leadership, which prioritizes the interests and wellbeing of those being served, is considered as a unique approach that offers much potential to enrich our understanding of leadership. Despite the growing interest in exploring the influences of servant leadership on followers and other stakeholders, several research questions that matter for both theory and practice remain largely unanswered. First, servant behaviors are modifiable and trainable. In addition to innate personality traits, what situational factors contribute to the display of servant leadership behaviors? Second, like other positive leadership approaches, servant leadership has been criticized to be overly idealistic and nice. Then how do servant leaders manage conflicts, deliver negative feedback, and help employees in their career progression? To extend our conceptual and empirical understanding of servant leadership, we offer five papers in this symposium that examine the causes and influences of servant leadership, highlighting how servant leadership can be developed through leaders' signals and followers' experiences, and how and when their servant behaviors can inspire followers to reach their fullest potential.

Signals Of A Servant Leader

Author: **Nathan Eva**, *Monash Business School*
Author: **Emily M. Hunter**, *Baylor U.*
Author: **Mitchell J. Neubert**, *Baylor U.*

When and How Follower Unethical Behaviors Lead To Servant Leadership: A Social Identity Analysis

Author: **Shuxia Zhang**, *Ohio State U.*
Author: **Jia Hu**, *Ohio State U.*

Interplay Of Servant Leadership Behaviors And Machiavellianism On Perceived Leader Effectiveness

Author: **Lin Xiu**, *U. of Minnesota, Duluth*
Author: **Feng Lv**, *Nankai U.*
Author: **Dirk Van Dierendonck**, *Erasmus U. Rotterdam*

The Role Of Tough Love On Relationships Between Servant Leadership and Follower Outcomes

Author: **Robert C Liden**, *U. of Illinois at Chicago*
Author: **Meng Zhong**, *Xi'an Jiaotong U.*
Author: **Jeroen Stouten**, *KU Leuven*
Author: **Leander De Schutter**, *Erasmus U. Rotterdam*

Servant Leadership and Employee Career Progression

Author: **Hamed Ghahremani**, *U. of New Orleans*
Author: **G. James Lemoine**, *U. at Buffalo, The State U. of New York*
Author: **Chad Hartnell**, *Georgia State U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **149** | Submission: **10074** | Sponsor(s): **(OMT, CMS, SIM, RM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 12:30PM- 4:30PMPT (UTC-7)** at Seattle Convention Center in Chelan 4

**Decolonizing Management and Organization Studies:
Why Should We Do It and How Can We Do It?**
Decolonizing Management and Organization Studies



Organizer: **Emamdeen Fohim**, *U. of Bern*
Organizer: **Chintan Kella**, *Tilburg U.*
Presenter: **Charlene E. Zietsma**, *Penn State U.*
Presenter: **Joel Bothello**, *John Molson School of Business, Concordia U.*
Presenter: **Ella Henry**, *Auckland U. of Technology*
Presenter: **Adeelah Kodabux**, *Middlesex U. Mauritius*
Presenter: **Amar Seeam**, *Middlesex U. Mauritius*
Presenter: **Anna Kim**, *McGill U.*
Presenter: **Garima Sharma**, *Georgia State U.*
Presenter: **Abhishek Nagaraj**, *U. of California, Berkeley*
Presenter: **Michael John Gill**, *U. of Oxford*
Presenter: **Snehanjali Ashish Chrispal**, *Deakin U.*

Discussions on decolonizing management and organization studies have recently gained attention. While worldwide concerns on institutional racism has increased the sensitivity on the matter, the debate is also relevant for management scholars to achieve their set goal of addressing grand challenges: Only from an unbiased cultural view on an investigated case, scholars can establish practical knowledge, able to tackle today’s Sustainable Development Goals beyond the Western world. Existing literature, i.e., has raised the awareness on ethnocentric concepts or has urged to develop ‘indigenous theories’ to respect diverse social-cultural contexts while researching. Beside these valuable inputs, though, few literatures exist on applicable measures for doing decolonized management studies. This hybrid PDW aims to address this gap. Prominent scholars will present different approaches by (i) elaborating the added value of investigating non-western contexts for management research, (ii) reviewing theoretical concepts that consider local contexts for theory development, and (iii) discussing methodologies for unbiased research. Drawing on these inputs, round table discussions will allow participants to jointly develop a Charta for raising awareness on the topic. The overall goal of the PDW is to improve theory development by avoiding western-biased research. We thus believe that this PDW is of particular interest for scholars of the OMT community. We also expect that CMS and SIM scholars will sympathize with our self-critical standpoint for impactful research. Finally, RM scholars will be curious to hear about methodological approaches for doing value-neutral research.

The first part of the PDW consists of presentations by prominent scholars who discuss reasons and approaches for decolonizing management studies. Anyone registered for the conference may attend the first part without pre-registration. The second part consists of round table discussions (in-person & online) during which attendees can elaborate together with the speakers the topic of the PDW in further depth by jointly establishing a Charta for raising awareness on the issue. This second part is limited to 10 participants per group (max. 80 participants). Participants who are interested in attending the second part of the PDW are invited to raise their motivation via the following registration form until the 30 of June 2022:
https://aom2022pdw.wufoo.com/forms/pdw_decolonizing-management-studies/ For any further enquiries, please contact: emamdeen.fohim@kpm.unibe.ch & c.k.kella@tilburguniversity.edu

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **150** | Submission: **17469** | Sponsor(s): **(RM, ENT, HR, IM, OB, OMT, STR, TIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 12:30PM - 3:00PMPT (UTC-7)**

Incorporating Machine Learning into Literature Search, Meta-analysis and Systematic Reviews *Efficient Systematic Review Using Machine Learning*



Presenter: **Hadi Fariborzi**, *Mount Royal U.*
Presenter: **Piers Steel**, *U. of Calgary*

Integrating findings of individual studies to depict the state of knowledge in a field is the cornerstone of scientific inquiry. Such evidence synthesis is achieved in systematic literature reviews, meta-analysis studies, or in any literature search. This workshop aims to introduce newly developed tools that incorporate advanced techniques such as Machine Learning to significantly increase the efficiency of conducting large scale systematic reviews. This will be achieved through an interactive plan involving the participants in updating an outdated meta-analysis study. Through collaborative work with the participants in the workshop, we will start from keyword search and importing data from multiple databases, involving participants in a step-by-step project, to get to the point of selecting the final set of papers to be included. We will highlight key challenges in conducting systematic reviews and then introduce software tools at each step that can improve efficiencies. Specifically, we will address ways to efficiently handle duplicate entries, conduct collaborative research, remove irrelevant records using title/abstract screening with Machine Learning, download full-text of articles and analyze those full-texts and provide better ways to update existing systematic reviews.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **151** | Submission: **12498** | Sponsor(s): **(SIM, MSR, ONE)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 12:30PM - 2:00PMPT (UTC-7)**

**Toward a New Logic of Sustainability: Identifying the Business
Narrative Barriers to the Public Good**
Business Narrative Barriers to the Public Good



Organizer: **Gerard F. Farias**, *Fairleigh Dickinson U.*
Panelist: **David Wasieleski**, *Duquesne U.*
Organizer: **Nuno Guimaraes Da Costa**, *ICN ARTEM Business School*
Panelist: **Sandra A. Waddock**, *Boston College*
Panelist: **Poonam Arora**, *Quinnipiac U. School of Business*
Panelist: **Erica Steckler**, *U. of Massachusetts, Lowell*
Panelist: **David M. Boje**, *Emeritus*
Panelist: **Wendelin Küppers**, *Karlshochschule International U.*

Business organizations are often criticized for not acting in the interest of the public good thereby harming the wellbeing of humanity and the planet. In fact, they are often accused of being a key cause behind the crises we now face—climate change, inequality, biodiversity loss, to name a few. Recent literature argues that the neo-classical/neo-liberal perspective that dominates the governing philosophy of business organizations is behind the lack of attention to public good (e.g., Farias et al., 2020; Waddock, 2020). This PDW convenes scholars from diverse management disciplines to delve deeper into these ideas with a critical examination of the language, narratives, and rhetoric that together created a dominant institutional logic, which has raised barriers to paradigm shift and prevented a more serious focus on sustainability and the public good. Furthermore, this PDW will enable scholars to share ideas, spark inspiration and co-generate solutions that have the potential for business as an institution to in fact, create a better world together for and with all. The PDW opens with thought-leading panelists, each introducing a challenging question to develop and advance new paradigms grounded in the idea of building new narratives. Panelists will then serve as facilitators of roundtable workshops designed to develop and amplify inclusive principles and practices that inspire novel thinking, energize solution-generation, advance scholarship, and support teaching across AOM divisions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **152** | Submission: **12017** | Sponsor(s): **(ENT, STR, TIM, OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 1:00PM - 4:00PM PT (UTC-7)** at **Hyatt Regency Seattle in Elwha A**

**External Enablement of Entrepreneurial Action and Outcomes:
Current Thinking and Future Directions**
External Enablement of Entrepreneurship



Organizer: **Richard Hunt**, *Virginia Tech*
Organizer: **Parul Manocha**, *Virginia Tech*
Distinguished Speaker: **Per Davidsson**, *Jonkoping International Business School*
Participant: **Frederik Von Briel**, *U. of Queensland*
Participant: **Daniel L. Bennett**, *U. of Louisville*
Participant: **Dominic Michael Chalmers**, *U. of Glasgow*
Participant: **Magdalena Markowska**, *Jönköping U.*
Participant: **Russell Matthews**, *U. of Strathclyde*
Participant: **Michael Araki**, *U. of Louisville*
Participant: **Amy Hyslop**, *U. of Strathclyde, Strathclyde Business School*
Participant: **Jiyoung Kim**, *Jonkoping International Business School*

Few scholars would disagree with the notion that no entrepreneur acts in a vacuum, yet the manner in which macro-environmental changes – consisting of technological, regulatory, socio-cultural, economic, political, demographic, and natural-environmental factors, among others – exert influence upon micro-level entrepreneurial actions and outcomes has been a scattered, challenging, understudied line of inquiry for entrepreneurship research. In recent years, however, scholars have begun to broaden and deepen their study of what Per Davidsson dubbed “external enablers”: exogenous, actor-independent drivers of entrepreneurship. The identification and incorporation of external enablement -- wherever it may occur in the new venture creation process -- offers a more workable and dramatically less contentious approach than “objective opportunities” to account for the emergence and fate of business ventures. With several dozen articles appearing in top entrepreneurship journals in the past three years, a Special Issue on EEs underway at the Strategic Entrepreneurship Journal, and numerous doctoral dissertations flowing from programs around the world, the study of external enablement has become an exciting font of scholarly activity. Yet, the pandemic has made it difficult for the emerging community of EE scholars to share novel insights and to welcome and educate newcomers about conceptual and empirical work on exogenous influences of entrepreneurial actions and outcomes. We plan to stage a workshop in which participants are invited to immerse themselves in the collegial debate and development of new research questions, conceptual gaps, compelling data, and fresh methodological approaches.

No invitation or prior preparation is required to attend this workshop. We welcome conference participants from all Divisions, though the primary sponsor is ENT. The session will appeal to PhD students, faculty, and practitioners regardless of whether one is an expert or newcomer to this research stream.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **153** | Submission: **11472** | Sponsor(s): **(GDO, CAR, OB, HR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 1:00PM - 2:30PMPT (UTC-7)** at **Seattle Convention Center in Room 2A**

**Faculty Covid-19 Experiences and Work-life Inclusion:
Future Flexibility and Equality Insights**
Faculty Covid-19 Experiences and Inclusion



Organizer: **Ellen Ernst Kossek**, *Purdue U.*
Participant: **Gretchen Marie Spreitzer**, *U. of Michigan*
Participant: **Brenda A. Lautsch**, *Simon Fraser U.*
Participant: **Matthew B. Perrigino**, *Iona College*
Participant: **Alyson Gounden Rock**, *McGill U. - Desautels Faculty of Management*
Participant: **Clare Kelliher**, *Cranfield U.*
Participant: **Tarani Joy Merriweather**, *Purdue U., West Lafayette*
Participant: **Yseult Freeney**, *Dublin City U.*
Participant: **Russell A. Matthews**, *U. of Alabama*
Participant: **N. Sharon Hill**, *George Washington U.*
Participant: **Lindsay Mechem Rosokha**, *Purdue U., West Lafayette*
Participant: **Meredith Lauren Woehler**, *Purdue U.*

Aligned with the 2022 conference theme, “Creating a Better World Together,” the goals of this interactive PDW are to discuss lessons learned and reflections moving forward as academics personally and professionally, building on participants’ lived work-life inclusion experiences during COVID-19 regarding how individuals and organizations managed flexibility, well-being, and career equality. Work-life inclusion is defined as when individuals perceive work cultures and structures as supporting an individual’s ability to thrive authentically in family and personal life roles on and off the job, while progressing in a career (Kossek & Lee, 2021). Business schools and universities provide a unique context in order to assess such Covid-19 impacts due to the extreme underrepresentation of women full professors (less than 20%), the high job overlap between personal and professional identities reinforcing overwork cultures, and the rapid transition to remote working causing high work and nonwork intensification and disrupting boundaries and supports. Although work-life pressures have been documented to affect the career advancement, inclusion, and retention of faculty and scientists- especially women and other caregivers, and many business schools target advancing gender diversity and inclusion as a strategic goal- now assessed as criteria for AACSB accreditation, work-life issues are not well-integrated into diversity, equity, and inclusion initiatives; which the pandemic made very salient. The PDW will include faculty from a diversity of career stages, nationalities, family status, living arrangements, and gender and work-life backgrounds and will integrate gender equality inclusion insights from a recent U.S. National Science Foundation workshop and a National Academy of Science report. Participants will share equality, flexibility and well-being impact, discussing actionable insights.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **154** | Submission: **13754** | Sponsor(s): **(HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 1:00PM - 2:30PMPT (UTC-7)** at **Hyatt Regency Seattle** in **305 Chelais**

International Early Career Scholars: How to Engage with the HR Division
HR Division International Early Career Scholars



- Organizer: **Michal Biron**, *U. of Haifa*
- Organizer: **Mila Borislavova Lazarova**, *Simon Fraser U.*
- Organizer: **Vanessa Shum**, *Simon Fraser U.*
- Organizer: **Karina Van De Voorde**, *Tilburg U.*
- Speaker: **Aichia Chuang**, *U. of North Carolina at Greensboro*
- Speaker: **Jarrod Haar**, *Auckland U. of Technology*
- Speaker: **Mevan M. Jayasinghe**, *Michigan State U.*
- Speaker: **Sewon Kim**, *State U. of New York Empire State College*
- Speaker: **Scott L Martin**, *Zayed U.*
- Speaker: **Wolfgang Mayrhofer**, *WU Vienna*
- Speaker: **Emma Parry**, *Cranfield U.*
- Speaker: **Hilla Peretz**, *ORT Braude College*
- Speaker: **József Poór**, *J. Selye U.*
- Speaker: **Astrid Reichel**, *U. of Salzburg*
- Speaker: **Karin Sanders**, *UNSW Business School, Australia*
- Speaker: **Radha Rani Sharma**, *New Delhi Institute of Management (NDIM)*
- Speaker: **Jianmin Sun**, *School of Labor and Human Resources, Renmin U. of China*

The goal of this PDW is to establish short and long-term mechanisms to engage and support international students and early career faculty within the HR Division of the Academy of Management. International members (outside of USA and Canada) represent a large portion of the Division – in terms of both their share of the HR Division membership and participation in AOM/HR Division conferences. It is essential to engage international members, in particular international PhD students and early career faculty, for improving the global inclusiveness of the division. In the first offering of this PDW, international PhD students and early career faculty shared a range of experiences, needs, and challenges. This follow-up PDW builds on findings of last year’s PDW and will be more solutions-focused, aiming to create concrete plans to address challenges faced by this group. Attendees can expect to discuss – and volunteer to take part in – potential solutions to challenges related to being international members in a scholarly association that is becoming increasingly international, learn about opportunities for international members to become more involved in the HR Division and the AOM, and discuss "what's in it for early career scholars" to be members of the HR Division and the AOM (in terms of available activities and resources). Designed as a forum for discussing how to create meaningful experiences and lasting relationships of junior international scholars within the HR Division, this PDW will be structured in 4-parts: (1) sharing the vision and goals of the HR Division International Committee, (2) generating actionable solutions to support international PhD students and early career faculty and creating teams to further develop these plans, (3) learning from a panel of international guest speakers who will share their advice and experiences, (4) introducing the Junior Ambassadors group – the new delegates within the HR Division’s Ambassadors program – and think of ways to leverage on this program.

To register, please send an e-mail to Vanessa Shum at: vanessa_shum@sfu.ca. Please include your CV (with your name, name of institution, and location), number of years in the PhD program or post-graduation, and three research topics/areas you are interested in. Please register by July 22. We look forward to having you with us in this workshop!

KEY TO SYMBOLS

- Teaching-oriented
- Practice-oriented
- International-oriented
- Theme-oriented
- Research-oriented
- Diversity-oriented
- Selected as a Best Paper

□

Session Type: **PDW Workshop**

Program Session: **155** | Submission: **12634** | Sponsor(s): **(HR, OB, ODC, OMT, SIM, MC, MED)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Friday, Aug 5 2022 1:00PM- 3:00PMPT (UTC-7)** at **Seattle Convention Center in Ballroom 6E**

**Creating Inclusive High-Performing Companies by Sharing
Ownership & Profits: Teaching Strategies**
Sharing Ownership & Profits



Organizer: **Joseph Blasi**, *Institute for the Study of Employee Ownership and Profit Sharing at Rutgers SMLR*

Moderator: **Adria Scharf**, *Rutgers U., School of Management and Labor Relations*

Participant: **Trevor Daniel Young-Hyman**, *U. of Pittsburgh*

Participant: **Saehee Kang**, *Florida State U.*

Participant: **Edward Carberry**, *U. of Massachusetts, Boston*

Participant: **Daphne Berry**, *U. of Hartford*

Participant: **Jegoo Lee**, *U. of Rhode Island*

Participant: **Darrell Bratton**, *Fayetteville State U.*

Participant: **Jennifer Briggs**, *Modern Times*

Participant: **Kim Blaughter**, *Beyster Institute*

This interactive workshop explores broad-based forms of employee financial participation such as equity compensation, employee share ownership, and profit sharing, and prepares attendees to teach about these concepts in a variety of business school courses. Research shows that sharing equity and profits with employees can spur positive employee and firm performance, particularly when combined with participatory decision-making processes. Sharing equity also boosts employee financial well-being and reduces wealth inequality. Nearly 20% of U.S. employees have equity ownership in the companies where they work and nearly half of U.S. employees are eligible for some form of financial sharing at work—whether equity sharing, profit sharing, stock options, or gainsharing. Despite the ubiquity of broad-based financial sharing and despite its positive effects, relatively few business school courses educate students about this widespread organizational tool. In this PDW, faculty describe tested strategies for teaching about broad-based financial sharing in a variety of business school and management classes—highlighting case studies, readings and films. The presenters will explain why teaching about equity and profit sharing is essential to advancing the annual meeting’s vision of “creating a better world together.” Through short presentations and small group discussion, attendees will gain knowledge, skills, and tools to better understand and teach about equity compensation and profit sharing. All will take away a stronger understanding of equity compensation and profit sharing as innovative and potent forms of financial sharing that are a key tool for building a more equitable economy in which prosperity is broadly shared.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Pandemic and Post Pandemic Adjustments

Session Moderator: **Ming Li**, *U. of Liverpool*

MED: The Effect of Psychological Capital on Students’ Mental Health and Experience During the Pandemic 

Author: **Ming Li**, *U. of Liverpool*

Author: **Michal Wilczewski**, *U. of Warsaw*

Author: **Paola Giuri**, *Bologna U.*

Author: **Zhixi Zhuang**, *Ryerson U.*

Global Forum Best Paper Award for the paper that best creates the opportunity to address global issues of significance to management education and/or development.

This study examines the effect of students’ psychological capital, including resilience, positive thinking and persistence, on students’ mental health, online learning experience and, consequently, study adjustment and satisfaction during the Covid-19 pandemic. We collected online survey data from 2,663 domestic and international students in Canada, France, Italy, Poland and the UK (between November 2020 and August 2021). The results of path analysis and necessary condition analysis showed that psychological capital was both positively related to and a necessary condition for students’ mental health, online learning experience, study adjustment and study satisfaction. The relationships between psychological capital and study satisfaction were mediated by online learning experience and study adjustment. Interestingly, international students exhibited statistically significant higher levels of mental health and psychological capital than domestic students, which challenges the literature presenting international students as more prone to health problems than domestic students. This research contributes to positive psychology and higher education literatures by determining the positive and necessary role of psychological capital for students’ pandemic experience across various national contexts. Theoretical and practical implications of the results for students’ wellbeing during the Covid-19 pandemic and beyond are discussed. Keywords: Covid-19 pandemic, psychological capital, mental health, online learning experience, study adjustment, study satisfaction

Paper is Available to Meeting Registrants Only.

MED: Experiential Learning: Interventions and Implications for Enabling Learning in Uncertain Environments

Author: **Sinead O’Flanagan**, *Higher Education Authority, Ireland*

Author: **Michellana Jester**, *MIT Sloan School of Management*

In the years preceding the COVID-19 pandemic, surveys of top US business schools revealed an increasing trend in adoption and provision of experiential learning courses, particularly as part of MBA programs. Experiential learning within management education, refers to the application of business concepts, ideas, and theories in solving real-world problems, through the use of real-world learning projects. According to business school surveys conducted during 2020, COVID-19 brought with it a reversal of this trend, with a sudden lowering of reliance on experiential learning offerings and an increased emphasis on flipped classrooms. Schools that opted to continue with experiential programs did so amidst an environment of ongoing uncertainty. Program educators had to shift the paradigm in which they operated, revising and re-creating structure in the absence of predictability, and stimulating learning motivation in the absence of traditional learning spaces. This research draws attention to how management educators have grappled with supporting students and their learning under such uncertain conditions and considers the theoretical and practical implications for experiential learning theory. Findings from this empirical study, which includes graduate student and educator interviews, point to a greatly increased focus on planned and enhanced educator interventions. The results reveal that experiential learning during times of uncertainty fosters both resource-seeking and learning-opportunity seeking behaviors among students. Keywords: Experiential learning, Interventions, Resource-seeking, Learning- opportunity seeking

Paper is NOT Available. Please contact the author(s).

MED: Social Tie Formation of COVID-19 Students: Evidence from a Two-Cohort Longitudinal Study  

Author: **Magnus Torfason**, *U. of Iceland*

Author: **Margret Sigurdardottir**, *U. of Iceland*

Author: **Anna Jonsdottir**, *U. of Iceland*

The COVID-19 pandemic and the consequent move of higher education to online courses has disrupted the learning paths of many students. Social network data were collected from two cohorts of students, those starting their higher education in normal conditions in 2017 and those starting in 2020 during the pandemic. The findings showed that students in the 2020 cohort reported making fewer connections at the beginning of the first semester and developing significantly fewer connections during the first semester. Female students lost the relative advantage they had compared with male students in developing new connections. Based on our findings, and because of the importance of social connections made during the first year of study, the 2020 cohort will need considerable support in catching up with previous cohorts. The findings provide strong support for the assumption that online studies offer limited possibilities in building social connections compared with on-campus education.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**

Program Session: **157** | Submission: **14892** | Sponsor(s): (MOC, RM, OB, OMT, ENT, CAR, SIM, INDAM)

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Friday, Aug 5 2022 1:00PM - 3:00PMPT (UTC-7)** at Seattle Convention Center in Room 211

**Reviewing in the Rough: Professional Development
Workshop for Doctoral Students and Junior Faculty**
Reviewing in the Rough



- Organizer: **Jacqueline Csonka-Peeren**, *Entrepreneurship*
- Organizer: **Cristiano L O Guarana**, *Indiana U. - Kelley School of Business*
- Organizer: **Celia Chui**, *HEC Montreal*
- Organizer: **Jingtao Zhu**, *Rotterdam School of Management, Erasmus U.*
- Presenter: **Michael G. Pratt**, *Boston College*
- Presenter: **Matthew Grimes**, *Cambridge Judge Business School*
- Presenter: **Allison S. Gabriel**, *U. of Arizona*
- Facilitator: **Christian Resick**, *Drexel U.*
- Facilitator: **Christopher G. Myers**, *Johns Hopkins Carey Business School*
- Facilitator: **Frits Pil**, *U. of Pittsburgh*
- Facilitator: **Hana Johnson**, *Washington State U.*
- Facilitator: **John Paul Stephens**, *Case Western Reserve U.*
- Facilitator: **Kristie Rogers**, *Marquette U.*
- Facilitator: **Shalini Khazanchi**, *Rochester Institute of Technology*
- Facilitator: **Brittany Lambert**, *Indiana U. - Kelley School of Business*

Reviewing is a critical “professional responsibility” and an integral part of participating in the academic community (Trevino, 2008). Yet Tsang and Frey (2007: 129) noted that “there is no formal training for referees who usually pick up their review skills through learning by doing.” This raises a perplexing question for doctoral students and junior faculty: how to develop critical reviewing skills with so few opportunities to practice the art of reviewing? This PDW provides participants with a rare opportunity to learn and practice the art of reviewing. Prior to the conference, participants will be asked to prepare a practice review of the manuscript by Gabriel, Lanaj, and Jennings (2021) titled, “Is one the loneliest number? A within-person examination of the adaptive and maladaptive consequences of leader loneliness at work”, published in the Journal of Applied Psychology. The actual workshop will consist of two parts: (1) presentations on the reviewing process from editor’s, reviewer’s, and author’s perspectives, as well as (2) interactive breakout rooms. The panel will provide participants an opportunity to gain key insights about the review process and quality reviewing from scholars who have served as Associate Editors and Editorial Board Members at leading journals in our field. In the interactive breakout rooms, Allison Gabriel (representing the author team) will provide background information about the original submission of their manuscript. Participants will then break into small groups, each facilitated by an experienced faculty member, to discuss and receive feedback on their formal reviews. The PDW will conclude with Allison Gabriel sharing actual reviews the author team received and how they helped shape the final manuscript.

KEY TO SYMBOLS

-  Teaching-oriented
-  Practice-oriented
-  International-oriented
-  Theme-oriented
-  Research-oriented
-  Diversity-oriented
-  Selected as a Best Paper

□

Session Type: **PDW Workshop**

Program Session: **158** | Submission: **11330** | Sponsor(s): **(MOC, RM, STR, OMT, ENT, SIM, OB)**

Session Format: **In-person Only: Seattle**

Scheduled: **Friday, Aug 5 2022 1:00PM - 4:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 609**

Content and Textual Analysis in Organizational Research: Techniques and Applications *Content and Textual Analysis*



Organizer: **Michael Pfarrer**, *U. of Georgia*
 Organizer: **Jason Kiley**, *Clemson U.*
 Presenter: **Timothy David Hubbard**, *U. of Notre Dame*
 Presenter: **Steven James Hyde**, *Boise State U.*
 Presenter: **Hani Safadi**, *U. of Georgia*
 Presenter: **Timothy Hannigan**, *U. of Alberta School of Business*
 Facilitator: **Aaron Anglin**, *Texas Christian U.*
 Facilitator: **Jonathan Nicholas Bundy**, *Arizona State U.*
 Facilitator: **John R. Busenbark**, *U. of Notre Dame*
 Facilitator: **Daniel Gamache**, *U. of Georgia*
 Facilitator: **Lorenz Graf-Vlachy**, *TU Dortmund U.*
 Facilitator: **Derek Harmon**, *U. of Michigan*
 Facilitator: **Joseph Harrison**, *Texas Christian U.*
 Facilitator: **Farhan Iqbal**, *U. of Georgia*
 Facilitator: **Andreas Sebastian Konig**, *U. of Passau*
 Facilitator: **Aaron McKenny**, *Indiana U. - Kelley School of Business*
 Facilitator: **Abbie Griffith Oliver**, *U. of Virginia*
 Facilitator: **Lingling Pan**, *U. of Pittsburgh*
 Facilitator: **Rhonda K. Reger**, *U. of North Texas*
 Facilitator: **Shane Reid**, *Louisiana State U.*
 Facilitator: **Jeremy Collin Short**, *U. of North Texas*
 Facilitator: **Xinran Joyce Wang**, *U. of Missouri*
 Facilitator: **Miles A. Zachary**, *Auburn U.*
 Facilitator: **Amy Ingram**, *Clemson U.*
 Facilitator: **Hovig Tchaljian**, *U. of Southern California*

This is a two-part PDW. Part 1 provides an introduction to content and text analysis as a research methodology. Presenters will discuss appropriate applications, reliability and validity concerns, complementarities with other methods, data curation, programming, and different computer-aided content analysis tools. Experts will also walk through examples of content analysis techniques from published research and offer publishing tips. Part 1 is open to all AOM attendees and does not require pre-registration. Part 2 of the PDW models MOC's successful "Cognition in the Rough" PDW. Experts and authors will interact in small groups to discuss the content, structure, techniques, and potential journal outlets of submitted proposals. Part 2 requires pre-registration and a submission of a 2-3 page proposal to contentanalysis1@gmail.com. The deadline for proposal submissions is July 15. Details are available via AOM's Online Communities (e.g., Connect@AOM, Interest Group listservs) or by contacting the organizers at contentanalysis1@gmail.com.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**

Program Session: **159** | Submission: **14814** | Sponsor(s): **(MSR)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Friday, Aug 5 2022 1:00PM - 3:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 620**

**Mentoring for a Journey of Purpose: Preparation for the
Roles of Mentor and Protege**
Mentoring for a Journey of Purpose



Organizer: **Kevin David Frick**, *Johns Hopkins Carey Business School*

Facilitator: **Benito Teehankee**, *De La Salle U., Manila, Philippines*

Mentoring can go beyond a process in the workplace that is focused almost entirely on workplace development. Specifically, mentoring in the workplace can benefit from being placed in a context that extends well beyond the workplace, so that a mentor can facilitate a protégé's management of their intrapersonal identity network to optimize the value they perceive from their lived experience. The workshop will focus on the work that both mentors and protégés can invest time in before the formation of a high-quality mentoring relationship so that both are familiar with (1) their own values, (2) their own intrapersonal identity network, (3) the actions and outcomes in life from which they derive the most meaning, (4) key aspects of their lived experiences, and (5) their desired life narrative. Participants will have the opportunity to consider items (1)-(5) for themselves to develop at least a basic understanding of each, discuss perceived barriers to talking about each of these topics, and discuss ways to lower these barriers. With values, roles in an intrapersonal identity network, and key aspects of the lived experience at hand, the ultimate objective is to develop readiness and willingness to discuss these to facilitate a discussion of proteges' challenges reaching a desired narrative and mentors' experiences with managing their own struggles in the past. This is likely to maximize the impact of mentoring on both the protégé and mentor.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **160** | Submission: **10839** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 1:00PM - 4:00PMPT (UTC-7)** at **Seattle Convention Center in Room 310**

OB Division Mid-Career Faculty Workshop  
Mid-Career Faculty Workshop

Organizer: **Payal N. Sharma**, *U. of Nevada Las Vegas*
Organizer: **Cecily Cooper**, *U. of Miami*
Coordinator: **Zhiying Ren**, *The Wharton School, U. of Pennsylvania*
Coordinator: **Cheng-Huan Liu**, *Rutgers U., School of Management and Labor Relations*
Speaker: **Gilad Chen**, *U. of Maryland*
Speaker: **Miriam Erez**, *Technion - Israel Institute of Technology*
Speaker: **Alexandra Gerbasi**, *U. of Exeter Business School*
Speaker: **Cristina Gibson**, *Pepperdine Graziadio Business School*
Speaker: **Yves R.F. Guillaume**, *U. of Liverpool Management School*
Speaker: **Tae-Yeol Kim**, *China Europe International Business School (CEIBS)*
Speaker: **Bradley L. Kirkman**, *North Carolina State U.*
Speaker: **Meghna Virick**, *San Jose State U.*

The Organizational Behavior (OB) Mid-Career Faculty Workshop is designed for faculty members who have recently made tenure (within 3 years) or are 9-10 years post-Ph.D. The goal of the workshop is to provide a forum for attendees to connect with senior Faculty Fellows to receive advice and ask questions related to navigating the challenges and opportunities of this career stage. The discussion topics will be finalized based on input solicited from attendees but potentially include: (1) examining mid-career options (e.g., moving into administration); (2) career enablers (e.g., joint appointments, sabbaticals, changing institutions); (3) maximizing and enabling research (e.g., developing new research ideas, finding new collaborators, securing grants, expanding publication portfolio to writing and editing books); (4) service and engagement (e.g., department chair, center director, professional service, engagement with outside boards and institutions); and (5) planning for promotion. The Faculty Fellows include a mix of senior faculty from different countries and with varied career experiences. The format of the workshop is highly interactive with a combination of both panels and small group discussions. The workshop will be held on Friday (1:30pm – 4:30pm), and attendees must attend in person. Participation is limited, and pre-registration through the registration system is required.

Participation is limited; pre-registration is required by Wednesday, June 29th. To check availability and to register, please complete this form: https://wharton.qualtrics.com/jfe/form/SV_5ojV4T3sucm8vHg

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**

Program Session: **161** | Submission: **10505** | Sponsor(s): **(OMT, GDO, HCM, MC, ODC, PNP)**

Session Format: **In-person Only: Seattle**

Scheduled: **Friday, Aug 5 2022 1:00PM- 2:30PMPT (UTC-7)** at **The Westin Seattle in Pine**

Professional Organization Research: Diversity and Inclusion in Contemporary Professional Settings
Diversity and Inclusion in Professions



- Organizer: **David M. Brock**, *Ben-Gurion U.*
- Session Chair: **Sabina Siebert**, *U. of Glasgow*
- Coordinator: **Daniel Muzio**, *U. of York*
- Panelist: **Swethaa Ballakrishnen**, *UC Irvine*
- Panelist: **Eli Wilson**, *U. of New Mexico*
- Panelist: **Nilly Waiserberg**, *Ben-Gurion U.*
- Panelist: **Paula Feder-Bubis**, *Ben-Gurion U.*
- Panelist: **Claudia Gabbioneta**, *U. of York*
- Panelist: **Mara Cameran**, *Bocconi U.*
- Panelist: **Domenico Campa**, *International U. of Monaco*
- Panelist: **Angela Pettinicchio**, *U. Cattolica del Sacro Cuore*

Research on professionals and their workplaces is becoming increasingly popular, reflecting the growing importance of experts and other knowledge workers in contemporary society (Empson, et al., 2015). Following successful PDWs over the last eight years on various topics within professional organization research, this year we turn our attention to the issues of diversity and inclusion in professional settings. From the start we acknowledge that the professions have been traditionally characterized by inequity and exclusion, along a range of parameters including gender, race, social class, and religion. This is thus a challenging set of issues for researchers and practitioners in these traditionally stable and institutionalized contexts. Trusting that our work in these areas will indeed be stepping stones towards a world of wider diversity and inclusion, we propose that this PDW promotes the AOM 2022 Theme of “Creating a Better World Together.” The PDW will begin with four brief presentations by our panelists, each outlining a research project that includes professionals facing diversity and inclusion (details on topics and presenters below). Thereafter we will divide into a series of round tables, each around one of the panelists. The PDW will thus also afford opportunity for small group interactions with our expert panelists and organizers.

KEY TO SYMBOLS

-  Teaching-oriented
 -  Practice-oriented
 -  International-oriented
 -  Theme-oriented
 -  Research-oriented
 -  Diversity-oriented
-  Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **162** | Submission: **10072** | Sponsor(s): **(OMI, SIM, MOC, GDO, OB)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 1:00PM - 3:00PMPT (UTC-7)**

Stigma versus Stigmatization: Differentiating Stigma from its Processes *Stigma versus Stigmatization*



Organizer: **Kam Phung**, *Simon Fraser U.*
Organizer: **Rongrong Zhang**, *Chinese U. of Hong Kong*
Organizer: **Ana M. Aranda**, *Catolica Lisbon School of Business and Economics*
Organizer: **Wesley Helms**, *Brock U.*
Organizer: **Karen Diane Walker Patterson**, *U. of New Mexico*
Distinguished Speaker: **Cynthia E. Devers**, *Virginia Tech*
Distinguished Speaker: **Bryant A. Hudson**, *IÉSEG School of Management*
Facilitator: **Christian E. Hampel**, *Imperial College Business School*
Facilitator: **Olga Khessina**, *U. of Illinois at Urbana-Champaign*
Facilitator: **Kisha Lashley**, *U. of Virginia*
Facilitator: **Yuri Mishina**, *Imperial College London*
Facilitator: **Alessandro Piazza**, *Rice U.*
Facilitator: **Jo-Ellen Pozner**, *Santa Clara U.*
Facilitator: **Thomas J. Roulet**, *U. of Cambridge*
Facilitator: **Trish Ruebottom**, *Degroote School of Business, McMaster U.*
Facilitator: **Madeline Toubiana**, *Telfer School of Management, U. of Ottawa*
Facilitator: **Paul Tracey**, *U. of Cambridge*
Facilitator: **Milo Shaoqing Wang**, *W. P. Carey School of Business, Arizona State U.*
Facilitator: **Marvin Washington**, *Portland State U.*

This Professional Development Workshop (PDW) is a continuation of the successful PDWs on organizational stigma organized and facilitated by the growing stigma research community for six years (2016-2021) at the Academy of Management annual meeting. Over the years, there has been an increase in organization and management research on stigma, stigmatization, and stigmatized contexts. Building on prior PDWs, we aim to encourage theoretically and methodologically consistent and rigorous research on stigma in organizational contexts and to identify opportunities for research. Additionally, we hope to contribute to enhancing our understanding of stigma’s role in influencing identities, organizations, professions, categories, industries, and fields. Overall, this PDW will consist of three components: (i) an overview of the topic and recent work; (ii) a dialogue between two leading organizational scholars—Cynthia Devers and Bryant Hudson—on the nature of stigma and the processes underlying it, with focus on how scholars can distinguish between stigma as an outcome and stigmatization as a process; and (iii) thematic roundtables / breakout sessions involving stigma scholars who will facilitate discussions on participants’ projects and challenges that researchers are experiencing in positioning, conceptualizing, and publishing their work. The opening dialogue will be open to all attendees, but roundtables will have a maximum of 3 participants each to encourage focused discussions and feedback. Participants will need to pre-register and submit a 1-2-page document with an abstract of a project and an outline of challenge statement to aonstigma@gmail.com by July 1st, 2022.

The opening dialogue will be open to all attendees, but roundtables will have a maximum of 3 participants each to encourage focused discussions and feedback. Participants will need to pre-register and submit a 1-2-page document with an abstract of a project and an outline of challenge statement to aonstigma@gmail.com by July 1st, 2022.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**

Program Session: **163** | Submission: **16134** | Sponsor(s): **(OMI, STR, TIM, RM)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Friday, Aug 5 2022 1:00PM - 2:45PMPT (UTC-7)** at **Seattle Convention Center in Room 304**

Computational Approaches to Studying Organizations & Markets: Methods to Push Theoretical Frontiers
Computational Approaches to Studying Organizations



Organizer: **Mitali Banerjee**, *HEC Paris*

Presenter: **Pedro Aceves**, *Bocconi U.*

Presenter: **Cassandra Chambers**, *Johns Hopkins Carey Business School*

Presenter: **Matthew Yeaton**, *HEC Paris*

Presenter: **Douglas Guilbeault**, *U. of Pennsylvania*

Participant: **James Evans**, *U. Of Chicago*

Participant: **Marlon Fernandes Rodrigues Alves**, *Federal Institute of São Paulo (IFSP)*

The PDW will highlight applications of natural language processing techniques to answer theoretical questions germane to management. These include the relationship between structure and culture, the role of reputation in shaping knowledge production and the structure of social categories. Across a range of online empirical settings, the panelists will combine computational techniques with creative research design to address a range of phenomenologically important questions such as hate speech, reward systems in online knowledge communities and bias in the curation of online content. In doing so, the PDW not only speaks to theoretically important themes across several AOM divisions but also to the AOM 2022 theme. In their presentations and, subsequent Q&A with the audiences, the panelists will share their insights on methodological best practices, the role of computational techniques in advancing theory and their experience going through the review process.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **164** | Submission: **14568** | Sponsor(s): **(OSCM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 1:00PM - 4:30PMPT (UTC-7)** at **The Westin Seattle** in **Elliot Bay**

2022 OSCM Division Joint Junior Faculty and Doctoral Consortium
II
OSCM Division Junior and Doctoral Consortium



Organizer: **Maricela Arellano Caro**, *HEC Montreal*
Organizer: **John Aloysius**, *U. of Arkansas Sam M. Walton College of Business*

The Operations and Supply Chain Management Division is pleased to announce a joint Junior Faculty and Doctoral Consortium at the annual meeting of the Academy of Management (AoM) in Seattle, WA, USA. The primary focus of the joint consortium involves an intensive research incubator session for doctoral students and junior faculty. Doctoral students are asked to give a short (15 minute) presentation about their research proposal to a panel of senior and junior faculty who then provide feedback and guidance on each proposal. Subsequently, the junior faculty will have an opportunity to present their research programs describing how they are extending their dissertation research and/or starting new research streams. The doctoral students are expected to ask questions and learn about building a research identity. In addition to the research incubator session, several panel sessions will further elaborate on publishing and the development of research streams, as well as the acquisition of soft skills necessary for professional development. Experts in the field are invited to provide their input and engage participants in Q&A sessions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**

Program Session: **165** | Submission: **10117** | Sponsor(s): (SAP, OMT, CAR, MOC, OB, TIM)

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Friday, Aug 5 2022 1:00PM - 3:30PMPT (UTC-7)** at Seattle Convention Center in Room 201

Who am I, and What am I Doing? Crafting a Research Identity Narrative for Academic Career Transition

Crafting a Research Identity Narrative



Organizer: **Krista Pettit**, *Ivey Business School*

Organizer: **Fannie Couture**, *HEC Montreal*

Organizer: **Renate Kratochvil**, *BI Norwegian Business School*

Organizer: **Sophie Elizabeth Jané**, *Umeå School of Business, Economics, and Statistics*

Speaker: **Herminia Ibarra**, *London Business School*

Panelist: **David Oliver**, *U. Of Sydney*

Panelist: **Katharina Dittrich**, *Warwick Business School*

Panelist: **Tammar B. Zilber**, *Hebrew U. of Jerusalem*

Panelist: **Stephanie J. Creary**, *The Wharton School, U. of Pennsylvania*

Panelist: **Ravi S. Kudesia**, *Fox School of Business, Temple U.*

Panelist: **Keimei Sugiyama**, *U. of Wisconsin Milwaukee*

Early career academics face many challenging transitions such as moving from industry to academia, from student to faculty, or from pre to post tenure. Research highlights how crafting an identity narrative can play an important role in overcoming challenges during critical career transitions (Ibarra & Lineback, 2005). This Professional Development Workshop (PDW) focuses on how doctoral students and early career scholars can effectively craft their research identity narrative. That is, the way in which people construct and communicate their “professional image and identity” (Ibarra, 1999, p. 764). This PDW is designed to be part of the 2022 SAP Doctoral & Early Career Program and is tailored to PhD students and early career scholars (pre-tenure). However, the topic can be of interest to junior scholars from a wide range of interest groups. The PDW is divided into three parts: (1) Keynote: Professor Herminia Ibarra, an expert in identity narratives, will provide participants with an exclusive pre-recorded presentation on how to craft an effective research narrative; (2) Panel: A panel comprised of six diverse scholars will share their experiences crafting their research identity narrative; (3) Roundtable discussion: Participants will be asked to prepare a 1-minute research identity narrative ‘pitch’ and attend a roundtable where they receive feedback from the panelists and fellow participants on their narrative. We will end the workshop with a Q&A and insights from the roundtable discussions.

Please note that participation on the roundtable discussion is capped at 60. To register, potential participants must provide a brief (150 words) research identity narrative ‘pitch’ for their most relevant career transition (e.g. student to faculty) and one or two questions that they hope the session will address. On your submission please indicate ‘in-person’, ‘on-line’ or ‘undecided’ so we can allocate to roundtables accordingly. Please email your submission to kpettit@ivey.ca

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **166** | Submission: **14972** | Sponsor(s): **(STR, IM, ONE, PNP, SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 1:00PM - 3:30PMPT (UTC-7)** at **Sheraton Grand Seattle in Grand Ballroom B**

Research Frontiers in Nonmarket Strategy
Research Frontiers in Nonmarket Strategy



Organizer: **Aline Gatignon**, *The Wharton School, U. of Pennsylvania*
Organizer: **Joao Albino Pimentel**, *U. of South Carolina, Darla Moore School of Business*
Panelist: **Alvaro Cuervo-Cazurra**, *Northeastern U.*
Panelist: **Ioannis Ioannou**, *London Business School*
Panelist: **Nan Jia**, *U. of Southern California*
Panelist: **Jiao Luo**, *U. of Minnesota*
Panelist: **Christopher Marquis**, *Cambridge Judge Business School*
Panelist: **Jennifer Oetzel**, *American U.*
Discussant: **Tony Lizhang He**, *Rutgers Business School*
Discussant: **Ishva Minefee**, *U. of Illinois at Urbana-Champaign*
Discussant: **Leandro S. Pongeluppe**, *The Wharton School, U. of Pennsylvania*
Discussant: **Julie Yen**, *Harvard Business School*
Discussant: **Haram Seo**, *Texas A&M U., Mays Business School*

This workshop aims to explore research frontiers in the increasingly active area of nonmarket strategy. Through a combination of panel presentations by distinguished scholars and interactive roundtable discussions with workshop participants – with an emphasis on the interactive roundtables – we seek to identify how to advance research and how to address some shortcomings in existing approaches – both empirical and theoretical – in nonmarket strategy research. The proposed workshop is likely to be of interest to researchers working on topics such as corporate social responsibility, political strategy, (social) innovation, stakeholder governance, and sustainability, providing an informed perspective on cutting-edge research on these topics. This is a continuation of the AOM 2016, AOM 2017, AOM 2019, and AOM 2021 PDWs under the same name, sponsored by STR, IM, ONE, PNP, and SIM divisions.

Interested participants should pre-register for the workshop by sending an e-mail to joao.albino-pimentel@moore.sc.edu or galine@wharton.upenn.edu. Registration emails should include the name, affiliation, and current position (student, assistant professor, full professor, etc.) of the participant. Participants should also send a bio, as well as a paragraph stating their area of research interest and/or any specific issue related to the workshop that they are interested in discussing. This input will be used to allocate participants to roundtables and will be distributed among panelists and discussants prior to the session. Participants interested in pre-registering must do so by July 15, 2022. Pre-registration is recommended, but not compulsory. Those who have not pre-registered are welcome to attend the panel presentations in the first part of the workshop and may be allowed to participate in the roundtable discussion, space permitting.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Symposium**

Program Session: **167** | Submission: **17372** | Sponsor(s): **(STR, TIM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Friday, Aug 5 2022 1:00PM - 2:30PMPT (UTC-7)** at **Seattle Convention Center** in **Room 307**

AI and Firm Strategy: New Perspectives and Opportunities

AI and Firm Strategy

Organizer: **Harshvardhan Ketkar**, *Bocconi U.*

Organizer: **Hyunjin Kim**, *INSEAD*

Panelist: **Erik Brynjolfsson**, *Stanford U.*

Panelist: **Alfonso Gambardella**, *Bocconi U.*

Panelist: **Katherine C. Kellogg**, *MIT*

Panelist: **Bruce Kogut**, *Columbia Business School*

This symposium aims to bring together leading scholars conducting research at the intersection of AI and strategy. In particular, we aim to provide (1) an overview of ongoing work that looks at how predictive algorithms and automation of cognitive tasks shape various processes and decisions within organizations, as well as (2) perspectives and opportunities for new streams of research. The structure of the symposium is as follows. In the first part, a panel of four scholars will present their own recent research related to AI, organizations, and strategy. This will be followed by a panel discussion between the presenters, moderated by the organizers. We will conclude the symposium with a Q&A session involving the audience.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **168** | Submission: **19178** | Sponsor(s): **(RM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 1:15PM - 2:45PMPT (UTC-7)** at **Seattle Convention Center** in **Room 604**

Multi-Level Research: Capturing and Analyzing Interdependence



Session Moderator: **Daniel Jacob Griffin**, *Michigan State U.*

RM: Beyond Agreement, Aggregation, and Centrality: Selection and Influence in Multilevel Theory

Author: **Ryan Scott Hemsley**, *Eli Broad School of Business, Michigan State U.*

Author: **Daniel Jacob Griffin**, *Michigan State U.*

Author: **Kenneth Frank**, *Michigan State U.*

Historical advances in the study of multilevel theory are often accompanied by methodological developments. Organizational scholars have primarily relied on multilevel modeling. However, mean aggregation makes the problematic assumption of configural equivalence. To avoid this issue, researchers have used social network analysis as an alternative. However, the dominant use of centrality indices makes a different—but equally problematic—assumption of nodal equivalence. To address these issues, we outline a theoretical and methodological framework that avoids the problematic assumptions made by the conventional conceptual and analytical tools of multilevel researchers. This approach centers on two key network processes: Selection and Influence. Selection processes focus on how networks change because of the people, while Influence processes focus on how people change because of the network. We discuss the role of these processes in addressing the microfoundations of multilevel theory as well as develop statistical models that quantitatively represent these processes. Importantly, we do not advocate for a single analytical tool to study every research question but acknowledge that different techniques are more suited to particular theories. However, we make the case that future research would benefit from greater attention to Influence and Selection processes in multilevel theory and methodology.

Paper is Available to Meeting Registrants Only.

RM: The Curious Case of Cross-Level Effects: Refining Our Understanding to Match Our Methods

Author: **G. James Lemoine**, *U. at Buffalo, The State U. of New York*

Author: **Kalan Robert Norris**, *U. at Buffalo School of Management*

Author: **Hamed Ghahremani**, *U. of New Orleans*

New methodological advances and guidance in estimating ‘cross-level effects’ in multilevel models have led to a proliferation of published research examining purportedly cross-level direct relationships, mediations, and interactions. However, our review of published ‘cross-level’ papers in top journals reveals that in many cases, scholars argue for or interpret relationships that are meaningfully different from the ones actually being tested. In this paper, we attempt to build an accessible explanation for what ‘cross-level effects’ actually are and how they operate in practice, detailing with sample datasets, results, and examples from the literature how they are frequently misunderstood. We conclude that to date the management literature has not yet developed and refined theory accordingly to match recent helpful methodological innovations. We attempt to address this issue by providing specific guidance on how to argue and interpret the various types of ‘cross-level’ effects, and spotlighting exemplar papers in the literature that accomplish this accurately.

Paper is Available to Meeting Registrants Only.

RM: Unpacking the Bottom-Up Emergence Underlying Collective Phenomena: A Mixed Method Approach

Author: **Bowen Dong**, *City U. of Macau*

Author: **Song Wang**, *Zhejiang U.*

As one of fundamental process underlying collective phenomenon, bottom-up emergence or process involves both convergent and divergent forms through which different lower-level characteristics (e.g., cognition, affect, behaviors) of a group create meaningful higher-level properties. Until now, qualitative method has provided valuable insights for theory building. However, since the bottom-up process entails a complex casual structure, it is very challenging for qualitative method to unravel the multiple conjunctural causation, especially when it comes to understanding how related but diverse lower-level characteristics contribute to collective property (divergent forms). This paper therefore introduces approaches to work with qualitative method: Casual mapping technique to elicit the cognitive representation of interlinked concepts embedded in the expertise of participants around a domain and social network analysis to identify the casual structure through which bottom-up emergence unfolds. With the case of collective turnover, we illustrate how this mixed method can address these issues and provide an alternative way for researchers to interpret the reciprocal complexity of convergent and divergent forms and the structure role of constructs underlying the process, which in turn help both theorists and practitioners to manage collective phenomenon in organization.

Paper is NOT Available. Please contact the author(s).

Author: **Jakob Rømer Barfod**, *Copenhagen Business School*

Author: **Magnus Larsson**, *Copenhagen Business School*

Author: **Jonathan Clifton**, *U. de Valenciennes*

Author: **Stephanie Schnurr**, *Centre for Applied Linguistics, The U. of Warwick, UK*

Sage Publications/RM Division Best Paper Award Nominee

In this paper, we present an approach for rigorous analysis of interpersonal influence utilizing observation and video recordings, which is informed by ethnomethodology and conversation analysis (EMCA). We take interpersonal influence, as the core of leadership, to be illustrative of the methodological challenges in pursuing an interest in directly studying the lived dynamics of organizational life. While most leadership researchers seem to agree that interpersonal influence is central to leadership, they also tend to agree that it has proved to be hard to study directly. Our approach is to analyze the data in all its richness, with attention to the details and situated variation. Our research interest focuses on how interpersonal processes can be flexibly accomplished in a range of settings and situations, involving a range of linguistic expressions and physical artefacts. In line with the everyday romanticism of **LEADERSHIP** research to date has focused on the interacting individuals, and most of all, on the leader. As a consequence, such a methodological leader-centric approach, which necessarily abstracts from the situated influence relationships, means that the details of the interpersonal process are lost from view. Our procedure consists of four different steps, each taking a specific analytical stance and contributing to the study in a distinct way. Along the way, we suggest fundamentally shifting the analytical stance in a way that, whilst combining different research traditions, nevertheless also contrasts slightly with established canons.

Paper is Available to Meeting Registrants Only.

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Session Type: **PDW Workshop**
Program Session: **169** | Submission: **13902** | Sponsor(s): **(CAR, OB, HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 1:30PM - 3:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 606**

Raising Awareness for Your Personal Resources: How to Develop Resilience and Cope with Setbacks *How to Develop Resilience and Cope with Setbacks*



Presenter: **Sonja Kugler**, *TUM Institute for LifeLong Learning, Technical U. of Munich*
Presenter: **Irmgard Mausz**, *Ludwig Maximilian U. of Munich (LMU)*
Facilitator: **Dieter Frey**, *Ludwig Maximilian U. of Munich (LMU)*

Null results, rejected articles, publication pressure or funding reductions - all of those are examples of challenging circumstances in the daily life of scientists. And recently, also the pandemic hit the work environment in academia, weather it was, working from home, shortly needed online courses or closed labs. Successfully coping with all those adversities is essential for a successful career in academia. Following this year's theme the PDW aims to create a better world together in developing academics' positive psychological state and their abilities to overcome challenging circumstances in two ways. First, we raise self-awareness to one's professional development including successful coping with setbacks. Second, we target the development of resilience based on research in the field of positive psychology. This considers individual reflection of strategies and resources as well as social support via peers. Additionally, through a highly interactive and reflective workshop design, we contribute to this year's theme by reflecting on our own personal and professional resources and learning from the experiences and exchanges with others.

Participants are assigned a reflective task one week prior to the workshop in order to encourage self-reflection and familiarize participants with the content of the PDW. Thereby, participants are asked to draw a line with all relevant past ups and downs during their current career. Following this, participants reflect on and note down significant situations. The detailed instruction will be sent via E-Mail.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Caucus**
Program Session: **170** | Submission: **10918** | Sponsor(s): (CAU)
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 1:30PM - 3:00PMPT (UTC-7)**

**Advancing Women’s Leadership Through Social
Change Initiatives**
Advancing Women’s Leadership



Organizer: **Susan R. Madsen**, *Utah State U.*

Despite advances in research on gender and leadership, the number of women holding leadership positions still lags behind men in nearly all cultures and contexts (Goryunova, Scribner & Madsen, 2017). Women leaders are under-represented in business and industry, in government and communities, and despite a global focus on economic empowerment, the wage gap persists as a social justice issue (World Economic Forum, 2021). Moreover, women are disproportionately subject to domestic abuse, sex trafficking, workplace harassment, and other forms of violence (United Nations Women, 2021). Of course, women and girls are exerting leadership in tackling these issues whether they are in formal positions of power or not; but so far, the effects are far smaller than women’s numbers would warrant. Scholars and practitioners are not adequately connecting research about women’s leadership, gender-based discrimination in the workplace, electoral politics, and public policies to the art and practice of women and leadership. And, although we believe it is important to continue expanding the theory and research, it is now even more imperative to develop new ways of thinking about and scaling up the practical applications of research. Our goal as scholars and scholar practitioners should extend to achieving parity in representation of women in businesses, government, and nonprofit leadership positions, and to securing women-friendly public policies more generally. There are multiple routes forward to accomplish this goal. One area of practice that is becoming more important in advancing women in leadership roles is politics, public policy, and other types of social change initiatives. However, most women and leadership scholars and practitioners do not understand how to contribute to these social change efforts, particularly as it emerges from theory and research. Yet, social changes are critical to guide individuals, businesses, nonprofits, and governments to improve conditions of women and girls (and ultimately everyone) throughout society. Researchers continue to find that the foundation for positively impacting the lives of girls and women start with getting more women leaders in all decision-making spaces (Levin & de Ganay, 2021; USAID, 2020). The goal of this session is to provide Academy members the opportunity to engage in an innovative caucus where they can meet with others from across divisions to discuss advancing public policy change through women and leadership scholarship. A 10-minute introduction will provide background and need for women and leadership scholars to become engaged with various types of social change. The rest of the session will be a facilitated but informal discussion of the needs, challenges, and opportunities to move various social change efforts forward in government, communities, states, and regions of the world. If the group is large enough, roundtables will be available for participants to convene based on specific change or policy interests. The organizer will collect names and email addresses of attendees interested in future networking. This caucus will offer a convenient, informal way for Academy members who share a topical interest and professional concern regarding advancing women’s leadership through social change efforts. We hope this caucus will help participants consider ways to move women’s leadership scholarship into important changes in society.

This caucus provides attendees a forum to discuss the needs, challenges, and opportunities related to advancing women’s leadership through social change initiatives. The session goal is to provide Academy members with a space to discuss this topic in a setting where participants can engage with others from across divisions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **171** | Submission: **19033** | Sponsor(s): **(CMS)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 1:30PM - 3:00PMPT (UTC-7)**

Wellness and Work

Session Moderator: **Kristin Samantha Williams**, *UEF Business School, U. of Eastern Finland*

CMS: Ignoring Warnings: How Ambiguity and De-Ambiguity Juggling Enable Organizational Passivity (WITHDRAWN)

Author: **Anna Essén**, *House of Innovation*
Author: **Mats G Alvesson**, *Lund U.*

Published research exhibits an increasing interest in the ‘other side of knowledge’ by focusing on issues such as how individuals and organizations wilfully can avoid information and knowledge to escape liability, and how they deliberately can amplify ambiguity to prevent others from knowing about them and thus avoid scrutiny. Yet, the literature to date does not answer how actors receiving repeated warnings about organizational problems can behave to avoid responsibility for addressing and thus remain passive in relation to the warnings. We theorize how such passivity can be accomplished through the combination and juggling with de-ambiguating and ambiguating framings, which imply selective reduction and amplification of ambiguity of warnings, their target and carriers, and their context. We develop an empirically substantiated model outlining the mutually supporting relationship between a set of such framings (passivity tactics and lubricating worldviews), which contributes to the literature on wilful ignoring and strategic ambiguity, silencing and whistleblowing, and the maintenance of commitment in organizations. Several avenues for future research are identified, and practical implications outlined.

Paper is NOT Available. Please contact the author(s).

CMS: Feeding the Beast: The Experience of Meaninglessness at Work in the Public Sector

Author: **Christopher Belanger**, *U. of Ottawa*
Author: **Samia Chreim**, *U. of Ottawa*
Author: **Silvia Bonaccio**, *Telfer School of Management, U. of Ottawa*

Miserable and meaningless jobs are a ubiquitous theme in popular media, suggesting that meaninglessness at work is an experience with wide cultural resonance. However, management research to date has largely overlooked meaninglessness and focused on meaningful work and meaning at work. This paper addresses this acknowledged gap in the literature by presenting the results of a qualitative research study based on interviews of 25 Canadian public servants who self-identified as experiencing meaninglessness at work. Using the methodology of interpretive phenomenological analysis, we find that the experience of meaninglessness is overwhelmingly negative but also rich and multi-dimensional, and goes far beyond the mere absence of the experience of meaning. We identify four main dimensions of the experience: uselessness, powerlessness, isolation, and absurdity. We further identify the broader implications this experience can have for participants and outline the coping mechanisms they deploy. These findings deepen our understanding of meaninglessness in the work context and shed light on an important but often overlooked aspect of modern life.

Paper is NOT Available. Please contact the author(s).

CMS: The Representation of Workplace Stress in Business Textbooks

Author: **Isabella M. Krysa**, *Fairleigh Dickinson U.*

This paper conducts a content analysis on ten textbooks in the discipline of Organizational Behavior published between 1963 to 2021 to investigate how work-related stress is represented in business textbooks throughout the decades. The analysis reveals three emerging themes in how work-related stress is discussed within the specific time periods. The earlier textbooks place stress predominantly as the responsibility of the workers. Textbooks published in the 990s, represent the interactive relationship between the individual and the organization as both being exposed to environmental conditions and simultaneously both inheriting traits that contribute to organizational stress. Textbooks published starting in the early 2000s increasingly focus on the role of organizations in high levels of stress among employees. With its analysis, this paper illustrates the interrelated nature of textbook content and the wider socio-political climate textbooks are embedded in.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **PDW Workshop**
Program Session: **172** | Submission: **18302** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 1:30PM - 3:30PMPT (UTC-7)** at **Hyatt Regency Seattle** in **508 Tahuya**

ENT Division Mid Career Consortium  
ENT MC Consortium

Participant: **Carina Lomborg**, *Technical U. of Denmark*

This consortium is specifically designed to meet the needs of those scholars who are midway through their academic careers (ex post-tenure). This consortia activity adopts a highly interactive format (small group discussions, personalized Q&A, etc.). Leading entrepreneurship scholars will provide practical advice and mentorship to help ENT mid career scholars understand the research process, build their network, and manage the steps for their on-going career.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **PDW Workshop**

Program Session: **173** | Submission: **18428** | Sponsor(s): **(HCM)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Friday, Aug 5 2022 1:30PM - 5:00PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 1**

Emerging Scholars Consortium (Part 2)

Emerging Scholars Consortium (Part 2)



Organizer: **Nicholas Edwardson**, *U. of New Mexico*
Presenter: **Michele Heath**, *Cleveland State U.*
Presenter: **Vanessa Beth Hurley**, *Georgetown U.*
Presenter: **William Opoku-Agyeman**, *U. of North Carolina, Wilmington*
Presenter: **J'Aime Jennings**, *U. of Louisville*
Presenter: **Amber Stephenson**, *The David D. Reh School of Business, Clarkson U.*
Presenter: **Alva O. Ferdinand**, -
Presenter: **Leonard H. Friedman**, *George Washington U.*
Presenter: **Allyson Hall**, *U. of Alabama, Birmingham*
Presenter: **Ann Scheck McAlearney**, *Ohio State U.*
Presenter: **Nir Menachemi**, *Indiana U., Indianapolis*
Presenter: **Victoria Parker**, *U. of New Hampshire*
Presenter: **Paula Song**, *Virginia Commonwealth U.*
Presenter: **Carolyn Tory Harper Hogan**, *Ohio State U.*
Presenter: **Cathleen O. Erwin**, *Auburn U.*
Presenter: **Seongwon Choi**, *Trinity U.*
Presenter: **Deirdre McCaughey**, *U. of Calgary*
Presenter: **Geoffrey Silvera**, *U. of Alabama, Birmingham*
Presenter: **Ganisher K. Davlyatov**, *U. of Oklahoma Health Sciences Center*

Are you a junior faculty member, post-doc, or doctoral student with research and/or teaching interests in health care management? Join us for the Health Care Management (HCM) division Emerging Scholars Consortium (ESC) on Friday, August 5th in Seattle, where a diverse group of outstanding faculty will facilitate a highly interactive series of sessions geared towards emerging health care management scholars. In addition to the content, the ESC's highly collaborative format is a fantastic opportunity to create relationships with other HCM emerging scholars from around the globe. Many long-time HCM members attest to the ESC as an origin for major research collaborations and employment pathways.

The ESC will be delivered in hybrid format this year, so please register and attend whether you'll be in Seattle or online. For the morning portion of the ESC (Part 1), topics we will cover include: "Better Assessment Together: A practical workshop to improve learning and streamline grading" at 8:30 AM (Pacific) and "Finding Career Opportunities & Flourishing in a Transformed World" at 10:10 AM. For the afternoon portion of the ESC (Part 2), topics we will cover include: "Faculty Resilience during the Pandemic: Strategies and Tips" at 1:30 PM (Pacific), "Goal setting for highly ambitious scholars, understanding why and how to get there" at 2:30 PM, and "Look before You Leap: Making the Jump from Faculty to Leadership Roles" at 3:40 PM. Registration is required for all attendees—both in-person and online. For in-person attendees who pre-register, the ESC will include lunch and will conclude with an off-site social. To register for the consortium, please email Nick Edwardson (nedwardson@unmedu) and indicate if you will be attending in person or online.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**

Program Session: **174** | Submission: **12958** | Sponsor(s): **(IM, OMT, STR)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Friday, Aug 5 2022 1:30PM - 3:00PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 3**

The Role of MNCs in Tackling Global Sustainability Challenges



Tackling Global Sustainability Challenges

Session Chair: **Stephanie L. Wang**, *Indiana U., Bloomington*

Panelist: **Jonathan P. Doh**, *Villanova U.*

Panelist: **Tatiana Kostova**, *U. of South Carolina*

Panelist: **Gurmeeta Vasudeva**, *U. of Minnesota*

Panelist: **Changqi Wu**, *Peking U.*

Panelist: **Shaker A. Zahra**, *U. of Minnesota*

It is increasingly urgent to address pressing global sustainability challenges. In particular, how multinational companies (MNCs), who serve as influential actors in multiple countries' economic, environmental, and social development, affect global sustainability challenges is under heated debate. The purpose of this PDW is to share insights on ongoing and emerging MNC-sustainability research from prominent scholars in this area and suggest directions to guide and focus future research efforts. The distinguished panelists include Professors Jonathan Doh, Tatiana Kostova, Gurmeeta Vasudeva, Changqi Wu, and Shaker Zahra. This PDW will be interactive and welcome questions from participants to stimulate relevant and meaningful discussion.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Symposium**
Program Session: **175** | Submission: **12772** | Sponsor(s): **(MOC, ENT)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 1:30PM - 3:00PMPT (UTC-7)**

Overcoming the Bias Against Novelty *Overcoming the Bias Against Novelty*



Organizer: **Velvetina Siu Ching Lim**, *UCL School of Management*
Organizer: **Yidan Yin**, *U. of Southern California -Marshall School of Business*
Discussant: **Jing Zhou**, *Rice U.*
Presenter: **Wayne Johnson**, *Cornell SC Johnson College of Business*
Participant: **Devon Proudfoot**, *Cornell U.*
Presenter: **Yidan Yin**, *U. of Southern California -Marshall School of Business*
Participant: **Jennifer Mueller**, *U. of San Diego*
Participant: **Vish Krishnan**, -
Presenter: **Ahmet Sezer**, *Bocconi School of Management*
Participant: **Cedric Gutierrez**, *Bocconi U.*
Participant: **Pier Vittorio Mannucci**, *Bocconi U.*
Presenter: **Velvetina Siu Ching Lim**, *UCL School of Management*
Participant: **Verena Krause**, *UCL School of Management*
Presenter: **Eric Yuge Lou**, *INSEAD*
Participant: **Ella Miron-Spektor**, *INSEAD*
Participant: **Nadav Klein**, *INSEAD*

Novelty is a crucial element in achieving innovation in organizations (Woodman, Sawyer, & Griffin, 1993). However, in the past two decades, creativity and innovation researchers have established that not only is it challenging to identify novelty, but individuals also face biases that hinder the acceptance of novelty (Mueller, Melwani, & Goncalo, 2012; Perry-Smith & Mannucci, 2017; Zhou, Wang, Bavato, Tasselli, & Wu, 2019). Despite the odds stacked against perceiving and implementing novelty, individuals such as Art Fry, and organizations such as Tesla, are still observed to be capable of developing novel ideas into successful innovations. An important question thus arises: are there positive factors that can serve to help overcome the biases against novelty? To address this issue, scholars in recent years have started to examine what could positively influence the acceptance of novel ideas (Berg, 2019; Mueller, Waksak & Krishnan, 2014; Zhou, Wang, Song, Wu, 2017). Such research provides theoretical and practical implications to organizations on how they should organize to successfully select and implement novel ideas. It also provides guidance to creative individuals on what they can do to increase the extent to which their novel ideas are valued by others. This symposium seeks to present five lines of research on the bias against novelty. We start with a theoretical paper that highlights the importance of framing to overcoming the bias against novelty. Then, we delve into four lines of empirical research examining how framing of the idea, creators' incentive structure, evaluators' experience of magic, and creators' epistemic motivation can be used to help reduce the bias against novelty. The four empirical papers focus on different contexts and perspectives across different stages of the idea journey. A wide range of outcome variables is also examined, including support for crowdfunding projects, generation and selection of novel ideas, and creativity perception. The variety of contexts, factors, and outcomes discussed in the papers will facilitate the discussion in conducting empirical research and developing new theories for overcoming the bias against novelty.

Noisy and Biased: Evaluating Creativity

Author: **Wayne Johnson**, *Cornell SC Johnson College of Business*
Author: **Devon Proudfoot**, *Cornell U.*

Considering Others' Needs Increases Innovation Adoption Intention

Author: **Yidan Yin**, *U. of Southern California -Marshall School of Business*
Author: **Jennifer Mueller**, *U. of San Diego*
Author: **Vish Krishnan**, -

A Time for Carrots and a Time for Sticks: Examining the Effects of Incentive Framing on Creativity

Author: **Ahmet Sezer**, *Bocconi School of Management*
Author: **Cedric Gutierrez**, *Bocconi U.*
Author: **Pier Vittorio Mannucci**, *Bocconi U.*

The Effects of Magic on Creative Idea Perception

Author: **Velvetina Siu Ching Lim**, *UCL School of Management*
Author: **Verena Krause**, *UCL School of Management*

Blinded in Love: When and Why Idea Attachment Leads to Biases in Early-Phase Idea Evaluation

Author: **Eric Yuge Lou**, *INSEAD*
Author: **Ella Miron-Spektor**, *INSEAD*
Author: **Nadav Klein**, *INSEAD*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **PDW Workshop**

Program Session: **176** | Submission: **17440** | Sponsor(s): **(RM, ENT, OB, OMT, STR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Friday, Aug 5 2022 1:30PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 5**

Identifying, Accessing, and Utilizing Unconventional Sources of Archival Data



Unconventional Sources of Archival Data

Organizer: **Devin Burnell**, *Indiana U. - Kelley School of Business*

Organizer: **Alex Michael Murray**, *U. of Oregon*

Organizer: **Greg Fisher**, *Indiana U.*

Panelist: **Andrew Carton**, *The Wharton School, U. of Pennsylvania*

Panelist: **Christi Lockwood**, *U. of Virginia - McIntire School of Commerce*

Panelist: **Jeffery S. McMullen**, *Indiana U., Bloomington*

Panelist: **Andrew Nelson**, *U. of Oregon*

Unconventional sources of archival data include novel and unorthodox sources of information that exist in the world and can be used to build, elaborate, and test theory in management, organizational, and entrepreneurship research. While some researchers have thrived in identifying, accessing, and using unconventional sources of archival data, other researchers may find this research strategy relatively opaque. The taken-for-granted assumption of many researchers might be that they must go out and collect their own data, or leverage an established and recognizable database, to advance discourse in their respective domains. However, these more traditional data collection strategies tend to be relatively invasive and subject to biased findings simply due to the presence of a researcher. We propose a PDW in which management scholars from various disciplines come together to unpack the black box of identifying, accessing, and utilizing unconventional sources of archival data.

Please come with ideas for identifying, accessing, and utilizing unconventional sources of archival data. We look forward to a lively PDW with your attendance!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **PDW Workshop**
Program Session: **177** | Submission: **12353** | Sponsor(s): **(AFAM, IM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 2:00PM - 3:30PMPT (UTC-7)**

On Becoming an Influential Business Scholar in the African Context

Influential Scholarship



Moderator: **Viswanath Baba**, *Degroote School of Business, McMaster U.*

Discussant: **Bruce Lamont**, *Florida State U.*

Discussant: **Baniyelme D. Zoogah**, *DeGroote school of business*

This workshop will explore mechanisms that make a research paper interesting to its audience from an editor’s perspective. Couched within a theory of business, it will focus on what makes business scholarship influential. It will present a framework to combine several attributes of influential scholarship and provide a model for producing compelling research. Examples of thought-provoking scholarship will be presented, and a break down of characteristics that make them interesting and influential will be provided. The workshop will offer suggestions as to what academics and institutions in Africa can do to develop and sustain influential scholarship that is relevant in a global context.

There is no registration for this PDW. All are welcome. Maximum seating capacity is 50

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **PDW Workshop**
Program Session: **178** | Submission: **18304** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 2:00PM - 3:30PMPT (UTC-7)** at **Hyatt Regency Seattle** in **504 Foss**

ENT Division Late Career Consortium  
ENT LC Consortium

Session Chair: **Roland E. Kidwell**, *Florida Atlantic U.*
Session Chair: **Isabel C. Botero**, *U. of Louisville*

This consortium is specifically designed to meet the needs of those scholars who are in the later stages of their scholarly career. This consortia activity adopts a highly interactive online format (small group discussions, personalized Q&A, etc.). Leading entrepreneurship scholars will provide practical advice and mentorship to help late career ENT scholars manage the on-going and new stages of their career.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **PDW Workshop**

Program Session: **179** | Submission: **18301** | Sponsor(s): **(ENT)**

Session Format: **In-person Only: Seattle**

Scheduled: **Friday, Aug 5 2022 2:00PM - 5:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 604 Skyomish**

ENT Division Early Career Consortium
ENT EC Consortium



Session Chair: **Jean Siobhan Clarke**, *EMLYON Business School*

Participant: **Trenton A. Williams**, *Indiana U. - Kelley School of Business*

This consortium is specifically designed to meet the needs of those scholars who are in the early stages of their academic career. This consortia activity adopts a highly interactive online format (small group discussions, personalized Q&A, etc.). Leading entrepreneurship scholars will provide practical advice and mentorship to help ENT early career scholars understand the research process, build their network, and manage the steps for their ongoing career.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **180** | Submission: **18628** | Sponsor(s): **(GDO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 2:00PM - 3:30PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Dashpoint**

Diversity-Related Discrimination in Hiring

Session Moderator: **Debra R. Comer**, *Hofstra U.*

GDO: **Seeing Past Different Signals: Information Improves Ratings of Job Candidates on the Autism Spectrum**  

Author: **Debra R. Comer**, *Hofstra U.*
Author: **Janet A. Lenaghan**, *Hofstra U.*
Author: **Daphna Motro**, *Hofstra U.*

We investigated whether watching a brief video showing that individuals on the autism spectrum can succeed at work if given the opportunity would improve ratings of a job candidate presenting as an individual on the autism spectrum. Participants 1) watched the video after receiving information that the social and communication differences of individuals on the autism spectrum keep them from attaining jobs for which they are qualified; or 2) received the information but did not watch the video; or 3) neither received the information nor watched the video. Then, they viewed a mock job interview and reported their first impressions of the candidate, their perceptions of the candidate's suitability for the job, and whether they would be more likely to reject or select the candidate, who presented as 1) on the autism spectrum or 2) neurotypical. Regardless of whether they had watched the video, participants who had received the information perceived the candidate presenting as on the autism spectrum as more suitable for the job and had greater intentions to interact with him and to select him for the job. We consider the implications of our research for theory and practice.

Paper is NOT Available. Please contact the author(s).

GDO: **The Effects of Religion on Social Media Assessments and Hiring**

Author: **Caren Goldberg**, *U. de Sevilla*
Author: **Philip L. Roth**, *Clemson U.*
Author: **Jason Thatcher**, *Fox School of Business, Temple U.*
Author: **Youngjin Kwon**, *Fox School of Business, Temple U.*
Author: **Kevin Matthews**, *U. of North Carolina Wilmington*

Religion has become an increasingly divisive issue in European countries and in the United States following terrorist attacks and waves of immigration. At the same time, social media has made accessing individuals' personal religious information more easily available than ever. Building on the handful of studies that have examined religious discrimination in hiring, we draw on research on stereotypes, identification, and similarity-attraction to develop and test a mediated model of religious discrimination in hiring. Further, as prior research has largely relied on Christian respondents, we tested our model with a stratified sample of Jewish and Christian raters, to determine whether prior results favoring Christian candidates represent a pro-Christian sentiment or a similarity effect. We designed an experiment using a social media screening task to test our hypotheses. Our results indicate that in the combined sample, religion did not affect expected task or OCB performance; however, in the Christian-only sample, religion had a marginally significant effect on OCB performance. Further, within each subsample, raters identified more strongly with applicants of their own religion than with applicants of other religions and in the Jewish sample, we also found that raters expressed less disidentification with Jewish applicants. In turn, these variables were associated with liking, warmth and competence, and ultimately, task and OCB performance.

Paper is Available to Meeting Registrants Only.

GDO: **A Stalemate: The Road towards Gender Equality in the Indian Software Industry** 

Author: **Shreyashi Chakraborty**, *XLRI-Xavier School of Management*

Gender inequality manifests in the form of women getting concentrated in low-paying or low-status jobs. Such inequalities are stark in male-dominated and masculinized professions. Indian software industry constitutes 35% women employees in the industry; however, they are concentrated in entry level jobs. The study explores how the hiring process is creating or reproducing gender (in)equality in the industry. 49 semi-structured interviews were conducted with recruiters, hiring managers and candidates. Content analysis of the interviews indicated that employers are focusing only on recruitment activities to source more female candidates. Although supply of entry-level female successful applicants is high, availability of experienced female candidates is less. Despite such challenges, employers continue with unstructured interviewing, mostly single panel members who ask personal family related questions that may not be job relevant. The study also provides evidence that there is segregation in quality assurance and techno-functional roles that are not equally valued as other profiles.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **181** | Submission: **10606** | Sponsor(s): **(GDO, SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 2:00PM - 4:00PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Jefferson AB**

Building Better DEI Practices in Business Schools
DEI Practices in Business Schools



Session Chair: **Samantha C. Paustian-Underdahl**, *Florida State U.*
Moderator: **Monica C. Gavino**, *San Jose State U.*
Organizer: **Anna Katherine Ward**, *Virginia Tech*
Organizer: **Joy E. Beatty**, *Eastern Michigan U.*
Organizer: **Marla White**, *UT Arlington*
Organizer: **Guler Kizilenis Ulusman**, *York U.*
Panelist: **Janice Hall**, *Virginia Tech*
Panelist: **Maria Kraimer**, *Rutgers U., School of Management and Labor Relations*
Panelist: **Jason R. Lambert**, *Texas Woman's U.*
Panelist: **Suzanne Mintz**, *AACSB*

In the wake of the killing of George Floyd and the racial reckoning that followed, several scholars have been called upon to serve and help drive diversity, equity, and inclusion (DEI) efforts in business schools and universities. The purpose of this Professional Development Workshop (PDW) is to offer a venue for scholars and practitioners to share DEI best practices and discuss the challenges that often derail DEI efforts in higher education. This PDW will help DEI scholars and practitioners exchange ideas for supporting and/or driving DEI efforts at their organizations. An additional goal of this PDW is to foster social connections and networks to aid attendees as they develop their DEI paths forward.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **182** | Submission: **10125** | Sponsor(s): **(HR, OB, STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 2:00PM - 5:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **301 Ashnola**

We Got by with a Little Help: Recent Perspectives on the Academic Job Market

Recent Perspectives on the Academic Job Market



Organizer: **Karen Landay**, *U. of Missouri - Kansas City*
Organizer: **David F. Arena**, *U. of Texas At Arlington*
Presenter: **Cameron Jay Borgholthaus**, *Southern Illinois U., Edwardsville*
Presenter: **Olivier D. Boncoeur**, *U. of Notre Dame*
Presenter: **Danielle Gardner**, *Colorado State U.*
Facilitator: **Sibel Ozgen**, *Florida International U.*
Facilitator: **Remy E. Jennings**, *Florida State U.*
Facilitator: **Jamila Maxie**, *U. of Central Arkansas*
Facilitator: **I-Heng Wu**, *U. of South Alabama*
Facilitator: **Stew Granger**, *Concordia U., Montreal*
Facilitator: **Viva Nsair**, *Western Michigan U.*
Facilitator: **Victoria Antin Yates**, *Oklahoma State U.*
Facilitator: **Ian Stuart Mercer**, *Auburn U.*
Facilitator: **Zahra Heydarifard**, *Bryant U.*

The academic job market can be ambiguous, tumultuous, and downright frightening; potentially doubly so in the wake of the COVID-19 pandemic. The purpose of this professional development workshop (PDW) is to reduce some of the inherent ambiguity of the job market by providing recent perspectives on a variety of job market topics and to create an interactive and inclusive space for prospective job seekers for the 2022 cycle and beyond to connect with each other. This interactive session will be comprised of two parts. First, three individuals who were on the job market in 2020-21 will give presentations on key aspects of the job market and beyond: (1) the application and initial interview process; (2) campus/virtual visits, offers, and negotiation; and (3) the transition from student to faculty. This will be followed by a Q&A period. Second, attendees will then participate in interactive roundtables led by individuals who were on the job market in 2021-22 and 2020-21. Roundtable topics will be more specific than the presentations and will include topics such as family concerns, career management, mental health, and backup plans. At the end of our PDW, participants will be provided with a Google spreadsheet of contact information (collected through pre-registration) in order to build their networks and foster a more lasting connection with presenters, roundtable leaders, organizers, and each other.

This session requires pre-registration and is limited to 100 attendees. To register, please send the following information to David Arena at david.arena@uta.edu: (1) Name, (2) Institution, (3) Year in your program, (4) Job market year, (5) Email address, (6) Primary AOM divisions, and (7) Brief summary of your research interests.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **183** | Submission: **13513** | Sponsor(s): **(MH, OMT, RM, CTO)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 2:00PM - 4:00PMPT (UTC-7)** at **Seattle Convention Center in Room 203**

Introducing the “Digitally Curious” to Email Archives for Organizational Research and History *Using Email for Organizational History*



Organizer: **David A. Kirsch**, *U. of Maryland*
Participant: **Adam Nix**, *U. of Birmingham*
Participant: **Stephanie Decker**, *Birmingham Business School, U. of Birmingham*
Participant: **David A. Kirsch**, *U. of Maryland*
Participant: **Santhilatha Kuppili Venkata**, *National Archives of the United Kingdom*
Participant: **Ruby Martinez**, *U. of Illinois at Urbana-Champaign*
Participant: **Chris Prom**, *U. of Illinois at Urbana-Champaign*

This PDW will (1) introduce “digitally curious” management scholars to the use of email collections as contexts for research, (2) orient scholars to new tools for interacting with sample email collections, and (3) provide a forum for scholars to share and learn from each other about emerging best practices in the use of email as a context for research.

This is a hybrid session. Regardless of whether participating virtually or in-person, pre-registration is required. Please email Shubhangkar Girish Jain (shubhangkar.girishjain@marylandsmith.umd.edu) if you wish to attend the workshop. Attendees should plan to bring a laptop computer to the session to access the email collections and use the search and discovery tools. For questions or more information, please contact Shubhangkar Girish Jain, shubhangkar.girishjain@marylandsmith.umd.edu.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **184** | Submission: **15904** | Sponsor(s): **(MH, OMT, RM, TIM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 2:00PM - 4:30PMPT (UTC-7)** at **Seattle Convention Center in Room 2B**

Developing Management Theory from Historical Case Studies
Developing Theory from Historical Case Studies



Organizer: **Rohin Borpujari**, *London Business School*
Panelist: **Andrew Hargadon**, *U. of California, Davis*
Panelist: **Roy R. Suddaby**, *U. of Victoria*
Panelist: **Daniel Wadhvani**, *U. of Southern California*
Panelist: **JoAnne Yates**, *MIT Sloan School of Management*

This PDW is aimed at stimulating an interactive and developmental exchange between scholars engaged in inductive research using historical case studies, who are aiming to publish in prominent management journals. The workshop will feature a panel of experts with a track record of publishing historical case studies in premier management and organizational studies journals. The goal of the workshop will be to help scholars learn how to develop and publish management theory from historical case studies. To this end, the core question that this PDW aims to unpack is – how do you build timeless theory from the study of time-bound historical cases? In the first half of the workshop, the panelists will lead exchanges around topics such as which research questions are best suited to historical case studies; how to balance the needs for contextualization vs. generalization in their theorizing; and how to write up a historical case study for publication in management journals. In the second half of the workshop, shortlisted participants will have the opportunity to engage in quick, entrepreneur-style “pitches” to one of the experts, with a view to receiving developmental feedback specific to their projects.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Symposium**
Program Session: **185** | Submission: **12836** | Sponsor(s): **(OB)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 2:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center in Chelan 5**

Unpacking the Relationship between Subjective Time and Creativity

Subjective Time and Creativity



Organizer: **Yingyue Luan**, *Cambridge Judge Business School*
Organizer: **Louisa Fink**, *Cambridge Judge Business School*
Organizer: **Andreas Wilhelm Richter**, *U. of Cambridge*
Discussant: **Abbie J. Shipp**, *Texas Christian U.*
Presenter: **Louisa Fink**, *Cambridge Judge Business School*
Presenter: **Yingyue Luan**, *Cambridge Judge Business School*
Presenter: **Shiyu Yang**, *U. of Illinois at Urbana-Champaign*
Presenter: **Poornika Anantha Ramakrishnan**, *Rotterdam School of Mgmt*
Participant: **YeunJoon Kim**, *U. of Cambridge*
Participant: **Yu-Wei Lin**, *U. of Illinois at Urbana-Champaign*
Participant: **Aravinda Garimella**, *U. of Illinois at Urbana-Champaign*
Participant: **Michael J. Shaw**, *U. of Illinois at Urbana-Champaign*
Participant: **Colin Muneo Fisher**, *UCL School of Management*

Our symposium focuses on the association between temporal individual differences and creativity, bringing together ongoing research which adopts a subjective temporal lens on the study of creativity. We present four empirical projects that incorporate different contexts and multiple levels of analysis. Two projects contribute insights into how temporal focus regulates leaders' creative behavior in response to negative feedback (Fink, Richter, & Kim) and leads to distinct evaluations of new products (Luan & Kim). A third project investigates how temporal trajectories of entrepreneurial narratives influence evaluations for innovative ventures from a crowdsourcing audience (Lin, Yang, Garimella, & Shaw). The fourth piece contributes an understanding to how individuals remain creatively engaged when experiencing the temporal passage of time by virtue of cultivating so-called enduring dilemmas (Fisher & Ramakrishnan). With the help of this symposium, we aim to appeal to more scholars studying temporality and creativity to join forces and pilot new areas of interdisciplinary research – pushing forward the frontiers of our knowledge on how psychological features of time affect creative outcomes and processes.

Team Leader Temporal Focus and Team Creativity: Self-regulation Theory

Author: **Louisa Fink**, *Cambridge Judge Business School*
Author: **Andreas Wilhelm Richter**, *U. of Cambridge*
Author: **YeunJoon Kim**, *U. of Cambridge*

The Roles of Temporal Focus and Novelty in Product Evaluations

Author: **Yingyue Luan**, *Cambridge Judge Business School*
Author: **YeunJoon Kim**, *U. of Cambridge*

Past, Present, and Future Focus in Entrepreneurial Narratives

Author: **Yu-Wei Lin**, *U. of Illinois at Urbana-Champaign*
Author: **Shiyu Yang**, *U. of Illinois at Urbana-Champaign*
Author: **Aravinda Garimella**, *U. of Illinois at Urbana-Champaign*
Author: **Michael J. Shaw**, *U. of Illinois at Urbana-Champaign*

Building Worlds: Enduring Dilemmas and the Process of Developing a Body of Creative Work

Author: **Colin Muneo Fisher**, *UCL School of Management*
Author: **Poornika Anantha Ramakrishnan**, *Rotterdam School of Mgmt*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **186** | Submission: **16092** | Sponsor(s): **(OB)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 2:00PM- 4:00PMPT (UTC-7)** at **Seattle Convention Center** in **Skagit 4**

**Thinking of a Position Outside the US? “Dos and Don’ts”
of International Business Schools**
Thinking of a Position Outside the US?



Organizer: **Andreas Wilhelm Richter**, *U. of Cambridge*
Organizer: **David Leonard Patient**, *Vlerick Business School*
Organizer: **Marylene Gagne**, *Curtin Uni*
Organizer: **Dan V. Caprar**, *U. Of Sydney*
Panelist: **Shi Tang**, *U. of Cambridge*
Panelist: **Jing Zhu**, *Nanyang Business School*
Panelist: **Deshani Buddhika Ganegoda**, *Melbourne Business School*
Panelist: **Cheri L. Ostroff**, *U. of South Australia*
Panelist: **Jacob Eisenberg**, *UCD*
Panelist: **Nikos Bozionelos**, *EMLYON Business School*
Panelist: **Pisitta Vongsawasdi**, *WHU Otto Beisheim School of Management*

Many management scholars are interested in taking their career to a new culture and context. Although the opportunities around the globe to teach and conduct organizational research have significantly increased, first-hand information on non-US business schools can be hard to come by. This PDW is designed for both junior and senior OB scholars who would like more information regarding academic careers at reputable non-US business schools. It will bring together seven panelists currently working at schools in Europe, Australia, and Singapore, who are not originally from there or trained there. The panel will provide information, highlight challenges, and share distinctive features for academic careers in each country, including tacit knowledge and unspoken rules that the panelists have learned during their own adaptation process. Topics for discussion include: What does the job application process look like? How are faculty evaluated, and what types of tenure and contracts are used? What are key challenges in adapting to the national culture and university system? What was most surprising, so far? What are norms of professional conduct (i.e., dos and don’ts in presenting oneself and one’s work)? The PDW includes individual presentations by panelists, country-specific roundtable discussions, and a closing Q&A.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**

Program Session: **187** | Submission: **11494** | Sponsor(s): **(OB, CAR, IM)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Friday, Aug 5 2022 2:00PM - 4:00PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 2**

Can We Do It, Yes We Can: Strategies for Non-US Scholars to Succeed in the US Jobs Market
Strategies to Succeed in the US Job Market



Organizer: **Ulrich Leicht-Deobald**, *Trinity Business School, Trinity College Dublin*

Organizer: **Katja Wehrle**, *Justus-Liebig U. Giessen*

Organizer: **Ying Chen**, *U. of Rhode Island*

Panelist: **David J. G. Dwertmann**, *Rutgers U.*

Panelist: **Ariane Froidevaux**, *U. of Texas At Arlington*

Panelist: **David A. Jones**, *U. of Vermont*

Panelist: **Haiyang Li**, *Rice U.*

Participant: **Shuhua Sun**, *Tulane U.*

Many management scholars from outside of the US are interested in working in American business schools. Despite this interest, many non-US candidates in the job market lack information on how to best navigate this competitive jobs market and obtain commensurate employment. This PDW is designed for both young and mid-career OB scholars who would like more information on seeking and obtaining employment at US business schools. It will bring together panelists currently working at schools in the US, who were trained overseas, and faculty who have been involved in recruiting scholars from outside the US. By hearing from each side, participants will be able to hear different perspectives from those both seeking employment in the US as well as from those on the hiring side for US institutions. The panel will highlight strategies for applying for and obtaining employment in the US, identify the key challenges faced by non-US scholars in the job search, application and interview process, and reflect on the tacit knowledge gained from their own experience. Topics for discussion include: What does the job search, application and selection process look like? What types of business schools are there in the US and how do different schools evaluate non-US candidates on the jobs market? What are key challenges faced by candidates in adapting to the national culture and university system? The PDW includes individual presentations by panelists, roundtable discussions focusing on strategies for job candidates at different stages in their careers, and a closing Q&A.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **188** | Submission: **19273** | Sponsor(s): **(PNP)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 2:00PM - 3:30PMPT (UTC-7)**

Diversity, Equity and Inclusion (Virtual Only)

Session Moderator: **Zachary Mohr**, *UNC Charlotte*

This session examines organizational efforts to create diverse and inclusive spaces. Researchers in this panel examine specific practices and their effects on particular groups or individuals, as well as on organizational outcomes more broadly.

PNP: Fostering Inclusive Museums: A Conjoint Experiment on Representation and Inclusionary Practices    

Author: **Zachary Mohr**, *UNC Charlotte*

Author: **Alexandra Olivares**, *Mint Museum*

Author: **Jaelyn Piatak**, *U. of North Carolina, Charlotte*

While art should be for everyone, museums are not always inclusive to all members of society. Arts participation varies by sociodemographic characteristics despite the numerous benefits of the arts. To date, much of the research has focused on how visitor characteristics influence museums, but how do museum characteristics influence arts participation? We employ a conjoint experiment where respondents to assess how they value different art museum attributes. In particular, we examine differences in cultural representation of artists and museum programming as well as accessibility in terms of labels and cost. Our findings support the need for greater use of inclusionary practices and cultural representation in museums, particularly for more relatable language labels and more community-based program events. We also find notable differences across subgroups, such as partisanship and race, emphasizing the need for more representative, accessible, and inclusive museums.

Paper is Available to Meeting Registrants Only.

PNP: Dismantling or Disguising Racialization?: Defining Racialized Change Work in Postsecondary Education 

Author: **Heather McCambly**, *Northwestern U.*

Author: **Jeannette Anastasia Colyvas**, *Northwestern U.*

Abstract Grantmaking organizations (GMOs) are critical actors influencing education systems, public policy, and its administration. We position the work of GMOs—in the distribution and management of funds for the public good—as a form of public management. Using recent work on racialized organizations from sociology, critical theories of race, and institutional theory, we address the role of GMO's in dismantling or reproducing inequalities. In doing so we develop a new construct—racialized change work—to refer to the purposive action that organizations take to build new, equitable organizational arrangements or tear down old, inequitable ones. We develop quantifiable and testable propositions for how racialized change work might spread (engagement), how it might stick (institutionalization), and what effects it may have on producing equitable outcomes (impact). We build these propositions in the context of GMOs in U.S. higher education policy and demonstrate their portability across areas of public policy and administration. We conclude with a discussion of our contributions back to the theories from which we draw and their relationship to public administration.

Paper is Available to Meeting Registrants Only.

PNP: Organizational Characteristics Predicting the Appointment of a Racial Minority CEO 

Author: **Young-joo Lee**, *U. of Central Florida*

This study examines how nonprofits' organizational characteristics relate to their likelihood of hiring a CEO of color, focusing on board diversity, revenue streams, risk aversion, and organizational capacity. The analysis of 501(c)(3) organizations with a GuideStar Platinum Seal of Transparency reveals a positive association between the racial diversity of the governing board and the appointment of a minority CEO. The results also show that the likelihood of hiring a CEO of color increases with the number of paid staff, but not with the total expense, partially supporting the organizational capacity hypothesis. Overall, the findings suggest that building a racially diverse board is a key to improving the racial diversity of nonprofit executive leadership.

Paper is Available to Meeting Registrants Only.

PNP: The Effect of Veteran Status on Job Candidate Assessments in U.S. Local Governments 

Author: **Justin Michael Stritch**, *Arizona State U.*

Author: **Ulrich Jensen**, *Arizona State U.*

Author: **David Swindell**, *Arizona State U.*

Author: **Michelle Allgood**, *Arizona State U.*

Author: **Allegra Fullerton**, *U. of Colorado, Denver*

Veterans are often framed as an untapped resource for local governments to boost the public service workforce. While past recruitment efforts tend to draw a straight line from military experience to civilian careers in policing and emergency services, it remains unclear how HR professionals, more generally, weigh military experience when assessing candidate preparedness for a managerial career in public service. We examine how veteran status affects U.S. city and county HR directors' evaluation of candidates for entry-level managerial positions in local government. Using an experimental design, we randomly assign candidate characteristics—veteran vis-à-vis non-veteran status and male vis-à-vis female—and observe HR directors' assessment of candidate preparedness. Our findings reveal a premium of veteran status on candidate assessments relative to similar private sector experience, while results are less conclusive when the comparison is made to similar public sector experience. Additionally, we find no clear evidence of disparate assessments of candidate preparedness as a function of candidate gender.

Paper is Available to Meeting Registrants Only.

Author: **Eun Su Lee**, *U. of Newcastle*

Author: **Betina Agata Szkudlarek**, *The U. of Sydney Business School*

Meaningful employment in the receiving country dramatically improves refugees' integration outcomes. Yet, many refugees are significantly under- and unemployed, often needing re- or upskilling upon resettlement. Human resource development (HRD) forms a critical part of the human resource management (HRM) function, and as a result, there are multiple calls for employers and their human resource (HR) professionals to take an active role in refugee HRD. Despite the calls, HRM remains largely detached from this role, leaving the HRD mission to non-profit organizations (NPOs). Drawing on a qualitative study of NPOs in Australia, we find that, in carrying out a complex set of HRD practices within a resource-constrained environment, NPOs are forced to opt for those support practices that satisfy the resource-abundant stakeholders' interests. We find that this course of action can lead to the prioritization of organizational survival over social sustainability, resulting in suboptimal outcomes for the most vulnerable refugees. With this research, we offer a novel view of how well-intended stakeholder engagement can negatively influence HRD support and further disadvantage the most vulnerable individuals. With increasing calls for cross-sector solutions to the world's grand challenges, our study reveals the potential unintended dark side of collaboration. Simultaneously, we plead for active contribution from HR professionals in creating HRD opportunities for a wide range of refugee jobseekers.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **189** | Submission: **19264** | Sponsor(s): **(PNP)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 2:00PM - 3:30PMPT (UTC-7)**

Government Use of Social Media in Times of Crisis



Session Moderator: **Diego Ravenda**, *TBS Business School*

As government use of online and social media platforms continues to increase, this panel explores the implications of using these platforms in the context of responding to community crises.

PNP: COVID-19 Communication Management on Facebook Pages of Local Governments 

Author: **Diego Ravenda**, *TBS Business School*

Author: **Maika Valencia-Silva**, *EAE Business School*

Author: **Josep M. Argiles-Bosch**, *U. of Barcelona*

Author: **Josep García-Blandón**, *U. Ramón Llull, IQS School of Management*

We examine how Italian municipalities manage the COVID-19 communication on their official Facebook pages. For this purpose, we apply an automatic topic modelling procedure on a sample of 76,139 posts published on the official Facebook pages of 103 Italian provincial capital municipalities over the COVID-19 pandemic period from 1 March 2020 to 26 March 2021. We identify two topics related to COVID-19 consisting of COVID-19 restrictive measures and COVID-19 support measures. Using regression models with municipality and year-week fixed effects, we find that the prevalence of the topic on COVID-19 restrictive measures negatively affects the tone of the communication, computed through a sentiment analysis procedure, and it is negatively associated with the number of COVID-19 positive cases in the municipal area. In contrast, the prevalence of the topic on COVID-19 support measures positively affects the tone of the communication and it is positively associated with the number of positive cases. These associations are moderated by ideology, age, and political incentives of incumbent mayors. These results may reveal a strategic communication of municipalities to induce positive perceptions about the performance of municipal incumbents in responding to the pandemic and, therefore, enhance political consensus among voters. Finally, these findings may have practical implications for public regulators, public managers, and other followers of local governments' social media.

Paper is NOT Available. Please contact the author(s).

PNP: Government Crisis Messaging on Social Media, Citizen Online Engagement and Compliance with Policies   

Author: **Xu Han**, *U. of Maryland, College Park*

Author: **Cory Baird**, *U. of Maryland, College Park*

Government messaging constitutes an important part of its response to a crisis such as COVID-19. However, few studies examine how government crisis messaging on social media shapes citizen online engagement and realized compliance with policies. This study fills the gap. We draw on Situation Crisis Communication Theory (SCCT) to classify government messages on social media and develop theories about how these messages affect citizen online engagement and offline compliance. Leveraging the SCCT framework, we utilize machine learning techniques to classify all the tweets of fifty governors between January 21st and December 13th, 2020. Using the classified tweets in fixed-effect models, we show that governors' tweets related to informational, instructional, and compassionate messaging are consistently associated with increased citizen online engagement with state government. In addition, the results suggest a link between online engagement and compliance with stay-at-home orders and advisories to avoid non-essential travel. Meanwhile, governors' instructional, compassionate, and praising messages are directly associated with better compliance.

Paper is Available to Meeting Registrants Only.

PNP: Local Governments' Framing of Social Media Messages and Citizens' Responses (WITHDRAWN)

Author: **Hannes W. Lampe**, *Hamburg U. of Technology*

Author: **Dominik Vogel**, *U. of Hamburg*

Public administrations frequently communicate with citizens and often use social media to do so. The importance of such communication is elevated in times of crisis. Citizens have an increased demand for information and interaction and administrations want to limit the extent and consequences of the crisis. Previous research has analyzed how public administrations communicate during a crisis, but little is known about how citizens respond to these messages and how their responses change based on the framing of administrations' messages. We analyze how different rhetorical frames used in local governments' social media messages affect three types of citizen responses: approval, diffusion, and engagement. We hypothesize several relationships based on the expectancy-disconfirmation framework and emotions as social information theory. The hypothesized effects are tested on a novel dataset of German local governments' Twitter communications consisting of more than 50,000 messages posted over a period of six months and more than 700,000 reactions to these messages. The results show that the use of analytical framing increases citizens' approval, diffusion, and engagement. Affective framing is found to positively influence approval, while negatively affecting diffusion and engagement. Disentangling what drives these diverging effects, we show that positive emotional framing positively affects citizens' approval and negatively affects diffusion and engagement. On the other hand, negative emotions increase citizens' diffusion and engagement. Particularly these contrasting effects emphasize the need to better understand the role of rhetorical framing in public sector communication, as rhetorical frames might affect citizen reactions in opposing ways. Besides these theoretical implications, several managerial implications for public sector communication can be derived.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **190** | Submission: **18471** | Sponsor(s): **(PUBS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 2:00PM - 5:00PMPT (UTC-7)** at **The Westin Seattle in Fifth Avenue Room**

Publishing in AMJ: Tips from the Editors 
Publishing in AMJ: Tips from the Editors

Organizer: **Susan Zaid**, *Academy of Management*
Presenter: **Marc Gruber**, *Ecole Polytechnique Fédérale de Lausanne*

All are welcome to attend.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **191** | Submission: **18490** | Sponsor(s): **(PUBS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 2:00PM - 4:00PMPT (UTC-7)** at **The Westin Seattle in Vashon II**

Publishing in ANNALS 
Publishing in ANNALS

Organizer: **Susan Zaid**, *Academy of Management*
Presenter: **Matthew A. Cronin**, *George Mason U.*
Presenter: **Elizabeth George**, *U. of Auckland*

Annals Incoming Co-Editors, Elizabeth George and Matthew Cronin, and the team of Associate Editors provide tips on how to write a successful Annals paper. All are welcome.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **192** | Submission: **10090** | Sponsor(s): **(SIM, STR, ONE)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Friday, Aug 5 2022 2:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center** in **Room 205**

Corporate Sociopolitical Activism: Creating a Better World?

Corporate Activism: Creating a Better World?



Organizer: **Anna Eileen McKean**, *Northwestern U.*

Organizer: **Farhan Iqbal**, *U. of Georgia*

Organizer: **Maurice Jerel Murphy**, *U. of Southern California*

Panelist: **Forrest Briscoe**, *Pennsylvania State U.*

Panelist: **Mary-Hunter McDonnell**, *The Wharton School, U. of Pennsylvania*

Panelist: **Kate Odziemkowska**, *U. of Toronto, Rotman School of Management*

Panelist: **Michael Toffel**, *Harvard Business School*

Participant: **Abhinav Gupta**, *U. of Washington, Seattle*

Presenter: **Nicole West**, *U. of Washington*

Participant: **Majid Majzoubi**, *Schulich School of Business, York U.*

Presenter: **Raquel Renee Kessinger**, *Massachusetts Institute of Technology*

Presenter: **Christine Shropshire**, *Arizona State U.*

Participant: **Jisun Kim**, *U. of Mississippi*

Sociopolitical activism is growing as both a corporate practice and topic of research. One intriguing aspect of this practice is that the issues addressed have direct implications for society at large, but often do not have direct economic ramifications for firms themselves. However, given the sociopolitical – and often controversial – manner of topics addressed with corporate activism, it raises the question of whether it actually helps to create a better world as some seem to purport. Or is it merely an altruistic corporate endeavor, “woke washing,” or perhaps a means by which firms pander to morally-inclined consumers? This symposium provides an opportunity to explore these questions, as well as examples of research on the topic. The program includes three research presentations covering CEO-, employee-, and shareholder-activism; followed by a panel discussion with four expert scholars. Both the presenters and panelists will delve into the potential and promise of this type of business-society engagement, providing a critical examination of if (and how) it has made society and the world a better place.

How CEO Sociopolitical Activism affects Organizational Political Ideology

Author: **Abhinav Gupta**, *U. of Washington, Seattle*

Author: **Nicole West**, *U. of Washington*

Author: **Majid Majzoubi**, *Schulich School of Business, York U.*

What Factors Influence an Employee’s Decision to Engage in Activism? A Review and Research Agenda

Author: **Raquel Renee Kessinger**, *Massachusetts Institute of Technology*

Author: **Mary-Hunter McDonnell**, *The Wharton School, U. of Pennsylvania*

The Follow Through: Activist Investor Behavior and Their Likelihood of Success

Author: **Christine Shropshire**, *Arizona State U.*

Author: **Jisun Kim**, *U. of Mississippi*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **193** | Submission: **15693** | Sponsor(s): (STR, TIM, ENT)
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 10:00AM - 11:30AMPT (UTC-7)**

An Uncertainty-based View of Strategy

An Uncertainty-Based View of Strategy

Organizer: **Nathan Furr**, *INSEAD*
Participant: **Kathleen Eisenhardt**, *Stanford U.*
Participant: **Rahul Kapoor**, *The Wharton School, U. of Pennsylvania*
Participant: **Violina Rindova**, *U. of Southern California*
Participant: **Vaughn Tan**, *U. College London*

The purpose of this session is to explore whether uncertainty has the potential to open new areas of academic inquiry. Uncertainty has played an increasingly relevant role in both academic and practice discussions, with many scholars suggesting that uncertainty (and ambiguity) create a boundary condition to our existing theories. This session explores this question by asking the questions: what are uncertainty and ambiguity? What does research reveal about the appropriate tactics for navigating uncertainty? Is there an opportunity to develop new theories that more directly address uncertainty, such as an uncertainty-based view of strategy?

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **194** | Submission: **11449** | Sponsor(s): **(CMS, MED)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 2:30PM - 5:00PMPT (UTC-7)** at **The Westin Seattle** in **Whidbey**

**Towards a Better World: Psychoanalytic Perspectives
on Anxiety and Defense in Teaching and Learning**
Anxiety and Defense in Teaching and Learning



Organizer: **Carrie M. Duncan**, *Center for Psychosocial Organization Studies*
Organizer: **Sara R. S. T. A. Elias**, *U. of Victoria*
Organizer: **Nathan Gerard**, *California State U., Long Beach*
Organizer: **Eda Ulus**, *U. of Glasgow*
Organizer: **Seth Allcorn**, *Columbia, Missouri*

This PDW uses psychoanalysis to disrupt the assumptions embedded in contemporary modes of teaching and learning. We will explore the potential of psychoanalysis to further our understanding of the realities of education, both now and in the future. Insights from psychoanalysis include the importance of paying attention to unconscious anxieties, fantasies, and psychological defenses. Applying these insights to learning spaces, and their concomitant stresses and anxieties, provides critical scholars and educators with concepts useful for understanding the psychosocial (collective) defenses that arise in response to anxiety-inducing social, cultural, and institutional pressures. The unconscious permeates a range of phenomena across educational systems: individual (student, teacher), interpersonal (teaching dyad), group (classroom), organization (institutional), and social (discourses of pedagogy, politics). Psychosocial defenses often serve to create undiscussable and collusive resistance to the work of learning, essentially erecting a form of willful ignorance to avoid the anxieties of not knowing. We contend that through psychoanalysis, such dynamics may become knowable and discussable. Further, psychoanalysis lends both teachers and students useful strategies for managing the anxieties associated with undoing what we think we know about providing, or obtaining, management education. This PDW may benefit researchers and scholars who, regardless of career stage, wish to explore and engage with the potential of psychoanalysis for deepening their understanding of the complexities of teaching and learning, and in doing so deepen their potential for building a better world.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **195** | Submission: **19061** | Sponsor(s): **(MED)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 2:30PM - 4:00PMPT (UTC-7)** at **Seattle Convention Center in Room 618**

Game and AI Based Learning: Challenges and Opportunities

Session Moderator: **Emmanuel Monod**, *UCMT and Paris-Dauphine U.*

MED: AI Talent in Non-technological Industries: Toward AI-Enabled Transformational Change Management  

Author: **Emmanuel Monod**, *UCMT and Paris-Dauphine U.*
Author: **Alan B. Eisner**, *Clark U.*
Author: **Sabine Khalil**, *ICD Business School*
Author: **Ibraiz Tarique**, *Pace U. - Lubin School of Bus*
Author: **Yuewei Jiang**, *UCMT*
Author: **Haibing Pan**, *Scott Systems China*

This research addresses the ongoing concern with the limits of Artificial Intelligence (AI) from a talent management perspective in non-technological industries, as opposed to high-tech industries. It undertakes a review of both the consulting and academic literature and suggests ten research propositions for improving the success of AI in organizations. These propositions include the need to start with identifying organizational requirements rather than hiring technological AI employees, hiring AI managers rather than AI engineers, outsourcing rather than hiring AI labor, assigning ownership to operations rather than to AI engineers, enabling cross-boundary communication rather than fragmentation, promoting interdisciplinary teams, focusing on organizational benefits rather than on technology, enacting a transformational view rather than a static view, promoting empowerment rather than hierarchy, and focusing on organizational development rather than technology implementation. Overall, rather than the current practice of hiring AI talent, this research calls for an AI-enabled transformational change management.

Paper is Available to Meeting Registrants Only.

MED: On Playfulness: A Case of Hand-Mind Connection and Cognitive Complexity in Teaching (Strategy)      

Author: **Robert Phillip Wright**, *Hong Kong Polytechnic U.*
Author: **Gerard P. Hodgkinson**, *U. of Manchester*

Strategy-making is serious business. When performed well, it can bring meaningful (temporary) competitive advantage for organizational success. If not fully committed to the task at hand, it can mean disaster and the eventual downfall of the organization. As such, strategy courses must be taught in a serious way, or does it? Grounding our work in the literatures of play and Serious Play, we designed a 13-week quasi-longitudinal experimental design (with control and intervention groups) (using physical reflective/reflexive dice cubes) to see the impact of play and playfulness in helping our students open up the alternatives to complex unsolved problems, issues and challenges. Using clinical psychology interviews (from Personal Construct Theory) at time T1 (beginning of the term) and T2 (at end of the term), our results show that students studying strategy using play, as opposed to the control group with no play element (using traditional teaching methods), increased their capacity to be more cognitive complexity through better differentiation and integration to generate deeper insights. Implications to both theory, practice and management education are discussed in better preparing the next generation of future-leaders for a complicated world.

Paper is Available to Meeting Registrants Only.

MED: How to Measure Gameful Experience in Business and Education?

Author: **Angelika Lau**, *U. of Duisburg-Essen*

While there is increasing interest in gamification in the context of business and education and the use of business simulation games has increased, there is not yet a short scale for measuring gameful experience in business simulation games. Existing scales are rather general and include a large number of items. When it comes to using such scales, scholars often face practical issues and restrictions regarding the survey length and participants' response time. Furthermore, some of these rather general items are inappropriate in the business and education context. As such, gameful application evaluations are mostly incomplete and are not readily comparable, as they neglect the gameful experience itself. Thus, in this study, a short scale for measuring gameful experience in business simulation games (GxBusiness-Quest) was developed based on existing scales and related literature. Based on four samples from a business simulation game, a step-by-step scale reduction, an exploratory analysis, a confirmatory analysis, and a bivariate analysis were applied. The results confirmed that the short scale developed is a reliable and valid measure, and is a useful instrument for researchers and practitioners working in the context of business and education.

Paper is Available to Meeting Registrants Only.

Author: **Nibu John Thomas**, *IIT Madras*

MED Barry Armandi Award for Best Student Paper in Management Education and Development, for the paper submitted by a student or group of students (maximum of ONE non-student, not leading author) that offers the most significant contribution to advance management education and development.

Incorporating game design features in the learning settings is known as the gamification of learning. Research has revealed that gamification can enhance user engagement levels. This increased user engagement is due to the unique experience provided by gamification. However, the evidence on this unique experience, its routes, and the underlying mechanism is still lacking. Hence, the current study examines the mechanism of gamification in a gamified management course. The results reveal the engagement pathways in learning and the role of flow in each pathway. The study clarifies the process of gamification in the context of learning and offers new research avenues combining gamification, learning, and positive psychology. It also helps practitioners by offering insights about the target experiences when developing gamification in a learning environment.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **196** | Submission: **18468** | Sponsor(s): **(PUBS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 2:30PM - 3:30PMPT (UTC-7)** at **The Westin Seattle** in **Mercer**

Academese Be Gone! Writing for AMD's Discoveries-through-Prose *Writing for AMD's Discoveries-through-Prose*

Organizer: **Susan Zaid**, *Academy of Management*
Presenter: **Kevin W. Rockmann**, *George Mason U.*
Presenter: **Erik Ian Dane**, *Washington U. in St. Louis*
Presenter: **Otilia Obodaru**, *Rice U.*
Presenter: **Spencer Harrison**, *INSEAD*
Presenter: **Mark de Rond**, *U. of Cambridge*
Presenter: **Daniel Newark**, *HEC Paris*
Presenter: **Naomi Beth Rothman**, *Lehigh U.*
Presenter: **Christopher G. Myers**, *Johns Hopkins Carey Business School*
Presenter: **Bess Rouse**, *Boston College*

Learn more about this new content type and join AMD editors and editorial review board members Kevin Rockmann, Erik Dane, Elizabeth Rouse, Otilia Obodaru, Spencer Harrison, Mark de Rond, Daniel Newark, Naomi Rothman, Christopher Myers. Discoveries through Prose: https://aom.org/events/event-detail/2024/01/19/higher-logic-calendar/discoveries_through_prose

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **197** | Submission: **10023** | Sponsor(s): **(ONE, OMT)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 2:45PM - 4:15PMPT (UTC-7)**

Digital Sustainability: Can We Tackle Climate Change with Bits and Bytes?
Digital Sustainability



Organizer: **Georg Reischauer**, *WU Vienna & JKU Linz*
Organizer: **Simon JD Schillebeeckx**, *Singapore Management U.*
Distinguished Speaker: **Frederik Dahlmann**, *U. of Warwick*
Distinguished Speaker: **Gerard George**, *Georgetown U., McDonough School of Business*
Distinguished Speaker: **Ans Kolk**, *U. of Amsterdam*
Distinguished Speaker: **Jonatan Pinkse**, *U. of Manchester*

We are witnessing the rise of digital sustainability where organizations advance ecological sustainability through the creative deployment of technologies that create, use, transmit, or source electronic data, such as platforms or algorithms. While some consider digital sustainability a game changer in the quest to tackle climate change, others are more skeptical whether digital technologies will truly help, pointing also to potentially adverse effects. To take stock and further advance this important debate, our symposium brings together distinguished scholars specializing in the interplay of digital technologies, organizations, and the natural environment. They will debate promises, pitfalls, and paradoxes of digital sustainability and discuss ways to move forward.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Caucus**

Program Session: **198** | Submission: **10301** | Sponsor(s): (CAU)

Session Format: **Virtual-only: Zoom “meeting” style**

Scheduled: **Friday, Aug 5 2022 3:00PM - 4:30PMPT (UTC-7)**

Hybrid Work Arrangements

Hybrid Work Arrangements



Organizer: **Karin Sanders**, *UNSW Business School, Australia*
Organizer: **Andrew Dhaenens**, *UNSW Sydney*
Participant: **Smriti Anand**, *Illinois Institute of Technology Stuart School of Business*
Participant: **Frederik Anseel**, *UNSW Sydney Business School, Australia*
Participant: **Almina Besic**, *Johannes Kepler U. Linz*
Participant: **Michal Biron**, *U. of Haifa*
Participant: **Dishi Hu**, *Fox School of Business, Temple U.*
Participant: **Shelia Hyde**, *Texas Woman's U.*
Participant: **Dana L. Ott**, *U. of Otago*
Participant: **Paula Marie O'Kane**, *U. of Otago*
Participant: **Mirjam Pekar-Milicevic**, *Otto-Friedrich U. Bamberg*
Participant: **Alfred Presbitero**, *Deakin U.*
Participant: **Sumita Raghuram**, *San Jose State U.*
Participant: **Christian Reimers**, *Arctic U. of Norway*
Participant: **Diane Rongo Ruwhiu**, *U. of Otago*
Participant: **James Vardaman**, *U. of Memphis*
Participant: **Sara Christine Walton**, *U. of Otago*
Participant: **Huadong Yang**, *U. of Liverpool*

The COVID-19 pandemic has further challenged traditional work arrangements. Researchers worldwide are studying hybrid work arrangements concerning the various needs and preferences of working in organizations. This caucus aims to openly discuss research relating to hybrid work arrangements and explore ways of collaboration.

The COVID-19 pandemic has further challenged traditional work arrangements. Researchers worldwide are studying hybrid work arrangements concerning the various needs and preferences of working in organizations. This caucus aims to openly discuss research relating to hybrid work arrangements and explore ways of collaboration.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **199** | Submission: **14175** | Sponsor(s): **(ENT, OB, HR, SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 3:00PM - 5:00PMPT (UTC-7)** at **Hyatt Regency Seattle in Elwha B**

Fusing Disparate Research Streams: Mental Health, Well-being, and Entrepreneurship

Mental Health, Well-being, and Entrepreneurship



Organizer: **Jeffrey M. Pollack**, *NC State U.*
Organizer: **Ute Stephan**, *King's College London*
Organizer: **Johan Wiklund**, *Syracuse U.*
Panelist: **Pia Maria Arenius**, *RMIT U.*
Panelist: **Melissa S. Cardon**, *U. of Tennessee*
Panelist: **Boris Nikolaev**, *Colorado State U.*
Panelist: **Marilyn Ang Uy**, *Nanyang Technological U.*
Presenter: **Jared Shaw Allen**, *Texas Tech U.*
Presenter: **Elisa Alt**, *King's College London*
Presenter: **Petra Andries**, *Ghent U.*
Presenter: **Rene Bakker**, *Erasmus U. Rotterdam*
Presenter: **James Bort**, *U. of Missouri, Columbia*
Presenter: **Dimo P. Dimov**, *U. of Bath*
Presenter: **Andreana Drencheva**, *King's College London*
Presenter: **Matthias Fink**, *Johannes Kepler U. Linz*
Presenter: **Markus Andreas Fitz**, *Frankfurt School of Finance & Management*
Presenter: **Maw-Der Foo**, *Nanyang Technological U.*
Presenter: **J. Jeffrey Gish**, *U. of Central Florida*
Presenter: **Janaki Gooty**, *U. of North Carolina, Charlotte*
Presenter: **Marjan Gorgiewski**, *Erasmus U. Rotterdam*
Presenter: **Sheila Hanson**, *U. of North Dakota*
Presenter: **Jolanda Hessels**, *Erasmus U. Rotterdam*
Presenter: **Ilke Inceoglu**, *U. of Exeter*
Presenter: **Stela Ivanova**, *U. of Exeter*
Presenter: **Sonia-Cristina Codreanu**, *King's College London*
Presenter: **Philipp Kruse**, *Dresden U. of Technology*
Presenter: **Michael Lerman**, *Iowa State U.*
Presenter: **Daniel Lerner**, *IE Business School*
Presenter: **Louis Marino**, *U. of Alabama*
Presenter: **Andrew George McBride**, *U. of North Carolina at Charlotte*
Presenter: **Melissa Medaugh**, *Appalachian State U.*
Presenter: **Eduardo Meléndez**, *U. of Oklahoma*
Presenter: **Arielle M. Newman**, *Syracuse U. Whitman School of Management*
Presenter: **Ahmed Maged Nofal**, *EMLYON Business School*
Presenter: **Frédéric Ooms**, *HEC-Ulg*
Presenter: **Andreas Rauch**, *U. of Sydney Business School*
Presenter: **Maija Renko**, *DePaul U.*
Presenter: **Susana Correia Santos**, *Rowan U.*
Presenter: **Corinna Vera Hedwig Schmidt**, *Chair for Technology & Management, TU Dortmund U.*
Presenter: **Antje Schmitt**, *U. of Groningen*
Presenter: **Steffen Strese**, *TU Dortmund U.*
Presenter: **Mi Hoang Tran**, *Syracuse U. Whitman School of Management*
Presenter: **Reginald Tucker**, *LSU*
Presenter: **Peter Vandor**, *WU Vienna U. of Economics and Business*
Presenter: **Ingrid Verheul**, *Erasmus U. Rotterdam*
Presenter: **Dominika Wach**, *Technische U. Dresden*
Presenter: **Amanda Jasmine Williamson**, *Waikato Management School*
Presenter: **Marcus Wolfe**, *U. of North Texas*
Presenter: **Wei Yu**, *National U. of Singapore (NUS)*

Research on entrepreneurship and mental health/well-being is growing rapidly. It includes understanding entrepreneurship as a career choice for those with mental health conditions (e.g., ADHD), as well as exploring entrepreneurship's potential for both great stress and fulfilment, and thus for both mental illbeing and well-being. The Covid-19 pandemic has further fuelled such research interest: Entrepreneurial action in the face of adversity can help individuals and communities to safeguard their well-being and build resilience, while the challenges of Covid-19 have also highlighted how precarious entrepreneurs' mental health and well-being is. This PDW brings together and seeks to grow the community of scholars who share an interest in entrepreneurship and mental health/well-being. We will take stock of what we know and reflect and co-create where we should go next and how research on entrepreneurship and mental health/well-being can inspire related research fields (e.g., organizational behavior, occupational health, etc.) by suggesting fusing research on positive and negative well-being into a complementary research stream. Through impulse presentations, an inspirational and interactive gallery walk involving participants from diverse backgrounds, as well as a plenary discussion with leading researchers and journal editors, this PDW will examine mental health/well-being from different perspectives, create new ideas, and facilitate scholarly networking. A similar format at previous AOM Meetings drew more than 100 participants. We invite scholars researching mental health/well-being from entrepreneurship, OB, and related fields to this exciting PDW which seeks to build new links for mutual inspiration.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **200** | Submission: **18630** | Sponsor(s): **(GDO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 3:00PM - 4:30PMPT (UTC-7)** at **Sheraton Grand Seattle in Columbia**

Discrimination and Mistreatment of Diverse Employees

Session Moderator: **Anyi Ma**, *Tulane U.*

GDO: The Agency Bias in Creativity Evaluations: The Role of Implicit Beliefs about Creativity

Author: **Anyi Ma**, *Tulane U.*

Author: **Michael North**, *New York U.*

Author: **Dawei Wang**, *Northwestern Kellogg School of Management*

Author: **Xiuxi Zhao**, *Center for Creative Leadership*

Although past research has suggested that older workers are stereotyped as less creative, little is known about mechanisms that underlie this belief and the conditions under which this bias is likely to occur. Past research suggests that people construe creative individuals as highly agentic individuals who can produce radically different creative ideas. We suggest that these implicit beliefs about creativity would disadvantage creative evaluations of older workers as they are often perceived lacking in agency. Four studies, including experimental and archival data from Fortune 500 employees and M.B.A students, support our predictions. Study 1 analyzed archival data from M.B.A. students, finding that older targets were perceived as less innovative. Utilizing archival data from Fortune 500 employees, Study 2 found that older workers are evaluated as less creative; but this age bias in creativity evaluations occurred only when perceivers associate creativity with radical creativity. Study 3's experiment found that an older target was perceived as less creative, even when described as producing identical output as a comparable younger target. Finally, Study 4's experiment found that older targets were evaluated as less able to develop radically creative ideas because they were perceived as lacking in independent, diligent, and competent agency.

Paper is Available to Meeting Registrants Only.

GDO: Too Old to be Promoted? Interactive Effects of Employee Age and Gender on Career Advancement

Author: **Lydia Gross**, *Rotterdam School of Management, Erasmus U.*

Author: **Tanja Hentschel**, *Amsterdam Business School, U. of Amsterdam*

Integrating Lack of Fit Theory with the Stereotype Content Model to explain workplace age bias, we proposed that supervisors would anticipate older employees being less successful in the future and would, therefore, view them as less promotable. Based on double jeopardy rationales we postulated that these effects would be stronger for female employees. We tested our assumptions with a sample of 116 European supervisor-employee dyads. Results indicated that employee age was negatively related to promotability and that this relationship was mediated by lower anticipated future success of older employees. Employee gender moderated these relationships, but contradictory to our expectations: With increasing age, only male, but not female, employees were rated lower on anticipated future success. A series of theoretical implications are discussed, and we consider whether there may be different prescriptive career timetables for male versus female employees. We also discuss practical implications to minimize age and gender bias in the workplace.

Paper is Available to Meeting Registrants Only.

GDO: Weighing Down My Career: Exploring Body Fat's Impact on Career Success and Sex's Moderating Role 

Author: **Michael Addison Johnson**, *Louisiana State U.*

Author: **Manuela Priesemuth**, *Villanova U.*

The CDC recognizes that much of the worldwide population is obese or overweight. However, the effects of body fat on a person's workplace success, especially in the long term, are not well known. Further, we have relatively little insights into the dominant mechanisms by which obesity influences objective career outcomes. Aiming to understand if, how, and when employee body fat impacts career success over time, we challenge prior theory (i.e., stigma theory) and employ a novel medical perspective to suggest that an employee's health - in the form of illnesses like cardiovascular disease, diabetes, and joint issues - determines the relationship between employee obesity levels and long-term work success. Furthermore, we integrate research from evolutionary biology to further consider the moderating role of employee sex in the health process. Longitudinal results from a nationally representative, multi-wave sample (across 20 years) show that employee health - but not stigmatization or other explanations - mediates the negative relationship between employee body fat levels and objective career success. Moreover, findings revealed that employee sex did not moderate this indirect effect, indicating that the high body fat men and women equally experience adverse career effects due to the serious medical impairments they incur. Theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

GDO: Understanding the Complex Relationships Between Homophobic Bullying and Depression    

Author: **Karan Babbar**, *Indian Institute of Management, Ahmedabad*

Author: **Shreya Sharma**, *Indian Institute of Management, Ahmedabad*

Although homophobic bullying has been shown to play an important role in poor mental health outcomes, especially depression, little is known about the mediating and moderating role underlying this mechanism. Thus, as a part of this study, we try to understand whether gender-based bullying mediates the relationship between homophobic bullying and depression and whether the self-concept moderates this mediating process. A sample of 431 respondents, 18 years and above were surveyed through online mode to understand homophobic bullying and its implications on the mental health of the people who identify as LGBTQ. The results indicated that homophobic bullying was significantly and positively associated with depression. This relationship was mediated by gender-based bullying. Moderated-mediation analysis further revealed that self-concept moderates the relationship between gender-based bullying and depression. This relationship is stronger for LGBTQ individuals with higher levels of self-concept. Hence, there is a need to develop (a) strong supportive LGBTQ ally groups in educational and professional spaces to ensure safety and support for the bullied; and (b) create inclusive policies in academic and professional settings to ensure lower levels of bullying.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **201** | Submission: **12254** | Sponsor(s): **(IM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 3:00PM - 4:15PMPT (UTC-7)** at **Sheraton Grand Seattle in Willow A**

Is International Business Good for the World? A Dialogue
with Senior Global Executives
“Is international Business Doing Good?”



Organizer: **Gerhard Apfelthaler**, *California Lutheran U.*
Moderator: **Sumantra Sengupta**, *City U. of Seattle*

Prior to the COVID-19 pandemic, world trade has increased by about 26% (WTO, 2019) during the 10-year period between 2008 and 2018, worldwide exports of goods and services reached more than 35% of global GDP by the end of 2019 (World Bank, 2021), and global flows of Foreign Direct Investment (FDI) exceeded \$1.3 trillion for each year of the ten year-period from 2010-2019 period (UNCTAD, 2020). Despite some skepticism, it is commonly assumed that the expansion of international business has been essential to economic development and poverty reduction (World Bank Group and World Trade Organization, 2015; De Cordoba & Bouhey, 2008; OECD, 2008). Multinational corporations play a major role in this context. An estimated 83,000 multinational enterprises and their 230,000 foreign affiliates (OECD, 2018) are significant players in shaping the global economic and development agenda (Caprara & Nelson, 2007). In this context, multinational corporations are faced with social and environmental responsibilities (e. g. Roach, 2007) and have to develop coherent frameworks across countries, cultures, and business units. In this PDW, International Business (IB) scholars will discuss with a panel of senior executives from multinational corporations if international business activity can positively contribute to the corporate responsibility agenda. We will also address how instructors can prepare students better for their future roles in a global economy as well as ways in which practitioners' can be integrated into the classroom. During the PDW, participants will be able to interact with the panelists.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **202** | Submission: **18434** | Sponsor(s): **(MBR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 3:00PM - 4:00PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Metropolitan A**

Career Services Ins and Outs for the Recruiter/Employer *Ins and Outs for Recruiters/Employer*

Coordinator: **Wendy A. Kramer**, *Academy of Management*
Presenter: **Angela K. Miles**, *North Carolina Central U.*
Participant: **Sally Sledge**, *Norfolk State U.*

First time meeting with job seekers? Want a review of the current job market? Need a brush up of the traditional expectations of an AOM interview? Join the Career Services Committee for this information session and put your best foot forward when you meet.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

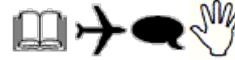
Session Type: **PDW Workshop**

Program Session: **203** | Submission: **11344** | Sponsor(s): **(MED, AFAM, INDAM)**

Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**

Scheduled: **Friday, Aug 5 2022 3:00PM - 6:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 204**

Flattening the (Learning) Curve: Course Design and Assessment in Engaged Learning Courses
Course Design & Assessment in Engaged Learning



Participant: **Kathy Lund Dean**, *Gustavus Adolphus College*

Participant: **Charles Fornaciari**, *La Salle U.*

Participant: **Jean M. Forray**, *Western New England U.*

Course design in learning is among the most researched topics in higher education at any level, in any discipline; this is certainly the case with engaged, or constructivist, pedagogies. But it is only relatively recently that the marriage among course design elements, their alignment to student learning, and how that alignment drives assessment of learning has been addressed in engaged pedagogical practice literature. Additionally, little, if any, educator development in engaged pedagogical practice is integrated into doctoral programs or early career development programs. In this PDW, we share key elements of engaged learning course design and assessment, including pre-course steps, running an engaged course in real time, and post-class assessment and closure activities. Special attention is given to equity and inclusion in engaged learning, ethical considerations, and institutional norms of assessment documentation. The PDW’s goal is to shorten the learning curve for educators who want to design and successfully implement active learning experiences with their students, but who have had little practical training or even coaching by which to do so. Using constructivist pedagogical theoretical framing as a foundation, we build on seminal course design research and practice supporting design clarity and transparency, and share best practices in creating and running engaged courses and designing learning outcomes assessment schemes in very practical terms. Participants will have an opportunity to talk with others, share ideas and get feedback on their course design schemes, and create networking and collaborative connections.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **204** | Submission: **11091** | Sponsor(s): **(MOC, OB, ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 3:00PM - 5:30PMPT (UTC-7)** at **Seattle Convention Center in Room 608**

Entrepreneurial Cognition

Entrepreneurial Cognition

Organizer: **Matthew Grimes**, *Cambridge Judge Business School*
Participant: **Tyler Wry**, *The Wharton School, U. of Pennsylvania*
Participant: **Madeline Toubiana**, *Telfer School of Management, U. of Ottawa*
Participant: **Benjamin L. Hallen**, *U. of Washington, Seattle*
Organizer: **Michele Williams**, *U. of Iowa*
Moderator: **Dean Shepherd**, *mendoza*

The cognitive process that leads to the development of new ventures has been a central topic of ongoing concern to scholars of entrepreneurship. Are you a doctoral student or faculty member who studies cognition within the context of entrepreneurship and are looking for ways to connect with other similar researchers? The purpose of this PDW is to enable this year's AOM theme of "Creating a Better World Together" by convening a group of scholars who are interested in learning about the future of research on entrepreneurial cognition and its role in imagining and enacting that better world.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**

Program Session: **205** | Submission: **10819** | Sponsor(s): **(ODC, ENT, MC, OB, RM, SAP, STR, TIM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Friday, Aug 5 2022 3:00PM - 5:00PMPT (UTC-7)** at **Sheraton Grand Seattle in Willow B**

Publishing Inductive Qualitative Research in Prominent Academic Journals

Publishing Inductive Qualitative Research



Organizer: **Quy Nguyen Huy**, *INSEAD*

Panelist: **Melissa Graebner**, *U. of Illinois at Urbana-Champaign*

Panelist: **Davide Ravasi**, *UCL School of Management*

This PDW workshop is aimed at fostering information exchange among practitioner scholars interested in publishing inductive qualitative research in prominent academic journals. Practitioner scholars are individuals who pursue rigor in their research process and output as well as produce knowledge that is useful for improved managerial practice. This PDW has been offered for several years now and keep attracting hundreds of scholars each time. The content offered is not predetermined and varies every year depending on the audience's questions and evolving norms in the field. The workshop will feature scholars with a track record of publishing qualitative research in premier journals. The goal will be to build help practitioner scholars to disseminate their ideas through prominent journals, while still encouraging these scholars' focus on managerial relevance. The conference presenters will lead exchanges around topics such as understanding the expectations of premier journals; conducting a literature review; designing data collection and analysis processes; selecting and working with co-authors; writing a first research draft; refining a manuscript before journal submission; and dealing with the editor and reviewers during the review process.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**

Program Session: **206** | Submission: **10106** | Sponsor(s): **(OMT, STR, OB, HR, MOC)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Friday, Aug 5 2022 3:00PM - 4:30PMPT (UTC-7)** at **Seattle Convention Center in Room 210**

A Multi-Level Approach to the Study of Reputation

A Multi-Level Approach to the Study of Reputation



Organizer: **Claudia Gabbioneta**, *U. of York*

Organizer: **Daniel Muzio**, *U. of York*

Organizer: **Philip Garnett**, *The York Management School*

Panelist: **Laura D'Oria**, *Iowa State U.*

Panelist: **Michael Andreas Etter**, *King's College London*

Panelist: **Robert A. Zinko**, *East Carolina U.*

Panelist: **Anastasiya A. Zavalova**, *Rice U.*

Reputation is a multifaceted construct (Ravasi et al., 2018) that can be analyzed at multiple levels, including the individual, the organizational, and the industry-level. Although academic research has generally recognized that these levels are not independent one from the others and that the reputation acquired – or lost – at one level can affect the reputation at the other levels, we still have a limited understanding of how reputations at different levels of analysis interact one to another. For example, we know relatively little about how individual reputations aggregate at the organizational level, or how the reputation of an organization transfers to its members. Similarly, we have yet to fully unveil the processes and mechanisms through which the reputation of individual organizations transfers to the industry they belong to, or through which mechanisms individual reputations influence the reputation of an industry. Against this backdrop, this PDW aims at bringing together scholars interested in the study of reputation at different levels of analysis to exchange views, compare theoretical and methodological perspectives, and discuss issues encountered while studying reputation at either the individual, the organizational, or the industry-level or when trying to combine these different levels of analysis. By doing that, the PDW hopes to provide further impetus to the study of reputation and to start bridging the divide between studies conducted at different levels of analysis.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **207** | Submission: **10565** | Sponsor(s): **(RM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Friday, Aug 5 2022 3:00PM - 4:30PMPT (UTC-7)** at **Seattle Convention Center** in **Room 4C3**

**A Swarm of Scholars: Adopting & Improving on the Swarm
Method of Collaborative Qualitative Research**
The Swarm Method



Organizer: **Clark Johnson**, *Pepperdine Graziadio Business School*

Moderator: **Brittney Bauer**, *Loyola U. New Orleans*

Panelist: **Cristina Gibson**, *Pepperdine Graziadio Business School*

Panelist: **Fred Niederman**, *Saint Louis U.*

Panelist: **Christine Ascencio**, *U. of Wisconsin, La Crosse*

Panelist: **Cole Evan Short**, *Pepperdine Graziadio Business School*

Panelist: **Jaclyn Ann Margolis**, *Pepperdine U.*

Panelist: **John Mooney**, *Pepperdine Graziadio Business School*

Panelist: **Varun Nagaraj**, *S P Jain Institute of Management & Research*

Panelist: **Theo Lynn**, *Dublin City U.*

Panelist: **Gary Sinclair**, *Dublin City U.*

This session introduces the swarm methodology and discusses its viability as a qualitative approach to research involving large, ephemeral events. It will also encourage interdisciplinary relationship-building and the elaboration of applications of the swarm methodology by integrating ideas from diverse fields including marketing, international business, organizational behavior, strategy, and social issues. This collaborative caucus session will invite attendees to identify potential swarm targets and research programs, ideally resulting in the conceptualization and seeding of at least one new swarm project (Steps 1 and 2 of the swarm research process; see Kilker, 2009; Exploring a new methodology: Background, planning and lessons from the 2007 tradeshow 'swarm' project).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **208** | Submission: **11009** | Sponsor(s): **(OMT, IM, MOC, ODC, CAR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 3:15PM- 4:45PMPT (UTC-7)** at **Seattle Convention Center in Skagit 5**

**OMT New and Returning Member Networking and
Research Forum**
OMT New and Returning Members



Organizer: **Shelby Gai**, *Michigan State U.*
Organizer: **Shipeng Yan**, *U. of Hong Kong*
Organizer: **Sara Kaplan**, *Emory U., Goizueta Business School*
Organizer: **Alyson Gounden Rock**, *McGill U. - Desautels Faculty of Management*
Facilitator: **Forrest Briscoe**, *Pennsylvania State U.*
Facilitator: **Dalhia Mani**, *Indian Institute of Management, Bangalore*
Facilitator: **Wendy K. Smith**, *U. of Delaware*
Facilitator: **Scott Graffin**, *U. of Georgia*
Facilitator: **Bryant A. Hudson**, *IÉSEG School of Management*
Facilitator: **Patricia H. Thornton**, *Texas A&M U. and HEC, Paris*
Facilitator: **Joseph P. Broschak**, *U. of Arizona*
Facilitator: **Marvin Washington**, *Portland State U.*
Facilitator: **Markus A. Höllerer**, *UNSW Sydney & WU Vienna*
Facilitator: **Tyler Wry**, *The Wharton School, U. of Pennsylvania*
Facilitator: **Tina Dacin**, *Queen's U.*
Facilitator: **Eunice Yunjin Rhee**, *Seattle U.*
Facilitator: **Eva Boxenbaum**, *Copenhagen Business School*

If you are new to the Organization and Management Theory (OMT) division, are interested in joining OMT, or are an established member who has been away for a while, then this forum is for you! This forum was created especially to help members to feel “at home” in the OMT division. We have designed the forum so that you can meet leading scholars in the OMT division, meet other new members of the division, and discuss research with other scholars who share similar interests. The forum will include a welcome and overview of the OMT Division and research discussions moderated by renowned scholars who actively conduct research in a particular area of interest. As a participant in the forum, you can self-select into several research themes of your choice. Research themes will be organized by theory, context and methodology.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **209** | Submission: **10401** | Sponsor(s): **(RM, OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 3:15PM - 6:15PMPT (UTC-7)** at **Seattle Convention Center** in **Room 607**

Sequence Analysis in Management Theory and Practice

Sequence Analysis: Theory and Practice



Organizer: **Stephen Thomas Downing**, *U. of Missouri*
Organizer: **Walter J. Ferrier**, *U. of Kentucky*
Organizer: **Riitta Katila**, *Stanford U.*
Organizer: **Jin-Su Kang**, *National Yang Ming Chiao Tung U.*

Sequence analysis captures the ordinal and temporal structure of discrete data, such as the progression of jobs in a career path, stages of a hostage negotiation, or longitudinal pattern of rivals' competitive attacks. Although the value of sequence analysis for organizational research was introduced over three decades ago, the adoption of sequence-related methods in management remains limited. We believe that this is due to a combination of unfamiliarity (with sequence concepts) and inaccessibility (of sequence analysis computations). Accordingly, we designed this professional development workshop (PDW) to tackle both challenges for scholars within the fields of strategic management, organizational theory, and organizational behavior. The PDW is formatted around a tutorial structure, which will be preceded by a phenomenological and theoretical background on sequences, and followed by an engaging, discovery-oriented discussion of the usefulness of sequence analysis in future research. The main tutorial contents of the PDW will incorporate two learning tools that facilitate hands-on practice with sequence analysis: (1) sets of colored toy blocks, representing discrete organizational events, aid in building intuition about sequence concepts, and (2) a user-friendly (graphical user interface) software program, SequenceR, aids in computing sequence measures. Thus, the key takeaway for participants will be the development of a new skill: understanding and computing sequence analysis measures. We expect that this tutorial format is suited not only to delivering a quality learning experience but also to fostering cross-divisional interactions for participants' professional development.

How do I register? There is no charge to attend, but pre-registration and conference registration are required. Attendance is limited to 50 participants. Please fill out the PDW registration form at this link by July 8 to receive confirmation of registration from the session organizer: https://missouri.qualtrics.com/jfe/form/SV_0p7XpEPGepGgyl8. What should I bring? Participants should bring their laptop with the SequenceR program (<https://github.com/sdownin/sequencer>) to use during the workshop. Please download the SequenceR program in advance: <https://github.com/sdownin/sequencer#download>. Tutorial data files will be made available to admitted participants before the workshop. For other questions, please contact: Stephen Downing (sdowning@missouri.edu) and Walter Ferrier (walter.ferrier@uky.edu). Please include "[AOM2022 Sequence PDW]" in the email subject line.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**

Program Session: **210** | Submission: **16899** | Sponsor(s): **(CAR, GDO, OB, HR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Friday, Aug 5 2022 3:30PM - 5:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 606**

**The Road Less Travelled: Advantages of Positions in a
Balanced or Teaching University**
Advantages of Positions in Balanced Institutions



Participant: **Laura Guerrero**, *U. of Houston, Clear Lake*

Participant: **Mirit K. Grabarski**, *Lakehead U.*

Participant: **Amanda Hinojosa**, *Howard U.*

Participant: **Waheeda Lillevik**, *College of New Jersey*

Participant: **Michelle Ruiz**, *Saint Mary-of-the-Woods College*

Participant: **Luciana Turchick Hakak**, *U. of the Fraser Valley*

Participant: **Saul Valdiviezo**, *U. of Texas at El Paso*

Most students attend very research-intensive universities (R1) to get their PhD. As a result, they are socialized and mentored to enter the academic job market as if all positions were in R1 universities. However, there are many other types of universities which offer jobs that value both research and teaching, and that have different expectations in the selection process than R1 institutions. This PDW aims to inform and encourage PhD candidates to consider careers outside of R1 universities, and to provide them with information about other types of universities.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Caucus**
Program Session: **211** | Submission: **10941** | Sponsor(s): (CAU)
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 3:30PM - 5:00PMPT (UTC-7)**

The Strategy and Change Interface: Cross-Disciplinary Implications of Unique Institutional Contexts



The Strategy-Change Interface and Unique Contexts

Session Chair: **Ofer Zwikael**, *Australian National U.*
Organizer: **Angelina Zubac**, *U. of Queensland*
Discussant: **Maris G. Martinsons**, *City U. of Hong Kong*
Facilitator: **Kate Hughes**, *Technology U. Dublin*
Distinguished Speaker: **Danielle Tucker**, *U. of Essex*
Distinguished Speaker: **Peter Thomas Bryant**, *IE Business School*
Distinguished Speaker: **Elizabeth More**, *Study Group Australia*
Distinguished Speaker: **David Rosenbaum**, *King's Own Institute*
Distinguished Speaker: **Steven R. Cofrancesco**, *U. of Advancing Technology*
Distinguished Speaker: **Neal M. Ashkanasy**, *U. of Queensland*
Participant: **Marie Dasborough**, *U. of Miami*
Participant: **Wojciech Dyduch**, *U. of Economics in Katowice*
Participant: **Huong Le**, *Centre Queensland U., Australia*
Participant: **Zhou Jiang**, *RMIT U.*
Participant: **Shelley A. Kirkpatrick**, *The MITRE Corporation*
Participant: **Czeslaw Mesjasz**, *Cracow U. of Economics*
Participant: **Harry Sminia**, *U. of Strathclyde Business School*
Participant: **Connie Shao-mei Zheng**, *U. of South Australia*

Building on the insights from five previous AOM caucuses and recent publications from this group, this caucus considers the cross-disciplinary and longer-term implications of organizations' unique institutional contexts. By better understanding them and the recursive practices they stimulate, we can develop new paradigms on organizations' strategic, operational and cultural issues. This work has the potential to inform strategic management, organizational behavior, organizational change, organizational theory, human resource and project scholarship. Previous caucuses have already led to a special issue, edited book of chapters involving 17 scholars and a symposium on the subject. Other collaborative projects are currently being planned. We believe this caucus would be of great interest to practitioners too, as we have already learned a great deal about the nature of the strategy-change interface and how organizations and their people can create a better world together.

All welcome whether attending the conference in person or virtually.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **212** | Submission: **19038** | Sponsor(s): **(CMS)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 3:30PM - 5:00PMPT (UTC-7)** at **Seattle Convention Center in Room 617**

Activism and Alternatives

Session Moderator: **Richard Longman**, *U. of the West of England*

CMS: The Myth of Employee Experience: From False Premises to Benevolent Subordination

Author: **Riku Reunamäki**, *Aalto U. School of Business*
Author: **Rebecca Piekkari**, *Aalto U. School of Business*
Author: **Pekka Mattila**, *Aalto U.*

The concept of employee experience, developed by the management consulting industry to address the link between human resource management and firm profit, is fashionable among HRM professionals. In this ethnographic case study, we take a critical look at its evolution and show that it is based on two false premises: the false premise of perspectives and the false premise of relationships. We therefore question the underlying logic of employee experience and portray it as a myth. Given the lack of academic research on employee experience in general and critical research in particular, we make a contribution by introducing the notion of benevolent subordination. It describes how senior managers may frame HRM initiatives such as employee experience as well-intending and benevolent, obscuring their own subordinating acts and the adverse outcomes that these acts may bring about for the employees themselves.

Paper is Available to Meeting Registrants Only.

CMS: Two Routes to Degeneration, Two Routes to Utopia

Author: **Genevieve Shanahan**, *Cardiff Business School, Cardiff U.*

It sometimes appears that alternative organizations are doomed to perpetuate the systems they aim to transform, as efforts to avoid co-optation lead these organizations to retreat from the very engagement necessary for social change. Scholars then face a dilemma: reveal these degenerative processes in existing alternative organizations and reinforce disillusionment, or avoid such critique and endorse ineffectual strategies. This paper thus asks how we can engage in necessary critical work without thereby stifling social change efforts. Erik Olin Wright's real utopias approach is first used to distinguish two broad strategies adopted by alternative organizations – symbiotic and interstitial – associated with distinct degeneration risks. The former set, exposure degeneration, are well-studied by the alternative organizations literature, but the latter, insulation degeneration, have received less systematic attention. Thus, the first contribution of this paper is the classification of these degeneration risks and the specification of their dialogical relationship. In a second step, the paper draws upon the critical realist morphogenetic approach to understand social change strategies and degeneration risks in terms of structurally conditioned agency in cycles of simultaneous structural reproduction and elaboration. Thus understood, structural reproduction through exposure or insulation degeneration does not necessarily preclude structural elaboration. The second contribution of the paper is therefore a framework for engaging alternative organizations with genuine but constructive critique that accounts for the twin risks they face as well as the promise nevertheless inherent in their diverging strategies.

Paper is Available to Meeting Registrants Only.

CMS: Activism in the Era of Social Media: Platform Activism and Affordances the Case of @GGreenpeaceBr (WITHDRAWN)

Author: **Marcus Vinicius Peinado Gomes**, *Cardiff Business School, Cardiff U.*
Author: **Mário Aquino Alves**, *FGV EAESP*
Author: **Fábio Grigolletto**, *Federal U. of São Carlos*
Author: **Caio Motta Luiz De Souza**, *Fundacao Getulio Vargas*

As social media platforms become more prevalent in our societies, it is critical to examine what they afford for activism. Hence, we ask, do social media platforms provide new spaces for activism for SMOs? To address this gap, we examined how one SMO, Greenpeace Brazil, translates its actions on social media platform Twitter. Thus, we investigate how @GreenpeaceBR affords GPBR's practices. Adopting a Critical Realist approach to technologies, we argue organizations exert agency and influence society while choosing how to use such technologies within their activities. We argue that such affordability characterizes activism in the era of social media platforms. We contribute to organization studies of social media literature firstly by advancing the understanding of how a particular organization reconfigures its practices and organizing into Twitter. Secondly, we identify Twitter's main affordances for SMOs and activism. Thirdly, while doing so, we reconfigure the idea of activism in the era of social media, further elaborating the concept of platform activism.

Paper is NOT Available. Please contact the author(s).

CMS: “Liberté, Égalité, Flashball”. Resisting Work to Absorb Violent Protests

Author: **Elise Lobbedez**, *EMLYON Business School*

Best Doctoral Student Paper is sponsored by the journal Organization

This paper explores how protest movements resist police violence, meaning the justified and unjustified use of physical force against citizens, in the context of violent protests. Drawing on an ethnographic study of the French yellow vest movement, I uncover the crucial role of actors resisting work in absorbing violent protests, in the sense of bearing and making their own. My findings show in particular that the articulation of three organized responses, namely physical care, paralegal assistance and violence publicization, enabled the yellow vests to sustain the deployment of violent protest tactics, through property damage, arsons or physical assaults to the police, while questioning the legitimacy of the use of physical force by the police to answer the conflict. This resisting work allowed actors to effectively resist to police violence, by controlling police behaviors and signaling the question as a public issue. Through this study, I first contribute to the literature looking at the efficacy of resistance by theorizing how activists have been able to challenge the use of physical force as part of protest policing. Second, I expand existing knowledge on the work involved in sustaining violence.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **213** | Submission: **11554** | Sponsor(s): **(GDO, IM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 3:30PM - 5:15PMPT (UTC-7)**

**Issues of Immigrant Women in US Workplace: The Role of
Reverse Mentoring as an Intercultural Tool**
Role of Reverse Mentoring as an Intercultural Tool



Participant: **Sanghamitra Chaudhuri**, *Metropolitan State U.*
Participant: **Sunyoung Park**, *Louisiana State U.*
Participant: **Karen Johnson**, *U. of North Texas*
Participant: **Ridhi Arora**, *Indian Institute of Management, Shillong*

The purpose of this workshop is to address workplace diversity and inclusion issues faced by immigrant women in the US using reverse mentoring as an intercultural organization development tool. Reverse mentoring has become a sought-after intervention to bridge the inter-generational knowledge gap. Reverse mentoring is defined as an inverted form of mentoring whereby the seasoned and more experienced workers are paired as mentees with organizational rookies, who are mostly fresh and less experienced as mentors (Chaudhuri & Ghosh, 2012; Hechl, 2017; Murphy, 2012). Specifically, reverse mentoring has been used to promote inclusivity among multiple generations in relation to gender, ethnicity and culture (Chaudhuri, Park, & Johnson, 2021). This workshop can help to promote the transfer of knowledge on diversity and inclusion of immigrant women and bridge the divide between intergenerational groups. The expected outcomes of this workshop are (a) to help increase visibility and mobility of immigrant women (mentors) in the workplace, (b) to improve cultural understanding of the executives and leaders (mentees), and (c) to promote intercultural communication between mentors and mentees. Additionally, our professional development workshop (PDW) attempts to offer opportunities to scholars and organizational practitioners to design and conduct evidence-based management studies on developmental relationships from the lens of reverse mentoring. Simultaneously, it would guide organizational policymakers, leaders, mentors, and mentees to deploy reverse mentoring as a tool with a thorough understanding of cultural perspectives.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **214** | Submission: **19621** | Sponsor(s): **(MSR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 3:30PM - 5:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 304 Calawah**

Leadership, Spirituality, and Authenticity: A Look at Inner and Outer Impact



Session Moderator: **Lasse Lychnell**, *Stockholm School of Economics*

Papers on authentic leadership, OCBs, and spiritual management will be presented.

MSR: **Authentic leadership and Turnover Intention: The Role of PSS and Organizational Identification**

Author: **Kiho Jun**, *Beijing Normal U.-Hong Kong Baptist U. United International College*
Author: **Zhehua Hu**, *Beijing Normal U.-Hong Kong Baptist U. United International College*
Author: **Yi Sun**, *BNU-HKBU United International College*
Author: **Yuqing Shao**, *Beijing Normal U.-Hong Kong Baptist U. United International College*
Author: **Yefei Feng**, *Beijing Normal U.-Hong Kong Baptist U. United International College*

Drawing on organizational support theory and social identity theory, we examine the effects of authentic leadership on employee turnover intention. Especially, we focus on the mediating role of perceived supervisor support (PSS) and the moderating role of organizational identification. Using data from 433 respondents in several business organizations in South Korea, we found that PSS completely mediated the relationship between authentic leadership and employee turnover intention. Moreover, organizational identification moderated the relationship between PSS and turnover intention, such that the relationship between PSS and turnover intention is stronger for employees with high organizational identification. Herein, we discuss the managerial implications and future research directions arising from our study.

Paper is NOT Available. Please contact the author(s).

MSR: **Examining Link Between Compassion, Spiritual Leadership and Organizational Citizenship Behavior**

Author: **Upasna A. Agarwal**, *NITIE*
Author: **Pablo Zoghbi-Manrique-de-Lara**, *U. de Las Palmas de Gran Canaria*

Previous research has found that spiritual leadership motivates followers to help others by engaging in organizational citizenship behaviors (OCBs). However, no study has attempted to explain the way in which this relationship occurs. Suggesting that OCBs are compassionate acts (from Latin: com-: together, -passio: to suffer), this study examined experienced compassion at work as a mediator that explains the way in which spiritual leadership leads followers to engage in OCBs. Responses to two questionnaires from 192 employees and their direct supervisors at 14 business firms in India were analyzed. Results showed that: 1) a single higher-order construct of supervisors' ratings of spiritual leadership was significantly positively related to subordinates' ratings of compassion at work; and 2) compassion at work mediated the relationship between spiritual leadership and subordinates' ratings of OCBs, only partially in the case of organization-directed OCBs. Supporting OCBs as compassionate behavior, the findings suggest that spiritual leadership moves followers at work to notice and feel the setbacks and misfortunes of others; they ultimately respond with compassionate OCBs.

Paper is Available to Meeting Registrants Only.

MSR: **On Becoming a Spiritual Manager: A Cosmology Episodes Approach to Spiritual Integration at Work**

Author: **Lasse Lychnell**, *Stockholm School of Economics*
Author: **Rebecka Arman**, -

The process in which managers integrate insights from spiritual development into their working lives is complex and has received only little scholarly attention. This paper employs a sensemaking lens and uses the cosmology episodes approach to analyze a 10-year longitudinal, in-depth single-case study. This unique study reveals that the process contains several iterations of successive cosmology episodes and the role of spirituality shifts accordingly. In addition, the concept of transformative pivots is used to understand how shifts advance the process in sensemaking as the manager is cast from rigid sense-losing into resilient sense-losing and improvising. While in alignment with previous accounts of spiritual integration, this paper adds by providing an in-depth longitudinal understanding of a single case and revealing the underlying structure seen through a sensemaking lens.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Symposium**
Program Session: **215** | Submission: **13538** | Sponsor(s): **(OB, MOC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 3:30PM - 5:00PMPT (UTC-7)** at **Seattle Convention Center in Room 616**

Recognizing and Extending Creativity

Recognizing and Extending Creativity



Organizer: **Robert Litchfield**, *Washington and Jefferson College*
Organizer: **Lucy L. Gilson**, *U. of Connecticut*
Participant: **Poornika Anantha Ramakrishnan**, *Rotterdam School of Mgmt*
Participant: **Verena Krause**, *UCL School of Management*
Participant: **Yidan Yin**, *U. of Southern California -Marshall School of Business*
Participant: **Jennifer Mueller**, *U. of San Diego*
Participant: **Michele Calton**, *U.S. Army Research Institute*
Participant: **Matthias Simmons**, *U.S. Army Research Institute*
Participant: **Davide Orazi**, *Monash U.*
Participant: **Pier Vittorio Mannucci**, *Bocconi U.*
Participant: **Yuna Lee**, *Columbia U.*
Participant: **Spencer Harrison**, *INSEAD*
Participant: **Arne Carlsen**, *BI Norwegian Business School*
Participant: **Miha Skerlavaj**, *U. of Ljubljana, School of Economics and Business*

Creativity, though integral to organizational success, can be difficult to recognize. At times, creativity's role may be unclear because it functions as a kind of backdrop that sets the stage for productive behaviors that are not necessarily creative in their own right. When creativity is specifically desired, leaders may find themselves unable to recognize or accept it because it is perceived as incongruent with other priorities. Responding to these critical barriers to making the most of creativity at work, the five papers in this presenter symposium all consider some aspect of how creativity might be better recognized and extended in ways that foster its appreciation. Collectively, the papers provide a deeper look into the challenges facing organizations hoping to leverage creativity and suggest a symbiosis between recognizing creativity and extending it – both within the creativity domain and outward into various organizational settings.

Create, Compost, and Conserve: The Relationship Between Creativity and Pro-environmental Behavior

Author: **Poornika Anantha Ramakrishnan**, *Rotterdam School of Mgmt*
Author: **Verena Krause**, *UCL School of Management*

Why and How Leaders Overcome a Bias Against Novelty in Bureaucratic Contexts

Author: **Yidan Yin**, *U. of Southern California -Marshall School of Business*
Author: **Jennifer Mueller**, *U. of San Diego*
Author: **Matthias Simmons**, *U.S. Army Research Institute*
Author: **Michele Calton**, *U.S. Army Research Institute*

Creative Packaging: Disentangling the Impact of Creative Presentation and Creative Content

Author: **Davide Orazi**, *Monash U.*
Author: **Pier Vittorio Mannucci**, *Bocconi U.*

A Dynamic Ontology of Creativity and Standardization in High-stakes Work

Author: **Yuna Lee**, *Columbia U.*
Author: **Robert Litchfield**, *Washington and Jefferson College*
Author: **Lucy L. Gilson**, *U. of Connecticut*

Creativity as Composition: A Framework and a Research Agenda

Author: **Spencer Harrison**, *INSEAD*
Author: **Arne Carlsen**, *BI Norwegian Business School*
Author: **Miha Skerlavaj**, *U. of Ljubljana, School of Economics and Business*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

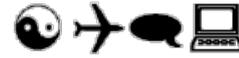
Session Type: **PDW Workshop**

Program Session: **216** | Submission: **14812** | Sponsor(s): (SAP, MC)

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Friday, Aug 5 2022 3:30PM - 4:30PMPT (UTC-7)** at **Seattle Convention Center** in **Room 201**

What’s Your Theory of Impact? Institutional Context and Engagement with Business & Social Leaders



What’s Your Theory of Impact? Engaging Business

Facilitator: **Jonathan P. Doh**, *Villanova U.*

Facilitator: **Theodore L. Hill**, *Fox School of Business, Temple U.*

Facilitator: **Olga Kokshagina**, *EDHEC Business School*

Facilitator: **Anne-Laure Mention**, *RMIT U.*

Facilitator: **Krssto Pandza**, *U. of Leeds*

Facilitator: **David Phipps**, *York U.*

Facilitator: **Kathryn Watson**, *Senior research fellow*

“Creating a Better World Together” challenges business researchers to work closely with industry and social sector leaders to translate research insights into action. Translation can occur before the fact, while framing the research question, and/or after the fact, as an effort to communicate in plain language with business, social sector and governmental leaders with the power to implement new ideas (Shapiro, Kirkman & Courtney, 2007). In any case, the effective translation of research requires close engagement with the end users of the research insights. It also requires engagement with the institutional context of research: The documentation of the impact of business research has become an increasingly important part of accreditation and funding discussions worldwide, has been partially institutionalized through industry research centers in Europe and elsewhere, and has been fully institutionalized in Australia and the United Kingdom. But research faculty have little training or experience in engaging business, public and social sector leaders in the research process; practitioner scholars struggle to make sense of the expectations of academic research; and all are puzzled by the changing institutional context of business research. This PDW tackles several pieces of the engagement puzzle. Through a brief panel and longer facilitated discussion and workshop sessions, participants will 1) explore the institutional context of impact in which they operate; 2) articulate a theory and logic of impact that connects research activity to impact through engagement with business, public and social sector leaders; and 3) reflect on the opportunities, challenges and trade-offs involved in such engagement.

Please think in advance about the impact you would like to see from a current or recent research project. Questions? tl.hill@temple.edu

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **217** | Submission: **10426** | Sponsor(s): **(SIM, STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 3:30PM - 5:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 404 Entiat**

**For Goodness' Sake: The Next Wave of CSR Research in an
Impact-Oriented World**
CSR Research in an Impact-Oriented World



Organizer: **David Joel Skandera**, *U. of Central Florida*
Organizer: **Bram Van Der Kroft**, *Maastricht U., School of Business & Economics*
Organizer: **Kevin Chuah**, *London Business School*
Panelist: **Ruth V. Aguilera**, *Northeastern U.*
Panelist: **Michael L. Barnett**, *Rutgers U.*
Panelist: **Mark R. DesJardine**, *Tuck School of Business at Dartmouth*
Panelist: **Olga Hawn**, *U. of North Carolina, Chapel Hill*
Panelist: **Pushpika Vishwanathan**, *U. of Amsterdam*

The business case for CSR is a dominant paradigm in management research which argues that organizations should pursue CSR to maximize profits. However, stakeholders increasingly demand managers consider the short- and long-term societal impact of their decisions, such that many stakeholders likely remain unsatisfied by CSR that is primarily oriented toward short-term financial goals. Given this, two dominant theoretical perspectives of CSR have emerged over time: (1) an instrumental perspective that reflects the traditional business case for CSR, and (2) a more normative injunctive perspective that argues organizations have a duty to move beyond financial goals by reducing harm and creating societal value. For this panel symposium we bring together esteemed scholars with expertise in CSR and corporate sustainability to debate whether, why or why not, and how researchers should re-conceptualize the business case for CSR by comparing, contrasting, and reconciling the instrumental and injunctive perspectives of CSR. The panel will (1) offer a current perspective on the state of the business case for CSR, its importance, and its shortcomings; (2) debate the extent to which researchers should seek to re-conceptualize the business case for CSR; and, finally, (3) propose a launching point for future research on the topic. We thereby seek to chart a path forward for researchers interested in CSR at a time when increasingly impact-oriented stakeholder demands blur the line between instrumental and injunctive perspectives of CSR.

In preparation of this panel symposium, you may submit questions prior to the event by emailing david.skandera@ucf.edu. This is not required to attend the event, and the event includes a Q&A session where you will have a separate opportunity to ask questions of the panelists that come up during the panel discussion. By allowing prospective attendees to submit questions in advance, we hope to ensure there are enough audience questions for the Q&A session and to gain a sense of your expectations for the panel discussion. We cannot promise that all questions submitted in advance will be answered during the event, but we will attempt to pose a representative sample of the questions to the panelists during the Q&A session. For any other inquiries regarding this panel symposium, please also email david.skandera@ucf.edu.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **218** | Submission: **11476** | Sponsor(s): **(HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 4:00PM - 7:00PMPT (UTC-7)** at **Offsite** in **Motif Seattle**

The Interface of Human Resources and Entrepreneurship: A Research Incubator

HR & Entrepreneurship Research Incubator



Organizer: **Jake Messersmith**, *U. of Nebraska, Lincoln*
Organizer: **Brian Harney**, *Dublin City U.*
Panelist: **Melissa S. Cardon**, *U. of Tennessee*
Panelist: **Clint Chadwick**, *U. of Kansas*
Panelist: **Matthew W. Rutherford**, *Oklahoma State U.*
Panelist: **Theresa M. Welbourne**, *U. of Alabama*

Both the HR Division and the Kauffman Foundation are interested in encouraging more research at the intersection of entrepreneurship and HR. The purpose of this Research Incubator is to provide a forum for scholars to discuss promising directions in this nascent area. This Research Incubator consists of both a PDW session (90 minutes) and a Social (90 minutes), combined into one experience, for a total of three hours. Topics within this area include (but are not limited to): (a) the relationship between specific HR practices and/or HR system features, and entrepreneurial performance/growth; (b) the role of HR in the creation of new ventures; (c) HR in entrepreneurial firms and its role in maximizing entrepreneurial performance (including innovation) in any organization; (d) HR processes/systems in start-ups and younger organizations (emergent and developing firms), in smaller firms, and in family-owned businesses; (e) technological innovation and HR; (f) turnover/mobility into and out of entrepreneurial ventures; (g) acquiring; (h) experiences and expectations of employees in start-ups; and (i) human capital issues (e.g., required knowledge, skills, abilities and other characteristics, or KSAs) within entrepreneurs themselves. The panelists have extensive experience and interest in these areas, and they will share their perspectives and suggestions on research in this area (current and future). The session will include smaller roundtable groups, facilitated by the panelists, wherein attendees' specific research ideas or proposals will be discussed. Submitting a brief proposal ahead of time is encouraged, but not required for participation (see submission information below). There will be ample opportunities for one-on-one networking amongst scholars interested in this area, and both Ph.D. students and faculty with a variety of experience levels are encouraged to attend. Pre-registration is required.

The session will include smaller roundtable groups, facilitated by the panelists, wherein attendees' specific research ideas or proposals will be discussed. Submitting a brief proposal ahead of time is encouraged, but not required for participation (see submission information below). There will be ample opportunities for one-on-one networking amongst scholars interested in this area, and both Ph.D. students and faculty with a variety of experience levels are encouraged to attend. Pre-registration is required. Please reach out to Jake Messersmith at jmessersmith2@unl.edu if you are interested in participating. Following the PDW a reception will be held for participants in the research incubator.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **219** | Submission: **15361** | Sponsor(s): **(IM, STR, ENT, OMI, TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 4:00PM - 5:30PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 5**

Value Creation and Appropriation in the Post-Pandemic Era
Business in the Post-Pandemic Era



Session Chair: **Minyoung Kim**, *U. of Kansas*
Session Chair: **Curba Morris Lampert**, *Florida International U.*
Panelist: **Constance E. Helfat**, *Tuck School of Business at Dartmouth*
Panelist: **Francisco Polidoro**, *U. of Texas at Austin*
Panelist: **Alain C. Verbeke**, *U. of Calgary*
Panelist: **Margarethe F Wiersema**, *U. of California, Irvine*
Panelist: **Anthea (Yan) Zhang**, *Rice U.*

The Covid-19 pandemic upended business as we once knew it. The pandemic brought a fatal blow to the already crippled phenomenon of globalization, as explained by the newly coined terms of deglobalization and slowbalization. Global supply chains were damaged, stymieing the delivery of necessary products to a world that had never before seen such deficiencies in recent history. In this time of uncertainty, organizations struggled to make sense of the new context and looked to their CEOs and top management teams for leadership. The c-suite had to define, in real time, what their organizations stood for while simultaneously keeping their employees from engaging in the “great resignation.” Moreover, technology and innovation redefined the way we conduct business as a significant number of firms are working remotely and never returning to their physical spaces. The totality of the events described above suggests that we need a paradigm-shifting approach to understanding business in the post-pandemic era. We believe the criticality of the timing to be especially true now that we expect the beginning of the end of the Covid-19 pandemic. This PDW brings together an accomplished group of scholars with diverse expertise, to provide a new prism of understanding on value creation and appropriation in the post-pandemic era. Our aim is to set the stage for paradigm-defining, scholarly conversation.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **220** | Submission: **12371** | Sponsor(s): **(MSR, GDO, CAR, OB, ODC)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 4:00PM - 5:30PMPT (UTC-7)**

Women’s Voices in a Healing Circle: Practices to Amplify the Feminine To Balance the World Better
Women’s Voices Amplifying the Feminine



Distinguished Speaker: **Jyoti Bachani**, *Saint Mary's College of California*
Distinguished Speaker: **Kathryn Goldman Schuyler**, *Alliant Intl U. / Coherent Change*
Distinguished Speaker: **Sandra A. Waddock**, *Boston College*
Distinguished Speaker: **Nancy J. Adler**, *McGill U.*
Distinguished Speaker: **J Goosby Smith**, *Pepperdine*
Distinguished Speaker: **Stacie Chappell**, *Vancouver Island U.*
Distinguished Speaker: **Maria Teresa Farkas**, *Imperial College Business School*
Distinguished Speaker: **Elizabeth Davis**, *Saint Mary's College of California*

This experiential PDW offers a demonstration and participation in healing circles to learn about the practices women and men have used to sustain feminine qualities in patriarchal contexts where they are systematically under-valued. The organizers of the 2021 Women’s Wisdom Circle and the Nevertheless She Persisted series of PDWs of the past four years, have come together to propose this. Women, men, and people of all genders, across the entire spectrum of management academia are invited to come to learn the healing circle methodology by participating in sharing their stories in a supportive community, with the aim to heal and rebalance the masculine-feminine within and around us. Building on the first person truth-telling in a supportive community, participants go away understanding that there is not one dominant story, but a multitude of stories. The healing circle is designed to help find our joy with community sharing, commiseration, and liberating many truths. We aim to transform systems by bringing a better balance between masculine and feminine, with practices to share and reflect on the untold stories as part of building community. The healing comes from the collaboration, caring, listening and story sharing soft power of the experience, that affirms the feminine. The desired impact is that whatever the attendees do, in personal or professional lives, shifts to be better balanced as in the yin-yang or ardhnarishwar (half-man-woman form of Shiva) ways of being.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **PDW Workshop**
Program Session: **221** | Submission: **12569** | Sponsor(s): **(OB, GDO, MED)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 4:00PM - 6:30PMPT (UTC-7)** at **Seattle Convention Center** in **Room 211**

**Bringing “Class” into the Business Classroom: Addressing
Social Class in Management Education**
Bringing “Class” into the Business Classroom



Session Chair: **Jennifer J. Kish-Gephart**, *U. of Massachusetts, Amherst*
Session Chair: **Kristie Joy Neff Moergen**, *U. of Arkansas, Fayetteville*
Presenter: **Andrea Dittmann**, *Emory U., Goizueta Business School*
Presenter: **Kristen Lucas**, *U. of Louisville*
Presenter: **Sean Martin**, *U. of Virginia*
Presenter: **Jessi Streib**, *Duke U.*
Presenter: **Ghazal Zulfiqar**, *Lahore U. of Management Sciences*
Participant: **Carrie R. Leana**, *U. of Pittsburgh*
Participant: **Maureen A. Scully**, *U. of Massachusetts, Boston*
Participant: **Jacqueline Tilton**, *Appalachian State U.*

Social class profoundly impacts who experiences (dis)advantage in organizations. Class is influential starting as early as application and selection, and remains so even after individuals walk through an organization's front door—from the meaning of work to interacting with coworkers to achieving performance outcomes to scaling organizational levels. While social class scholars have contributed much in the way of research over the past decade, it is important to think about when and how to bring discussions of class into the business school classroom. This PDW brings together social class scholars, who will present on how they bring “class” into the classroom, including demonstration of experiential exercises and dialogue about the challenges they face navigating issues around class in their classroom policies and interactions with students. Their presentations will be followed by roundtable discussions with the audience, with the goals of helping instructors engage in reflexivity and developing actionable guidance and activities to bring into the business classroom.

If you are interested in attending this PDW, please email Kristie Moergen at Kmoergen@walton.uark.edu before July 15th. Attendance in this session is limited.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **222** | Submission: **19715** | Sponsor(s): **(OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 4:00PM - 5:30PMPT (UTC-7)** at **The Westin Seattle in Puget Sound Room**

OMT Celebrates Andy Van de Ven's Wonderfully Full Life *Andy Van de Ven: It's a Wonderful Life!*

Organizer: **Alan D. Meyer**, *U. of Oregon*
Organizer: **Raghu Garud**, *Pennsylvania State U.*
Speaker: **Jean M. Bartunek**, *Boston College*
Speaker: **Ken Davidian**, *Virginia Tech*
Speaker: **Tim Hargrave**, *Central Washington U.*
Speaker: **Ann Langley**, *HEC Montreal*
Speaker: **Kevin W. Rockmann**, *George Mason U.*
Speaker: **Shaker A. Zahra**, *U. of Minnesota*

This PDW celebrates Andrew H. Van de Ven's wonderful life. Andy passed away on April 30, 2022, leaving behind a rich legacy of contributions that continues influencing scholars across the Academy. Andy served as AOM's 56th president, and the OMT Division gave Andy its Career Award for Distinguished Scholarship. His work has shaped our thinking on topics that include organizational change, engaged scholarship, abduction, process theorization, and innovation. Andy persevered in teaching a Ph.D. seminar in Organization Theory until just weeks before he passed away. Our PDW will begin with several colleagues' reflections on the principled causes and diverse ideas that sparked Andy's passions. Then, we will break into small groups to celebrate and memorialize Andy's Wonderful Life, drawing inspiration from Frank Capra's assertion that the removal of a single exemplary individual (like George Bailey or Andy Van de Ven) would have opened gaping holes in the social fabric of his community.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **223** | Submission: **12906** | Sponsor(s): **(IM, MED, GDO, OB, HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 4:30PM - 6:30PMPT (UTC-7)** at **Sheraton Grand Seattle in Willow A**

Teaching Global Leadership: Exercises and Best Practices

Teaching Global Leadership



Session Chair: **Davina E. Vora**, *State U. of New York at New Paltz*
Presenter: **Liza Jane Howe-Walsh**, *U. of Portsmouth*
Presenter: **Wanda Krause**, *Royal Roads U.*
Presenter: **Leigh Anne Liu**, *Georgia State U.*
Presenter: **Danielle Bjerre Lyndgaard**, *Confederation of Danish Industry*
Presenter: **Rikke Kristine Nielsen**, *Aalborg U.*
Presenter: **Sebastian Reiche**, *IESE Business School*
Presenter: **Gunter Stahl**, *WU Vienna U. of Economics and Business*
Presenter: **Betina Agata Szkudlarek**, *The U. of Sydney Business School*
Presenter: **Davina E. Vora**, *State U. of New York at New Paltz*

As organizations operate in and expand to multiple countries, employees must work across geographic, cultural, linguistic, and institutional boundaries. To be effective and compete in these diverse contexts, organizations need employees with global leadership skills. Such skills include, among others, multicultural competence, boundary spanning, influencing stakeholders, leading change, making ethical decisions, building community, managing oneself, valuing people, and empowering others (Bird, 2018; Steers & Osland, 2020). Despite their importance, the shortage of global leaders has been well documented from the mid-1990s to the present, and few business schools have courses or programs on global leadership. The purpose of this PDW is to share valuable teaching knowledge from highly experienced global leadership professors and practitioners who have taught courses and developed programs on global leadership. This highly interactive PDW is designed to provide participants with several benefits, including: 1) a summary of best practices for developing global leaders, 2) round-table discussions (with handouts) of teaching tools and exercises in developing class sessions, modules, or courses on global leadership, and 3) a forum for participants to discuss their own ideas and concerns related to applying best practices in their own settings. Participants will leave this workshop with practical information on best practices along with a variety of different approaches and exercises for teaching global leadership and related concepts (e.g. cross-cultural management, diversity).

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **224** | Submission: **18431** | Sponsor(s): **(MBR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 4:30PM - 5:30PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Metropolitan A**

Career Services Ins and Outs for the Job Seeker *Ins and Outs for the Job Seeker*

Coordinator: **Wendy A. Kramer**, *Academy of Management*
Presenter: **Angela K. Miles**, *North Carolina Central U.*
Presenter: **Sally Sledge**, *Norfolk State U.*

Join your Career Services Committee to review current job market trends and revisit the Do's and Don'ts of being 'interview ready'

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**

Program Session: **225** | Submission: **11902** | Sponsor(s): **(ONE)**

Session Format: **In-person Only: Seattle**

Scheduled: **Friday, Aug 5 2022 6:00PM - 7:30PMPT (UTC-7)** at **Hyatt Regency Seattle** in **Columbia B**

ONE Welcome Reception (In-Person) *ONE Welcome Reception (In-Person)*

Host: **Nardia Haigh**, *U. of Massachusetts*

Program Chair: **Martina K. Linnenluecke**, *Macquarie U.*

Division Chair: **Ivan Montiel**, *City U. of New York, Baruch College*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **226** | Submission: **11974** | Sponsor(s): **(OSCM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 4:30PM - 6:00PMPT (UTC-7)** at **The Westin Seattle in Cascade I-A**

OSCM Doctoral Consortium Social
OSCM Doctoral Consortium Social

Session Chair: **Kai Dominik Foerstl**, *EBS U. für Wirtschaft und Recht*
Session Chair: **John Aloysius**, *U. of Arkansas Sam M. Walton College of Business*
Session Chair: **Maricela Arellano Caro**, *HEC Montreal*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**

Program Session: **227** | Submission: **18315** | Sponsor(s): **(OMT)**

Session Format: **In-person Only: Seattle**

Scheduled: **Friday, Aug 5 2022 4:45PM - 6:15PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 4**

Meet EGOS@OMT

Meet EGOS@OMT

Participant: **Forrest Briscoe**, *Pennsylvania State U.*
Participant: **Martin J. Kilduff**, *UCL School of Management*
Participant: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*
Participant: **Eva Boxenbaum**, *Copenhagen Business School*
Participant: **Emilio J. Castilla**, *MIT Sloan School of Management*
Participant: **Marya Besharov**, *Oxford U., Saïd Business School*
Participant: **Michel Anteby**, *Boston U. Questrom School of Business*
Participant: **Danielle Logue**, *UTS Business School, Sydney*
Participant: **Paul Tracey**, *U. of Cambridge*
Participant: **Kisha Lashley**, *U. of Virginia*
Participant: **Pablo Martin De Holan**, *HEC Paris*
Participant: **Srividya Jandhyala**, *ESSEC Business School*
Participant: **Konstantinos Andriopoulos**, *Cass Business School, City U. London*
Participant: **Shipeng Yan**, *U. of Hong Kong*
Participant: **Kevin Woojin Lee**, *U. of British Columbia*
Participant: **Christine Moser**, *Vrije U. Amsterdam*
Participant: **Melodie Cartel**, *UNSW Business School, Australia*
Participant: **Laure Cabantous**, *Bayes Business School (formerly Cass)*
Participant: **Mary-Hunter McDonnell**, *The Wharton School, U. of Pennsylvania*
Participant: **Richard Franciscus Johannes Haans**, *Erasmus U. Rotterdam*

Come join EGOS and OMT for our Meet EGOS@OMT event. This social activity is a great opportunity to meet and network with EGOSians, OMT members and Academy members in a casual setting.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **228** | Submission: **15246** | Sponsor(s): **(OB, MOC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 5:00PM - 6:30PMPT (UTC-7)** at **Seattle Convention Center** in **Room 610**

Creativity Evaluations and Consequences in Organizations *Creativity Evaluations and Consequences*



Session Chair: **Qing Gong**, *Georgia Institute of Technology*
Session Chair: **Haoyue Zhang**, *Washington U. in St. Louis, Olin Business School*
Session Chair: **Jiani Zhu**, *Georgia Institute of Technology*
Discussant: **Jing Zhou**, *Rice U.*
Participant: **Eun Soo Son**, *Georgia Institute of Technology*
Participant: **Devon Proudfoot**, *Cornell U.*
Participant: **Zachariah Berry**, *Cornell U.*
Participant: **Min Kay**, *Duke U.*
Participant: **Wayne Johnson**, *Cornell SC Johnson College of Business*
Participant: **Brian J. Lucas**, *Cornell U.*
Participant: **Jigyasu Shukla**, *U. of Central Florida*
Participant: **Ronit Kark**, *Bar Ilan U.*
Participant: **Rebecca J. Bennett**, *U. of Central Florida*

The innovation process in organizations usually involves collaborations and decisions about resource allocation on new ideas. Therefore, creative talents and ideas need to be first recognized to receive the support and resources needed to generate actual value for organizations. Creativity evaluation thus serves as the pivotal link between idea generation and implementation. Despite its nascence, research interest has burgeoned in creativity evaluations due to this topic's theoretical and practical significance. This symposium is intended to showcase new research on creativity evaluations using novel and diverse theoretical perspectives and methodologies. The papers that comprise this symposium investigate individual or group factors that influence creativity evaluations as well as the downstream consequences of endorsing or rejecting creative ideas. This symposium thus provides a comprehensive view of creativity evaluations. It also illuminates connections between creativity evaluations and various important topics in management research such as diversity, first impressions, status, and deviance.

The Effect of Criminal Records on Creativity Evaluation: Evidence from Music Reviews

Author: **Eun Soo Son**, *Georgia Institute of Technology*
Author: **Haoyue Zhang**, *Washington U. in St. Louis, Olin Business School*
Author: **Jiani Zhu**, *Georgia Institute of Technology*

The Diversity Heuristic: How Team Racial Composition Influences Judgments of Team Creativity

Author: **Devon Proudfoot**, *Cornell U.*
Author: **Zachariah Berry**, *Cornell U.*
Author: **Min Kay**, *Duke U.*

When Uniqueness Brings Us Together: How Initial Cues of Uniqueness Influence Creative Collaborations

Author: **Qing Gong**, *Georgia Institute of Technology*

The Idea Endorsement Double Bind: Status Loss Concerns Impede Creative Idea Endorsement

Author: **Wayne Johnson**, *Cornell SC Johnson College of Business*
Author: **Brian J. Lucas**, *Cornell U.*

Creative Deviance in the Relationship between Psychological Ownership and Social Undermining

Author: **Jigyasu Shukla**, *U. of Central Florida*
Author: **Ronit Kark**, *Bar Ilan U.*
Author: **Rebecca J. Bennett**, *U. of Central Florida*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **229** | Submission: **18335** | Sponsor(s): **(SAP)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 5:00PM - 9:00PMPT (UTC-7)** at **Offsite** in **Cutters Crabhouse**

Strategizing Activities and Practices Interest Group Annual Dinner 2022 *Strategy and Practice Interest Group Annual Dinner*

The SAP Annual dinner will be held on Friday 5th August from 5pm-9pm at Cutters Crabhouse – 2001 Western Avenue Seattle, WA 98121. There is an additional fee of US \$50, non-refundable. Please register by using this link: <https://secure.aom.org/PDWReg/>

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **230** | Submission: **19705** | Sponsor(s): **(SAP)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 5:00PM - 6:00PMPT (UTC-7)** at **Offsite in Cutters Crabhouse**

**Strategizing Activities and Practices Early-Career Program: Reception
with Patron Linda Rouleau**
ECP Reception with Patron

Organizer: **Jennifer Sloan**, *Alberta School of Business*
Speaker: **Linda Rouleau**, *HEC Montreal*
Organizer: **Lorenzo Skade**, *European Uni Viadrina, Frankfurt (Oder)*
Organizer: **Milena Leybold**, *U. of Innsbruck*

By Invitation Only

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: **231** | Submission: **10518** | Sponsor(s): **(SIM, ONE, HCM)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Friday, Aug 5 2022 5:00PM - 6:30PMPT (UTC-7)** at **Seattle Convention Center in Room 2A**

**Prescribing a Business Research Agenda to Address
Human Health Grand Challenges**
Business and Human Health Grand Challenges



Organizer: **Junghoon Park**, *Baruch College & The Graduate Center, CUNY*
Discussant: **Jill Ann Brown**, *Bentley U. - College of Business - Management Department*
Discussant: **Fred Ledley**, *Bentley College*
Discussant: **Judith Schrenpf-Stirling**, *GSEM - U. of Geneva*
Discussant: **Harry J. Van Buren**, *U. of Tennessee at Chattanooga*

The COVID-19 pandemic has exposed massive flaws in human health systems worldwide. Communities with higher health deficiencies suffered even more drastic effects when COVID-19 interacted with pre-existing diseases—making COVID a more lethal virus. Considering that business can only thrive if their stakeholders enjoy good health and well-being, the critical role of business in improving health spans from occupational health and public health policy and regulations to the health of external stakeholders such as consumers and the surrounding communities. Despite the intrinsic connection between business and human health, business scholars have mainly paid attention to internal stakeholders, such as employees, and public health policy and regulations as they directly affect business, while overlooking the impact of business on external stakeholder health. This symposium intends to open a place for discussion of the role of business in tackling human health challenges and the impact of business on the health of external stakeholders such as consumers and communities. This symposium will also be a springboard to propose a research agenda for business and management scholars interested in health and the advancement in the United Nations’ Sustainable Development Goals (SDGs) for not only SDG 3 on Good Health and Well-being but also related SDGs such as SDG 2 on Zero Hunger and SDG 13 on Climate Action.

Coproducing Social Impact Through a Community-Empowered Human Resource Model

Author: **Andrea Maria Prado**, *INCAE Business School*
Author: **Andy Pearson**, *INCAE Business School*
Author: **Silvia Dorado**, *U. of Massachusetts, Boston*
Author: **Ying Chen**, *U. of Rhode Island*

Health-Washing in Business

Author: **Remy Balarezo**, *U. de Piura*
Author: **Ivan Montiel**, *City U. of New York, Baruch College*

Evaluating the Impacts of Corporate Health Initiatives

Author: **Bryan W. Husted**, *Tecnologico de Monterrey*
Author: **Irene Henriques**, *York U.*
Author: **Lilia Raquel Rojas-Cruz**, *EGADE Business School, Tecnológico de Monterrey*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **232** | Submission: **17425** | Sponsor(s): **(CAR, SIM, HR, OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 5:30PM - 7:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 606**

**Taming the Little Wolves of Wall Street: Inspiring
Humanistic Flourishing in Business Education**
Teaching Humanistic Flourishing in Business



Organizer: **Julita A. Haber**, *Fordham U.*
Organizer: **Noemi Nagy**, *U. of South Florida*
Organizer: **Sophia Town**, *Fordham U.*

Careers of management professionals no longer reside solely within the physical realms of their organizations but also have an impact on the society as a whole. Amidst of the growing role of business world in our society and increasing societal and environmental challenges on the global level, most academic institutions focus on traditional business education in terms of teaching students to manage, run and lead organizations without repercussions on the external environment and all stakeholders. We address very important yet largely unaddressed issues in teaching on how to inspire business students to engage and take responsibility of societal challenges. The PDW will help identify ways to improve business education that can be used not only in the academia, the AOM community but also in the corporate training centers and businesses worldwide, which in turn will better the functioning of our society. The 2-hour workshop is intended for participants to learn and design new and innovative teaching methods to inspire humanistic flourishing and is divided in three sections: societal challenges, the hedgehog concept, and mindfulness exercises.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□
Session Type: **PDW Workshop**
Program Session: **233** | Submission: **18318** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 5:30PM - 7:30PMPT (UTC-7)** at **Offsite in Private Venue - By Invitation Only**

ENT Division Consortia Social  
ENT Consortia Social

Coordinator: **Rachida Justo**, *IE Business School*

This Division Consortia Social is a networking event directed at the participants in the Division's Consortia (Doctoral, Early career, Mid-career and Late career). It gives the opportunity to meet other Division members and senior ENT members and find out more about our division. This event is by invitation only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **234** | Submission: **18298** | Sponsor(s): **(HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 5:30PM- 8:30PMPT (UTC-7)** at **Offsite** in **Purple Café and Wine Bar**

HR Division New Faculty Consortium Networking Dinner *HR Division New Faculty Consortium Dinner*

Organizer: **Joel Koopman**, *Texas A&M U.*

Organizer: **Mila Borislavova Lazarova**, *Simon Fraser U.*

Organizer: **Brian Harney**, *Dublin City U.*

This session is a pre-consortium dinner for the HR Division New Faculty Consortium.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **235** | Submission: **10535** | Sponsor(s): **(OB, MOC, HR, ODC, TIM, CTO)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 5:30PM - 8:00PMPT (UTC-7)** at **Seattle Convention Center** in **Skagit 2**

Shaping the Research Agenda on the Future of Work

Future of Work Research Agenda



Organizer: **Lauren Christine Howe**, *U. of Zurich*
Organizer: **Laura Maria Giurge**, *London School of Economics and Political Science*
Organizer: **Jochen I. Menges**, *U. of Zurich*
Panelist: **Andrew Carton**, *The Wharton School, U. of Pennsylvania*
Panelist: **Morela Hernandez**, *U. of Michigan, Ann Arbor*
Panelist: **Kevin W. Rockmann**, *George Mason U.*
Panelist: **Gretchen Marie Spreitzer**, *U. of Michigan*
Panelist: **James Elfer**, *MoreThanNow*
Panelist: **Kate Nowak**, *Microsoft*
Facilitator: **Leonie Jolanthe Hentrup**, *U. of Zurich*
Facilitator: **Vera Hampel**, *U. of Zurich*
Facilitator: **Florence Bernays**, *U. of Zurich*
Facilitator: **Jennifer Linda Sparr**, *U. of Zurich*

The future of work, or how work will change in the next decades because of advances in technology (e.g., robotics, artificial intelligence), demographic changes (e.g., aging populations), and other societal trends (e.g., shifting values), is a topic of increasing importance to practitioners and policymakers. But the future of work appears far less in management scholarship than would be expected given its prevalence in society, and research relevant to the topic in management thus far is fragmented (Santana & Cobo, 2020). The goal of this PDW is to drive forward research from management scholars on the future of work by collectively setting a promising research agenda, so that scholars can add to ongoing dialogues, offer solutions, and collectively shape the future of work. Both an academic perspective and a practitioner perspective on the future of work will be represented, so that we shape the research agenda on the future of work to be both rigorous and relevant. Participants will leave with a shared understanding of how management scholars can contribute to research on the future of work, a recognition of methodological challenges in conducting research on the topic, and an awareness of the possible opportunities and pitfalls of publishing on the topic. The PDW will involve several components that utilize different formats to facilitate engagement, including a panel with experts who have editorial experience at top Academy journals (AMA, AMJ, AMR, and AMD) and practitioners who are shaping the future of work in their companies, and breakouts clustered by themes involving a mix of senior and junior scholars. To spark collaboration that continues after the Academy meeting, the PDW will feed into a research grant competition sponsored by the University of Zurich to fund promising research proposals related to the future of work.

Prior to the PDW, participants who would like to participate in themed breakout sessions will be asked to submit a brief statement to share their opinion on areas where there is particular promise for management research on the future of work and to describe how their research interests relate to the topic of the future of work. Information for how to do so will be published online prior to the PDW and contact Prof. Lauren Howe from the University of Zurich (Lauren.howe@business.uzh.ch) with any questions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **236** | Submission: **19699** | Sponsor(s): **(AAA)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 6:00PM - 8:00PMPT (UTC-7)** at **Seattle Convention Center** in **Exhibit Hall 4A**

Exhibit Hall Opening Reception

Exhibit Hall Opening Reception

A great opportunity for you to meet and greet your fellow attendees in a casual, social atmosphere. Look for a complimentary drink ticket on your conference name badge paper.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **237** | Submission: **19700** | Sponsor(s): **(AAA)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 6:00PM - 8:00PMPT (UTC-7)** at **Seattle Convention Center** in **Exhibit Hall 4A**

Conference Exhibits

Exhibits

Visit this year's Exhibit Hall to explore all of the latest products and services from our Annual Meeting exhibitors. The Exhibit Hall offers opportunities for networking, raffle prizes, coffee breaks, technology centers and an opening reception on Friday night. Look for a complimentary drink ticket on your conference name badge paper.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **238** | Submission: **18316** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 6:00PM - 8:00PM PT (UTC-7)** at **Hyatt Regency Seattle** in **301 Ashnola**

Global Scholar Development Workshop 
Global Scholar Workshop

Organizer: **Yuliya Snihur**, *TBS Education*

The workshop includes a plenary session with editors from several top entrepreneurship journals, round-table or break-out room discussion, and time for social interaction between participants

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **239** | Submission: **18442** | Sponsor(s): **(HCM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 6:00PM - 8:00PMPT (UTC-7)** at **Offsite in Wild Ginger**

Emerging Scholars Consortium Reception *Emerging Scholars Consortium Reception*

Professional Development Workshop Chair: **Nicholas Edwardson**, *U. of New Mexico*
Organizer: **Geoffrey Silvera**, *U. of Alabama, Birmingham*
Representative-at-Large: **Yaminette Diaz-Linhart**, *Brandeis U.*
Representative-at-Large: **Jennifer Gutberg**, *U. of Toronto*

Emerging Scholars Consortium reception to follow the Emerging Scholars Consortium. Due to COVID safety recommendations, we are limited to HCM registrants and guests.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **240** | Submission: **18344** | Sponsor(s): **(MED)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 6:00PM - 7:00PMPT (UTC-7)** at **The Westin Seattle** in **Elliot Bay**

MED and Ph.D and Junior Faculty Consortium Welcome Event
MED and Ph.D. and Junior Faculty Welcome

Program Chair: **Mairead Brady**, *Trinity Business School, Trinity College Dublin*
Professional Development Workshop Chair: **Arran Caza**, *U. of North Carolina, Greensboro*
Organizer: **Preeti Wadhwa**, *Cal Poly Pomona*
Organizer: **Robert Lee Bonner**, *San Francisco State U.*
Division Chair: **Alan B. Eisner**, *Clark U.*
Division Chair-Elect: **Gerard Beenen**, *California State U., Fullerton*

A chance to welcome all Ph.D. and Junior Faculty and showcase the MED certification process available through our extensive Professional Development Workshop Programme.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **241** | Submission: **18508** | Sponsor(s): **(MSR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 6:00PM - 9:00PMPT (UTC-7)** at **Offsite** in **AQUA** by **El Gaucho**

MSR Dinner

MSR Dinner

Professional Development Workshop Chair: **Joan F. Marques**, *Woodbury U.*

There is an additional fee for this session. To register: <https://secure.aom.org/PDWReg>. Join us at this MSR-subsidized dinner and meet friends, fellow scholars, and like-minded souls in an amicable, spiritually intertwined atmosphere. The MSR-team is sponsoring this event as a way to accommodate our collective efforts and expand our community of kind spirits, while also fostering new friendships and collaborations. Come and enjoy the bright, airy, waterfront restaurant with floor-to-ceiling windows and delicious food! Beverages not included Deadline to register for the dinner: July 23, 2022

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **242** | Submission: **14921** | Sponsor(s): **(OB, CTO)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 6:00PM - 8:00PMPT (UTC-7)** at **Seattle Convention Center in Room 2B**

Understanding Virtual Work

Understanding Virtual Work



Organizer: **Lucy L. Gilson**, *U. of Connecticut*
Organizer: **Nathaniel Douglass Easton**, *Uconn Business School*
Organizer: **M. Travis Maynard**, *Colorado State U.*
Organizer: **Thomas Alexander O'Neill**, *U. of Calgary*
Organizer: **James Hughes**, *U. of Connecticut*
Distinguished Speaker: **Timothy Golden**, *Rensselaer Polytechnic Institute*
Participant: **Petros Chamakiotis**, *ESCP Business School*
Participant: **Jennifer Gibbs**, *U. of California, Santa Barbara*
Participant: **Terri Griffith**, *Simon Fraser U.*
Participant: **Barbara Zepp Larson**, *Northeastern U.*
Participant: **Robert Litchfield**, *Washington and Jefferson College*
Participant: **Utpal Mangla**, *IBM*
Participant: **Nitzan Navick**, *U. of California, Santa Barbara*
Participant: **Niki Panteli**, *Royal Holloway Uni of London & NTNU, Norway*
Participant: **Sharon Parker**, *Centre for Transformative Work Design / Curtin U.*
Participant: **Ramon Rico**, *U. Carlos III de Madrid*
Participant: **Anu Sivunen**, *U. of Jyväskylä*
Participant: **Sherry M. B. Thatcher**, *U. of Tennessee, Knoxville*
Participant: **Jeffrey Treem**, *U. of Texas at Austin*
Participant: **Bin Wang**, *School of Management, Shanghai U.*
Participant: **Michael Zaggi**, *Aarhus BSS, Aarhus U.*
Participant: **Ward Van Zoonen**, *Erasmus U. Rotterdam*

How are we meeting? “Virtually.” Are you spending the holidays with your extended family? “Virtually.” Are you working with the same company? “Virtually.” Over the last two years, virtual options went from a workplace luxury to a global necessity. Virtual work, if integrated in the workplace properly and effectively, provides a pathway to “Create a Better World Together.” Thankfully, researchers have been exploring virtual work and its impact on different aspects of the workplace for over thirty years. In order to properly embrace virtual work, join our conversation featuring prominent virtual work researchers who each contributed a chapter to a Handbook on the topic and who have, over the last 20 months, played a key role in supporting organizations with their COVID virtual adjustments. The purpose of this PDW is to understand virtual work research, engage with virtual work scholars, and discuss current and future pathways for virtual work research. This PDW is designed to cover both breadth and depth, starting with a moderated panel discussion and distinguished speaker before splitting into smaller groups based on different aspects of virtual work. Topics will span multiple areas, including understanding and defining the virtuality continuum, remote work, AI, autonomy, and augmented reality, as well as individual, team, and organization phenomenon.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **243** | Submission: **17142** | Sponsor(s): **(MC, HCM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 6:30PM - 8:00PMPT (UTC-7)** at **Seattle Convention Center in Room 204**

**AI, Digital Transformation and SEAM from
the View of Practitioners in China**
AI, Digital Transformation and SEAM



Organizer: **Emmanuel Monod**, *UCMT and Paris-Dauphine U.*
Organizer: **Fred Niederman**, *Saint Louis U.*
Organizer: **Veronique Zardet**, *U. of Lyon, IAE Lyon, MAGELLAN, ISEOR, FRANCE*
Session Chair: **Jui Ramaprasad**, *U. of Maryland*
Session Chair: **Manju K. Ahuja**, *U. of Louisville*
Distinguished Speaker: **Jian Zhao**, *UCMT, NEOMA, BANA Shanghai Branch*
Discussant: **Mabel Hua**, *UCMT, Montpellier Management, U. of Montpellier, Shanghai Hefenglai Ind*
Distinguished Speaker: **Soen (Joyan) HAYASHI**, *UCMT, U. of Montpellier, MIDEA-SIIX*
Distinguished Speaker: **Yanfei Zhang**, *UCMT, ParisTech Ecole Des Ponts Business School, Hikvison (China)*
Distinguished Speaker: **Bihai She**, -
Distinguished Speaker: **Xin Ye**, *UCMT, Montpellier Management, U. of Montpellier, Children's Hospital of Shanghai*
Distinguished Speaker: **Tony Huang**, *ENPC, UCMT, AT&S (China)*
Distinguished Speaker: **Yue ZHANG**, *ENPC, UCMT, Shanghai Building Materials Group*
Distinguished Speaker: **John Mooney**, *Pepperdine Graziadio Business School*
Distinguished Speaker: **Mary Beth Watson-Manheim**, *U. of Illinois at Chicago*
Distinguished Speaker: **Matti Rossi**, *Aalto U. School of Business*
Distinguished Speaker: **Helmut Krcmar**, *TUM School of Management, Technische U. München*
Discussant: **Aaron Qian Tingrong**, *Aaron*
Discussant: **Shirley Sun**, *UCMT, NEOMA, Shanghai Changling Telecommunication Equipment*
Discussant: **Doreen Dai Yuan**, *UCMT, ISTE, Xiamen Lacaveduvin9 Imp & Exp*
Discussant: **Li Li**, *UCMT, U. of Montpellier, Qingdao United Family Hospital*
Discussant: **Xiaohua Fan**, *ENPC, UCMT*
Discussant: **Wenting Yu**, -
Discussant: **Xiaoming Li**, *UCMT, NEOMA Business School, ShangHai Xufeng Technology Co., Ltd*
Discussant: **Aijun Allen Zhou**, *UCMT, NEOMA, LUOLOGY Advanced Equipment Technology*
Coordinator: **Elisabeth Joyce**, *Edinboro U.*
Coordinator: **Uzonna Olumba**, *U. of Illinois at Urbana-Champaign*
Participant: **Shunong Gong**, *UCMT, NEOMA Business School, Country Garden Services Co., Ltd*
Participant: **Caiyan Nie**, -
Participant: **Peijun Duan**, -
Participant: **Zien Huang**, -
Participant: **Yingyi (Vicky) Xu**, *UCMT, ISTE and Shanghai Starriver Bilingual School*
Participant: **Xiaoxia Zhu**, -
Participant: **Qian Ren**, -
Participant: **Annella Yan**, -
Participant: **Yanli Che**, -
Participant: **Wenjia Ni**, -
Participant: **Zhou Pin**, -
Participant: **Xiaoyi Chu**, *UCMT, ISTE and Singapore Arts Pte Ltd*

Whereas Artificial Intelligence (AI) has been identified Academy of Management Perspectives (AMP) as a way to create “an impact on a broader set of stakeholders than the research community” (Aguinis et al., 2019: 25), AMP is one of the only journals published by AOM where AI or “digital transformation” appear in an article title within the past four years. By contrast, most of the top ranked journals in the field of Information Systems (IS special issues about AI, including MISQ, EJIS, ISR, and JAIS. MISQ Executive (MISQE) will publish soon a special issue on digital transformation. Such concerns about this lack of research within management journals were echoed in an editorial in AMJ where the authors argued for the need for more research on the digital workforce and the workplace of the future and for greater understanding of societal grand challenges through management research. Digital transformation is now a significant practical problem, related to job destruction and creation, as well as to the management of the digital workforce (Colbert et al., 2016). During the COVID-19 pandemic, digital transformation played a pivotal role in helping organizations cope with the crisis, with digital capabilities becoming even more important than ever before as a mechanism to increase organizational resilience. Therefore, this PDW aims to develop a greater understanding of digital transformation management value. In many divisions at AOM annual meetings, theories have been suggested for the evaluation of digital transformation management value, such as on hidden work (Watson-Mannheim & Klein, 2018) at OCIS division or on hidden cost (Savall, Zardet, & Bonnet, 2008) at MC division. This workshop will address these concerns with a further goal of promoting publishable research on them. Therefore, AI in management may be a way to respond to the all-academy theme question related to the “creation of future organizations, systems, and processes”. Our response to this question is: “there is a need for a convergence across different domains to tackle a common theoretical and practical problem” such as digital transformation.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **244** | Submission: **11551** | Sponsor(s): **(SIM, OB)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 6:30PM - 8:00PMPT (UTC-7)** at **Seattle Convention Center in Room 303**

Redefining the Relationship with Community *Redefining the Relationship with Community*



Organizer: **Kimberly McGinnis**, *U. of Alaska Fairbanks*
Organizer: **Cristina Gibson**, *Pepperdine Graziadio Business School*
Participant: **Elisabet Garriga**, *EADA Business School*
Participant: **Stephen Gibson**, *U. of California, Irvine*
Participant: **Barjinder Singh**, *Elon U.*
Participant: **Mihaela Dimitrova**, *WU Vienna*

Businesses are increasingly called upon to collaborate with community stakeholders to generate solutions to societal problems. Emerging pastures of research from multiple disciplines explore how effective community engagement can bear a positive impact on business performance, from improving talent retention to supporting a robust innovation ecosystem. While the importance of community is increasingly recognized, the lack of a precise consensus definition for “community” may impede meaningful scholarship and practical understanding of community engagement. Additionally, the concept of community is evolving, posing new facets of this stakeholder group ripe for exploration. Our symposium draws together five papers that provide new insights into the relationship between businesses and communities drawing from several disparate disciplinary traditions. Additionally, it offers a perspective from a community organizer of how to constructively and effectively engage communities in business practices.

Including Community in Governance to Deliver on Social Promises

Author: **Kimberly McGinnis**, *U. of Alaska Fairbanks*
Author: **Cristina Gibson**, *Pepperdine Graziadio Business School*

A Process Approach to Community Engagement for Change, Development and Sustainability

Author: **Stephen Gibson**, *U. of California, Irvine*

Community Matters: Role of Community Div. Climate & Com. Embeddedness in Employee Intent to Stay

Author: **Barjinder Singh**, *Elon U.*
Author: **Margaret A. Shaffer**, *U. of Oklahoma*
Author: **T. T. Rajan Selvarajan**, *California State U., East Bay*

Expatriate and Newcomer Adaptation: A Community Stakeholder Focus

Author: **Mihaela Dimitrova**, *WU Vienna*
Author: **Marlene Gruber**, -
Author: **John Kammeier-Mueller**, *U. of Minnesota*

A New Stakeholder Model Based on Graph Theory for Understanding Communities

Author: **Elisabet Garriga**, *EADA Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **245** | Submission: **17914** | Sponsor(s): **(MED)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 7:00PM - 8:00PMPT (UTC-7)** at **The Westin Seattle in Olympic**

MED Junior Faculty & Doctoral Students Consortium
MED Consortium



Session Chair: **Preeti Wadhwa**, *Cal Poly Pomona*
Coordinator: **Robert Lee Bonner**, *San Francisco State U.*
Organizer: **Arran Caza**, *U. of North Carolina, Greensboro*
Organizer: **Mairead Brady**, *Trinity Business School, Trinity College Dublin*
Organizer: **Alan B. Eisner**, *Clark U.*
Organizer: **Gerard Beenen**, *California State U., Fullerton*
Organizer: **Sabine Hoidn**, *U. of St. Gallen*

The goal of MED's consortium is to facilitate the professional development of junior faculty (five years or less since the first faculty position) and doctoral students who are aiming for a successful career as a management faculty which involves management education, research, and development. This consortium is open to all AOM attendees across divisions. As a part of the consortium, participants would choose to attend workshops from a range of thematic categories that focus on skill development in areas including pedagogical innovation, teaching with technology, participation and engagement strategies, turning pedagogical research into intellectual contribution, creating inclusive classrooms, etc.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented Intemational-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **246** | Submission: **18300** | Sponsor(s): **(HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 7:30PM - 9:30PMPT (UTC-7)** at **Offsite in Wild Ginger**

HR Division Late-Stage Doctoral Consortium Dinner *HR Division Late-Stage Doctoral Consortium Dinner*

Organizer: **Helen De Cieri**, *Monash U.*
Organizer: **Jenna Renae Pieper**, *U. of Nebraska, Lincoln*
Organizer: **Tae-Youn Park**, *Cornell U.*
Organizer: **Amy Wei Tian**, *Curtin Business School*

This is the start of the HR Division Late-Stage Doctoral Consortium. This icebreaker session is designed for individuals working on their doctoral dissertation who will be participating in the Saturday HR Late-Stage Doctoral Consortium for dissertation-level students. The icebreaker and networking dinner are at 7:30pm (offsite). Pre-registration is required.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **247** | Submission: **18345** | Sponsor(s): **(MED)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 8:00PM - 11:00PMPT (UTC-7)** at **The Westin Seattle** in **Grand Ballroom I**

MED Welcome Event and General Social *MED Welcome Event and Social*

Program Chair: **Mairiad Brady**, *Trinity Business School, Trinity College Dublin*
Professional Development Workshop Chair: **Arran Caza**, *U. of North Carolina, Greensboro*
Division Chair: **Alan B. Eisner**, *Clark U.*
Division Chair-Elect: **Gerard Beenen**, *California State U., Fullerton*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **248** | Submission: **19044** | Sponsor(s): **(MED)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 12:30PM - 2:00PMPT (UTC-7)** at **The Westin Seattle** in **Cascade I-B**

Online Teaching: Challenges and Opportunities for Students

Session Moderator: **Claudia Araceli Hernandez**, *Northwest Missouri State U.*

MED: The Impact of Engagement and Role Conflict on Academic Success for Online Graduate Students

Author: **Claudia Araceli Hernandez**, *Northwest Missouri State U.*
Author: **Benjamin John Blackford**, *Northwest Missouri State U.*

Higher education has changed radically as the prevalence of online education has increased. Moreover, students have changed. More adults with full time jobs are returning for a graduate education and many of them choose the online modality due to their responsibilities, priorities, and sources of support. Therefore, we need to analyze the factors that make online graduate students successful in their educational journey. This study examines the role of engagement and work-school-family role conflict in the success of online graduate students using SEM. Results show students' internal motivation has a positive impact on student success measured by self-reported learning ($\beta=.33$, $p<.01$, $R^2=.12$) and grade ($\beta=.21$, $p<.01$, $R^2=.05$). Engagement partially mediates this relationship greatly increasing the explanatory power of the model (learning $R^2=.34$, grade $R^2=.09$). Work-school-family conflict negatively moderates the relationship between intrinsic motivation and engagement ($\beta=.14$, $p<.01$). These findings increase our understanding of how to help students be successful. Educators can help students by increasing engagement and helping reduce role conflict. Recommendations on how to maximize the positive impact of intrinsic motivation and engagement and reduce the negative impact of role conflict, as well as suggestions for future research in the area, are provided.

Paper is NOT Available. Please contact the author(s).

MED: Geographical Location and Its Impact on Demand for Online MBA Programs

Author: **Eric Neuman**, *Creighton U.*
Author: **Kristie Briggs**, *Creighton U.*

This paper examines whether a university's geographical location contributes to demand for its online MBA program. The convenience provided by online education suggests that the location of an institution is unimportant in determining demand for online MBAs. Location, however, may still play a role in establishing students' familiarity with institutions and with creating competition among neighboring institutions for students. To assess whether the location of an institution influences its demand for online MBAs, we use local population and the number of online MBA competitors within 150 miles as proxies for location. We find that schools in larger populations see more applications and more entrants to their online MBA programs, while more local competition suppresses demand for a school's online MBA program unless the school is highly ranked. These results serve as caution to administrators who view online education as a solution to constraints they face attracting students locally.

Paper is NOT Available. Please contact the author(s).

MED: Deterring Cheating in Online Exams: The Effect of Passive versus Active Proctoring

Author: **Gerard Beenen**, *California State U., Fullerton*
Author: **Sinjini Mitra**, *California State U., Fullerton*

During the pandemic, tertiary institutions made an unprecedented shift to virtual teaching modalities. Administration of exams as learning assessments also shifted from in-person to online with a variety of approaches to proctoring and monitoring student behavior. Given that prior research shows business students are relatively more likely to cheat, the transition to online exams made business schools especially vulnerable to a potential surge in cheating behavior—something supported anecdotally by faculty experiences. To address this problem, we conducted a natural experiment to explore the differential impact of passive and active proctoring on potential cheating behavior during online exams in an introductory management course. Passive proctoring entailed the course instructor monitoring an online synchronous exam using Zoom with the instructor's camera off. Active proctoring entailed an external proctoring service taking control of the students' computer while they were aware their behaviors and activities were being tracked and recorded by the proctor with a live video feed. We use competing interpretations of a social facilitation framework to explore whether passive or active proctoring is more effective at reducing potential cheating. In support of a traditional social facilitation approach, we found nascent indirect evidence that active proctoring was relatively more effective than passive proctoring at reducing cheating behavior. We discuss the implications of our findings and suggest future research directions.

Paper is Available to Meeting Registrants Only.

Author: **Katelynn Carter-Rogers**, *Sobey School of Business, Saint Mary's U.*

Author: **Vurain Tabvuma**, *Saint Mary's U., Canada*

Author: **Steven Smith**, *Saint Mary's U., Canada*

Author: **Sheila Sutherland**, *Saint Mary's U., Canada*

Author: **Tom Brophy**, *Saint Mary's U., Canada*

This research expands on previous findings that co-curricular First-Year Experience (FYE) courses have significant positive impact on first-year business students' academic performance and university transition. We adapted an existing co-curricular FYE course into an online course and assessed the academic performance, and university transition in comparison to our already successful in-person model. A multilevel modeling analysis shows that online students are experiencing increased university belongingness and successful time management abilities with the course relative to in-person students. In-person students fared better in terms of overall academic performance and transition. Importantly, online students are less likely to perceive their transition as successful, and students with more educational barriers (e.g., financial concerns, lack of social support, generational trauma, etc.) perceive less success regarding their transition. Further, when students have increased sense of belonging, higher self-efficacy, and time management abilities we see an increase in their perceived transition success in the co-curricular FYE courses. Our results suggest that we have been able to adapt these courses to an online learning environment, which is crucial given the realities of a post-pandemic circumstances.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



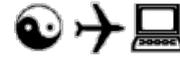
Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **249** | Submission: **10896** | Sponsor(s): **(OB)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Friday, Aug 5 2022 8:00PM - 9:30PMPT (UTC-7)**

The Dynamics of Shared Leadership: New Directions in Research
The Dynamics of Shared Leadership



Session Chair: **Jinlong Zhu**, *Renmin U. of China*
Session Chair: **Chu-Ding Ling**, *Renmin U. of China*
Session Chair: **Nan Wang**, *Lingnan U.*
Session Chair: **Li Zhu**, *National School of Development at Peking U.*

Shared leadership is an emergent team property resulting from the distribution of leadership roles and influence across multiple team members, where different team members may share different leadership functions simultaneously or across different time points. Although theories suggest that shared leadership is a dynamic process and an emergent team property, little is known about how shared leadership develops and evolves over time. Since shared leadership is gaining increased popularity in practice as a promising way to actively adapt to a team-based approach to work, studying shared leadership with a time-sensitive approach is urgently needed for more accurate understanding and better practical implications. In this symposium, we put forth a set of studies that examines the development trajectory, antecedents, and consequences of the dynamics of shared leadership from different approaches (e.g., latent growth curve, latent change score, and cross-lagged approaches) and different perspectives. In sum, these studies advance some new directions in shared leadership research and provide some examples for scholars and practitioners to better understand and investigate the dynamics of shared leadership. We hope this symposium can attract more attention to studying the dynamics of shared leadership and spawn a new genre of shared leadership research. Note. This symposium and the first and third papers included in this symposium were supported by the Research Grants Council of the Hong Kong Special Administrative Region of China (GRF Project Code - LU 13500817)

The Development of Shared Leadership in Entrepreneurial Teams: A Latent Growth Curve Approach

Author: **Chu-Ding Ling**, *Renmin U. of China*
Author: **Nan Wang**, *Lingnan U.*

Reciprocal Relationships between Shared Leadership and Team Coordination: A Cross-lagged Analysis

Author: **Li Zhu**, *National School of Development at Peking U.*
Author: **Chunhua Chen**, *National School of Development at Peking U.*
Author: **Jinlong Zhu**, *Renmin U. of China*

Shared Leadership and New Venture Performance: A Latent Change Score Approach

Author: **Nan Wang**, *Lingnan U.*

The Effects of Shared Leadership on Team Resilience and Creativity after Disruption Events

Author: **Jinlong Zhu**, *Renmin U. of China*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **250** | Submission: **10978** | Sponsor(s): **(OB, HR, IM, RM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 8:00AM - 9:45AMPT (UTC-7)**

Incorporating Study Preregistration into Your Work?
Registered Research: A Panel Discussion
Registered Research: A Panel Discussion



Organizer: **Gretchen Renee Vogelgesang**, *San Jose State U.*
Moderator: **Michelle Hammond**, *Oakland U.*
Panelist: **Birgit Schyns**, *NEOMA Business School*
Panelist: **William L. Gardner**, *Texas Tech U.*
Panelist: **Floor Rink**, *U. of Groningen*
Panelist: **Jamie L. Gloor**, *U. of St. Gallen*
Panelist: **Rachel Clapp-Smith**, *Purdue U. Northwest*

This Professional Development Workshop is intended for those interested in registered research, either from the author or editor perspective. In the spirit of Creating a Better World Together, by creating better research together, five panelists will represent various approaches to the registered research process, including those who have published registered research articles, those who have edited registered research special issues, and editors who have embraced this process. Each panelist will discuss the requirements for a successful registered research manuscript, which he or she has learned in a career as author, reviewer, or editor. In addition, each panelist will share thoughts regarding the analysis of the process, including any specific changes to one’s past research process, and recommendations for how authors should approach this process in the future. Each panelist will detail necessary action steps, including requirements for reviewers for these journals. After the panelists conclude their remarks, the organizers will moderate an open Q&A. The session will conclude with a debriefing, where the organizers will summarize the main points generated throughout the session. Our goal is to help make the registered research process available and more effective for those in the field by enhancing rigor, relevance, and creating better relationships throughout the publication process.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Revisiting the Link between Social and Financial Performance in Organizations

Session Moderator: **Chuang Wu**, *Xi'an Jiaotong U. School of Management*

SIM: Understanding Stock Price Implications of CSR during Different Presidencies

Author: **Inchan Kim**, *U. of New Hampshire*
Author: **Brandon McNeil**, *U. of New Hampshire*

Institutional theory suggests that organizational behaviors are interpreted and carry implications under a larger environment, including a national political environment. Although corporate social responsibility (CSR) is not an exception, neither the political nature of CSR nor CSR's impacts on firms' financial performance in different political contexts has been sufficiently explored. In this paper, we note the influential role of the presidents and their administrations in shaping policies and leading public opinion about social issues (e.g., LGBT rights), and examine how the impacts of CSR addressing a social issue may differ depending on the presidents' action and rhetoric on the issue. We zoom in on Presidents Obama and Trump and focus on social issues surrounding military veterans, LGBT, and communities by looking into the CSR reported in tweets and screened through machine learning. We found that CSR conducted to assist a social group results in higher stock prices during the presidency undermining the group than during the presidency supportive of the group. We also found that CSR conducted to assist those having a general appeal has similar impacts on stock prices regardless of the presidency during which it is conducted. Overall, our findings about CSR impacts have implications about politically contextual CSR, CSR from a social identity perspective, and the socio-business case of CSR.

Paper is NOT Available. Please contact the author(s).

SIM: Trust: Boundary Conditions for CSR on Firm Performance in Emerging Economies

Author: **Yah Ling Liew**, *Singapore Management U.*

Does doing good improve firm performance in emerging economies that are characterized by institutional voids? In any social structure, trust is the core mechanism that facilitates cooperation and coordination between two parties and facilitates the transition from informal institutions to formal institutions in emerging economies. Social trust shapes expectations on the outcome of interactions within the community and business transactions. High trust in government lubricates the effectiveness of changes in law and regulations, whereas low trust impedes government reforms. Low trust in government reduces the likelihood of stakeholders' dependence on the government to meet their demands. Using panel data from 1,315 firms from the period 2007 to 2018, this paper found that under the condition of low government trust and social trust, the positive signaling effect of CSR is strengthened, and improves firm performance. While trust does not directly affect firm performance, it moderates the stakeholders' reception of firms' signals sent via CSR.

Paper is NOT Available. Please contact the author(s).

SIM: Beneficial or Detrimental? The Relationship Between Mandatory CSR Disclosure and Firm Performance

Author: **Chuang Wu**, *Xi'an Jiaotong U. School of Management*

Using a sample of listed Chinese companies for the period 2003–2015, this study investigates the relationship between mandatory CSR disclosure and financial performance. To better clarify the mechanism between mandatory CSR disclosure and financial performance, this paper employed a dual model of financial performance, that is, short-term and long-term financial performance. The results suggest that mandatory CSR disclosure has a negative impact on short-term performance, but a positive impact on long-term performance. Moreover, this study found that corporate environmental investments mediate the relationship between mandatory CSR disclosure and short-term firm performance; the community-related, employee-related, and environmental CSR strategies mediate the relationship between mandatory CSR disclosure and long-term firm performance. The implications and future research directions are discussed.

Paper is Available to Meeting Registrants Only.

SIM: Political Relations and CSR-Firm Performance: Evidence From India (WITHDRAWN)

Author: **Saptarshi Purkayastha**, *Indian Institute of Management, Calcutta*
Author: **Kannan Ramaswamy**, *Thunderbird School of Global Management at ASU*

The impact of corporate social responsibility (CSR) on performance is gaining increasing attention and has generated an ongoing debate. We contribute to this critical topic by proposing that this relationship varies with firms' political relations. First, we argue that in the domain of internal political relations, membership and board interlocks within a business group strengthen the relationship between CSR and performance because these connections provide valuable CSR experience from other business group affiliates. Second, in the domain of external political relations, we argue that the presence of former civil servants and government-connected members on the board facilitates access to important insights on government priorities that reinforce the impact of CSR on performance. Finally, we propose that in the domain of contextual political relations, the alignment of political parties at the national and subnational level enables companies to implement coherent CSR initiatives that increase the performance benefits of CSR.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **252** | Submission: **18597** | Sponsor(s): **(ONE)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 10:00PM - 11:30PMPT (UTC-7)**

External and Regulatory Pressures (Virtual Live)

Session Moderator: **Maoliang Bu**, *Nanjing U.*

ONE: Link Green Credit Policy and Green Innovation via Financial Constraints: A Moderated Mediation Study

Author: **Su Ruixin**, *School of Management, Jiangsu U., China*
Author: **Xiaolong Shui**, *U. of Bristol*
Author: **Jianguo Du**, *School of Management, Jiangsu U.*

While research on green innovation recognizes the influence of regulatory pressures exemplified by policies and regulations, scarce attention has been given to explore substantial influencing mechanism. We combine institutional theory with resource dependence theory (RDT) and develop a framework wherein external regulatory pressures lead to the changes in internal resource dependence problems, thereby triggering environmental innovation. We test this framework by specifically focusing on green credit policy in China and find that the policy leads to the financial constraints, and then improves green innovation on a sample of 1,485 listed firms from 2007 to 2019. Moreover, we find that the relationship between green credit policy and financial constraints are strengthened for firms with higher level of dependence on banks. Our study provides a comprehensive view on how regulatory pressures affect firms' responses by validating a moderated mediation framework.

Paper is Available to Meeting Registrants Only.

ONE: Corporate Citizenship and Firm Valuation: Exploring Beyond National Systems

Author: **Stefania Camoletto**, *U. degli Studi di Torino*
Author: **Maria J. Montes-Sancho**, *U. Carlos III Madrid*
Author: **Erica Santini**, *U. of Trento*

Scholars in management and economics have vigorously debated the relationship between business responsibilities and corporate performance over several decades. In this paper, we limit our attention to the conceptualization of corporate citizenship and empirically examine the effect that materializations in the form of corporate philanthropy undertaken within the community have on company performance. As organizations can be embedded in different institutional environments, we also explore the derived benefits, using as a moderator the legal system where they are embedded. Based on a sample of 769 multinational enterprises (MNEs) that subscribe to the OECD Guidelines and/or UN Global Compact and operate in developing countries, the findings reveal the existence of a positive relationship between corporate citizenship and the market value of the firm. In addition, those firms that leveraged corporate philanthropy and are primarily embedded in the common-law tradition benefit more than those operating in a civil-law system.

Paper is Available to Meeting Registrants Only.

ONE: How the Hazardous Smog Dampens Bank Executives' Commitment to Green Credit

Author: **Maoliang Bu**, *Nanjing U.*
Author: **Binqi Tang**, *Nanjing U. School of business*
Author: **Shili Chen**, *Xi'an Jiaotong-Liverpool U.*

This study examines the relationship between air pollution and bank executives' commitment to green credit. One may assume that bank executives who are exposed to severe air pollution are more likely to engage in green credit because they may be more anxious about the adverse consequences of environmental pollution. However, we draw on the theory of learned helplessness to argue that exposure to serious air pollution strengthens bank executives' cognitive expectation that their individual green credit efforts are unable to generate meaningful environmental benefits, thereby hindering their commitment to green credit. Using a sample of Chinese listed banks from 2017 to 2019, we show a negative relationship between air pollution at the bank headquarters and the proportion of green credit to total credit. We also find that air pollution weakens the positive relationship between bank executives' educational level and their commitment to green credit. Our findings highlight the impact of air pollution on managerial decision-making and call for attention to air pollution-induced learned helplessness as a barrier to the green transition.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **253** | Submission: **18544** | Sponsor(s): **(ONE)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 10:00PM - 11:30PMPT (UTC-7)**

Transition to a Circular Economy (Virtual Live)

Session Moderator: **Ebru Susur**, *U. Politécnica de Madrid*

ONE: A Transitions Perspective on Circular Business Models: Towards a Conceptual Framework

Author: **Ebru Susur**, *U. Politécnica de Madrid*
Author: **Mats Engwall**, *KTH Royal Institute of Technology*

The concepts ‘circular business models’ and ‘transitions towards a circular economy’ became modern-day buzzwords. Yet, an understanding of the interplay between these two concepts remains rather uncertain. This paper proposes a conceptual framework that illustrates the innovation processes of circular business models emerging within the structural context of transitions towards a circular economy. The paper follows a three-step methodology. First, a priori definitions of the core concepts are given. Second, a deductive conceptualization is proposed by adopting theoretical insights from transition studies, specifically from perspectives of technological innovation systems and strategic niche management. Third, a systematic literature review is employed. The review scrutinizes and synthesizes the selected literature to illustrate if and how the proposed conceptualization was reflected within the previously published research. Finally, based on the integration of deductive reasoning and systematic literature review, a conceptual framework is proposed. This framework proposes future lines of research to illustrate its plausibility. Moreover, it offers prescriptive help to managers, entrepreneurs, and policymakers, and other social actors enabling them to make informed decisions about and take innovative actions for circular business models.

Paper is NOT Available. Please contact the author(s).

ONE: How can Digitalisation Enable the Transition to a Circular Economy?

Author: **Agnes Toth-Peter**, *Queensland U. of Technology*
Author: **Rui Torres de Oliveira**, *Queensland U. of Technology*
Author: **Shane Mathews**, *Queensland U. of Technology*
Author: **Leonie Barner**, *Queensland U. of Technology*
Author: **Sandra Figueira**, *Grenoble Ecole de Management*

Our world is currently facing economic challenges, growing populations, resource scarcity, environmental challenges, and social issues. The linear economic model that led to this situation is not sustainable anymore. The circular economy is an emerging concept, and an alternative solution, representing an economic model that strategically reduces waste in a closed-loop system. New technologies of the Industry 4.0 era can potentially enable circular economy principles and facilitate the transition to a circular economy. However, the link between these fields is yet to be widely established and understood. Therefore, this study provides a comprehensive systematic overview to contribute to the understanding of circular economy business models and the enabling role of advanced digital technologies. The findings suggest new value chain characteristics, new operations models, and highlight the role of circular design, reverse flows, and collaboration. Merging circular economy and Industry 4.0 underlines that many factors are interrelated and indeed should be combined instead of analysed in siloes. This paper proposes a conceptual model to address how new circular business models can integrate digitally adaptive transformations and to emphasise the need for a more interconnected system. Finally, proposals for future research will be reflected upon.

Paper is Available to Meeting Registrants Only.

ONE: Corporate Social Responsibility and Circular Economy as a New Integrated Approach?

Author: **Donato Morea**, *U. of Cagliari*
Author: **Simona Fortunati**, *U. of 'Tuscia' of Viterbo*
Author: **Francesco Cappa**, *Luiss Guido Carli U.*
Author: **Raffaele Oriani**, *Luiss Guido Carli U.*

Scholars and managers pay constantly their attention on Circular Economy (CE) as it constitutes an innovative lever for achieving economic, social and environmental sustainability. For decades, companies have used the common pillar of Corporate Social Responsibility (CSR) to enhance the sustainability approach. Although CSR is a broad and longstanding concept, how CSR and the recent concept of CE might be related has been overlooked up until now. The paper has the objective to analyse how, under the stakeholder theory, CSR might favor the emergence of CE. The analysis has been conducted in the Agribusiness sector as a relevant context because it is technologically dynamic and requires paying attention to all the stakeholders. We used a qualitative approach and the results of the research highlight that companies adopting CSR models are oriented towards circularity. This research contributes to a better scientific understanding of the impact of CSR on CE, and provides useful indications to managers to favor the two approaches and benefit all the stakeholders.

Paper is Available to Meeting Registrants Only.

ONE: **Drivers and Enabler of Circular Economy in the Indian Pharmaceuticals Industry**

Author: **Kali Charan Sabat**, *Alliance U., Bangalore, India*
Author: **Som Bhattacharyya**, *Indian Institute of Management Nagpur*

India has evolved into a substantive base in the narrative of global pharmaceutical as a provider. Developing countries such as India however have been struggling with proper management and disposal of pharmaceutical waste. This has been causing rampant environmental pollution that was adversely impacting the ecosystem and human health. In this study, the circular economy model was adopted to find the drivers and enablers of the three Rs of waste management - Remanufacture, Reuse, Recycle in the context of Indian Pharmaceutical Supply Chains (PSCs). The study was anchored in the theoretical conversation of Stimulus Organism Response (SOR) theory. Data was collected using the survey method from 166 chief supply chain executives from various pharmaceutical companies based in India. The data was analysed with Smart PLS software. The results revealed that most of the green drivers such as regulatory pressure, customer pressure and public pressure have failed to drive the waste management practices in the PSC. Only, pressure from suppliers was driving energy and material input management in the PSC. Also, the other stakeholders (such as media, investors and NGOs) were the sole drivers for the safe disposal of pharmaceutical waste. Further, pressure from competitors and other stakeholders were driving the control of waste and emission leakages from the PSC. The results stated that Green Information Technology System (GITS) played a critical role in enabling waste management practices in pharmaceutical production. Furthermore, the study revealed that Internal Environment Management (IEM) was not just essential for the safe disposal in the PSC, but it also played a decisive role in controlling the waste and emission leakage. The study provided empirical evidence to support the SOR theory and helped to extend the scope of circular economy research to PSC. Additionally, it would benefit managers by fostering better decision-making to devise effective strategies for waste management.

Paper is Available to Meeting Registrants Only.

ONE: **Doing Well by Doing Good: An Operationalization of Closed-Loop Orientation Using CATA**    

Author: **Antonia Samakovlis**, *Chair for Technology & Management, TU Dortmund U.*
Author: **Corinna Vera Hedwig Schmidt**, *Chair for Technology & Management, TU Dortmund U.*
Author: **Tessa Christina Flatten**, *TU Dortmund U.*

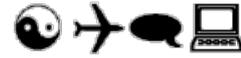
Closed-loop orientation is a strategic orientation to promote circular economy concepts, such as closed-loop supply chains, at the firm level. While linear business models are among the main causes of today's environmental challenges, such as pollution and depletion of resources, closed-loop supply chains provide a solution by focusing on value recovery. While research confirms that closed-loop orientation is positively linked to firm performance, closed-loop orientation has not been operationalized for secondary, and hence large-scale, longitudinal datasets. Moreover, existing research focuses solely on closed-loop orientation in efficiency-driven economies. In this study, we use computer-aided text analysis (CATA) to operationalize closed-loop orientation for secondary data. We validate our measure by linking closed-loop orientation to firm performance with data from S&P500 firms. We offer three contributions. First, we develop a methodology that enables future scholars to further investigate the nascent research area of closed-loop orientation. Second, we are among the first to extend existing closed-loop orientation research to secondary data. Third, we find evidence that closed-loop orientation is positively linked to firm performance in an innovation-driven economy, adding to the natural resource-based view. These findings encourage practitioners to consider closed-loop supply chains as source for competitive advantage in the face of today's environmental challenges.

Paper is Available to Meeting Registrants Only.

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Session Type: **Paper Session**
Program Session: **254** | Submission: **18543** | Sponsor(s): **(ONE)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 10:30PM - 11:59PMPT (UTC-7)**

**Sustainable Entrepreneurship and Green Creativity in
Diverse Contexts (Virtual Live)**



Session Moderator: **Kamal Badar**, *Victoria U. of Wellington*

ONE: Environmentally-Specific Empowering Leadership and Green Creativity 

Author: **Kamal Badar**, *Victoria U. of Wellington*

Author: **Yasir Mansoor Kundi**, *Institute of Business Administration, Karachi*

Author: **Ahmad Nabeel Siddiquei**, *Bond Business School, Bond U., Australia*

Synthesizing conservation of resources and social exchange theories, we build and test a theoretical model examining the association of environmentally-specific empowering leadership (ESEL) with green creativity as well as the mediating and moderating roles of green knowledge sharing behavior and green psychological climate, respectively, in this association. Using time-lagged data from 265 employees working in 29 hotels in Pakistan, we find that ESEL is positively associated with green creativity and green knowledge sharing behavior is an effective underlying mechanism between the ESEL-green creativity association. Furthermore, our findings suggest that green psychological climate moderates the direct and indirect associations such that the associations were stronger when green psychological climate was more positive rather than less positive. The study is the first to explore the green adaptation of empowering leadership, its effects, mechanisms and boundary conditions.

Paper is Available to Meeting Registrants Only.

ONE: Sustainable Entrepreneurship and Protected Areas: Influences of Embeddedness in a Semi-remote Context   

Author: **Hellen Dawo**, *U. of Groningen - Campus Fryslan*

Author: **Thomas Benjamin Long**, *U. of Groningen*

Author: **Gjalt De Jong**, *U. of Groningen*

This study examines the interaction between sustainable entrepreneurs and their socio-ecological environment. Previous studies postulate that fragile socio-ecological contexts by and large promote sustainable entrepreneurial practices. By being embedded in place, nature and culture, and communities, the entrepreneurs are able to revitalise semi-remote areas and drive development. However, how being embedded in fragile socio-ecological influences sustainable entrepreneurial activities is less understood. Using an exploratory qualitative study, we collected data from 15 sustainable entrepreneurs, operating in a protected area. We found that the entrepreneurs exhibited different forms of embeddedness. Embeddedness was either social, spatial or both. Further, the form of embeddedness determined the activities the sustainable entrepreneurs engaged in (adaptive versus transformative). Our study exemplifies that in addition to previously identified positive influences, the interaction between sustainable entrepreneurs and context in the form of embeddedness, results in certain negative influences on sustainable entrepreneurial activities, such as conforming.

Paper is Available to Meeting Registrants Only.

ONE: Green Entrepreneurship Between Self-Employed Immigrants and Natives

Author: **Ji Li**, *Hong Kong Baptist U.*

Author: **Qianhong Su**, *School of Management, Shandong U.*

Author: **Zhenyao Cai**, *Shanghai U.*

Author: **Wenting Chen**, *Dongbei U. of Finance and Economics*

Author: **Xiaolong Tao**, *Yunnan U.*

Facing global environmental crises, can one observe differences between self-employed immigrants and their native counterparts in terms of green entrepreneurship? Also, should this difference influence the life satisfaction of the entrepreneurs? We address these issues through the lens of social identity while considering the interactions between social identity and cultural cognitive institutions. Analyzing empirical data of self-employed entrepreneurs in 33 countries, we find interesting differences. For instance, there is a significant difference between the immigrants and their native counterparts in terms of their social identity with the country that accepts the immigrants, and this difference can be significantly moderated by some cultural cognitive variables, such as Institutional and In-Group Collectivism. Moreover, this difference leads to different performance/behaviors in terms of green entrepreneurship between the two groups of the entrepreneurs, which can also be moderated by different cultural cognitive variables. Finally, in countries high in In-Group Collectivism, a positive relationship between the green entrepreneurship and life satisfaction among the entrepreneurs is more likely to be observed. We conclude by discussing the implications of our findings.

Paper is Available to Meeting Registrants Only.

ONE: Social Entrepreneurs' Agency in Complex Institutional Environments of Emerging Economies  

Author: **Felix Ostertag**, *EM Strasbourg Business School, U. of Strasbourg, HuManiS UR 7308*

Author: **Christian Kabengele**, *Heinrich-Heine U. of Dusseldorf*

Author: **Carolin Johanna Waldner**, *Heinrich-Heine U. of Dusseldorf*

Author: **Emiel Eijdenberg**, *James Cook U.*

Entrepreneurial agency in complex institutional environments and the extent to which varying perceptions of institutional catalysts and impediments affect social entrepreneurs' navigation approaches in emerging economies remain untold. Based on an abductive analysis of 33 interviews with social entrepreneurs and hub representatives in sub-Saharan Africa, our findings point to distinct approaches that social entrepreneurs apply. We illustrate these approaches and corresponding techniques by drawing on selected cases with a specific emphasis on informal institutional catalysts and impediments. Through a contextualized micro lens on institutional theory, our findings enrich the social entrepreneurship literature in relation to institutional voids and entrepreneurial agency.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **258** | Submission: **19496** | Sponsor(s): **(SIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 6:30AM - 8:00AMPT (UTC-7)**

Corporate Social Responsibility Concepts and Theories

Session Moderator: **Gianluca Gionfriddo**, *Institute of Management, Scuola Superiore Sant'Anna, Pisa*

SIM: CSR vs. ESG vs. Corporate Citizenship: A Distinction Based on a Text Mining-based Review 

Author: **Jong Gyu Park**, *Chazanoff School of Business, CUNY College of Staten Island*

Author: **Kijung Park**, *Incheon National U.*

Author: **Bora Kwon**, *Sacred Heart U.*

Author: **Kyudong Kim**, *Incheon National U.*

Author: **Heena Noh**, *Incheon National U.*

Author: **Yong Geun Kim**, *POSTECH, Corporate Citizenship Research Institute*

Author: **Weichun Zhu**, *Bloomsburg U. of Pennsylvania*

The concept of corporate responsibility and accountability has become more critical among organizations. This paper used an advanced text mining technique to comprehensively analyze 1,235 articles on three representative concepts of corporate responsibility – i.e., corporate social responsibility (CSR), ESG (Environmental, Social, Governance), and corporate citizenship. We objectively and comprehensively evaluated the differences and commonalities among the three concepts by conducting term frequency analysis and correlated topic modeling. As a result, we found that corporate citizenship is not only a high-level concept that encompasses ESG and CSR, but also a broad concept with missions that must affect various areas of society. The results also showed that employees, as the principal agents of corporate citizenship practice, are the most critical factor among various stakeholders of corporate citizenship.

Paper is Available to Meeting Registrants Only.

SIM: Overcoming Reductionist CSR: Empirical Evidence on the Formative Movement from CSR Talk to CSR Walk 

Author: **Gianluca Gionfriddo**, *Institute of Management, Scuola Superiore Sant'Anna, Pisa*

Author: **Daniele Licari**, *EMbeDS, Scuola Superiore Sant'Anna*

Author: **Francesco Testa**, *Scuola Superiore Sant'Anna*

The debate on CSR got stuck on a reductionist perception of the relationship between CSR talk and CSR walk. Representational approaches downgrade CSR talk to an instrument that merely represents reality, while optimistic approaches overestimate its aspirational, positive role on CSR walk. In our study, we offer a formative conceptualization on the dynamics between CSR talk and walk that contributes to solve the above-mentioned diatribe. We posit the existence of an iterative formative movement between CSR talk and walk, which mutually affect each other over time. Our conceptualization is supported by empirical results on 120 U.S. companies that signed the new Business Roundtable Statement on the purpose of a corporation in August 2019. In particular, we evaluated how these companies communicate CSR through semantic and cognitive-linguistic analyses of their extra-financial reports, using some of the most recent text mining techniques in the field of big data analytics. We found a positive association between the use of aspirational language in extra-financial reports – i.e., language that is semantically similar to the BRT statement language – and propensity to be a CSR decoupler. We also detected the opposite trend, i.e., a higher likelihood to be CSR implementor when using language that is semantically distant from the BRT statement language. Overall, our findings suggest that taking analytical snapshots of the relation between CSR talk and CSR walk can lead to misleading interpretations, thus awareness of the iterative formative movement is needed to understand the overall dynamic. We conclude with limitations and avenues for future research.

Paper is NOT Available. Please contact the author(s).

SIM: What Do We Mean by Corporate Social Irresponsibility? Examining the Concept in the Literature

Author: **Lígia Azevedo-Rezende**, *FGV EAESP*

Author: **Thomaz Novais Rocha**, *FGV EAESP Sao Paulo School of Business Administration*

In this paper, we examine the ontological and epistemological properties of Corporate Social Irresponsibility (CSiR), in order to provide an evaluation of its current status as a concept. More specifically, we analyze CSiR definitions, operationalization, related concepts, and empirical evidence in the business and management literature. We find that scholars adopt three different approaches to define CSiR: the stakeholder-based approach, the typification approach, and the reductionist approach. Moreover, our analysis shows that the field of CSiR is being developed with a strong quantitative orientation, and that the phenomenon is explored mostly on the context of large and multinational companies. Based on our findings, we provide a definition of CSiR and recommendations for future research in three main areas: (1) CSiR conceptualization and theory development; (2) methodology and measurement enhancements and (3) exploration of new contexts.

Paper is Available to Meeting Registrants Only.

SIM: Unpacking Micro-CSR From an Internal Stakeholder Perspective: A Computational Literature Review  

Author: **Jiangtao Xie**, *Trinity Business School, Trinity College Dublin*

Author: **Tanusree Jain**, *Copenhagen Business School Department of Management, Society and Communication*

The role of individuals in corporate social responsibility (CSR), in other words micro-CSR, has garnered extensive scholarly attention over the past decade. The emphasis of this research stream has been on internal stakeholders (i.e., employees) who design, implement, and structure firm CSR activities. However, micro-CSR literature has developed in a rather fragmented manner across various sub-fields of management sciences. To unpack this literature, we employ a novel machine learning algorithm to conduct a computational bibliometric analysis of 461 research articles published between 1970 to 2021. We find that micro-CSR research is clustered across four different sub-fields within management sciences—namely organizational behaviour, human resource management, corporate governance, and leadership, with significant tensions within each cluster. Drawing on the theory of paradox, we discuss how micro-CSR research has developed differentially across multiple topic areas, indicating cross-fertilization of different fields. In doing so, our review sets forth an agenda for advancing micro-CSR research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **259** | Submission: **11573** | Sponsor(s): **(SIM, ODC, GDO)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 6:30AM - 8:00AMPT (UTC-7)**

**Building Strong Interdisciplinary Research Clusters that
Inform Management Research and Practice**
Building Interdisciplinary Research Clusters



Organizer: **Ravi Dharwadkar**, *Syracuse U.*
Moderator: **Kira Kristal Reed**, *Syracuse U.*
Presenter: **Danielle Smith**, *Syracuse U.*
Presenter: **Patrick Berry**, *Syracuse U.*
Presenter: **Carol Faulkner**, *Maxwell School, Syracuse U.*

The Social Differences, Social Justice Research Cluster provides a case study of its inception as one of ten research clusters at Syracuse University, and its endurance through challenges of a global pandemic, calls for social justice, including Black Lives Matter, organizational structure, and academic cultural barriers, to sustain and promote interdisciplinary research activities across the campus. Professional development workshop participants will discuss strategies for building collaborative research teams at their universities, obstacles that impede success, and pathways to address these obstacles. Barriers to be discussed include funding, supporting untenured faculty, measuring impact, and other topics of importance and relevance to participants. If participants do not have research clusters on their campuses or are not members of an existing cluster, we will offer guidance for creating a cluster, and hiring and gaining affiliation with the cluster. The intent is for participants to develop a strategic plan which can be vetted and if appropriate, with time, be implemented at their universities. Research clusters at other institutions need not be similarly themed as the Social Differences, Social Justice Research Cluster at Syracuse University for participants to benefit from the engagement. The professional development workshop is relevant to the Academy of Management 2022 theme of “Creating a Better World Together.” Academics and researchers interested in organizational change, social issues in management, and gender and diversity in organizations will benefit from this workshop, as the domains of these divisions are amenable to the use of interdisciplinary perspectives to address management related research questions and applications.

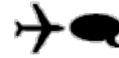
KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **260** | Submission: **12130** | Sponsor(s): **(CMS)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 7:00AM - 8:30AMPT (UTC-7)**

Early Career Scholars: Navigating the Pressures of Academia

Navigating the Pressures of Academia



Facilitator: **Paulina Segarra**, *U. Anáhuac México*
Facilitator: **Kristin Samantha Williams**, *UEF Business School, U. of Eastern Finland*
Panelist: **Cally Guerin**, *Australian National U.*
Panelist: **Nathalie Houlfort**, *UQAM U. of Quebec in Montreal, Canada*
Panelist: **Sanna Laulainen**, *U. of Eastern Finland*
Panelist: **Sarah Robinson**, *U. of Glasgow*
Panelist: **Martyna Sliwa**, *Durham U. Business School*

Careers in academia are different from those in any other industry. This type of career path entails going into the job market at a much later stage in life while seeking to attain one of the very few available open positions. The aim of this workshop is to bring together established scholars and early career academics – or others who are soon to become one – in order to learn about their experiences in different realms. Attendees will hear the different experiences from the panelists on specific topics, while also being given the opportunity to share their own thoughts and concerns with fellow junior scholars. The aim of this PDW is to create a allowing for a supportive community and expand networks for early career academics. Additionally, we have intentionally structured this PDW to be an all-female, global panel.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **261** | Submission: **12113** | Sponsor(s): **(HCM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 7:00AM - 8:00AMPT (UTC-7)**

HCM Research Incubator: Research in the Rough

HCM Research Incubator: Research in the Rough



Organizer: **Daniel M. Walker**, *Ohio State U.*
Organizer: **Dori Amelie Cross**, *U. of Minnesota*
Organizer: **Wiljeana Jackson Glover**, *Babson College*
Organizer: **Joanna Veazey Brooks**, *U. of Kansas Medical Center*
Facilitator: **Thomas D'Aunno**, *New York U.*
Facilitator: **Emmeline Chuang**, *U. of California, Berkeley*
Facilitator: **Sara Singer**, *Stanford U.*
Facilitator: **Larry R. Hearld**, *U. of Alabama, Birmingham*
Facilitator: **Christy Harris Lemak**, *U. of Alabama, Birmingham*
Facilitator: **Timothy Huerta**, *Ohio State U.*
Facilitator: **Melissa Valentine**, *Stanford U.*
Facilitator: **Grant T. Savage**, *U. of Alabama, Birmingham*
Facilitator: **Robert J Weech-Maldonado**, *U. of Alabama, Birmingham*
Facilitator: **Ann Scheck McAlearney**, *Ohio State U.*
Facilitator: **Elizabeth Goodrick**, *Florida Atlantic U.*
Facilitator: **Timothy J. Vogus**, *Vanderbilt U.*
Facilitator: **Kathleen M. Sutcliffe**, *Johns Hopkins U.*
Facilitator: **Jane Banaszak-Holl**, *Monash U.*
Facilitator: **Tal Katz-Navon**, *Arison School of Business, Reichman U. (IDC), Israel*
Facilitator: **Jami Leanne DelliFraine**, *Medical U. of South Carolina*
Facilitator: **Patrick Shay**, *Trinity U.*
Facilitator: **Kimberley Roussin Isett**, *Biden School, U. of Delaware*
Facilitator: **Trish Reay**, *U. of Alberta*
Facilitator: **Timothy Hoff**, *Northeastern U.*
Facilitator: **Joshua Ryan Vest**, *Indiana U., Indianapolis*
Facilitator: **Nir Menachemi**, *Indiana U., Indianapolis*
Facilitator: **Eric W. Ford**, *U. of Alabama, Birmingham*
Facilitator: **Kathleen Montgomery**, *U. of California, Riverside*
Facilitator: **Ingrid Nembhard**, *The Wharton School, U. of Pennsylvania*
Facilitator: **J'Aime Jennings**, *U. of Louisville*
Facilitator: **Laura McClelland**, *Virginia Commonwealth U.*
Facilitator: **Ariel Avgar**, *ILR at Cornell*
Facilitator: **Jessica N. Mittler**, *Virginia Commonwealth U.*
Facilitator: **Eitan Naveh**, *Technion Israel Institute of Technology*
Facilitator: **Peter Rivard**, *Suffolk U.*
Facilitator: **Mattia J. Gilmartin**, *New York U.*

The goal of this professional development workshop (PDW) is to provide a session in which attendees receive constructive feedback and advice on health care management related research projects that are in progress, but not ready for journal submission. Projects may range from early conceptual stages to later stages (i.e. writing a manuscript). Participants will receive feedback, in a collegial setting, from health care management researchers in the field on key issues attendees are facing in their projects. Participants will be matched with two research mentors based on the nature of their research project and the expertise of our esteemed panel. While this workshop is open to researchers at all stages of their career, priority will be given to projects in their early stages and completed projects will not be accepted. Each participant will discuss their research projects with each of their assigned mentors, rotating in timed increments. This workshop is highly interactive, and uses experiential learning to make a potential impact on the professional success of participants. The preferred format for this workshop is in-person, but delivery of the PDW is flexible and the PDW organizers will work with AOM HCM leadership as the conference approaches to modify the PDW for a hybrid or 100% virtual session.

To participate in this PDW, you must have submitted an application or signed up previously to be a mentor.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **262** | Submission: **17681** | Sponsor(s): **(HCM)**
Session Format: **Virtual-only: Zoom "meeting" style**
Scheduled: **Saturday, Aug 6 2022 7:00AM - 8:30AM PT (UTC-7)**

Simulations in Healthcare Management: Conceptualization to Publication



Simulations in Healthcare Management

Presenter: **Tera Webb**, *U. of Alabama, Birmingham*

Presenter: **Michelle Brown**, -

Simulations are commonly used in healthcare in an effort to create positive change in learning. Oftentimes the goal is to promote a change in knowledge, attitudes, and/or skills. This workshop will illuminate how to leverage pedagogical theory to engage simulation participants and how to apply healthcare simulation best practices for the design of a simulation activity. Through this workshop, participants will be better positioned to conceptualize an effective, well-developed, and publishable simulation.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **263** | Submission: **18360** | Sponsor(s): **(MSR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 7:00AM - 8:00AM PT (UTC-7)**

Yoga for Creating a Better World Together from the Inside Out *Yoga*

Participant: **Julia Storberg-Walker**, *George Washington U.*

Host: **Tracy F. Chang**, *Rutgers U.*

Host: **Tulsi Chase**, *SCCP BIDMC Harvard Medical School*

Host: **Sepideh Hariri**, *Sadhguru Center for a Conscious Planet, Beth Israel Deaconess Medical Center, Ha*

Join us for online yoga and meditation sessions in support of creating a better world together from the inside out! Learn a series of simple but powerful practices and experience their potential benefits. Physically, these practices exercise the muscles, lubricate the joints, activate energy, and improve flexibility. At the mental level, these practices improve focus, memory, awareness, and intellectual sharpness. Overall, these practices can enhance your overall wellbeing, productivity, and sense of inclusiveness. After learning these practices, you will be equipped to do them on your own wherever (e.g., travel, office, home) and whenever you need a boost of physical energy and mental clarity. These practices can be done while you travel and while you work in the office or at home. The instructors for the workshops are academics and researchers who are also certified Isha Hatha Yoga Teachers, completing an intensive and rigorous 21-week (1,750 hours) of training in Coimbatore, India.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **264** | Submission: **11669** | Sponsor(s): **(STR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 7:00AM - 8:00AMPT (UTC-7)**

STR Virtual Social - Asia PM Time Zone (All Global Regions Invited)
STR Virtual Social - Asia Time Zone

Program Chair: **Marie Louise Mors**, *Copenhagen Business School*
Organizer: **Marie Louise Mors**, *Copenhagen Business School*
Division Chair: **Heather Berry**, *George Washington U.*
Division Chair-Elect: **Michael J. Leiblein**, *Ohio State U.*
Professional Development Workshop Chair: **Deepak Somaya**, *U. of Illinois at Urbana-Champaign*

Please join us at this virtual social for informal socializing.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **265** | Submission: **18372** | Sponsor(s): **(SAP)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 7:30AM - 8:30AMPT (UTC-7)**

**Strategizing Activities and Practices Interest Group Virtual Cafe Saturday
6th August**
SAP Breakfast - Saturday 6th August 2022

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **266** | Submission: **19675** | Sponsor(s): **(SVC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 7:30AM - 5:30PMPT (UTC-7)** at **Seattle Convention Center in Atrium Lobby**

Information Booth

Info Booth

The Information Booth, will be available Friday 7:00am-5:30pm and Saturday- Tuesday from 7:30am-5:30pm. The booth will be staffed with personnel who can assist you with navigating the Conference Program, finding your sessions and providing basic local information. A lost & found is also located at the Information Booth.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Social Event**
Program Session: **267** | Submission: **18404** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 7:30AM - 8:30AMPT (UTC-7)** at **Sheraton Grand Seattle in Metropolitan A**

Welcome to TIM Orientation Breakfast

Welcome to TIM Orientation Breakfast

Program Chair: **Sonali Shah**, *U. of Illinois at Urbana-Champaign*
Division Chair: **Janet E.L. Bercovitz**, *U. of Colorado, Boulder*
Division Chair-Elect: **Maryann P. Feldman**, *Arizona State U.*
Professional Development Workshop Chair: **Elena Novelli**, *Bayes Business School*
Past Director: **Rahul Kapoor**, *The Wharton School, U. of Pennsylvania*

We welcome new, potential, and existing TIM members to join us for breakfast. Bring questions or ideas along, or just enjoy some time with other TIM members. We will highlight some of the great sessions that are planned for the conference and TIM Executive Committee members will be present.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **268** | Submission: **19701** | Sponsor(s): **(AAA)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 8:00AM - 5:00PMPT (UTC-7)** at **Seattle Convention Center** in **Exhibit Hall**
4A

Conference Exhibits

Conference Exhibits

Visit this year's Exhibit Hall to explore all of the latest products and services from our Annual Meeting exhibitors. The Exhibit Hall offers opportunities for networking, raffle prizes, coffee breaks and technology centers.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**

Program Session: **269** | Submission: **19695** | Sponsor(s): **(AAA)**

Session Format: **In-person Only: Seattle**

Scheduled: **Saturday, Aug 6 2022 8:00AM - 8:00PMPT (UTC-7)** at **Seattle Convention Center in Suite A**

Mother's Nursing Room

Mother's Nursing Room

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **270** | Submission: **19680** | Sponsor(s): **(AAA)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 8:00AM - 8:00PMPT (UTC-7)** at **The Westin Seattle in Glacier Peak**

Speaker Ready Room (Westin) *Speaker Prep*

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **271** | Submission: **19685** | Sponsor(s): **(AAA)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 8:00AM - 8:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **308 Quilcene**

Speaker Ready Room (Hyatt)

Speaker Prep

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **272** | Submission: **19690** | Sponsor(s): **(AAA)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 8:00AM - 8:00PMPT (UTC-7)** at **Sheraton Grand Seattle in Redwood B**

Speaker Ready Room (Sheraton)

Speaker Prep

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **273** | Submission: **15128** | Sponsor(s): (AAT)

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Saturday, Aug 6 2022 8:00AM- 10:00AMPT (UTC-7)** at **Seattle Convention Center in Room 201**

Creating a Better World Through Social-Symbolic Work

Social-Symbolic Work



Organizer: **Sophie Elizabeth Jané**, *Umeå School of Business, Economics, and Statistics*

Organizer: **Jacob Andrew Klopp**, *Penn State Smeal College of Business*

Organizer: **Krista Pettit**, *Ivey Business School*

Organizer: **Prem Sagar Menghwar**, *Luiss Guido Carli U.*

Moderator: **Krista Pettit**, *Ivey Business School*

Panelist: **Nelson Phillips**, *UC Santa Barbara*

Panelist: **Doyin Atewologun**, *Cranfield School of Management*

Panelist: **Garima Sharma**, *Georgia State U.*

Panelist: **Roy R. Suddaby**, *U. of Victoria*

Panelist: **Charlene E. Zietsma**, *Penn State U.*

Creating a better world is a challenging prospect that implicates multiple actors and the multiple types of work they perform to effect change. The purpose of this panel symposium is to foster a conversation on the work that must be done to create a better world together. Previous research has addressed many forms of “work,” including identity work, institutional work, emotion work, strategy work, and more. In a recent development, the Social-Symbolic Work perspective has been proposed as a theoretical framework for integrating the above streams of research to better understand how actors reflexively and intentionally work to produce, shape, and maintain the constituent elements of social life. Through interactive discussion and audience Q&A, our session will address the potential of the Social-Symbolic Work perspective to tackle questions that require an integrative approach, with a focus on the question of creating a better world together. To this end, the session includes experts in self work, organization work, and institutional work who have made advancements in bridging traditional divides in their areas of research. Broadly, this symposium is intended to catalyze future research that spans theoretical divides and levels of analysis.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **274** | Submission: **11059** | Sponsor(s): **(AFAM, OMT, ODC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 8:00AM - 9:30AMPT (UTC-7)** at **Sheraton Grand Seattle in Willow A**

**The General Theory of Leadership: A New Framework
for Leadership Practice in Organizations**
The General Theory of Leadership



Participant: **MWELWA MULENGA**, *Private Sector*

The General Theory of Leadership, as theoretical framework, would provide a unified view of leadership emergence and practice in organizations, regardless of size and location. The theory views leadership as an emergent phenomenon on one hand, and as a two-fold practice, on the other. Leadership emerges from stimulation, in Pavlovian fashion, by events in the organization's environment made possible by the structural coupling of organization and its environment. The purpose of emergent leadership is, firstly, to thwart critical threats against the organization, and secondly, to take advantage of critical opportunities for the organization. Thwarting threats ensures the organization survives and stays on its strategic course. Taking advantage of opportunities ensures the organization diversifies and grows in size, revenue, and profitability. It is these stable and growing organizations that will, ultimately, create a better world through creation of sustainable employment opportunities for individuals. Yet in the course of leadership emergence and practice, the individuals practicing leadership will have to deal with the human, organizational, and environmental complexities, all critical phenomena at the core of what leadership is and what type of leadership would be required for different emergent challenges and opportunities. How practitioners deal with these complexities will determine whether a better world is possible or what exist is the best world we can have. The general theory here, is an academic tool to teach and research leadership theory and practice, and a bold new lens, a framework, for practitioners, on one hand, to view and understand critical emergent phenomena and, on the other, to inform leadership practice in their organizations.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Caucus**
Program Session: **275** | Submission: **13865** | Sponsor(s): (CAU)
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 8:00AM - 9:30AM PT (UTC-7)**

**Sustainable Human Resource Management: Research
and Education to Create a Better Workplace**
Sustainable HRM



Participant: **Judith Hilde Semeijn**, *Open U.*
Participant: **Sugumar Mariappanadar**, *Australian Catholic U.*
Participant: **Susan E. Jackson**, *Rutgers U., New Brunswick*
Participant: **Sukhbir Kaur Sandhu**, *U. of South Australia*
Participant: **Beatrice Van Der Heijden**, *Radboud U. Nijmegen*
Participant: **Sita Vanka**, *U. of Hyderabad*
Participant: **Michael Muller-Camen**, *WU Vienna*

The 2021 Caucus has provided the impetus for international research and teaching collaboration, thus facilitating the efforts of the existing network of scholars. The proposed follow up Caucus attempts to forge further and new collaboration to benefit professionals across Strategic Management, HR, ONE, and CSR disciplines to extend the field.

This caucus initiates and continues the debates and collaboration in the field of Sustainable HRM, including Green HRM and CSR

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **276** | Submission: **12440** | Sponsor(s): **(ENT, CMS, OMT, SIM, ODC, MC, OB)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 8:00AM- 10:30AMPT (UTC-7)** at **Seattle Convention Center in Room 619**

Accelerating Research in Family Entrepreneurship for the Creation of a Better World

Research Accelerator Family Eship & Sustainability

Session Chair: **Kathleen Randerson**, *Audencia Business School*
Session Chair: **Clay Dibrell**, *U. of Mississippi*
Session Chair: **Esra Memili**, *U. of North Carolina, Greensboro*
Session Chair: **Allan Fernando Discua Cruz**, *Lancaster U. Management School*
Session Chair: **Matthias Waldkirch**, *EBS Business School*
Session Chair: **Sheila Hanson**, *U. of North Dakota*
Discussant: **Jason R. Pierce**, *U. of North Carolina, Greensboro*
Discussant: **Franz Kellermanns**, *U. of North Carolina, Charlotte*
Discussant: **Alfredo De Massis**, *Free U. of Bozen-Bolzano (Italy) and Lancaster U. (UK)*
Discussant: **Miruna Radu-Lefebvre**, *Audencia*
Discussant: **Marcela Ramirez Pasillas**, *Jönköping Inter Business School*
Discussant: **Mattias Nordqvist**, *Stockholm School of Economics*
Discussant: **Rania Labaki**, *EDHEC Business School*
Discussant: **Ted Fuller**, *Lincoln Business School, Lincoln U., Lincoln, UK*
Discussant: **Natalia A. Vershinina**, *Audencia*
Discussant: **Julia Roloff**, *Rennes School of Business*
Discussant: **Elias Hadjielias**, *Cyprus U. of Technology*
Discussant: **Claire Seaman**, *Queen Margaret U.*
Discussant: **Torsten Michael Pieper**, *U. of North Carolina, Charlotte*
Discussant: **Benjamin David McLarty**, *Mississippi State U.*
Discussant: **Céline Barrédy**, *U. de Paris Nanterre*
Discussant: **David G. Sirmon**, *U. of Washington*
Discussant: **Donald Neubaum**, *Florida Atlantic U.*
Discussant: **Andreas Georg Scherer**, *U. of Zurich*
Discussant: **William S Schulze**, *U. of Utah*
Discussant: **Christian Voegtlin**, *Audencia Business School*
Discussant: **Frank G.A. De Bakker**, *IESEG School of Management*

Our goal in this PDW is to offer an accelerator for developing research at the crossroads of Family Entrepreneurship, Sustainability and Social Responsibility. Indeed, although the importance of family business worldwide makes them unavoidable actors in transitioning towards post fossil-fuel economies, post market economies, or even post capitalist economies, extant research does not rise to the challenge, as the covid crisis has shown us. Key questions that are currently unaddressed include: 1. Shifting the business paradigm from sustainable growth (continuous growth) to growing sustainably (within the limits of the physical world we live in); 2. Rippling social responsibility from corporations (CSR) to family businesses (FBSR), to all organizational forms; and 3. Stakeholder theory: questioning the initial assumptions and paving a way forward. In order to support this, our PDW will have two parts. In the first part (asynchronous), attendees will view pre-recorded videos by editors of relevant publication outlets who share their tips and suggestions. In the second part (synchronous), attendees will have the opportunity to present their developmental research in themed break out rooms/tables with the editors and among each other. This session will provide first an excellent opportunity for current researchers of FE, CSR, and sustainability to connect and second to collectively sketch out a research agenda to that can in tum help advance teaching and practice by being geared toward creating a better world.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **277** | Submission: **14466** | Sponsor(s): **(ENT, SIM, ONE)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 204**

**TRANSFORM: Innovation and Entrepreneurship for
Sustainability**
TRANSFORM Sustainability



Organizer: **Gorgi Krlev**, *ESCP Business School*
Organizer: **Dominika Wruk**, *U. of Mannheim*
Presenter: **Mikolaj Pawlak**, *U. of Warsaw*
Presenter: **Ghita Dragsdahl Lauritzen**, *U. of Copenhagen*
Participant: **Deborah Walle-Wodka**, *Sorbonne U.*

Sustainability education is undoubtedly in dire need at business schools. This subject area in particular faces a number of serious challenges. First, management educators often tend to re-invent the wheel instead of harnessing synergies by using the contents, concepts and materials that others have created. Second, management education is often not as hands-on and inspired by practice as it could be. Third, management students often remain in a passive role instead of co-creating course contents or graded projects. TRANSFORM, a collaboration between five universities that focuses on how entrepreneurship and innovation promote sustainability, sets out to change this. First, by building up an open-source online platform, which does not only provide course materials to educators worldwide, but also invites them to share their own contents. Second, by building strongly on practitioner voices and experiences in teaching the contents that are featured on the platform. Third, by enabling a high degree of student co-creation in teaching the contents. We will present how the platform works and let students who have used it share their experiences. The largest part of the PDW will be dedicated to developing an agenda with the participants for how more educators could collaborate to expand the platform and its usefulness for the sustainability education community. We seek to build a community of practice of likeminded educators, who care about making higher education more open, collaborative and innovative.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **278** | Submission: **14397** | Sponsor(s): **(ENT, TIM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 8:00AM- 10:30AMPT (UTC-7)** at **Seattle Convention Center in Skagit 5**

Art Thinking: A Non-Client Centric Agile Method

Art Thinking



Organizer: **Sylvain Pierre Bureau**, *ESCP Business School*
Organizer: **Amy Whitaker**, *New York U.*
Facilitator: **Charles Eric Eesley**, *Stanford School of Engineering*
Facilitator: **Rand Geroges Yammine**, *ESCP Business School*
Panelist: **Stéphane J.G. Girod**, *IMD*
Panelist: **Daniel Hjorth**, *Copenhagen Business School*
Panelist: **Kara Riopelle**, *U. of Chicago Booth School of business*
Panelist: **Chip Ransler**, *UVA McIntire*
Panelist: **Sophie Kammerer**, *Le Louvre Museum*
Panelist: **Pierre Tectin**, *Freelance Artist*
Panelist: **Mariko Nishimura**, *Musashino Art University*
Panelist: **Saras Sarasvathy**, *U. of Virginia*
Facilitator: **Alisa Sydow**, *ESCP Business School*
Panelist: **Erno Tornikoski**, *U. of Exeter Business School*
Panelist: **Roberto Verganti**, *Stockholm School of Economics*
Panelist: **Olivier Zeitoun**, *Centre Pompidou*

In recent years, agile methods have multiplied: from Business Model Generation to Lean Startup to Design Thinking (Girod and Kralik 2021). Their common point is a hyper-focus on customers. The creator is set aside. This “exclusion” of the creator is problematic for three main reasons. First, several perspectives underline that entrepreneurship mainly starts with the entrepreneur’s means, especially who the entrepreneur is (Sarasvathy 2008). How is it possible to include the entrepreneurs’ desires, passions, or ideologies when using current agile methods? Second, certain types of innovation – labelled design-driven innovation (Verganti 2009) – would not have been created with a strict focus on the existing users. From the Walkman to the first mobile phone, a client-centric approach is important but not sufficient. Lastly, in the Anthropocene era (Crutzen 2006), an obsession with expressed clients’ needs may not be the best way to support the ecological transition. Indeed, the single-minded optimization of our previous models of aggregated demand would create a tragedy of the commons (Hardin 1968), leading to a massive destruction of our living environments (Turner 2014). How to apprehend these dimensions better when using agile approaches? This PDW addresses these questions and introduces the Art Thinking approach which may be well suited to help in designing solutions to many of today’s most pressing challenges, such as the need to have a sense of purpose at work, the creation of more experiential learning formats to boost creative skills, and the capacity to challenge the status quo, especially with the ecological transition.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Diversity, Equity, and Inclusion Training and Practice

Session Moderator: **Stephanie Twin Sisco**, *U. of Minnesota*

GDO: **The Perceived Role and Expectations of Diversity and Inclusion Trainers**

Author: **Stephanie Twin Sisco**, *U. of Minnesota*
Author: **Neela Nandyal**, *U. of Minnesota*
Author: **Stacey Robbins**, *Saint Mary's College of California*
Author: **Crystal Fashant**, *Metropolitan State U.*
Author: **Rebecca Jean Evan**, *Metropolitan State U.*

In this study, “critical allyship” is defined as a critical approach to implementing strategies that promote the awareness, attitudes, and actions needed to support individuals and communities subjected to an ongoing history of marginalization and discrimination. This concept was used to examine the perceived roles and expectations of diversity and inclusion (D&I) trainers who self-identify as White and work for a corporate organization. The data consisted of 16 in-depth interviews analyzed using an interpretative phenomenological analysis (IPA) approach. The findings suggested that the participants’ racial identity and job responsibility present challenges and opportunities to practice critical allyship on an individual and organizational level. The participants described challenges concerning how the performance of diversity and inclusion trainers are evaluated, and how diversity and inclusion work is different from antiracism initiatives. The participants also explained how their personal development and ongoing journey of understanding White privilege and White supremacy has helped them guide the learning and development of their White colleagues. The teaching and support the participants receive from their Black, Indigenous, and other People of Color (BIPOC) colleagues was also acknowledged as an invaluable resource to help build their confidence and competence as a White ally and D&I trainer. In addition to the insights disclosed by the participants, this study also offers recommendations for future studies related to race-conscious diversity, equity, and inclusion outcomes in the workplace.

Paper is Available to Meeting Registrants Only.

GDO: **Intersectionality and Emotional Labor for HR Professionals**

Author: **Nicolina Leeann Weaver**, *U. of Kentucky*
Author: **Alicia A. Grandey**, *Pennsylvania State U.*
Author: **Kelly Pledger Weeks**, *Rhodes College*
Author: **Myrtle P. Bell**, *U. of Texas At Arlington*
Author: **Alison V. Hall**, *U. of Texas At Arlington*

Since the conception of emotional labor, the impact of race and gender has been prominent. However, few organizational researchers have explored the impact of race and gender on emotional labor experiences. Using a sample of 273 human resources and diversity, equity and inclusion professionals, we investigate the differences in surface acting between Black and White employees. We also take an intersectional perspective and examine the differences in surface acting among White men, Black men, White women, and Black women. Finally, we break it down further by examining the differences in up-regulating and down-regulating of positive and negative emotions among White men, Black men, White women, and Black women. Results indicate that Black women surface act more than others and Black women engage in more regulation of positive emotions than their colleagues. Future research and implications are discussed.

Paper is Available to Meeting Registrants Only.

GDO: **How to Make Black Lives Matter to White AI Programmers**

Author: **Arlette Danielle Roman Almanzar**, *U. of Mannheim*
Author: **Laura Marie Edinger-Schons**, *U. of Mannheim, Business School*

Biases in the development of artificial intelligence (AI) have recently received increased attention. Specifically, biases relating to gender and race are frequently programmed into software, in many cases allegedly due to individual programmers who, consciously or unconsciously, replicate existing biases in their work. Past research has neglected to empirically investigate the role of individual programmers in overcoming or correcting biases, especially the question of how they can be motivated to engage in affirmative action and bias detection. The authors develop and test a conceptual framework on the effectiveness of motivational appeals directed at programmers, outlining the role of framing, the message speaker’s race and gender, and receivers’ individual differences in terms of social dominance orientation-egalitarianism (SDO-E) for the effectiveness of such appeals in driving implicit (i.e., ability to detect potential biases, e.g., an AI chatbot portrayed as a white male) affirmative action outcomes. The framework proposes that a problem framing (i.e., “you are part of the problem”) will be more effective than a solution framing (i.e., “you are part of the solution”) if the speaker is white and male (instead of black and female) and vice versa. Regarding individual differences, the authors propose that these results will only occur for respondents with low levels of SDO-E and be reversed for respondents with high levels. To empirically test the hypotheses, the authors recruited 590 real US programmers via Prolific to participate in a 2 (problem versus solution framing) x 2 (speaker white male versus black female) between-subjects experiment measuring their ability to detect potential biases. Results support the theorized framework. The study generates important conceptual implications for theories on biased AI, the role of individual programmers for affirmative action, intersectionality, and bias confrontation, as well as practical implications for the design of motivational appeals as interventions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **280** | Submission: **18610** | Sponsor(s): **(GDO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 8:00AM- 9:30AMPT (UTC-7)** at **Sheraton Grand Seattle** in **Dashpoint**

Does More Women Leaders Mean Greater Organizational Gender Equality?

Session Moderator: **Leire Gartzia**, *Deusto Business School*

GDO: **Female Top Representation as an Employer Brand: Effects on Prospective Employees** 

Author: **Leire Gartzia**, *Deusto Business School*
Author: **Josune Baniandrés**, *Deusto Business School*

Despite growing efforts to increase female representation at the highest levels in decision making, effects of proportion of women in such distal levels of management on employees' responses are unclear. The current paper proposes a moderated mediation model examining the psychological paths through which female representation at the top affects male and female prospective employees' work expectations and tests it with an experimental paradigm. In two studies, participants envisioned organizations with different proportions of women at the highest managerial levels. Participants held more positive images about potential employer organizations with greater proportions of female managers. Effects were stronger for women. Attributions of communion also engendered positive work expectations. Mediation analyses suggested that women's higher attribution of communal features to organizations with greater proportions of women on the top, as well as the slightly greater effects of communion for women compared to men, help explain the effects. Implications for the employee branding process in a digitalized world where it is necessary to overcome the outdated picture of a male-dominated and agentic context are discussed.

Paper is Available to Meeting Registrants Only.

GDO: **Chipping Away at the Glass Ceiling: A Social Psychological Perspective on the Role of Women Directors**   

Author: **Bartolome Pascual-Fuster**, *U. de les Illes Balears*
Author: **Ryan Federo**, *U. de les Illes Balears*
Author: **Rafel Crespi**, *U. de les Illes Balears*

The glass ceiling in corporate boards all over the world has sparked debate in research and practice. Advocates of chipping away at this glass ceiling argue the importance of gender diversity to improve board monitoring and eventually firm outcomes, while others dispute the benefits of increasing women on boards. In this study, we draw on the social psychological perspective to analyze whether increasing the proportion of women on the boards of publicly listed Spanish firms is relevant for corporate governance. Our findings show that the presence and leadership positions of women on the board and/or the nomination committee are not significantly associated with the increase in incorporating new women directors. Moreover, we find that women are less likely than men to be assigned with leadership positions, both in the board as a whole or its board committees. These findings suggest that women face gender bias, resulting in a double glass ceiling in corporate boards. Furthermore, the presence of women directors—even when assigned with leadership positions in the board or relevant board committees—does not improve or diminish the main board monitoring activities, thus uncovering that women on boards may yield similar outcomes despite being outnumbered by men in the boardroom.

Paper is NOT Available. Please contact the author(s).

GDO: **Meaningful Signals or Cheap Talk - Do Gender Targets Affect Employees' Perceptions of Equality?**  

Author: **Luise Pentzer**, *Otto-von-Guericke U. Magdeburg*

We investigate whether gender targets set by firms are associated with employees' perceptions of equality. To conduct our quantitative empirical study, we deploy a unique dataset of 38,460 employee reviews recorded from 2016 to 2020 for 68 German firms that reported gender targets for their executive boards. We carry out statistical analyses constructing a GEE population-averaged model. Our results suggest that gender targets are only associated with higher levels of perceived equality among employees if ambitions exceed a ratio of 1:7 and are followed by a female appointment. Meanwhile, we find that irrespective of target setting, female executive board representation is positively associated with employees' equality perceptions. We contribute to research on gender policy by providing a first quantitative study on equality perceptions following gender target setting.

Paper is Available to Meeting Registrants Only.

GDO: **Gender diversity, Labour in the Boardroom, and Gender Quotas**   

Author: **Katrin Scharfenkamp**, *Bielefeld U.*
Author: **Astrid Kunze**, *NHH Bergen*

This study investigates the novel question of whether employee representation on boards of directors has a positive effect on gender diversity on boards, and possible interaction effects with gender quotas. We exploit rich, newly assembled board-director matched panel data for Norway and Germany, which contain unique information on whether a director represents shareholders or employees during the period around 2008, when a Norwegian board gender quota came into effect. We present two novel results. First, we find a positive impact of employee representation before the gender quota reform on gender diversity in both Norway and Germany (2002–2009). Second, although overall the Norwegian gender quota has increased the probability of a director being female, the effect through employee representation has decreased since the announcement and implementation of the gender quota reform. We discuss potential mechanisms and implications for the design of gender quotas.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **281** | Submission: **10381** | Sponsor(s): **(GDO, CMS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 8:00AM - 10:00AMPT (UTC-7)** at **Sheraton Grand Seattle in Jefferson B**

I Don't Mean to be Racist, But... Reviewing and Improving Reviewer Comments

Improving Reviewer and Editor Comments



Organizer: **Nicole C. Young**, *Franklin & Marshall College*
Organizer: **Darryl Rice**, *Miami U.*
Organizer: **Oscar Jerome Stewart**, *College of Charleston*

The racial unrest in 2020 may have initially resulted in increased support in research relating to the experiences of marginalized populations. However, as time moved on, reviewer comments may have once again signaled to scholars of the Global racial and ethnic majority that research on marginalized voices and perspectives is not consistently welcome. This PDW will allow participants to examine actual reviewer comments and explore how these types of comments may not only negatively affect the acceptance of a manuscript, but also the professional and personal implications to the scholar. Sharing actual reviewer comments will allow participants who have received similar comments to develop a sense of community, and for those who have not, to increase awareness. This PDW contributes to the conference theme “Creating a Better World Together”, because understanding and improving the experiences of all individuals in organizations requires the advancement of all, rather than dominant, perspectives. We anticipate an open exchange of ideas and community building related to broadening perspectives on providing constructive feedback and managing damaging reviewer and editor comments.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **282** | Submission: **12531** | Sponsor(s): **(GDO, OB, CM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 8:00AM - 9:30AMPT (UTC-7)** at **Sheraton Grand Seattle** in **Columbia**

Work Hard Parent Hard: Gender and Work Life Conflict in the COVID-19 Pandemic

Work Hard Parent Hard: Gender & Work Life Conflict



Session Chair: **Charlotte Townsend**, *Haas School of Business, UC Berkeley*
Session Chair: **Laura Kray**, *U. of California, Berkeley*
Presenter: **Aurora Turek**, *Harvard Business School*
Presenter: **Stephanie Chan-Ahuja**, *London Business School*
Presenter: **Alexandra Feldberg**, *Harvard Business School*
Participant: **Salvatore J. Affinito**, *Harvard Business School*
Participant: **Ashley Whillans**, *Harvard Business School*
Participant: **Leslie Perlow**, *Harvard Business School*
Participant: **Eliot Sherman**, *London Business School*
Participant: **Kathleen L. McGinn**, *Harvard U.*

Women are leaving the workforce at historic rates due to the inability to negotiate work and household labor. Despite considerable gains in the workforce, women still account for a greater share of domestic work. To be ideal workers, women are expected to fulfill ideal worker norms of long hours and undivided dedication, in stark contrast with gender roles which dictate that ideal women should take primary care of the household. This imbalance of unpaid domestic labor stunts women's achievement in the paid workforce. Prior research has demonstrated the tension between work and family domains and COVID-19 has exposed the ubiquity of gender roles, as women have taken on a greater share of childcare and household chores during the pandemic (Gurge et al., 2021). In this symposium, we delve into the consequences of the push and pull of work and family responsibilities, and why women are feeling especially burdened during COVID-19. Across a variety of methodology, including longitudinal, survey, interview and experimental, we unpack the experiences of women and the undercurrent of work family conflict pushing women out of the workforce. In these four talks, we study how remote work effects work life balance, how domestic arrangements effect work outcomes, how work arrangements effect domestic arrangements, and a precursor and consequences of the conflict between the two realms. By examining the link between personal and professional lives, we demonstrate the interconnectedness of these two domains, with specific focus on the pressure women face from both, and how it may be alleviated.

A Blessing or a Curse? The Benefits and Challenges of Remote Work for Working Mothers

Author: **Aurora Turek**, *Harvard Business School*
Author: **Salvatore J. Affinito**, *Harvard Business School*
Author: **Ashley Whillans**, *Harvard Business School*
Author: **Leslie Perlow**, *Harvard Business School*

The Shared Parenting Premium: Caregiving, Chores, and Earnings

Author: **Stephanie Chan-Ahuja**, *London Business School*
Author: **Eliot Sherman**, *London Business School*

New Employment Arrangements: Changes at Work and at Home

Author: **Alexandra Feldberg**, *Harvard Business School*
Author: **Kathleen L. McGinn**, *Harvard U.*

Holding the Belief that Gender Roles Can Change Reduces Women's Work-Family Conflict During COVID

Author: **Charlotte Townsend**, *Haas School of Business, UC Berkeley*
Author: **Laura Kray**, *U. of California, Berkeley*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **283** | Submission: **11282** | Sponsor(s): **(HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 8:00AM - 1:45PMPT (UTC-7)** at **Hyatt Regency Seattle** in **306 Duwamish**

HR Division Middle-Stage Doctoral Consortium
HR Division Middle-Stage Doctoral Consortium



Session Chair: **Karen Landay**, *U. of Missouri - Kansas City*
Session Chair: **Crystal M. Harold**, *Fox School of Business, Temple U.*
Organizer: **Brian W. McCormick**, *Northern Illinois U.*
Organizer: **Jake Messersmith**, *U. of Nebraska, Lincoln*
Organizer: **Shiyu Zhou Zhou**, -
Organizer: **Kang Yang Trevor Yu**, *Nanyang Technological U.*
Panelist: **Julie Irene Hancock**, *U. of North Texas*
Panelist: **Lauren Rachel Locklear**, *Texas Tech U.*
Panelist: **Jaime Leigh Williams**, *Tennessee Tech U.*
Facilitator: **Lauren Simon**, *U. of Arkansas*
Facilitator: **Lawrence Houston**, *Rutgers U. SMLR*
Facilitator: **John P. Hausknecht**, *Cornell U.*
Facilitator: **Valeria Alterman**, *U. of Miami*
Facilitator: **Federica De Stefano**, *HEC Paris*
Facilitator: **Jianmin Sun**, *School of Labor and Human Resources, Renmin U. of China*
Panelist: **Peter Bamberger**, *Tel Aviv U.*
Panelist: **Sargam Garg**, *California State U. Sacramento*
Panelist: **Elizabeth McClean**, *Cornell SC Johnson College of Business*
Panelist: **Sabrina DeeAnn Volpone**, *U. of Colorado, Boulder*

This workshop is geared toward HR doctoral students in the middle of their program. The goal of this workshop is to help these students navigate the collection of career issues that begin to emerge when students are about halfway through a doctoral program. In many PhD programs, the middle stage is a critical point. Students are expected to begin the transition into independent scholars, start building professional networks, move beyond the structure of courses and exams, and develop skills as an instructor. The workshop topics are designed to help these students develop the knowledge and skills required to be successful at this middle stage and continue their development into strong researchers and teachers. It is also a way for HR doctoral students to build connections with others and become more involved in the HR Division.

This session requires pre-registration and is limited to 45 attendees. Please register by emailing Karen Landay at kmlanday@umkc.edu with the following information: (1) Name, (2) School, (3) Year in program, and (4) CV.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **284** | Submission: **13428** | Sponsor(s): **(HR, OB, CAR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 8:00AM - 12:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **302 Beckler**

HR Division New Faculty Consortium   
HR Division New Faculty Consortium (NFC)

Session Chair: **Joel Koopman**, *Texas A&M U.*
Session Chair: **Mila Borislavova Lazarova**, *Simon Fraser U.*
Session Chair: **Brian Harney**, *Dublin City U.*
Organizer: **Emily D. Campion**, *U. of Iowa*
Organizer: **Julie Irene Hancock**, *U. of North Texas*
Organizer: **Kathleen Keeler**, *Ohio State U.*
Organizer: **Young Eun Lee**, *Florida State U.*
Organizer: **Philip L. Roth**, *Clemson U.*
Panelist: **Maria Kraimer**, *Rutgers U., School of Management and Labor Relations*
Panelist: **Carol T. Kulik**, *U. of South Australia*
Panelist: **Zhaoli Song**, *National U. of Singapore*
Panelist: **Deanne N. Den Hartog**, *U. of Amsterdam*
Panelist: **Karin Sanders**, *UNSW Business School, Australia*
Panelist: **Talya N. Bauer**, *Portland State U.*
Panelist: **Kyoung Yong Kim**, *Villanova U.*
Panelist: **Samantha A. Conroy**, *Colorado State U.*
Panelist: **Anthony Klotz**, *UCL School of Management*
Panelist: **Juan I. Sanchez**, *Florida International U.*
Panelist: **Theresa M. Welbourne**, *U. of Alabama*
Panelist: **James Summers**, *Iowa State U.*
Panelist: **Jia Hu**, *Ohio State U.*
Panelist: **Nikos Dimotakis**, *Oklahoma State U.*
Panelist: **Chu-Hsiang Chang**, *Michigan State U.*
Panelist: **Daniel Judson Beal**, *Virginia Tech*
Panelist: **Corine Boon**, *U. of Amsterdam*
Panelist: **Stephen Hyrum Courtright**, *Tippie College of Business, U. of Iowa*
Panelist: **Anthony J. Nyberg**, *U. of South Carolina*
Panelist: **Kai Chi Yam**, *National U. of Singapore*
Panelist: **Gillian Yeo**, *U. of Western Australia*
Panelist: **Ronald F. Piccolo**, *U. of Central Florida*
Panelist: **Amanda Shantz**, *U. of St. Gallen*
Panelist: **Brian W. Swider**, *U. of Florida*
Panelist: **Christopher C. Rosen**, *U. of Arkansas*
Panelist: **Theresa M. Glomb**, *U. of Minnesota*
Panelist: **Michal Biron**, *U. of Haifa*
Panelist: **Jill Ellingson**, *U. of Kansas*
Participant: **Liza Castro Christiansen**, *U. of Reading*

The New Faculty Consortium (NFC) provides a developmental forum for junior faculty to interact with peers and senior colleagues about how to survive and thrive in their academic careers. The consortium is open to all HR Division junior faculty members with less than 4 years of post- PhD experience who have been recently hired to research and/or teach in HR. The consortium includes a combination of panels, facilitated discussion, small roundtable sessions and as well as the opportunity to network with peers and leading global faculty alike.

Pre-registration required

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **285** | Submission: **17360** | Sponsor(s): **(IM, OMT, STR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 205**

The Future of State Capitalism

State Capitalism

Session Chair: **Anna Grosman**, *Loughborough U.*
Moderator: **Pei Sun**, *Alliance Manchester Business School, U. of Manchester*
Panelist: **Geoffrey T. Wood**, *U. of Western Ontario*
Panelist: **Ilya Okhmatovskiy**, *Nova SBE, U. Nova de Lisboa*
Panelist: **Gerhard Schnyder**, *Loughborough U.*

State capitalism, the influence of the government in economic activity, is witnessing a renewal worldwide as government increase their regulation of private firms and direct intervention as owners of companies and investment funds. In this symposium we discuss how modern forms of state capitalism observed around the world bring together the institutional dynamics and governance practices of the state agencies and those of the private sector. The panelists use evidence from studies of state-owned and state-affiliated firms operating in different regions of the world to discuss the cross-national variation in hybrid institutions, governance, and strategies. They reflect on past advances in various aspects of state capitalism and provide suggestions to guide future research on this increasingly important topic.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **286** | Submission: **18433** | Sponsor(s): **(MBR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 8:00AM - 5:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 3A**

New Attendee Welcome Room *New Attendee Welcome Room*

Coordinator: **Julia Vesei**, *Academy of Management*

Membership staff are here to greet all new attendees and help to answer any of your questions, from program and logistical help, to how to make the most of your membership. Enjoy a relaxing atmosphere, the opportunity to meet new friends, and a quiet respite between your sessions!

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **287** | Submission: **18493** | Sponsor(s): **(MBR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 8:00AM - 5:00PMPT (UTC-7)** at **Sheraton Grand Seattle in Fremont**

Career Services Center
Career Services Center

Coordinator: **Wendy A. Kramer**, *Academy of Management*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **288** | Submission: **12080** | Sponsor(s): **(MC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 8:00AM - 12:00PMPT (UTC-7)** at Sheraton Grand Seattle in Grand Ballroom D

Management Consulting Doctoral Consortium: The Three Ws
Management Consulting Doctoral Consortium



Session Chair: **Jeremy Salmeron**, *ISEOR International Research Center, Écully, France*
Session Chair: **Rida Elias**, *American U. of Beirut*
Presenter: **Alicia Buysse**, *Business administration faculty, Laval U. (Québec, Canada)*
Presenter: **Michael BAHAA Michael**, *U. of Balamand, U. Lyon 3, and ISEOR Research Center*
Presenter: **Layal Omran**, *Balamand U. - Lebanon & Jean Moulin Lyon 3 U. - France*
Presenter: **Heather Jarvis**, -
Presenter: **Jaafar Al Wazni**, *U. of Balamand, U. Lyon 3, and ISEOR Research Center*
Participant: **Marc Bonnet**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*
Participant: **Steven H. Cady**, *Bowling Green State U.*
Participant: **Omayya Kuran**, *U. of Balamand*
Participant: **Carole Lalonde**, *Laval U.*
Participant: **David Jamieson**, *President, NTL Institute*
Participant: **Joanne Preston**, *Joanne C. Preston & Associates*
Participant: **Kurt Motamedi**, *Pepperdine U. - GSB*
Participant: **Rachael Narel**, *Benedictine U.*
Participant: **Henri Savall**, *ISEOR, U. of Lyon*
Participant: **David B. Szabla**, *Western Michigan U.*
Participant: **Wanda Tisby Cousar**, *Colorado Technical U.*
Participant: **Veronique Zardet**, *U. of Lyon, IAE Lyon, MAGELLAN, ISEOR, FRANCE*

Following our tradition in every AOM's annual meeting program, the Management Consulting Division will sponsor its Doctoral Consortium during the pre-conference period of the Academy of Management 2022 Annual Meeting. The objective of this Consortium is to provide support to students working on subject under the wide umbrella of management consulting in their PhD programs. The organizers, faculty members, and panelists will focus on providing participating students with opportunities to discuss their dissertation proposals in small groups, and to learn about various academic and professional steps and tasks they will encounter in the senior years of their doctoral studies and professional career afterwards. This year's consortium offers a financial prize to the doctoral student with the winning presentation.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **289** | Submission: **14885** | Sponsor(s): **(MED, MC, OB)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 8:00AM - 9:30AM PT (UTC-7)**

Developing Teaching Ideas into Impactful Intellectual Contributions



Developing Impactful Intellectual Contributions

Session Chair: **Kathleen J. Barnes**, *Salem State U.*
Presenter: **Rita J. Shea-Van Fossen**, *Nova Southeastern U.*
Presenter: **Jennifer Leigh**, *Nazareth College*
Presenter: **Vicky Anne Lester**, *The Case Centre*
Presenter: **Beth Kaufman**, *Pearson Education*

Most management academics have been trained to do rigorous research in their chosen field, but few receive any guidance about how to translate that research into learning activities or create impactful intellectual contributions from their classroom activities. This professional development workshop is intended for authors, experienced or new to the management education and learning discipline, who are interested in developing their teaching and/or learning technique(s) into management education and learning academic conference presentations, publishable case studies, peer reviewed journal publications, and other intellectual contributions. This workshop brings together experienced management education teaching-scholars, teaching and learning journal editors, and publishers in a collegial environment that will allow participants to learn about and discuss ideas on converting research into classroom activities and the scholarship of teaching and learning, as well as build participants' networks and resources in this area of scholarship.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **290** | Submission: **18507** | Sponsor(s): **(MOC)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 8:00AM - 10:00AMPT (UTC-7)**

Presenting in the Rough

Presenting in the Rough

Panelist: **Michael W. Kraus**, *Yale School of Management*
Panelist: **Jennifer Petriglieri**, *INSEAD*
Presenter: **Christianne Klein**, *Truth Fairy, Inc*
Presenter: **Robin Steegman**, *Performer & presentation coach*
Presenter: **Eugene Washington Walker**, *UCL School of Management*

This forum offers participants an opportunity to hear from both academics and practitioners, focusing on practicing and crafting effective virtual presentations. The session will include a panel discussion, integrating insights from academics and learnings from other industries that focus on presentation skills, followed by small group breakout rooms. Separately, there will be several slots available by application to work with the practitioner coaches.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **291** | Submission: **19622** | Sponsor(s): **(MSR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 8:00AM - 9:30AMPT (UTC-7)** at **Hyatt Regency Seattle** in **607 Wishkah**

Leadership and Inner Capacity Development: Research from Multiple Perspectives

Session Moderator: **Courtney E. Owens**, *Alliance Manchester Business School, U. of Manchester*

The papers in this session explore the connections between leadership and inner development in the workplace.

MSR: Transition of Owner-Manager Faith into the Professional Environment

Author: **Matthias Wuersten**, *U. of St. Gallen*

I develop a model explaining the process of owner-managers transitioning their Christian faith into the professional environment. Based on 20 interviews with representatives from eleven Christian-led, owner-managed firms, I find that the belief in accountability towards God, the belief in fate, and the urge to apply a moral code of conduct serve as the basis for owner-manager purpose. I find that Christian owner-managers understand their purpose in serving God and, in the context of their professional environment, in bringing God closer to stakeholders. Furthermore, my study sheds light on how Christian owner-managers enact their faith on the individual and organizational level. Thus, the developed model offers an understanding about the transition of Christian faith of owner-managers into their professional environment.

Paper is NOT Available. Please contact the author(s).

MSR: Well-being, Workplace and Religion: Insights from the Middle East

Author: **Tamer Koburtay**, *College of Business and Economics, Qatar U.*

Author: **Ahmad Sayel Abualigah**, *Al Falah U.*

This paper uses an interdisciplinary approach to examine how religious practices and spiritual facilities may affect employees' well-being in workplaces. Based on Ryff's (1989) well-being framework, a related aim is to contextually study the implications of Islamic practices and spiritual facilities for Ryff's (1989) model. Using a qualitative data collected from 22 employees, our findings show that worshipping Allah, contemplative practices, and patience are key factors of one's psychological well-being. The study also highlights specific spiritual provisions and contemplative practices as key factors for enhancing Ryff's six dimensions of employees' psychological well-being. The paper offers a novel and contextual extension of Ryff's framework by theorizing the notion of well-being in Islam. In the end, theoretical and practical implications are offered.

Paper is Available to Meeting Registrants Only.

MSR: Reconceptualizing Work-Personality: Developing a Spiritually-based Framework

Author: **Courtney E. Owens**, *Alliance Manchester Business School, U. of Manchester*

We can create a better world together by improving our ability to flourish at work. Our ability to flourish at work can be improved by furthering our understanding of individual differences such as personality. While personality has been shown to be a significant predictor of work-related outcomes, variance explained is often weak. Reconceptualizing personality as work-personality profiles grounded in a spiritually-based framework provides new directions for understanding the conditions for flourishing at work. Herein, the well-established definition of personality is reconceptualized as parts of personality in a Venn diagram, which when overlapped and aligned with biblical text reveal seven work-personality profiles. The framework for these seven profiles is based on biblical text integrated with personality psychology literature. These seven profiles may improve variance explained when investigated as predictors of important organizational outcomes that affect flourishing at work, such as job satisfaction, emotional labor, or team effectiveness.

Paper is Available to Meeting Registrants Only.

MSR: Lessons from Entrainment to Enhance Spiritual Practices

Author: **Danny Sandra**, *U. of Antwerp*

Entrainment is a phenomenon what we all have experienced in our personal daily life, typically as an elevated emotion, feeling or energy. But also in organizations, studies highlighted a positive relationship between entrainment and organizational outcomes. In these challenging times, spiritual practices can bring people closer to create a better world together. Hence, the objective of this article is to draw lessons from the phenomenon of entrainment for spiritual practices, because entrainment is a natural process that can be influenced and facilitated. Seven lessons were drawn from the learnings of entrainment to enhance spiritual practices: (1) an effective spiritual practice is a practice that enhances the level of entrainment in one or more quadrants of the Integral Entrainment Matrix; (2) a spiritual practice should focus initially on improving intra-entrainment, which will influence and enhance the other types of entrainment; (3) spiritual practices are ideally done in a healthy natural environment of your liking; (4) spend spiritual practice time with those people that really care about themselves, their environment and you; (5) pace the timing of the spiritual practice to establish a rhythm; (6) pace the spiritual practice itself to fit with your own biological rhythm, your own likes and environment; (7) enhance emotional and behaviour entrainment by selecting a spiritual practice that fits your values.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **292** | Submission: **15569** | Sponsor(s): **(MSR, INDAM, MH, GDO)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Saturday, Aug 6 2022 8:00AM - 9:30AMPT (UTC-7)**

**Ram’s Epic Spirit-based Collaborations Including
Monkeys, Bears, and Eagles**
Ram’s Epic Spirt-based Trans-species Collaboration



Session Chair: **R Ray Gehani**, *Akron U.*
Facilitator: **Vikram Gulati**, *Maharishi International U.*
Participant: **Ellen L. West**, *Portland State U.*

We will share and exchange with participants in this PDW how the global contagion of COVID pandemic has impacted different strategic leaders, managers, and organizations in divergent ways. We will note that some rooted in their material gains resorted to more segregation, fear mongering, and attacks on the most vulnerable strata of their organizations and societies. At the same time, some empathetic leaders and administrators opened their hearts and reached out to the more vulnerable fellow-human beings in their enterprises. For a more flourishing world and organization, how do we improve and build our capabilities for more inclusive and diverse collaborations? Participants will draw key lessons and inspirations in diversity, equity, and inclusion from the inter-species collaborations of Ram, the hero of classical epic Ramayana, with monkeys, bears, and eagles. He has been considered the perfect role model for his humanity and justice by millions of Indians over the past 120 generations. Using an innovative spirituality paradigm, with world as an inter-connected family (in Sanskrit Vasudhaiva Kutumbakam), participants will explore learning from our rich historic past – often ignored or neglected in many business organizations in the U.S. and around the world for ulterior personal biased reasons. Collectively we will explore how our spirit – based diverse world-wide collaborations can enhance the quality of living and work across all layers of our pyramids of populations.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Voice, Proactivity, and Extra-role Behaviors

Session Moderator: **Louisa Antonia Bloedorn**, *WHU – Otto Beisheim School of Management*

OB: Proactive Strategic Behavior and its Relationship With Other Proactive Behaviors

Author: **Matthias Michael Pfisterer**, *Vlerick Business School & KU Leuven*
Author: **Katleen De Stobbeleir**, *Vlerick Business School*

This study explores how employees use proactive strategic behavior in combination with other proactive work behavior and proactive person-environment fit behavior. Specifically, by using 266 focal manager-supervisor dyads, we study the link between proactive strategic scanning, voice, feedback-seeking and performance. As hypothesized, proactive strategic scanning is positively related to voice. We argue that the link is sequential, in such a way that voice mediates the positive effect of strategic scanning on performance, which is supported by our results. In addition, we find partial support that higher levels of feedback-seeking moderate the strategic scanning-performance relationship. Implications for theory and practice are discussed.

Paper is Available to Meeting Registrants Only.

OB: The Joint Effects of Voice Importance and Leader Network Ability on Actual Voice Implementation

Author: **Xiaofei Hu**, *Hong Kong Polytechnic U.*
Author: **Wu Liu**, *Hong Kong Polytechnic U.*
Author: **Yeting Zhou**, *People's Hospital of Shuyang County*

While recent voice literature has begun to take a leader-centric perspective to explore how leaders react to employee voice, we still know little about their psychological impetus and constraints regarding ongoing voice implementation. In this paper we investigated the antecedents of leaders' actual implementation towards employee voiced issues. Based on theory of planned theory, we posited that both issue characteristics (i.e., voice importance) and leader characteristics (i.e., network ability) affected actual voice implementation. To test our model, we observed 160 monthly meetings of 32 healthcare teams in a hospital for 5 months. Finally, 346 pieces of voice from 201 nurses were recorded and evaluated by both voicers and their nurse managers. Our results suggested that while voice importance enhanced leader voice implementation motivation towards the focal issue, it led to actual voice implementation only when leaders had high network ability. Theoretical and practical implications were also discussed. Keywords: Voice importance, voice implementation, leader network ability, theory of planned behavior

Paper is Available to Meeting Registrants Only.

OB: Dancing with the Rebel: Followers' Successful Insubordination, Leaders' Status Threat and LMX

Author: **Louisa Antonia Bloedorn**, *WHU – Otto Beisheim School of Management*
Author: **Miriam Muethel**, *WHU - Otto Beisheim School of Management*
Author: **Anson Seers**, *Virginia Commonwealth U.*

Follower insubordination violates the social hierarchy inherent to leader-follower relationships. In this vein, past research focused on insubordination as dysfunctional behavior that is to be sanctioned (DeCelles & Aquino, 2020; Klaas, Olson-Buchanan, & Ward, 2012). However, we argue that insubordination can also be functional when followers' alternative actions prove more successful than the leader's instructions. It is thus the outcome, i.e., the success of insubordination, that determines the effects of insubordination on leaders and leader-follower relationships. Based on three scenario experiments with four samples (N = 214, N = 299, N = 439, N = 395), we find that followers' successful insubordination, i.e., followers' disobedience to their leaders' orders in favor of alternative actions that successfully promote organizational goals, increases leader status. We find further that this status threat decreases social leader-member exchange perceptions (SLMX) but increases economic leader-member exchanges (ELMX). Taken leaders' increased self-interest when interacting with successful but insubordinate followers, we thus point to leaders' taking advantage of successful insubordinate followers despite their status threat.

Paper is NOT Available. Please contact the author(s).

OB: A Psychological Contract Perspective of Employee Promotive Voice and Promotability

Author: **Chenwei Li**, *San Francisco State U.*
Author: **Chiahuei Wu**, *Leeds U. Business School*
Author: **Yuntao Dong**, *Peking U.*
Author: **Hannah Weisman**, *Harvard Business School*
Author: **Li-Yun Sun**, *Macau U. of Science and Technology*

While promotive voice is conventionally considered a favorable work behavior to the organization, whether engaging in promotive voice will help employees move up the career ladder is inconclusive across a handful of studies. Drawing on a psychological contract perspective, this study aims to understand why and when employees' promotive voice can contribute to supervisor-rated employee promotability. We propose that employees' engagement in promotive voice will strengthen supervisors' balanced psychological contract with the employees and increase their rating of employees' promotability, and these effects will be stronger when the employees and supervisors have higher versus lower quality of leader-member exchange (LMX) relationship. Results of a three-wave field study with 281 employees and their 59 supervisors supported our hypotheses. In brief, we found that promotive voice was positively related to supervisors' balanced psychological contract, especially when the quality of LMX was higher, which in turn, positively impacted supervisor-rated employee promotability. We conclude by discussing the important implications of these findings for theory and practice.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



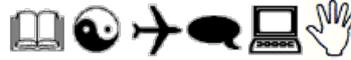
Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **294** | Submission: **12093** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 8:00AM- 6:30PMPT (UTC-7)** at **Hyatt Regency Seattle** in **602 Nooksack**

Organizational Behavior Doctoral Consortium
Organizational Behavior Doctoral Consortium



Session Chair: **Oscar Holmes**, *Rutgers U.*
Session Chair: **Elizabeth Margaret Campbell**, *U. of Minnesota*
Distinguished Speaker: **Celia Moore**, *Imperial College Business School*
Host: **Jennifer Carson Marr**, *U. of Maryland*
Host: **Carlos B. Gonzalez**, *Cal Poly Pomona*
Host: **Katerina Gonzalez**, *Suffolk U.*
Host: **Ivona Hideg**, *Schulich School of Business, York U.*
Host: **Edwyna Theresa Hill**, *U. of South Carolina*
Host: **Chaitali Kapadia**, *Florida International U.*
Host: **Ronit Kark**, *Bar Ilan U.*
Host: **R David Lebel**, *U. of Pittsburgh*
Host: **Madeline Ong**, *Texas A&M U.*
Host: **Darryl Rice**, *Miami U.*
Host: **Bori Borbala Csillag**, *Oregon State U.*
Host: **Jonathan Hendricks**, *U. of Nebraska, Lincoln*
Host: **Yu Tse Heng**, *U. of Virginia*
Host: **Rebecca MacGowan**, *U. of Arkansas*
Host: **Giselle Elaine Antoine**, *U. of Washington, Seattle*
Host: **Melanie Prengler**, *U. of Virginia, Darden School of Business*
Host: **Angelica Leigh**, *Fuqua School of Business, Duke U.*
Host: **Olivier D. Boncoeur**, *U. of Notre Dame*
Host: **Jason Marshall**, *Creighton U.*
Host: **Monique Alexandria Alvarez Domingo**, *U. of Connecticut*
Host: **Niro Sivanathan**, *London Business School*
Host: **Jorge A. Gonzalez**, *U. of Texas Rio Grande Valley*
Panelist: **Aparna Joshi**, *Penn State Smeal College of Business*
Panelist: **Jenny M. Hoobler**, *NOVA School of Business and Economics*
Panelist: **Dejun Kong**, *U. of Colorado Boulder*
Panelist: **Keith Norman Leavitt**, *Oregon State U.*
Panelist: **Tracy Dumas**, *Ohio State U.*
Panelist: **Berrin Erdogan**, *Portland State U.*
Distinguished Speaker: **Derek R. Avery**, *U. of Houston*
Host: **Sarah Doyle**, *U. of Arizona*
Host: **Erika V. Hall**, *Emory U., Goizueta Bus Sch*
Host: **David F. Arena**, *U. of Texas At Arlington*
Host: **Dana McDaniel Sumpter**, *Pepperdine Graziadio Business School*
Host: **Kristen Price Jones**, *U. of Memphis*
Host: **Eddy S. Ng**, *Queen's U.*
Host: **Lawrence Houston**, *Rutgers U. SMLR*
Host: **Samuel Aryee**, *U. of Surrey*
Host: **Alexis Nicole Smith**, *Oklahoma State U.*
Host: **Sean E. Rogers**, *U. of Rhode Island*
Host: **Zhaoli Song**, *National U. of Singapore*
Host: **Crystal I Chien Farh**, *U. of Washington*
Host: **Adam C. Stoverink**, *U. of Arkansas*
Distinguished Speaker: **Ronald F. Piccolo**, *U. of Central Florida*
Distinguished Speaker: **Anthony Klotz**, *UCL School of Management*

The Organizational Behavior Doctoral Consortium is held annually and designed for doctoral students who are in the final stages of their programs. The consortium includes a mix of presentations, discussions, and interactive sessions designed to help doctoral students navigate the job market, build connections with their cohort as well as invited experts, and launch them into their academic careers. The consortium will be held in-person on Saturday, August 6, 2022, from 8:00AM-6:30PM local time. The in-person program includes faculty presentations and roundtable sessions on topics such as crafting the right academic job, acing the job talk, an editor's panel on succeeding in research and publishing, and effective and inclusive teaching and mentoring. We will host a networking reception after the program sessions. More than 50 faculty members have volunteered to present or host roundtable discussions. Students who want to attend the consortium must be nominated by their programs and endorsed by their advisors. Only one student can be nominated from each program at a respective institution. In October, after the Annual Meeting, we will also remotely host a "booster session" for attendees to offer additional support and advice related to the job market and dissertation process as well as strengthen connections among members of their cohort.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Behaviors and Cognitions Related to Tasks

Session Moderator: **Qiang Fu**, *Colorado State U.*

OB: **The Easier-Is-Better Heuristic: The False Allure of Easy Work** 

Author: **Eliana Polimeni**, *Northwestern Kellogg School of Management*
Author: **Loran F. Nordgren**, *Northwestern U.*

People are highly sensitive to effort expenditure and have an evolved goal to minimize it. As such, people tend to favor tasks that are easier over more difficult tasks. However, there are several downsides to reducing task demand, such as experiencing boredom, that make easier tasks less enjoyable. Across six studies, we examine people's beliefs about the relationship between task demand and task enjoyment. We find that people inaccurately anticipate that making a task less demanding will increase its enjoyability (Study 1). We extend our findings to a more objective conceptualization of task demand (Study 2) and find that the effect persists even when tasks are familiar (Study 3). We test our proposed mechanism that people fail to consider other task dimensions that impact task enjoyment because effort avoidance is a highly salient goal (Study 4). In Study 5 we find that people accurately anticipate that challenging, yet attainable, tasks will be more enjoyable than tasks which exceed their abilities. Finally, in Study 6 we surveyed working professionals to test the implication of the effect on job satisfaction and retention. Taken together, these results suggest that people operate on an "easier-is-better" heuristic, meaning they believe that any decrease in task demand will lead to an increase in task enjoyment. These beliefs matter because they likely guide people's decisions about what work to pursue and what work to avoid.

Paper is Available to Meeting Registrants Only.

OB: **Unpacking Overconfident Behavior: Revisiting the Hard-Easy Effect** 

Author: **Mohammed Abdellaoui**, *HEC Paris*
Author: **Han Bleichrodt**, *Erasmus U. Rotterdam*
Author: **Cedric Gutierrez**, *Bocconi U.*

We investigate overconfident behavior as resulting from two discrepancies from Bayesian behavior: a bias in beliefs, usually known as overconfidence, and a bias in attitude towards ambiguity. We propose a method, valid under recent theories of decision under uncertainty, to separate the effects of subjective probabilities and ambiguity attitudes on overconfident behavior in two incentivized experiments. Our first study reveals the impact of ambiguity attitudes on overconfident behavior. While subjective probabilities were underconfident, subjects were ambiguity seeking. In the second study, our method replicates the hard-easy effect on beliefs: easy tasks lead to understimation of absolute performance and overplacement whereas hard tasks lead to the opposite. Additionally, we find that the task's difficulty affects not only beliefs but also ambiguity attitudes. Easier tasks lead to more optimistic ambiguity attitudes for absolute and relative performance. In other words, while hard and easy tasks have opposite patterns on the belief component of overconfident behavior, easy tasks always contribute more to overconfident behavior than hard tasks.

Paper is NOT Available. Please contact the author(s).

OB: **A New Look at Unconscious Thought Theory: Elicitation of Dynamically Varying Strategies** 

Author: **Chao Lei**, *School of Management, Huazhong U. of Science and Technology*
Author: **Pengcheng Zhang**, *School of Management, Huazhong U. of Science and Technology*
Author: **Huan Tao**, *School of Management, Huazhong U. of Science and Technology*
Author: **Guoxuan Wang**, *School of Management, Huazhong U. of Science and Technology*

Unconscious thought theory (UTT) suggests that people apply compensatory strategy (weighting) in unconscious thought (UT) in complex decisions (e.g., multiple alternatives and attributes) (Dijksterhuis & Nordgren, 2006; Dijksterhuis & Strick, 2016). However, some researchers have reported different findings of the strategies elicit during UT. Payne et al. (2008) indicated that people relied on compensatory strategy (Dawes) in UT, but others argued that people use a noncompensatory (lexicographic) strategy instead (Huizenga, Wetzel, Ravenzwaaij, & Wagenmakers, 2012). Thus, these empirical studies have shown mixed results. In this article, our study aims to replicate the unconscious thought effect (UTE) and reconcile the controversy by introducing the prominence effect. To clarify the ostensible controversy, three studies involving 800 participants were conducted. The results replicated the UTE and suggested that weighting was more widely elicited than Dawes in UT when the importance of alternatives' attributes that were not identical and combinations that were extreme. In addition, the controversy between weighting and lexicographic strategies stemmed from the varying strategies elicited by the degree of difference (e.g., decisive versus nondecisive) between primary and other dimensions of the alternatives. In a nondecisive situation, UT tends to elicit a weighting strategy; conversely, it tends to elicit a lexicographic strategy.

Paper is Available to Meeting Registrants Only.

OB: **What To Do First? A Demand-ability Fit Perspective on Task Motivation and Carryover Effects**

Author: **Qiang Fu**, *Colorado State U.*
Author: **Anna Connors Lennard**, *Oklahoma State U.*
Author: **Lindsey Greco**, *Oklahoma State U.*
Author: **Nikolaos E. Dimotakis**, *Oklahoma State U.*

In the course of a workday, employees attend to a variety of distinct tasks. Considering that motivation may vary from one task to the next on a daily basis, our understanding of motivation at work is incomplete without understanding (1) how demand-ability fit affects motivation at the task, instead of job, level and (2) how motivation on previous tasks carries over into subsequent tasks. Drawing on research in task complexity and situational motivation theories, we develop a theoretical model that examines the moderating effects of intrinsic motivation on a previous task on the relationship between characteristics of a later task and task intrinsic motivation, which in turn influence task performance and task engagement for the later task, and end-of-day recovery. We find that when previous levels of task motivation are higher, the positive effects of congruence between task complexity demand and ability on later task motivation will be stronger (i.e., carryover effect); nevertheless, the negative effects of any incongruence between task complexity demand and ability on later task motivation will also be stronger (i.e., contrast effect). In addition, intrinsic motivation for the later task is positively associated with task performance, task engagement, and recovery. The implications for theory and research on dynamic motivation and task transitions are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **296** | Submission: **17953** | Sponsor(s): **(OB, CM, MOC)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 203**

Curiosity in Organizations

Curiosity in Organizations

Organizer: **Bushra Sarah Guenoun**, *Harvard Business School*
Discussant: **Francesca Gino**, *Harvard U.*
Presenter: **Bowen Ruan**, *Tippie College of Business, U. of Iowa*
Participant: **Christopher Hsee**, *U. Of Chicago*
Presenter: **Karyn Dossinger**, *Loyola U. Chicago*
Participant: **Spencer Harrison**, *INSEAD*
Presenter: **Jonathan Evans**, *U. of British Columbia*
Participant: **Jerel Slaughter**, *U. of Arizona*
Participant: **Stephanie Jingxian Yu**, -

Curiosity is a topic of great interest for both scholars and practitioners. It has been associated with numerous positive outcomes in the workplace including job performance (Reio & Callahan, 2004), organizational commitment (Mussel & Spengler, 2015), proactive behaviors (Wang & Li, 2015), and work engagement (Kashdan et al., 2020). However, there remain key unanswered questions about the effects of curiosity in the workplace. The four papers in this symposium each address an important unanswered question about the effects of curiosity in the workplace, providing both scholars and practitioners will a more comprehensive understanding of how curiosity can be used to help individuals and organizations attain their goals. These papers examine both the positive and negative aspects of curiosity in the workplace and explore how the curiosity of one individual can affect those around them.

A Curious Case of Curiosity: An Integrative Review of Recent and Seemingly Contradictory Findings

Author: **Bowen Ruan**, *Tippie College of Business, U. of Iowa*
Author: **Christopher Hsee**, *U. Of Chicago*

Curious at the Top: How the Drive to Explore Shapes Top Executives' Leadership and Careers

Author: **Karyn Dossinger**, *Loyola U. Chicago*
Author: **Spencer Harrison**, *INSEAD*

Curiosity Led the Cat: The Impact of Leader Curiosity and Gender on Team Performance

Author: **Jonathan Evans**, *U. of British Columbia*
Author: **Jerel Slaughter**, *U. of Arizona*
Author: **Stephanie Jingxian Yu**, -

The role of showcasing curiosity in information-gathering

Author: **Bushra Sarah Guenoun**, *Harvard Business School*
Author: **Francesca Gino**, *Harvard U.*
Author: **Spencer Harrison**, *INSEAD*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Symposium**
Program Session: **297** | Submission: **12462** | Sponsor(s): **(OB, HR)**
Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**
Scheduled: **Saturday, Aug 6 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 310**

Leaving the Office, Leaving the Lead? Conceptualizing Leadership Identity Across Time and Domains *Leadership Identity Across Time and Domains*



Organizer: **Susanne Helena Braun**, *Durham U.*
Organizer: **Karolina Wenefrieda Nieberle**, *Durham U.*
Discussant: **Robert G. Lord**, *Durham U.*
Discussant: **Hannes Leroy**, *Erasmus Research Institute of Management*

With this presenter symposium we seek to challenge the status quo of how individuals get to see themselves as leaders in organizations. The four presentations expand current conceptualizations of leader identity through the medium of time and across domains, thereby going beyond to-date predominantly static and work-centric approaches. The evidence derived from three empirical presentations contributes to the understanding of long-term and short-term change in leadership identities as well as the predictors of such change including: (a) claiming and granting across domains (work, community, personal); (b) automatic activation of leadership self-schemas; and (c) employee centrality in buy-in networks in organizations. The studies utilize experience sampling, reaction time experiments, and social network analysis, reflecting a range of important advancements in quantitative methodology for a better understanding of identities from a dynamic perspective. The fourth, theoretical presentation develops a novel model that integrates temporal perspectives on leader-follower identities with self-regulatory theory. It offers insightful perspectives on the relevance of time by incorporating long-term development (e.g., employee career stages) as well as short-term changes related to momentary requirements (e.g., project stages) as predictors of leader identity. Two discussants synthesize these theoretical and empirical contributions to address (a) implications for future theorizing and measurement of identities in organizational scholarship, and (b) the development of leadership and followership identities in future managerial and organizational practice.

Leader identities across multiple life domains: Examining congruence of leadership claims and grants

Author: **Greg Thrasher**, *Oakland U.*
Author: **Michelle Hammond**, *Oakland U.*
Author: **Benjamin Biermeier-Hanson**, *Radford U.*

Tapping Into the Leader Self? Reaction-Time Experiments Testing Leadership Self-Schema Activation

Author: **Karolina Wenefrieda Nieberle**, *Durham U.*
Author: **Susanne Helena Braun**, *Durham U.*
Author: **James Houston**, *Middle Tennessee State U.*
Author: **Robert G. Lord**, *Durham U.*
Author: **Philip A. Allen**, *U. of Akron*

The Coevolution of Leader Identity, Social Network Buy-In, and Leader Effectiveness

Author: **Andrew Parker**, *Durham U. Business School*
Author: **Christian Waldstrom**, *Aarhus U.*

Understanding Leadership and Followership Self: A Dynamic Perspective of Regulatory Focus and Time

Author: **Dina Van Dijk**, *Ben Gurion U. of the Negev*
Author: **Ronit Kark**, *Bar Ilan U.*
Author: **Marianna Delegach**, *Sapir Academic College*
Author: **Ariel Daniels**, *Ben Gurion U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: 298 | Submission: 14525 | Sponsor(s): (OB, HR, GDO)

Session Format: **In-person Only: Seattle**

Scheduled: **Saturday, Aug 6 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 607**

Untold Stories of Women at Work

Untold Stories of Women at Work



Organizer: **Elizabeth E. Stillwell**, *London School of Economics and Political Science*
Organizer: **Rebecca MacGowan**, *U. of Arkansas*
Discussant: **Alexis Nicole Smith**, *Oklahoma State U.*
Presenter: **Allison S. Gabriel**, *U. of Arizona*
Participant: **Jamie Jocelyn Ladge**, *Northeastern U.*
Participant: **Laura McAndrews Little**, *U. of Georgia*
Presenter: **Alicia A. Grandey**, *Pennsylvania State U.*
Participant: **Vanessa Burke**, *Pennsylvania State U.*
Presenter: **Katina Sawyer**, *George Washington U.*
Participant: **Sabrina DeeAnn Volpone**, *U. of Colorado, Boulder*
Participant: **Christian Noble Thoroughgood**, *Georgia State U., J. Mack Robinson College of Business*
Presenter: **Nitya Chawla**, *Texas A&MU.*
Participant: **Melanie Prengler**, *U. of Virginia, Darden School of Business*
Participant: **Kristie Rogers**, *Marquette U.*
Participant: **Benjamin Alan Rogers**, *UNC-Chapel Hill*
Participant: **Alyssa Tedder-King**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

Despite persistent calls for organizational scholars to explore the experiences of women at work more deeply, we still know relatively little about: (1) processes involved in women's invisible experiences; (2) the impact invisible experiences have on women's well-being and work outcomes; (3) the circumstances that exacerbate or alleviate these outcomes; and (4) how colleagues, leaders, and organizations can best support women at work. The proposed symposium advances scholarship by bringing together qualitative and quantitative research that sheds light on women's invisible experiences at work. Specifically, the four papers within this session reveal that postpartum experiences, barriers related to menopause, and the lasting effects of gender-based trauma are impactful for women's career transitions and outcomes, and highlight roles that organizations, leaders, and coworkers may play in providing support. In this manner, this symposium strongly aligns with the Academy of Management's conference theme "Creating a Better World Together" by focusing on the voices, needs, and perspectives of groups that have historically been silenced: mothers suffering from postpartum depression and reentering organizations after maternity leave; survivors of gender-based violence facing transitions in their careers; and women experiencing menopause. In sum, the papers and resulting discussion provide insight into the consequences of these invisible experiences for the women affected, and how colleagues, leaders, and organizations can provide support.

A Qualitative Exploration of Working Mothers with Postpartum Depression

Author: **Allison S. Gabriel**, *U. of Arizona*
Author: **Jamie Jocelyn Ladge**, *Northeastern U.*
Author: **Laura McAndrews Little**, *U. of Georgia*
Author: **Rebecca MacGowan**, *U. of Arkansas*
Author: **Elizabeth E. Stillwell**, *London School of Economics and Political Science*

Working While Menopausal: Stigma of Vasomotor Symptoms

Author: **Alicia A. Grandey**, *Pennsylvania State U.*
Author: **Vanessa Burke**, *Pennsylvania State U.*

How Does Complex Trauma Impact Career Transitions? An Examination of Women Survivors of Violence

Author: **Katina Sawyer**, *George Washington U.*
Author: **Sabrina DeeAnn Volpone**, *U. of Colorado, Boulder*
Author: **Christian Noble Thoroughgood**, *Georgia State U., J. Mack Robinson College of Business*

Understanding the Role of Allyship in Women's Postpartum Return to Work

Author: **Nitya Chawla**, *Texas A&MU.*
Author: **Allison S. Gabriel**, *U. of Arizona*
Author: **Melanie Prengler**, *U. of Virginia, Darden School of Business*
Author: **Kristie Rogers**, *Marquette U.*
Author: **Benjamin Alan Rogers**, *UNC-Chapel Hill*
Author: **Alyssa Tedder-King**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **299** | Submission: **11422** | Sponsor(s): **(OB, MOC, ODC)**
Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**
Scheduled: **Saturday, Aug 6 2022 8:00AM - 10:00AMPT (UTC-7)** at **Seattle Convention Center in Chelan 4**

Team Resilience: Recent Developments and Building a Microcommunity *Team Resilience*



Organizer: **Silja Hartmann**, *Freie U. Berlin*
Organizer: **Kyle Brykman**, *Odette School of Business, U. of Windsor*
Panelist: **Danielle D. King**, *Rice U.*
Panelist: **M. Travis Maynard**, *Colorado State U.*
Panelist: **Edward H. Powley**, *Naval Postgraduate School*
Panelist: **Adam C. Stoverink**, *U. of Arkansas*
Panelist: **Timothy J. Vogus**, *Vanderbilt U.*

Over the past decade, we have observed a surge of publications on team resilience, but little integration across these different research endeavors. The lack of synthesis across these approaches has resulted in substantial ambiguity about the definition and nomological network of team resilience, as well as differing perspectives on conceptualizations, operationalizations, research designs, and critical directions. This PDW responds to these challenges with two goals: (a) develop greater coherence within the literature by facilitating intensive discussions with leading experts, (b) build a microcommunity of team resilience scholars to facilitate future research collaborations. The PDW is divided into three parts: First, our expert facilitators will each present their perspective on team resilience followed by an engaging panel discussion. Next, facilitators and participants will break into small roundtables, each of which will focus on a pressing topic on team resilience. Finally, we will share learnings from each roundtable, involve the audience in a final round of Q/A, and provide an opportunity for scholars to share current events/publications to sustain our microcommunity momentum following the session. This PDW addresses the AOM 2022 Theme of Creating a Better World Together by addressing the important question of what knowledge, skills, and abilities organizational teams of the future will need in order to successfully manage unpredictable events and uncertain environments.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **300** | Submission: **14080** | Sponsor(s): **(ODC)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 8:00AM - 9:30AMPT (UTC-7)**

Uncovering the Social and Emotional Aspects of Leadership and Followership

Social and Emotional Aspects of Leadership



Session Chair: **Andreas Wihler**, *U. of Exeter Business School*
Session Chair: **Jennifer Linda Sparr**, *U. of Zurich*
Presenter: **B. Parker Ellen**, *Mississippi State U.*
Presenter: **Julia Rieg**, *Kühne Logistics U.*
Presenter: **Zexi Li**, *U. of Exeter Business School*
Presenter: **Ilke Inceoglu**, *U. of Exeter*

Leadership not only comprises formal relationships where employees are influenced by their leaders but also more team-based structures where informal leader- and followership is shared. Therefore, this symposium focuses on the interplay of leader and followership and considers two broad areas that affect how leader- and followership is enacted: Social and emotional aspects. Both aspects have long been recognized as vital for successful leadership. Bringing together research on the political environment, the fragile state of leader- follower interactions, and emotions in the emergence of leadership, this symposium sheds light on how the leadership process is affected by social and emotional factors that need to be considered when creating effective and successful roles for leaders and followers. Collectively, the papers included in this symposium advance knowledge of formal and informal leadership by broadening our scope on how the different forms of leadership are enacted.

Prosocial Motives For Leader Political Support

Author: **B. Parker Ellen**, *Mississippi State U.*
Author: **Maria Bracamonte**, *Mississippi State U.*

How Political Skill Affects The Relationship Between Transformational Leadership and Performance

Author: **Andreas Wihler**, *U. of Exeter Business School*
Author: **Gerhard Blickle**, *U. of Bonn*

Beware of The Signal: The Curvilinear Effect of Leaders' Resource Seeking on Humility and Competence

Author: **Julia Rieg**, *Kühne Logistics U.*
Author: **Niels Van Quaquebeke**, *Kühne Logistics U.*

Attachment Styles: The Implications For Informal Leadership

Author: **Zexi Li**, *U. of Exeter Business School*
Author: **Cécile Emery**, *U. of Exeter Business School*
Author: **Allan Lee**, *U. of Exeter Business School*
Author: **Alexandra Gerbasi**, *U. of Exeter Business School*

The Power Of Emotions: Applying Cognitive Artificial Intelligence to Understand Leadership Emergence

Author: **Ilke Inceoglu**, *U. of Exeter*
Author: **David Lopez**, *U. of Exeter Business School*
Author: **Leroy White**, *Warwick Business School*
Author: **Jesse Michael Fagan**, *U. of Exeter*
Author: **Alexandra Gerbasi**, *U. of Exeter Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **301** | Submission: **19193** | Sponsor(s): **(ODC)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 8:00AM - 9:30AMPT (UTC-7)**

Synchronicity in the Morning: The Eclecticism of Change Processes and Practices

Session Moderator: **Lokesh Malviya**, *Doctoral Student at Indian Institute of Management, Ahmedabad*

ODC: **Empathy, Autonomy, and Trust Critical for Organizational Culture in a Hybrid Workplace**   

Author: **Lokesh Malviya**, *Doctoral Student at Indian Institute of Management, Ahmedabad*
Author: **Vishal Gupta**, *Indian Institute of Management, Ahmedabad*

This study extends the literature on organizational culture by examining how it may have undergone a change after the introduction of the hybrid mode of working in many firms. Results from this qualitative study, which involved 10 participants working in a hybrid arrangement, revealed three major themes – empathy, autonomy, and trust as the important dimensions of culture in this new way of working. The comparison of these findings with the L-E-A-P framework revealed several insights for practitioners which included the importance of understanding an employee’s emotions, impact of lower frequency of social interactions, placing more trust in the employees, and providing them adequate autonomy and flexibility to carry out their tasks.

Paper is Available to Meeting Registrants Only.

ODC: **Collective Change Reactions, Emotional Exhaustion and the Buffering Role of Distributive Justice** 

Author: **Birgit Thomson**, *Federal Institute for Occupational Safety and Health (BAuA)*
Author: **Kai Klasmeyer**, *Federal Institute for Occupational Safety and Health (BAuA)*
Author: **Karina Nielsen**, *U. of Sheffield*

Adaptation to external demands is important for organization’s prosperity, and according change measures affect all levels of the organization. Yet research has so far neglected collective reactions in the course of these measures. Drawing on conservation of resources theory we analyze job impact perceptions as collective restructuring reaction and its association with emotional exhaustion. We put specific focus on the question whether distributive justice on team and organizational level moderate the association of job impact and emotional exhaustion on the individual level. In total 1,523 employees, nested in 166 teams and 26 organizations participated in our study. To test our hypotheses we used Bayesian multilevel modeling. We found positive associations between job impact and emotional exhaustion on all three organizational levels. Distributive justice on the team level moderated the relationship between job impact and emotional exhaustion on the individual level. Our study contributes to the understanding of multilevel collective perceptions of changing working conditions in restructuring and the moderating role of distributive justice – particularly on the team level – with respect to emotional exhaustion. Based on our results, teams and team leaders should particularly be supported in restructuring in order to prevent employees emotional well-being.

Paper is Available to Meeting Registrants Only.

ODC: **Asian American Burnout Experiences in Local Government**    

Author: **Thai Le**, *U. of Southern California*
Author: **Cynthia Wilkes**, *U. of Southern California*

How the Paradoxical Treatment of Asian Americans as Model Minorities and Perpetual Foreigners Shape Their Burnout Experiences in Local Government
Abstract: Asian Americans are the fastest growing racial group in the United States. This trend signals a need for greater representation and retention of Asian American employees in local government to ensure this growing population is well-represented in bureaucratic decision-making processes and public service provisions. In our study, we examine burnout and emotional labor among Asian Americans in local government through a mixed-methods approach. Our sample consists of local government workers from a large and diverse county in California. We surveyed participants in 2018 and surveyed and interviewed a subset in 2020. We find that Asian Americans in the public sector are dealing with emotional stressors from multiple sides: internal expectations and collectivist values, external pressures from interpersonal relationships at work and from residents, and racialized collective trauma from the public display of anti-Asian acts that only heighten feelings of being perpetually foreign. The interaction of these stressors is leading Asian Americans in the public sector to experience burnout and its many dimensions in greater intensity than non-Asians employees in general.

Paper is NOT Available. Please contact the author(s).

ODC: **The Role of Social-Symbolic Work in Addressing Grand Challenges: The Case of Women Empowerment** 

Author: **Mohsen Abumuamar**, *Lecturer*

This study examines the role of social-symbolic work in addressing grand challenges. To do so, I draw on an in-depth qualitative study of efforts to address the grand challenge of women empowerment in Kuwait. I explore how actors performed different forms and types of social-symbolic work to create a business incubator to empower unemployed women to unleash their entrepreneurial potential. The findings reveal that addressing grand challenges begins with one type of self work that I call “awareness work”, which refers to the efforts of individuals, collective actors, and networks of actors to shape individuals’ perception by raising their awareness of a given phenomenon. The results culminate in a model of social-symbolic work for grand challenges that unpacks the forms and types of social-symbolic work actors performed as well as their combining strategies.

Paper is NOT Available. Please contact the author(s).

Author: **Jørn Bue Madsen**, *BTECH Aarhus U.*

Author: **Rene Chester Goduscheit**, *Aarhus BSS, Aarhus U.*

Hybrid organizations is a well-studied field, known for being challenged by tensions of competing and rivalling logics, causing cognitive confusion, mission drift and loss of performance (Boone, Özcan, & Li, 2021). We investigate how a top management team (TMT) navigate an organizational transformation from a not-for profit to a hybrid form, initiated by a deregulation of the energy industry in Europe. Surprisingly, we found that apparently conflicting logics may not always be the victim of competition and compromise, often suggested in literature, but can become “enveloped”, forming a hybrid of both logics.

“Enveloping logics” is a concept of one logic framing another logic, embracing both equally. We conducted a qualitative case study, analyzing intimate interviews of TMT members and archival data over a period of 20 years. In that period the company developed from a regulated monopoly, dominated by a not-for profit-logic into a hybrid organization. TMT practices, adopted from outside the company, and from acquired and merged companies, was found to play a central role in creating hybrid logics. We developed a grounded theory process model explaining how the TMT enveloped logics over a period of 6 years, and what role adapting and deploying TMT practices played herein.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **PDW Workshop**
Program Session: **302** | Submission: **11509** | Sponsor(s): **(ONE, SIM, OMI)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 8:00AM- 9:30AMPT (UTC-7)** at **Seattle Convention Center in Skagit 4**

The Power of Nature: Understanding the Firm’s Dependence on Nature

Firm’s Dependence on Nature



Organizer: **Judith Louise Walls**, *HSG U. of St. Gallen*
Organizer: **Leo Vogel**, *HSG U. of St. Gallen*
Organizer: **Pete Tashman**, *UMass Lowell*
Organizer: **Amanda Nicole Williams**, *IMD Business School*
Panelist: **Brooke A. Lahneman**, *Montana State U.*
Panelist: **Gail Whiteman**, *U. of Exeter Business School*
Panelist: **Jorge Rivera**, *George Washington U.*
Panelist: **Lucrezia Nava**, *Cambridge Judge Business School*
Panelist: **Miron Avidan**, *HSG U. of St. Gallen*
Panelist: **Peter James Stephenson**, *U. of Lausanne*
Panelist: **Ralph Hamann**, *U. of Cape Town*

Firms and nature reciprocally influence each other. Businesses’ extraction and use of natural resources has pushed the natural environment to its limits. At the same time, businesses depend directly or indirectly on natural resources and are facing growing pressure. Proponents of the Resource Dependence Theory have recognized more than 50 years ago that organizations depend on external resources. However, only recently has this theory been extended to also include the firm’s reliance on the natural environment. With increasing scarcity of natural resources or even a cease in supply, the power relationship between nature and businesses is rapidly changing and becoming increasingly relevant for business. In this PDW, we ask participants to consider the role of power in the Natural Resource Dependence Theory. We also aim to gauge interest in developing a special issue on this topic for further theorizing and testing.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **303** | Submission: **18464** | Sponsor(s): **(PUBS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 8:00AM- 9:30AMPT (UTC-7)** at **The Westin Seattle in Stuart**

AOM Collections Editorial Board Meeting *AOM Collections Editorial Board Meeting*

Organizer: **Susan Zaid**, *Academy of Management*
Presenter: **Elizabeth L. Rose**, *Indian Institute of Management Udaipur*
Presenter: **Benjamin Martell Galvin**, *Brigham Young U.*

By invitation only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **304** | Submission: **10282** | Sponsor(s): **(RM, OB, HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 8:00AM- 10:00AMPT (UTC-7)** at **Seattle Convention Center in Room 609**

**Create a Better World with Better Data: A Workshop on Scale
Development and Validation Best Practice**
Scale Development and Validation Best Practices



Organizer: **Stephanie L. Castro**, *Florida Atlantic U.*
Presenter: **Claudia Cogliser**, *Texas Tech U.*
Presenter: **Lisa Schurer Lambert**, *Oklahoma State U.*
Presenter: **Larry J. Williams**, *Texas Tech U.*

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

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **305** | Submission: **14153** | Sponsor(s): **(SIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 8:00AM - 9:30AMPT (UTC-7)**

AI Text Agents: Spring of Hope or Winter of Despair for Business and Society?

AI: Hope or Despair for Business and Society?

Participant: **Laura Illia**, *U. de Fribourg / U.ät Freiburg*
Participant: **Elanor Colleoni**, *U. of Milan*
Participant: **Stelios C. Zyglidopoulos**, *Kedge Business School*
Participant: **Stefania Romenti**, *IULM U. - MILAN*
Participant: **Philipp Bachmann**, *Hochschule Luzern - Wirtschaft*
Participant: **Eliane Bucher**, *BI Norwegian Business School*
Participant: **Christian Fieseler**, *BI Norwegian Business School*
Participant: **Alexander Buhmann**, *BI Norwegian Business School*
Participant: **Itziar Castelló**, *Surrey Business School*

We propose a symposium on Artificial Intelligence (AI) to encourage research about a burgeoning phenomenon that poses significant implications for the business and society domain. AI refers to computer applications that have the ability to acquire their own knowledge (LeCun et al., 2015). In the last decade, AI has spread dramatically, showing great potential for different industries (Ma & Sun, 2020; Munoko et al., 2020). Given their widespread use, scholars (Crawford, 2016; Floridi et al., 2018; Pasquale, 2015; Taddeo & Floridi, 2015; Tsamados et al., 2021) have urged to study the ethical implications of AI agents for business and society such as privacy and surveillance (Floridi et al., 2018; Flyverbom et al., 2019; West, 2019); algorithmic discrimination (Mittelstadt et al. 2016; Buhmann et al., 2020); and opaque responsibility of an AI agent’s output (Floridi & Taddeo, 2016; Martin, 2019). Even though the current debate on AI ethics is heated, the emergence of new dilemmas follow the recent development of AI agents for automated text generation such as GPT-3 (Illia, Colleoni, Zyglidopoulos, 2021; Illia, 2021). Such third-generation language models can impressively mimic human communication to the point that it is quite hard to distinguish their messages from human generated text (Floridi & Chiriatti, 2020). In this symposium we are looking at a potential “winter of despair” scenario and develop reflections on how we can study AI text agents in order to foresee a “spring of hope.” By stimulating a discussion on the challenges ahead, panelists will develop a reflection on challenges at the individual, business, and society levels. At the individual level, what is the AI text agents’ morality and how does it differ from the one of humans?; How good are AI agents to mimic the conversational style of humans? And will this imply that they will silence humans’ voice, given their superior ability to produce and spread content massively? Will we end up dialoguing with AI agents without even realizing it?; At the business level, what is the extent to which AI text agents represent agents of automated mass manipulation and disinformation that change the process of social evaluation of organizations?; Can AI text agents substitute professions and human roles in businesses?; At the societal level, is the text produced by them credible but low quality? If so, what is the implication of this for the societal deliberation process? What are the moral deliberative processes that need to be initiated at societal level to regulate AI text agents? What is the role of regulators and moralizing discourse? (Organizers of panel: Laura Illia - U. de Fribourg / U.ät Freiburg & Elanor Colleoni - U. of Milan)

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **306** | Submission: **11183** | Sponsor(s): **(STR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 8:00AM- 10:00AMPT (UTC-7)** at **Seattle Convention Center in Room 618**

New Perspectives on Stakeholder Governance
New Perspectives on Stakeholder Governance



Organizer: **Sinziana Dorobantu**, *NYU Stern School of Business*
Organizer: **Julien Jourdan**, *HEC Paris*
Organizer: **Ilze Kivleniece**, *INSEAD*
Organizer: **Anita McGahan**, *U. of Toronto*
Speaker: **Jay B. Barney**, *U. of Utah, David Eccles School of Business*
Speaker: **Flore Bridoux**, *Erasmus U.*
Speaker: **Aseem Kaul**, *U. of Minnesota*
Speaker: **Sergio Giovanetti Lazzarini**, *Ivey Business School*
Speaker: **Bertrand V. Quelin**, *HEC Paris*
Panelist: **Sophie Catherine Bacq**, *Indiana U. - Kelley School of Business*
Panelist: **Sandro Cabral**, *Inspire Institute of Education and Research*
Panelist: **Kate Odziemkowska**, *U. of Toronto, Rotman School of Management*
Panelist: **Leandro S. Pongeluppe**, *The Wharton School, U. of Pennsylvania*
Panelist: **Robert Joseph Wuebker**, *U. of Utah*

Scholars in the field of strategic management are developing an analytical approach to stakeholder governance that has the potential to yield foundational insights about how organizations orchestrate stakeholder interaction to deliver superior organizational performance. In this PDW, we aim to present five leading speakers who are working in this domain, and to conduct roundtable discussions among the participants that are led by these speakers, the organizers, and five roundtable leaders. We will conclude with a panel of Q&A from the audience. The purpose of the roundtable discussions will be to identify promising areas for future research on stakeholder governance, including particularly the development of theory and empirical insights. We anticipate that each roundtable will be staffed with both a speaker and a round-table leader, and that each will address one of five specific issues: attracting stakeholders, stakeholder retention, team production, stakeholder claimancy, and governance adaptation. The goal will be to use the PDW to support the development of participant papers and to promote a collegial conversation on these topics among scholars at all stages of their careers.

Dear attendees, This PDW is open to all AOM members interested in stakeholder governance. No preparation is required. Thank you for your interest. Sincerely, the organizers.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **307** | Submission: **12072** | Sponsor(s): **(STR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Tahoma 5**

STR Junior Faculty Paper Development Workshop
STR Junior Faculty Paper Development Workshop



Organizer: **Bruno Cirillo**, *SKEMA Business School*
Organizer: **Aline Gatignon**, *The Wharton School, U. of Pennsylvania*
Organizer: **Srividya Jandhyala**, *ESSEC Business School*
Organizer: **Dongil Daniel Keum**, *Columbia Business School*
Panelist: **Nicholas Argyres**, *Washington U. in St. Louis*
Panelist: **Sandro Cabral**, *Inspire Institute of Education and Research*
Panelist: **Sea Jin Chang**, *National U. of Singapore and KAIST*
Panelist: **Raffaele Conti**, *ESSEC Business School*
Panelist: **Felipe Csaszar**, *U. of Michigan*
Panelist: **Ilya Cuyppers**, *Singapore Management U.*
Panelist: **Giada Di Stefano**, *Bocconi U.*
Panelist: **Rodolphe Durand**, *HEC Paris*
Panelist: **Isabel Fernandez-Mateo**, *London Business School*
Panelist: **Caroline Flammer**, *Columbia U.*
Panelist: **Vibha Gaba**, *INSEAD*
Panelist: **Aleksandra Joanna Kacperczyk**, *London Business School*
Panelist: **Jiao Luo**, *U. of Minnesota*
Panelist: **Mahka Moeen**, *U. of North Carolina, Chapel Hill*
Panelist: **Brian Silverman**, *U. of Toronto*
Panelist: **PuayKhoon Toh**, *U. of Texas at Austin*
Panelist: **Giovanni Valentini**, *IESE Business School*
Panelist: **Balagopal Vissa**, *INSEAD*
Panelist: **Anu Wadhwa**, *Imperial College Business School*
Panelist: **Timothy Werner**, *U. of Texas at Austin*

Now in its eleventh year, the Junior Faculty Paper Development Workshop aims to provide junior scholars with the opportunity to receive developmental feedback on their current research projects. The workshop features a panel of distinguished scholars with expertise in a diverse range of topics and methods. It targets junior faculty who are struggling with one of their papers, as for instance the paper has been rejected or has received contradictory reviews. Junior scholars will meet with senior mentors to discuss their paper and get advice on how to advance it.

Requirements: If you hold a faculty position as an Assistant Professor or comparable rank and your research focuses on STR related topics, we encourage you to apply to the JFPDW. Applications should include: Your curriculum vitae, including name, email address, title, institutional affiliation The paper you want to receive feedback on (a new working paper, or even a paper that's been through the review process already). An indication of three faculty mentors who are of most interest to you. (We will do our best to facilitate matches but this will depend a little on demand.) Please submit your application online to STR.PaperDevelopmentWorkshop@gmail.com If you have any questions, please contact one of the organizers: Bruno Cirillo (bruno.cirillo@skema.edu), Aline Gatignon (galine@wharton.upenn.edu), Srividya Jandhyala (srividya.jandhyala@essec.edu) or Daniel Keum (dk2721@columbia.edu).

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **308** | Submission: **19670** | Sponsor(s): **(SVC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 8:00AM - 5:00PMPT (UTC-7)** at **Seattle Convention Center in Atrium Lobby**

Conference Registration

Conference Registration

Pre-Registration Badge Pick-up, Onsite Registration and Exhibitor/Press Registration

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **309** | Submission: **19660** | Sponsor(s): **(SVC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 8:00AM - 8:00PMPT (UTC-7)** at **Seattle Convention Center in Atrium Lobby**

Express Self Check-In Kiosks (Seattle Convention Center) *Self Check-In*

KIOSKS ONLY- The express self-check-in kiosks will be available for pre-registered attendees to print your badge and pick up other registration materials. The kiosks will be open the following times: Friday 7:30AM-8PM, Saturday-Monday 8AM-8PM and Tuesday 8AM-3PM. The kiosks are located in Exhibit Hall 4A foyer.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **310** | Submission: **19665** | Sponsor(s): **(SVC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 8:00AM- 8:00PMPT (UTC-7)** at **The Westin Seattle in Baker**

Reflection Room

Reflection Room

This space is designated as a non-denominational room for attendees to use for prayer or quiet reflection amidst the busy backdrop of the meeting. Use of this space requires tolerance for all faiths, spiritual beliefs and practices. In order to make this space available to attendees, the following rules apply: Only registered Academy of Management attendees are permitted. No candles, incense burning or other smoke, fragrance or flame is allowed. The space is open to registrants at all scheduled times. Conversation and music are prohibited and noise is to be kept to the strictest minimum. Use is restricted to purposes of personal reflection, meditation or prayer. No sleeping is permitted.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **311** | Submission: **12459** | Sponsor(s): **(CAR, OB)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 8:30AM- 12:30PMPT (UTC-7)** at **Seattle Convention Center in Room 213**

Career Division Doctoral Consortium
Career Division Doctoral Consortium



- Participant: **Mel Fugate**, *Mississippi State U.*
- Participant: **Beatrice Van Der Heijden**, *Radboud U. Nijmegen*
- Participant: **Alexander Newman**, *Deakin U.*
- Participant: **Svetlana Khapova**, *Vrije U. Amsterdam*
- Participant: **Caitlin M. Porter**, *U. of Memphis*
- Participant: **Mila Borislavova Lazarova**, *Simon Fraser U.*
- Participant: **Jos Akkermans**, *Vrije U. Amsterdam*
- Participant: **Corinne A. Post**, *Villanova U.*
- Participant: **Ariane Froidevaux**, *U. of Texas At Arlington*
- Participant: **Ryan Lee Klinger**, *Old Dominion U.*
- Participant: **Denise Mary Jepsen**, *Macquarie Business School, Macquarie U.*
- Participant: **Eric J. Michel**, *Northern Illinois U.*
- Participant: **Amanda Jones**, *King's College London*
- Participant: **Serge P. Da Motta Veiga**, *EDHEC Business School*
- Participant: **Alexandra Budjanovcanin**, *King's College London*
- Participant: **Wendy J. Casper**, *U. of Texas At Arlington*
- Participant: **Scott Seibert**, *Rutgers U., School of Management and Labor Relations*
- Participant: **Jon P. Briscoe**, *Northern Illinois U.*

Doctoral students are confronted with a plethora of challenges, which can be both daunting and exciting. This consortium is intended to help PhD students navigate various challenges and chart a course for successful academic careers. This year's CAR Doctoral Consortium will provide a forum for early to mid-stage doctoral students to meet, connect, and learn from each other, guest speakers, and a panel of distinguished career scholars. Our aim is to bring together scholars from a broad range of national cultures and institutions that mirror the diversity of the CAR Division's membership. For instance, our speakers represent distinguished junior and senior international faculty who will share insights on the following seven topics: (1) Finding your first academic job; (2) Surviving: Accessing and leveraging formal and informal resources during your doctoral program; (3) Thriving: Recruiting mentors and collaborators for your network; (4) Make it happen: Effectively navigating the dissertation process; (5) Head of the class: Preparing for your first course assignment and teaching role; (6) Balancing act: How to juggle demands of academic life during your doctoral program and beyond; (7) Need field data: Find out how to get it. The PDW will include two additional elements—a session on ethics within the academy and a panel discussion with highly published career scholars along this year's AoM theme of “Creating a Better World Together.”

KEY TO SYMBOLS

- Teaching-oriented
- Practice-oriented
- International-oriented
- Theme-oriented
- Research-oriented
- Diversity-oriented
- Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **312** | Submission: **11167** | Sponsor(s): **(CM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 8:30AM- 10:30AMPT (UTC-7)** at **Seattle Convention Center in Room 611**

**Seek the Controversy: How You Can Benefit from Listening to
Others' Opposing Views**
Receptiveness to Opposing Views



Host: **Carolin Krieweth**, *Innovation and Entrepreneurship Group (WIN) – TIME Research Area, RWTH Aachen Un*
Moderator: **Sebastian Kruse**, *WIN Lehrstuhl RWTH Aachen*
Speaker: **Michael Yeomans**, *Imperial College Business School*
Speaker: **Julia Alexandra Minson**, *Harvard Kennedy School*

Disagreement between individuals is a common and ever-recurring part of our social lives: We encounter disagreement not only in friendships or families, but also in organizations. While encountering disagreement is a common experience, dealing with such a situation is difficult for many individuals. For this reason, our proposed workshop supports participants to share experiences with engaging in opposing views, and to reflect on one's own attitude and behavior towards holders of opposing views. As individuals tend to ignore opinions which do not reflect their own and develop negative impressions about other individuals that share opposing views, disagreements can result in negative conflicts between individuals. However, recent research has shown many benefits of disagreement, describing how different viewpoints help individuals to gain information and develop new perspectives. To explore these new avenues further, this workshop will provide an understanding on both, why and how we should engage more in opposing views in order to build cooperation between disagreeing others, increase the willingness to engage with holder of opposing views, reduce deconstructive conflict, and increase trust. Thereby, the proposed workshop has the objective to give participants the opportunity to gain practical approaches in order to handle disagreement better, and learn to engage in conversational receptiveness. Hence, participants can improve their way of communication with others' that do not share the same opinion. For this purpose, this workshop is not only designed for managers and entrepreneurs, but rather for everyone that wants to improve their attitude and behavior towards disagreement.

This PDW is available for anyone registered for the conference (no invitation required). However, please note that this workshop is limited to 60 participants - make sure to sign up for the PDW quickly. We are looking forward to an inspiring and interactive session with you. In case you have any questions in advance, feel free to contact Carolin Krieweth (krieweth@time.rwth-aachen.de).

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **313** | Submission: **10953** | Sponsor(s): **(CMS, OMT, ONE, SIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 8:30AM - 11:00AMPT (UTC-7)**

**Organizing Degrowth for a 1.5C Planet: Creating a Better
World for Our Human and Non-Human Others**
Organising Degrowth for a 1.5C Planet



Organizer: **André Reichel**, *ISM International School of Management*
Participant: **Bobby Banerjee**, *Bayes Business School (formerly Cass)*
Participant: **John M. Jermier**, *U. of South Florida*
Participant: **Fergus Lyon**, *Middlesex U.*
Participant: **Lena Olaison**, *Copenhagen Business School*
Participant: **Birke Dorothea Otto**, *Free U. Berlin*
Participant: **Ana Maria Peredo**, *U. of Ottawa*
Participant: **Robert Perey**, *U. of Technology, Sydney*

Two global events now dominate our lives, the SARS-COV-2 pandemic and Global Warming. Our responses, individual and collective, to these events are grounded in our relationships with Nature. Both these events have disrupted our social and economic systems. SARS-COV-2 has inflicted dramatic short-term harm to the flow of goods and materials, compared with the longer-term structural harm arising from Global Warming that people are now cognisant of. Both these events have reignited calls to governments and businesses to urgently undertake structural institutional change to address these problems, including calls for a radical break from traditional growth-based models. Whilst humans acknowledge that natural systems provide the raw materials needed for a good life our worldviews, in the main, assume natural systems and human systems can function independently of each other. This highlights an ontological separation of nature and society creating a dialectical vortex (Whatmore 2002 p.1) that is a barrier to changing the worldviews needed to transition to post-growth societies: how do we create a world where humans and non-humans are equals? In the previous PDW we applied the concept of degrowth (Latouche, 2004; 2010) on how new forms of organising may unfold at the micro/meso scale, and how these interrelate to the macroeconomic scale of decision-making and design. In this PDW we will build on those discussions to explore how new ontologies of nature and humans can be created.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **314** | Submission: **10931** | Sponsor(s): **(HCM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 8:30AM - 10:00AMPT (UTC-7)** at **Seattle Convention Center in Room 2A**

Health Policy: Elevating Health Care Management Research
Elevating Health Care Management Research



Participant: **Olena Mazurenko**, *Indiana U., Indianapolis*
Participant: **Leeann Comfort**, *Agency for Healthcare Research and Quality*
Participant: **Gary J Young**, *Northeastern U.*

In this professional development (PDW) workshop, attendees will discuss how to elevate health care management theory and scholarship into the realm of health policy. First, the attendees will hear from a panel of researchers and policy experts about examples of where and how management scholarship has influenced health policy. Panel members will discuss specific strategies for identifying influential policymakers and disseminating research. Next, attendees will engage in small group discussions moderated by PDW organizers and panelists to identify individual and community strategies for elevating health care management research into health policy. The attendees will leave the session with tangible tools to disseminate their research to policymakers. The attendees will also learn practical lobbying efforts that the health care management community can adopt to bring our theory and scholarship to the forefront of health policy debate and implementation.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **315** | Submission: **13556** | Sponsor(s): **(HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 8:30AM - 5:30PMPT (UTC-7)** at **Hyatt Regency Seattle in Quinalt**

HR Division Late Stage Doctoral Consortium
HR Division Late Stage Doctoral Consortium



Session Chair: **Helen De Cieri**, *Monash U.*
Session Chair: **Jenna Renae Pieper**, *U. of Nebraska, Lincoln*
Organizer: **Tae-Youn Park**, *Cornell U.*
Organizer: **Amy Wei Tian**, *Curtin Business School*
Distinguished Speaker: **Dana B. Minbaeva**, *King's College London*
Panelist: **Frederick Scott Bentley**, *U. of Delaware*
Panelist: **Rebecca M. Paluch**, *Sauder School of Business, U. of British Columbia*
Panelist: **Federica De Stefano**, *HEC Paris*
Panelist: **Andrew Yu**, *U. of Melbourne*
Panelist: **Zitong Sheng**, *Curtin U.*
Panelist: **Kara Ng**, *U. of Manchester*
Panelist: **Jonathan Edward Booth**, *London School of Economics and Political Science*
Panelist: **Sunghoon Kim**, *U. of Sydney Business School*
Panelist: **Pat Downes**, *U. of Kansas*
Panelist: **JR Keller**, *Cornell U.*
Panelist: **Jing Zhu**, *Nanyang Business School*
Panelist: **Amanda Shantz**, *U. of St. Gallen*
Panelist: **Aino Tenhiälä**, *IE Business School*
Panelist: **Stephen Hyrum Courtright**, *Tippie College of Business, U. of Iowa*
Panelist: **Susan K. Cohen**, *U. of Pittsburgh*
Panelist: **Cindy Muir-Zapata**, *U. of Notre Dame*
Panelist: **Shad S. Morris**, *Brigham Young U.*
Panelist: **Mark Learmonth**, *Nottingham Trent U.*
Panelist: **Howard Klein**, *Ohio State U.*
Panelist: **Pawan S. Budhwar**, *Aston U.*
Panelist: **John E. Delery**, *U. of Arkansas*
Panelist: **Emma Parry**, *Cranfield U.*
Panelist: **Lillian Eby**, *U. of Georgia*
Panelist: **Jason Huang**, *Michigan State U.*
Panelist: **Maria Kraimer**, *Rutgers U., School of Management and Labor Relations*
Panelist: **Jonathan P. Doh**, *Villanova U.*
Panelist: **Lisa Schurer Lambert**, *Oklahoma State U.*
Panelist: **Berrin Erdogan**, *Portland State U.*
Panelist: **Matthew James Bidwell**, *U. of Pennsylvania*
Panelist: **Clint Chadwick**, *U. of Kansas*
Panelist: **Catherine Connelly**, *McMaster U.*
Panelist: **Samantha A. Conroy**, *Colorado State U.*
Panelist: **Jose M. Cortina**, *Virginia Commonwealth U.*
Panelist: **Elaine Farndale**, *Penn State U.*
Panelist: **Ingrid Fulmer**, *U. of Illinois Urbana-Champaign*
Panelist: **Chris A. Henle**, *Colorado State U.*
Panelist: **Jia Hu**, *Ohio State U.*
Panelist: **Anthony Klotz**, *UCL School of Management*
Panelist: **G. James Lemoine**, *U. at Buffalo, The State U. of New York*
Panelist: **Lindie Hanyu Liang**, *Wilfrid Laurier U.*
Panelist: **Brent John Lyons**, *Schulich School of Business, York U.*
Panelist: **Christopher D. Zatzick**, *Simon Fraser U.*

The HR Division Late-Stage Doctoral Student Consortium will take place at the Academy of Management annual meeting, in-person in Seattle, on Saturday August 6, 2022. Depending on circumstances, the consortium may be held (partially) online. Details and any adjustments will be provided accordingly. Highlights of this year's Consortium include a free dinner and networking event on Friday August 5th (separate submission); a keynote address by Dana Minbaeva; a research feedback session with leading scholars in the field of HR; sessions about job talks and campus visits, evaluating and negotiating offers, socialization as an academic, getting published, and effective teaching; and an assembly with the major journal editors. Ideal candidates are doctoral students who have finished coursework and are currently working on their dissertations. There is no attendance fee, but pre-registration is required. To register: 1) sign up for this PDW session, 2) sign up for the separate Friday night networking/dinner PDW session (session #18300), and 3) complete the pre-registration form (https://curtin.au1.qualtrics.com/jfe/form/SV_esUJRqvsDtc0Jw) by May 16, 2022. You will be asked to upload a 1-2 page CV with contact information, education, research/teaching interests, publications, and conference presentations for distribution to all attendees. Your faculty advisor or doctoral program supervisor will also need to complete the form to endorse your application.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **316** | Submission: **13522** | Sponsor(s): **(INDAM, ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 8:30AM- 10:00AMPT (UTC-7)** at **The Westin Seattle in Vashon II**

Entrepreneurial Adaptation in Emerging Markets *Entrepreneurial Adaptation in Emerging Markets*



Panelist: **Surender Munjal**, *U. of Leeds*
Panelist: **Swetketu Patnaik**, *Anglia Ruskin U.*
Panelist: **Ashish Malik**, *Newcastle U. Business School*
Panelist: **Shubhabrata Basu**, *IIM Indore*
Discussant: **Paresha N. Sinha**, *U. of Waikato*
Session Chair: **Sumit Kumar Kundu**, *Florida International U.*

Sustaining entrepreneurship in resource constrained and fluid and weak institutional environment in emerging markets pose theoretical and practical challenges. This panel will discuss and address some of these challenges by adopting a middle-range theoretical approach and proposing the concept of 'Entrepreneurial Adaptation' (EA). Complementing the concept of entrepreneurial mindset and subsuming those of strategic orientation and adaptive capabilities, we posit that EA consists of a set of cognitively derived, action oriented strategic entrepreneurial choices that foster certain dimensions of adaptive capabilities which in turn sustain entrepreneurship in emerging markets. Drawing upon empirical analysis from various case studies and statistical analysis from primary data collected through survey as well as interviews the PDW will showcase how institutional changes affect strategic choices made by entrepreneurs and how it affects their adaptation and consequently their performance –in terms of their evolution, sustenance, profitability, and growth.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **317** | Submission: **11293** | Sponsor(s): **(NDSC, OB, RM, OMT, MED, IM, HR, CAR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 8:30AM - 4:30PMPT (UTC-7)** at **Seattle Convention Center in Room 4C4**

New Doctoral Student Consortium 2022
New Doctoral Student Consortium 2022



Session Chair: **Joseph Richard Schaefer**, *U. of Mississippi*
Organizer: **Nadine Scholz**, *King's College London*
Organizer: **Yuting Yang**, *Iowa State U.*
Organizer: **Jadwiga Supryn**, *BI Norwegian Business School*
Organizer: **Jose Antonio Cerecedo-Lopez**, *U. of Texas At San Antonio*
Organizer: **Debby Osias**, *Auburn U.*
Organizer: **Jamel Catoe**, *UNC Charlotte*
Organizer: **Christopher Winchester**, *U. of Minnesota Carlson School of Management*
Organizer: **Jaylon Sherrell**, *Harvard Business School*
Organizer: **Erik Hoempler**, *Texas A&M U., Mays Business School*
Organizer: **Jacob Andrew Klopp**, *Penn State Smeal College of Business*
Organizer: **Benjamin G. Perkins**, *U. of Arizona*
Organizer: **Yashodhara Basuthakur**, *Texas A&M U., Mays Business School*
Organizer: **Samrat BAGCHI**, *Indian Institute of Management, Indore*
Organizer: **Sarah Jensen**, *U. of Utah, David Eccles School of Business*
Organizer: **Gregory S. Young**, -
Organizer: **Joana Huaman**, *U. del Desarrollo*
Organizer: **Aardra Chandra Mouli**, *UCL School of Management*
Organizer: **Emily Hsu**, *Washington U. in St. Louis, Olin Business School*

A mini-conference within the AOM conference, the New Doctoral Student Consortium (NDSC) is one of the longest running and most well-attended pre-conference activities. The NDSC's central mission is to provide a professional development outlet for doctoral students entering the first or second year of a doctoral program, as well as those considering entering a doctoral program. The NDSC provides an interactive environment in which doctoral students can learn skills to succeed in a doctoral program and enter the academic profession. Participants will meet representatives from Academy of Management divisions and interest groups, network with fellow doctoral students from around the world, and learn how to get the most out of the Academy of Management Meeting. The NDSC is committed to facilitating doctoral students' initial experience with, and further integration into, the Academy of Management and the academic community at large.

This event is invitation only. If you would like to be added to the waitlist, please contact Christopher Winchester at winch092@umn.edu

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Entrepreneurship and Growth



Session Moderator: **Qian Li**, *U. of Dundee*

OMT: **Shaping Strategy Formation Processes of Emerging Ventures**

Author: **Qian Li**, *U. of Dundee*

This qualitative study explores how industry discourse shapes the strategy formation processes of new ventures. Based on a field study about the technology ventures in the insurance industry from 2017 to 2019, I unpack the insurance technology (InsurTech) discourse as a socially constructed condition and track the strategy formation processes of four ventures that are embedded in the discourse. I identify two primary streams of discourse, relational and arm's length, and show how these streams shape the ventures' strategy formation processes into two patterns: derivative and puzzle-piecing. The study thus highlights the role that socially constructed enablers play in shaping venturing processes and calls for attention to understanding ventures' strategy work as an evolving process embedded in the discursive context.

Paper is Available to Meeting Registrants Only.

OMT: **Agreeing to Be Different: Startup Founding Teams, Cultural Legacy, and Atypicality**

Author: **Yeonsin Ahn**, *INSEAD*

Forming an atypical organizational culture is unusual, and requires agreement among founding team members. I propose that startup teams with high diversity in cultural legacies that co-founders bring from previous employers tend to converge to the culture that is already taken for granted in the industry to resolve cultural disagreements. This convergence is amplified when startup teams belong to a cultural cluster in which stronger norm is manifested. However, teams with co-founders who are equipped with more diverse cultural elements can cultivate a more atypical culture by recombining cultural tools. Furthermore, cultural recombination is facilitated when a team incorporates cultural elements that broker two otherwise disconnected elements. These ideas are examined in an analysis of U.S. technology startup teams in CrunchBase and their parent organizations. I use 3.1 million employee reviews of the total technology company population from Glassdoor to identify the key cultural elements of technology companies over the past 12 years. Findings are consistent with the predictions. Implications for the study of startup culture, team diversity, and cultural recombination are discussed.

Paper is Available to Meeting Registrants Only.

OMT: **Hacking Culture: Does Entrepreneurship Training Make Entrepreneurs Better Cultural Operators?**

Author: **Francesca Bacco**, *Vrije U. Amsterdam, School of Business and Economics*

The literature suggest that entrepreneurship training is an important means through which entrepreneurs learn to develop narratives of their ideas that can elicit appreciation from external evaluative audiences. However, available studies do not consider how different approaches to idea development and validation entrepreneurs can be exposed to during training can shape the ways they narratively construct their ideas, and, by consequence, how external audiences will perceive those ideas. In this study, I address this issue by analyzing the evaluations of written descriptions of new business ideas submitted by 231 firms that participated in a field experiment embedded into a 4-months training program for aspiring and early-stage entrepreneurs, during which participants received training according to different approaches. The results show support for the idea that firms who are trained to think according to a scientific approach to idea validation develop narratives that elicit more positive evaluations from external evaluative audiences compared to other approaches. I elaborate on the mechanisms behind these results and discuss the implications for current and future research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Boundary Work in Organizations

Session Moderator: **Yang Liu**, *U. of Southampton*

OMT: **Boundary Work for Structural Recombination**

Author: **Yang Liu**, *U. of Southampton*

To demonstrate dynamic capability, firms conduct structural recombination of units to adapt to changing environments. It involves boundary work (regarding boundary blurring and boundary protection) for recombined units. However, we still know very little about the specific approaches and processes for structural recombination. Through a qualitative case study, I found that the firm tried different boundary blurring approaches (regarding whether the boundary was viewed as a whole or as different parts), which involved different processes and led to different outcomes. It is also found that the role of specialization was contingent on the boundary blurring approaches. This study advances our understanding of structural recombination by uncovering how boundary work can unfold in such a context. It also draws implications for studies on boundary work and specialization.

Paper is NOT Available. Please contact the author(s).

OMT: **Balancing the Boundary: Sustaining Self-Managing Modes of Work Within Hierarchical Organizations**

Author: **Anna Stöber**, *Copenhagen Business School*

Author: **Dennis Schoeneborn**, *Copenhagen Business School*

This paper addresses the question of how self-managing teams can sustain their alternative mode of organizing within a more hierarchical organizational setting. We look at this issue as a phenomenon of intra-organizational boundary work. By drawing on communicative understanding of boundary work, we specifically examine the communicative practices used to negotiate intra-organizational boundaries. Based on a qualitative case study of a self-managing team within the more hierarchical environment of an international medical technology company, we show how the team uses communicative practices of nurturing, exposing and blending-in their self-managing mode of organizing to negotiate their internal boundaries. Through this communicative boundary negotiation and balancing, the team was able to maintain its mode of organizing in an otherwise largely traditionally organized firm.

Paper is NOT Available. Please contact the author(s).

OMT: **Let's eat together! The production of commensality in the spatial setting of the flexible office**

Author: **Marie Hasbi**, *Vrije U. Amsterdam*

Author: **Alfons Van Marrewijk**, *BI Norwegian Business School*

This paper draws attention to commensality -eating and drinking in the presence of others- and the spatial production of sharing food at work. We propose to add a socio-spatial perspective to the research agenda on the triad of food, work, and organization. In particular, we conceptually and empirically discuss the potential for understanding commensality space in a way that addresses its productive force, and its inherent dialectics and tensions. Applying insights from Lefebvre's work on dialectics and space, we analyze the case of a French Banking organization's new flexible office, and we argue that and how commensality is meaningful to everyday working life. The contribution of this paper is three-fold: it argues that organizational space is a set of multiplicities that enact particular practices and organizational dialectics; it extends the concept of commensality; it adds to typical forms of commensality in sociology.

Paper is NOT Available. Please contact the author(s).

OMT: **The Realm of The Ridiculous: Straddling Intimacy and Professionalism in College Admission Consulting**

Author: **Minh Phuong Cao**, *U. of California, Irvine*

This paper presents an ethnographic study on Icarus, an admission consulting firm serving international students applying to college programs in English-speaking countries. My study focuses on the relationship between consultants at Icarus and their customers. The customers demanded personal care and associated this care with intimacy and personal connections, while the consultants wanted personal boundaries in their relationship with customers. As a result, consultants at Icarus constantly straddled intimacy and professionalism by eroding and rebuilding personal boundaries in their daily interactions with customers. Eventually, consultants became exhausted and accepted the indeterminacy of the paradoxical tensions in their relationship with customers.
Keywords: emotion, interpersonal relationships, service workers

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **320** | Submission: **14319** | Sponsor(s): **(OMI, MOC, STR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 8:30AM- 10:00AMPT (UTC-7)** at **Seattle Convention Center in Room 212**

The What, Why, and How of Organizational Intelligence: Beyond Individuals, Networks, and Technology *What, Why, and How of Organizational Intelligence*



Organizer: **Dylan Boynton**, *U. of Illinois at Urbana-Champaign*
Organizer: **William Ocasio**, *U. of Illinois at Urbana-Champaign*
Panelist: **Christine Beckman**, *U. of Southern California*
Panelist: **Stefano Brusoni**, *ETH Zürich*
Panelist: **Anita Williams Woolley**, *Carnegie Mellon U.*
Panelist: **Teppo Felin**, *U. of Oxford*

What does it mean for organizations to act intelligently? The concept of organizational intelligence has been of a topic of research since the early days of the field, yet there is a surprising paucity of theory around it. Organizational intelligence is an ability that is essential in helping organizations adapt to changing environments and find new avenues for growth. At the same time, how firms develop the consistent ability to make intelligent decisions and adapt is unclear. This symposium brings together a diverse group of scholars to consider organizational intelligent from multiple perspectives and levels of analysis. We ground our initial perspective in the later work of Jim March, who argued that achieving intelligence means maintaining openness to non-obvious paths of action and goals, which requires organizations to embrace both rationality as well as alternatives, such as sensible foolishness. We suggest in particular that while individuals are essential to creating organizational intelligence, we also must consider how the emergent properties of organizations – such as routines, technologies, and distributed attention – can foster and sustain intelligence. The aim is for each panelist to provide their perspective, engage in discussion about critical questions for future research directions, and then participate in audience Q&A.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **321** | Submission: **11229** | Sponsor(s): **(OMI, OB, TIM, HR, ODC, CTO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 8:30AM - 12:30PMPT (UTC-7)** at **The Westin Seattle in Olympic**

Teaching Social Networks

Teaching Social Networks

Organizer: **Raina A. Brands**, *UCL School of Management*
Organizer: **Sharique Hasan**, *Fuqua School of Business, Duke U.*
Presenter: **Gianluca Carnabuci**, *ESMT Berlin*
Presenter: **Elisa Operti**, *ESSEC Business School*
Presenter: **Meredith Lauren Woehler**, *Purdue U.*

The purpose of this PDW is to create an ongoing forum for Academy members interested in teaching social networks to undergraduate, MBA, and executive audiences to share and learn practical insights on how to prepare and deliver individual sessions or entire courses on the topic. The PDW will be organized into two modules – substantive topics and an open innovation session – that are designed to assist participants in transforming research on social networks into effective educational experiences. Whereas the substantive topics module will focus on how experienced faculty have leveraged network concepts to develop and deliver thematic courses, the open innovation module will focus on the issues, challenges, and questions that the participants have experienced or anticipate with teaching social network modules or courses.

To ensure a high-quality experience and an atmosphere conducive to interaction and exchange of ideas, participation in the PDW will be limited to 50 individuals. To apply, please fill out the following form by July 1: https://lbs.eu.qualtrics.com/jfe/form/SV_01iHtSH7CukG7H

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **322** | Submission: **15514** | Sponsor(s): **(OMT, ONE, PNP, SIM, STR, GDO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 8:30AM - 12:30PMPT (UTC-7)** at **The Westin Seattle in Cascade II**

**Social Movements, Stakeholders, & Nonmarket
Strategy**
Social Movements & Markets



Organizer: **Jocelyn M. Leitzinger**, *U. of Illinois at Chicago*
Organizer: **Brayden G. King**, *Northwestern U.*
Speaker: **Rashedur Chowdhury**, *U. of Southampton*
Speaker: **Gerald F. Davis**, *U. of Michigan*
Speaker: **Ishva Minefee**, *U. of Illinois at Urbana-Champaign*
Speaker: **Desiree F. Pacheco**, *IESE Business School*
Speaker: **Lori Qingyuan Yue**, *Columbia Business School*
Discussant: **Michael L. Barnett**, *Rutgers U.*
Discussant: **Forrest Briscoe**, *Pennsylvania State U.*
Discussant: **Edward Carberry**, *U. of Massachusetts, Boston*
Discussant: **W Chad Carlos**, *Brigham Young U.*
Discussant: **Robert J. David**, *McGill U.*
Discussant: **Panikos G. Georgallis**, *U. of Amsterdam*
Discussant: **Tim Hargrave**, *Central Washington U.*
Discussant: **Witold Jerzy Henisz**, *U. of Pennsylvania*
Discussant: **Shon R. Hiatt**, *U. of Southern California*
Discussant: **Ben William Lewis**, *Brigham Young U.*
Discussant: **Michael Lounsbury**, *U. of Alberta*
Discussant: **Thomas Peyton Lyon**, *U. of Michigan*
Discussant: **Mary-Hunter McDonnell**, *The Wharton School, U. of Pennsylvania*
Discussant: **Sara B. Soderstrom**, *U. of Michigan*
Discussant: **Ion B. Vasi**, *U. of Iowa*
Discussant: **Daniel Waeger**, *Wilfrid Laurier U.*

The last several years – with the global pandemic, the resurgence of the Black Lives Matter movement, and increasing concerns about climate change – have brought a renewed focus on market actors’ contribution to social and environmental problems and the role activists play in addressing it. At the same time, there have been growing calls within the Academy for scholarly work to have a greater impact on society. For five years, we have convened this professional development workshop (PDW) as a means of integrating the various research lenses through which social movements and markets are studied. This year, we are addressing these dual shifts by turning our focus toward the impact of our research—examining how well our collective scholarly efforts address the “grand challenges” currently influencing nearly all aspects of organizational life. The objective of this PDW is to unite researchers interested in the relationship between social movements and firms, despite the different analytical toolkits they employ, and to discuss how we can engage in research that is rigorous and theoretically rich while also being relevant to managers, policymakers, and other practitioners. Additionally, our goal is to increase the inclusivity of our community by inviting the participation of scholars who have not yet studied social movements and markets, but who would like to contribute to this area in the future.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: **323** | Submission: **14944** | Sponsor(s): **(OMI, RM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Saturday, Aug 6 2022 8:30AM - 10:00AMPT (UTC-7)** at **The Westin Seattle** in **Cascade I-A**

Building a Better Management Science Through Theory Testing and Refinement



Building a Better Management Science with Theory

Discussant: **Janaki Gooty**, *U. of North Carolina, Charlotte*

Organizer: **Emily Redler**, *U. of North Carolina, Charlotte*

Organizer: **Natalie Wilde**, *U. of North Carolina at Charlotte*

Organizer: **Kailey Meyer**, -

Participant: **Robert Folger**, *U. of Central Florida*

Participant: **Christopher M. Stein**, *Siena College*

Participant: **Nicholas Connor Andriese**, *U. of Central Florida*

Presenter: **Fabrice Cavarretta**, *ESSEC Business School*

Participant: **Erwan Lamy**, *ESCP Business School*

Presenter: **Oleksandr Tsaruk**, *West Virginia U.*

Participant: **Abhishek Srivastava**, *West Virginia U.*

Theory and theory testing are the underpinnings of Management research. This symposium consists of four presentations, each of which takes a critical stance on how Management scholars build and refine theories. Papers surrounding this topic may be widely applicable to a plethora of interest groups and subdisciplines, and the papers themselves may come from a variety of perspectives, as they will in this session. Within each presentation, authors review previous literature and offer best practices and insights to the issues plaguing Management literature.

Rethinking Abduction in Theory Building

Author: **Robert Folger**, *U. of Central Florida*

Author: **Christopher M. Stein**, *Siena College*

Author: **Nicholas Connor Andriese**, *U. of Central Florida*

Toward a Scholarship of Optimal and Instantiable Theories of Action

Author: **Fabrice Cavarretta**, *ESSEC Business School*

Author: **Erwan Lamy**, *ESCP Business School*

Extending Boundaries of Time-To-Event Analysis with Bathtub Curve and TTT Statistics

Author: **Oleksandr Tsaruk**, *West Virginia U.*

Author: **Abhishek Srivastava**, *West Virginia U.*

The Value of Management Theory: A Constructive Replication of Miner (2003)

Author: **Emily Redler**, *U. of North Carolina, Charlotte*

Author: **Natalie Wilde**, *U. of North Carolina at Charlotte*

Author: **Kailey Meyer**, -

Author: **Janaki Gooty**, *U. of North Carolina, Charlotte*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **324** | Submission: **18337** | Sponsor(s): **(SAP)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 8:30AM- 10:30AMPT (UTC-7)**

Strategizing Activities and Practices Interest Group - Executive Meeting
SAP Executive Meeting

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **325** | Submission: **11696** | Sponsor(s): **(STR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 8:30AM - 9:30AMPT (UTC-7)**

STR Leadership Committee Meeting (Virtual)
STR Leadership Committee Meeting (Virtual)

Division Chair: **Heather Berry**, *George Washington U.*
Division Chair-Elect: **Michael J. Leiblein**, *Ohio State U.*
Program Chair: **Marie Louise Mors**, *Copenhagen Business School*
Professional Development Workshop Chair: **Deepak Somaya**, *U. of Illinois at Urbana-Champaign*
Past Chair: **Timothy B. Folta**, *U. of Connecticut*
Organizer: **Heather Berry**, *George Washington U.*

This is the annual meeting of the STR leadership and is by invitation only. The meeting will take place online.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **326** | Submission: **18346** | Sponsor(s): **(TIM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 8:30AM- 3:30PMPT (UTC-7)** at **Seattle Convention Center in Chelan 2**

TIM Junior Faculty Consortium    
TIM Junior Faculty Consortium

Organizer: **Annamaria Conti**, *U. of Lausanne*
Organizer: **Colleen Cunningham**, *London Business School*
Panelist: **Karin Hoisl**, *U. of Mannheim*
Panelist: **Jeffrey Furman**, *Boston U.*
Panelist: **Ashish Arora**, *Duke U.*
Panelist: **Robert Channing Seamans**, *NYU Stern*
Panelist: **Giada Di Stefano**, *Bocconi U.*

The Consortium will provide junior members of faculty in Technology and Innovation Management with insights on how to thrive in the increasingly challenging academic environment. It focuses on strategies for building a career and increasing impact as a scholar and teacher. It will feature outstanding senior faculty members with proven research and teaching records, who will lead four interactive discussions about how to balance the competing pressures of teaching, research, and service. They will provide first-hand and detailed advice about how to build a successful academic career in a range of different institutional settings. Participants will also learn about strategies for publishing in top journals and engage with editors of prestigious journals in the field. Most importantly, participants will receive feedback on their “research trajectory” from their peers and senior faculty. The Consortium will also provide participants with opportunities for networking with new peers and senior colleagues with interests in technology and innovation.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **327** | Submission: **15214** | Sponsor(s): **(ENT, MH)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 9:00AM- 10:30AMPT (UTC-7)** at **Seattle Convention Center in Room 211**

25 Years of Research Based on Venkataraman (1997): Assessing Progress and Exploring Future Avenues
25 Years of Research Based on Venkataraman (1997)



Organizer: **Franz T. Lohrke**, *Auburn U.*
Presenter: **Patrick J. Murphy**, *U. of Alabama, Birmingham*
Presenter: **Zhiyan Wu**, *Erasmus U. Rotterdam*
Presenter: **Rene Bakker**, *Erasmus U. Rotterdam*
Presenter: **Qiongri Yao**, *Auburn U.*
Presenter: **Debby Osias**, *Auburn U.*
Presenter: **Katherine Crawford Alexander**, *Loyola U. Chicago*
Presenter: **Sana Zafar**, *Auburn U.*

In 2022, we celebrate the 25th anniversary of Venkataraman’s (1997) landmark work. Since publication, entrepreneurship scholars have frequently cited his work when examining foundational issues within the field. Thus, we will present a Professional Development Workshop (PDW) to honor this seminal research, discuss its place in the field’s development, show its contributions over time, and discuss its potential applications in future research. First, the PDW will celebrate Venkataraman’s contributions to the entrepreneurship field’s development. Literature and bibliometric reviews of entrepreneurship research often recognize his work as a seminal contribution, and several other foundational entrepreneurship studies (e.g., Shane & Venkataraman, 2000) have also built upon it. Consequently, we will begin by reviewing the chapter’s place in the field’s historical development before exploring its continuing contribution. Second, Venkataraman (1997) provided some initial steps in clarifying the field’s distinct domain. He examined two critical concepts, uncertainty and information asymmetry, which represent fundamental concepts in the field and underlie many theories (e.g., transaction costs and the resource-based theory of the firm) that entrepreneurship scholars employ. As he noted, many of the challenges that entrepreneurs face (e.g., accessing funding) arise based on these issues, so discovering how entrepreneurs overcome these issues represents a primary challenge for entrepreneurship research. Thus, we will discuss research that specifically examines these issues and assess progress, to date. Third, Venkataraman’s (1997) work continues to inform entrepreneurship research. Thus, after demonstrating applications to several current research projects, we will conclude with an open forum-discussion of future research that builds on his contributions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□ Session Type: **PDW Workshop**
Program Session: **328** | Submission: **13894** | Sponsor(s): **(ENT, TIM, STR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 9:00AM- 12:00PMPT (UTC-7)** at **Seattle Convention Center in Skagit 3**

Digital Technologies and Platforms: Reshaping Entrepreneurship, Business Models, and Ecosystem

Digital Technologies and Platforms



Organizer: **Alberto Di Minin**, *UC Berkeley*
Organizer: **Antonio Crupi**, *U. of Messina*
Organizer: **Nicola Del Sarto**, *Scuola Superiore Sant'Anna*
Speaker: **Shaker A. Zahra**, *U. of Minnesota*
Speaker: **Martin Kenney**, *U. of California, Davis*
Speaker: **Donato Cutolo**, *U. of Bologna*
Speaker: **Michael G Jacobides**, *London Business School*
Speaker: **Christopher L. Tucci**, *Imperial College Business School*
Speaker: **Francesco Rullani**, *Cà Foscari U. of Venice*
Speaker: **Gianvito Lanzolla**, *Bayes Business School (formerly Cass)*

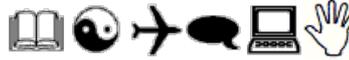
Digital technologies and online platforms continue to transform the environment within which companies and industries operate. These technologies are reshaping the ground for competition and thereby are impacting the context within which new firms, existing organizations, and the infrastructure for entrepreneurship. On one hand, they offer new opportunities for innovation. However, on the other hand, these technologies increase uncertainty and create new risks. The remarkable scale of the digital transformation is attracting increasing interest in the entrepreneurship research community. More recently, it is being recognized that the digital platform firms, such as, Amazon, Apple, Facebook, Google, and many smaller platforms are integrating entrepreneurs into their ecosystems. In fact, some are arguing that the context for entrepreneurship itself is changing from the traditional one described by Schumpeter to one where the context for entrepreneurship is facilitated, but dependent upon a platform. Today, it is difficult to imagine establishing a new firm without ensuring that its website is found on Google or without advertising on Instagram or some other platform. It is vital that we understand the implications of these changes in context and how a firm expresses its existence for entrepreneurship, business models, and entrepreneurial ecosystem Dynamics.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **329** | Submission: **11603** | Sponsor(s): **(GDO)**
Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**
Scheduled: **Saturday, Aug 6 2022 9:00AM - 2:00PMPT (UTC-7)** at **Seattle Convention Center in Room 303**

GDO Doctoral Student Consortium
GDO Doctoral Student Consortium



Session Chair: **Brent John Lyons**, *Schulich School of Business, York U.*
Session Chair: **Mukta Kulkarni**, *Indian Institute of Management, Bangalore*
Session Chair: **Shanna R. Daniels**, *Florida State U.*
Panelist: **Aneika Simmons**, *Sam Houston State U.*
Panelist: **Enrica Nicole Ruggs**, *U. of Houston*
Panelist: **Nicole C. Young**, *Franklin & Marshall College*
Panelist: **Nitya Chawla**, *Texas A&M U.*
Panelist: **Erika V. Hall**, *Emory U., Goizueta Bus Sch*
Panelist: **Alexis Nicole Smith**, *Oklahoma State U.*
Panelist: **Sabrina DeeAnn Volpone**, *U. of Colorado, Boulder*
Panelist: **Samantha C. Paustian-Underdahl**, *Florida State U.*
Panelist: **Christine Nittrouer**, *Texas Tech U.*
Panelist: **Katina Sawyer**, *George Washington U.*
Panelist: **Lars Uriah Johnson**, *Wayne State U.*
Panelist: **Tiffany Dawn Johnson**, *Georgia Institute of Technology*

The 2022 GDO doctoral student consortium will include a diverse mix of speaker panels and activities designed to provide doctoral students with a realistic, open and honest understanding of scholarly life, including: realistic academic job previews across varying types of academic institutions; different tips and takes on how to publish diversity research in management journals; and wellbeing and mental health discussion related to resiliency during the PhD to junior faculty transition and afterwards. Students will have the opportunity for more personalized connections and feedback through a mentor-match to be held after the consortium (or at another mutually agreed to time), in which students are paired with a more senior scholar based on the student's research interests.

An invitation is required. Please contact Dr. Brent Lyons: blyons@schulich.yorku.ca

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **330** | Submission: **18627** | Sponsor(s): **(GDO)**

Session Format: **In-person Only: Seattle**

Scheduled: **Saturday, Aug 6 2022 9:00AM - 10:30AMPT (UTC-7)** at **Sheraton Grand Seattle** in **Virginia**

Gender and Professional Identity

Session Moderator: **Guler Kizilenis Ulusman**, *York U.*

GDO: **Women's Gender-Related Challenges at Multinational Companies - A Cross Societal Perspective**    

Author: **Guler Kizilenis Ulusman**, *York U.*

Author: **Ebru Alpay Oraman**, *The Fluid You*

Author: **Neslihan Turnalar-Çetinkaya**, *MEF U.*

This study examines the experiences of women along with perceptions of gender equity in multinational companies (MNCs). Specifically, we explored the influence of (1) gender egalitarianism in the host country and (2) the global Gender Diversity Management (GDM) practices of the MNCs on the challenges faced by women in these firms. Twenty-five women working in 5 MNCs operating in 7 countries (i.e., Sweden, Netherlands, United Kingdom, Switzerland, Germany, Turkey, and Egypt) were interviewed. Participants were drawn from different departments and differed in their seniority-levels. Our findings indicated that these factors significantly altered the women's work experience. Interviewees reported feeling tension between their GDM experience of the MNC versus the local host environment. Drawing on the institutional duality of the global MNC context versus the host environment, the implications of these findings are explored. Keywords: MNC; gender; equity; diversity

Paper is Available to Meeting Registrants Only.

GDO: **Identities between the lines: Re-aligning gender and professional identities in job advertisements**    

Author: **Joyce He**, *U. of California, Los Angeles*

Author: **Sonia Kang**, *U. of Toronto*

Advertisements for male-dominated jobs tend to contain more masculine language, which can deter women from applying because it highlights the incongruence between their gender and professional identities. A commonly proposed intervention is to remove this masculine language to attract more women. However, research on masculinity and gender suggests that men can also experience incongruence with stereotypical expectations for masculinity. In this paper, we build theory to explain how a "gender de-biasing" intervention on masculine language in job advertisements for male-dominated jobs increases gender diversity of applicants by attracting more people (not only women, but also men) who may not strongly adhere to the expectations traditionally associated with male gender identity. Across an extensive database of 576 job postings and over 30,000 applicants from a large organization, a quasi-experiment in the field, and a pre-registered online experiment, we find that removing masculine language from job postings leads to an increase in application rates from individuals who appear incongruent with the masculine identity – including both women and men who identify as less masculine. Theoretically, our research suggests the importance of aligning multiple identities when signaling who is welcome to apply for job opportunities. Practically, our findings suggest a concrete, feasible intervention to increase the gender diversity of applicants.

Paper is Available to Meeting Registrants Only.

GDO: **The Whole Pack of Female Leadership: What Women Overcome and Negotiate to be Endorsed as Leaders** 

Author: **Kelly Weires Avelino**, *EBAPE/FGV*

Author: **Juliana Arcoverde Mansur Kopp**, *FGV EBAPE*

With the substantial increase in women's participation in the workforce and the challenges they face in the workplace, understanding female leadership has become a tenet in the literature. Drawing on gender-role stereotypes, this work addresses the contrasting demands that women face in their career path toward leadership. By looking at how women narrate their path toward leadership and higher hierarchical positions, we aim to shed light on what distinguishes female leadership. Twelve in-depth interviews were conducted with top female managers from diverse segments in Brazil. Based on thematic and narrative analysis, interviewees' narratives were considered to understand how female leaders make sense of their experiences. Data showed a shared narrative concerning women's career paths, requiring a set of behaviors and strategies to be legitimized as a leader and shatter the glass-ceiling. Moreover, we propose 4 four mechanisms for female leadership.

Paper is Available to Meeting Registrants Only.

GDO: **Rebel or Relent: Matching Female Entrepreneurs' Self-Presentation to Recipients' Perceptions**  

Author: **Nadine Albrecht**, *U. of Bayreuth*

Author: **Sonja Kristin Franzke**, *U. of Bayreuth*

Entrepreneurs have the ability to actively manage stakeholders' perceptions of them, influencing whether they are seen as successful or not (Nagy, Pollack, Rutherford, & Lohrke, 2012; Davis, Hmieleski, Webb, & Coombs, 2017). For female entrepreneurs this is a crucial aspect in building their businesses, as they need to more strongly communicate their legitimacy to overcome inherent gender biases especially on social media that can negatively influence their businesses (Alsos & Ljunggren, 2017). Thus, it is vital to better understand how female entrepreneurs develop successful communication strategies and how these (mis-)match with the perceptions of key stakeholders, furthering our understanding of successful female-owned businesses. Drawing on role congruity theory and choosing a theory-building approach to data analysis (Glaser & Strauss, 1967), we conducted 20 semi-structured interviews with female entrepreneurs as well as their key stakeholders (data collection ongoing). Results show two main strategies that female entrepreneurs choose for their social media self-presentation: to rebel or to relent. A comparison of sender intentions and receiver perceptions revealed strong (mis-)matches. We expand role congruity theory (Eagly & Karau, 2002) by developing a holistic model of female entrepreneurs' communication strategies on social media to cope with perceived incongruity.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **331** | Submission: **13673** | Sponsor(s): **(IM, STR, TIM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 9:00AM- 11:00AMPT (UTC-7)** at **Seattle Convention Center in Tahoma 4**

Researching National Innovation Ecosystems: Institutions, Infrastructure, and Firms *Researching National Innovation Ecosystems*



Session Chair: **Joseph L C Cheng**, *U. of Illinois at Urbana-Champaign*
Session Chair: **William Maloney**, *World Bank*
Distinguished Speaker: **Susan Helper**, *Case Western Reserve U.*
Distinguished Speaker: **John Hamilton Howard**, *U. of Technology Sydney Business School*
Distinguished Speaker: **Hwy-Chang Moon**, *Seoul National U.*
Panelist: **Daniel Erian Armanios**, *Oxford U., Saïd Business School*
Panelist: **Kazuhiro Asakawa**, *Keio U.*
Panelist: **Peter Thomas Bryant**, *IE Business School*
Panelist: **Stephen Ezell**, *Information Technology and Innovation Foundation*
Panelist: **Xudong Gao**, *Tsinghua U.*
Panelist: **Lauren Lanahan**, *U. of Oregon*
Panelist: **Michael Leatherbee**, *Pontificia U. Católica de Chile*
Panelist: **E. Geoffrey Love**, *U. of Illinois at Urbana-Champaign*
Panelist: **Elizabeth L. Rose**, *Indian Institute of Management Udaipur*
Panelist: **Jaeyong Song**, *Seoul National U.*

As global economic competition becomes increasingly innovation-driven, policymakers in both government and business are actively searching for ways to increase innovation at all levels of society. Past research on innovation policy tended to take a piece-meal investigative approach with focus on a single or narrow-set of explanatory variables, resulting in limited or ineffective policy recommendations. The proposed PDW seeks to develop a programmatic, cross-national research agenda to investigate the respective roles of a nation’s formal and informal institutions, knowledge infrastructure, and firm capabilities in affecting innovative performance at multiple levels of analysis and examine policy implications for governments, businesses, entrepreneurs, and other stakeholder groups. The session will be highly interactive with keynote speakers, panel commentators, and participants engaging in small group discussions to develop a preliminary research agenda that combines individual members’ research interests with the aim of forming a global research network for follow-on collaboration.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **332** | Submission: **13218** | Sponsor(s): **(MED)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 9:00AM - 11:00AMPT (UTC-7)**

Join the MED Ambassadors Foreseeing a Better World
MED Ambassadors Program



Session Chair: **Olivia Hernandez-Pozas**, *Tecnologico de Monterrey*
Session Chair: **Anne Berthinier-Poncet**, *CNAM U. Paris*
Participant: **Daria Podmetina**, *Lappeenranta U. of Technology*
Participant: **Madina Rival**, *LIRSA-Cnam Paris*
Participant: **Monika Petraite**, *Kaunas U. of Technology, School of Economics and Business*
Participant: **Elisabeth Fröhlich**, *CBS*
Participant: **Bruno K. Woeran**, *OBS - Oulu Business School Finland*
Participant: **Preeti Wadhwa**, *Cal Poly Pomona*
Participant: **Anderson De Souza Sant'Anna**, *FGV-EAESP*
Participant: **Eduardo Armando**, *Tecnologico de Monterrey ITESM Mexico*
Participant: **Fatima Bayma De oliveira**, *Fundacao Getulio Vargas*
Participant: **Milton Paredes**, -
Participant: **Xavier Ordeñana**, *ESPOL - ESPAE Graduate School of Management*
Participant: **Marco Boniglia**, *Sant'Anna School of Advanced Studies*

The recent world's economic, social and political turbulence, along with the Covid-19 pandemic and the climate change disasters have demonstrated how interconnected and co-dependent we all are internationally. Solutions to these global challenges can only come by better understanding and pondering the consequences of our decisions on others across the world. As management educators, we have an important responsibility in this matter. In order to increase impact from the field of Business and Management Education, we need to actively listen to those colleagues from diverse geographical regions. We need to pause and reflect upon experiences from those all around the world, who have solved problems differently. We need to reach new expertise networks and creatively propose solutions. We also need to encourage in our students better learning using innovative methods. The MED Ambassadors' Program brings to the table those rich conversations and varied points of view. In this PDW, we aim to share international know-how in management education teaching, research and practice. We welcome and invite those academics & practitioners around the world to the conversation. First, we will present the MED Ambassadors' Program objectives. Then, current ambassadors and collaborators from Europe (France, Lithuania, Finland, Austria and Germany) as well as from Latin America (Brazil, Ecuador and Mexico) will share their projects as examples of how others can contribute. In the third part of this PDW, we will facilitate new connections, ideas and foresee the future in a collaborative workshop. We look forward to increasing the MED Ambassadors' Program. Come and enjoy the conversation, no obligations attached.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **333** | Submission: **19171** | Sponsor(s): **(MED)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 9:00AM - 10:30AMPT (UTC-7)** at **The Westin Seattle in Cascade I-B**

Student Interns and Graduate Issues



Session Moderator: **Sarah Easter**, *Abilene Christian U.*

MED: Overcoming Unpleasant Affective Experiences when Learning: A Latent Profile Analysis of Resilience     

Author: **D Christopher Kayes**, *George Washington U.*
Author: **Jing Tian**, *George Washington U.*
Author: **Phil Wirtz**, *George Washington U.*

Drawing on conceptualizations of affective experience (Seo, Barrett, & Bartunek, 2004) and experiential learning theory (Kolb, 2014), resilience in learning is considered the capacity to initiate, persist, and direct effort towards learning when experiencing unpleasant affective states such as frustration. In this study, factors shown to support learning were reviewed, a four-factor model of resilience was developed and tested, and a latent profile analysis was completed to test the likelihood of resilience based on profiles associated with differences in scores when learning during frustration and learning during progress. The four resilience factors were positive emotional engagement, creative problem-solving, learning identity, and social support. Results provided support for two latent profiles of resilience: A quarter of individuals could activate the four learning resilience factors under both pleasant and unpleasant affective experiential states, while most saw decrements in these factors when faced with unpleasant affect such as frustration. The results support an underlying structure of resilience factors and the view of resilience as a process of buffering and self-regulation when experiencing unpleasant affective states. Further studies are needed on how to buffer the decremental impact of unpleasant affective experiential states.

Paper is NOT Available. Please contact the author(s).

MED: Conducting Service-Learning Projects for Undergraduate Students in a Global Context     

Author: **Sarah Easter**, *Abilene Christian U.*
Author: **Laura Phillips**, *Abilene Christian U.*

While there is a large body of management education literature focused on conducting service-learning projects for students in support of addressing today's sustainable development challenges, the majority of articles in this area focus on the graduate student population. What's more, there is a lack of emphasis on the importance of incorporating cultural context when designing and implementing service-learning projects on a global scale. Based on our experiences creating and carrying out a semester-long consulting class where US-based undergraduate students worked with Costa Rican rural entrepreneurs in support of building their sustainable livelihoods, we examine the benefits, challenges, and outcomes related to conducting service-learning projects for undergraduate students in a global context. We focus, in particular, on projects designed to address sustainable development challenges. In doing so, we identify critical success factors related to designing and implementing global service-learning projects for this student population. When these critical success factors are utilized, we argue that such global service-learning projects can be beneficial for undergraduate students and partners alike.

Paper is NOT Available. Please contact the author(s).

MED: Employer Perception of New Hires: What Determines Their Overall Satisfaction with Recent Graduates?

Author: **Michael Stoica**, *Washburn U.*
Author: **Thomas Hickman**, *Washburn U.*

This study investigates how new hires are perceived by their employers in a structurally different way than previous studies that investigated employer's satisfaction with new hires using a formative approach for measuring the construct. They looked at satisfaction as a sum of measured indicators such as oral communication or technology skills. Our model embodies a reflective-formative measurement representation. We are interested in the overall satisfaction that employers express when asked about new hires, positioning the employer as the customer in the evaluation process. Satisfaction is built as a reflective construct and operationalized accordingly. A hierarchical regression method is used to understand the impact of the independent formative variables, represented by student learning outcomes, on satisfaction. The findings led to post-hoc (PLS SEM) analysis looking at satisfaction through the lens of the stereotype content model, providing further evidence of the importance of the formative-reflective approach adopted. The findings provide a guidepost for schools of business to follow as they consider ways to make their curriculum more meaningful to the external stakeholders they serve.

Paper is Available to Meeting Registrants Only.

MED: A Schema Theory Perspective on the Psychological Contracting Processes of Interns Over Time

Author: **Kim Margaret Coogan**, *National U. of Ireland, Maynooth*
Author: **Marian Crowley-Henry**, *Maynooth U.*
Author: **Jean Cushen**, *National U. of Ireland, Maynooth*

This study explores the evolving expectations of undergraduate interns from a psychological contract schema theory perspective over time. Psychological contracts have been conceptualised as a type of schema, which is a mental model or construct through which individuals filter and understand social life. Scholarly endeavours have focused heavily on the negative effects of mismanaged psychological contracts. Less insight is available on the process through which a psychological contract is constructed, formed, and becomes impactful over time. Researching this process is vital to understanding and managing the evolution of the employment relationship. Taking a process methodological approach, we interviewed 30 interns from an Irish university between three to five times each over a 12-15 month period. We also collected written reflective accounts once they returned to the final year of study. Our findings reveal the importance of antecedents, such as normative expectations and goals, and the anticipated psychological contract on the psychological contracting process. We provide an empirically informed process model of the psychological contracting process of undergraduate interns. Our model incorporates factors such as the antecedents influencing the construction of the psychological contract, the formation and development of employment schemata, affective events, the role of agency, and the influence of internships on learners who return to the final year of undergraduate studies. We contribute to scholarly work on schema theory, the psychological contract as a dynamic process, and undergraduate internships. This research is of importance to educators preparing learners for the working world, organizations employing interns or fresh graduates, and learners themselves.

Paper is NOT Available. Please contact the author(s).

Author: **David Rosch**, *U. of Illinois at Urbana-Champaign*

Author: **Scott Jeffrey Allen**, *John Carroll U.*

MED Best Paper in Management Education Award sponsored by MOBTS and the Journal of Management Education for the paper that offers the most significant contribution to management education.

Postsecondary institutions that purport to build leaders are ubiquitous. Graduates need skills for leadership effectiveness in complex, diverse, and dynamic organizational environments. Yet, given this need, the curriculum and co-curriculum dedicated to student leadership development is diffuse. Without specific outcomes, orientations to student leadership learning are inadequate, and the data supporting the success of the student leadership development enterprise is lacking. We propose a model for the leader development of undergraduates that describes what leadership education should exist to accomplish, which includes aspects of leadership skill mastery, adult learning principles, and outcomes grounded both in leadership theory and constructive developmental approaches. We describe each aspect of this conceptual model and illustrate how it might be enacted in diverse postsecondary contexts.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **334** | Submission: **10975** | Sponsor(s): **(MOC, MED)**
Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**
Scheduled: **Saturday, Aug 6 2022 9:00AM- 11:00AMPT (UTC-7)** at **Seattle Convention Center in Tahoma 1**

Teaching in the Rough    
Teaching in the Rough

Coordinator: **Alex Bolinger**, *Idaho State U.*
Organizer: **Ludvig Levasseur**, *Indian Institute of Management, Bangalore*
Organizer: **Lillian M. Ellis**, *U. of Virginia Darden School of Business*
Facilitator: **Nathan Pettit**, *New York U.*
Facilitator: **Jennifer L. Eury**, *Pennsylvania State U.*
Facilitator: **Payal N. Sharma**, *U. of Nevada Las Vegas*
Facilitator: **Kathy Lund Dean**, *Gustavus Adolphus College*
Facilitator: **Bethany Cockburn**, *Northern Illinois U.*
Facilitator: **Tyler Burch**, *Idaho State U.*
Facilitator: **Kumaran Rajaram**, *Nanyang Technological U.*
Facilitator: **Ofer Meilich**, *California State U., San Marcos*
Facilitator: **Emmeline De Pillis**, *U. of La Verne*

Cognition is a central concern in organizations, and courses in management (e.g., entrepreneurship, strategy, and organizational behavior) repeatedly deal with topics that involve understanding the cognition of individuals and groups. A challenge for instructors is to find exercises, activities, and methods for teaching in ways that students can better appreciate the challenges of cognition “in the rough” (i.e., situated, in real-time, influenced by organizational politics and time constraints, and emotions among other contextual influences). The purpose of this PDW is to bring together expert instructors to share classroom-tested experiential exercises, activities, and lesson plans for teaching about cognition in the rough. The PDW will proceed in a “round-robin” workshop format, whereby participants will have the opportunity to rotate to three different breakout rooms in which expert instructors provide interactive, 20-minute explanations/demonstrations of their exercise/activity/lesson. Thus, participants will have the opportunity to take home three unique activities or instructional ideas that they can use in their own classes.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□ Session Type: **PDW Workshop**
Program Session: **335** | Submission: **11648** | Sponsor(s): **(OB, OMT, CTO, TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 9:00AM- 11:00AMPT (UTC-7)** at **Seattle Convention Center** in **Room 307**

Rise and Shine! How to Present Your Academic Research
Rise and Shine!



Organizer: **Christine Moser**, *Vrije U. Amsterdam*
Presenter: **Dirk Deichmann**, *Erasmus U. Rotterdam*
Presenter: **Markus Perkmann**, *Imperial College London*
Presenter: **Alexandra Gerbasi**, *U. of Exeter Business School*
Presenter: **Thorsten Grohsjean**, *Bocconi U.*
Presenter: **Christine Moser**, *Vrije U. Amsterdam*

With this workshop we continue our successful previous AOM PDW and draw attention to the importance of presenting academic research in the best possible way. In academia, presentations at conferences or during seminars are key to communicating one's work. Conference presentations are a great way to reach a large audience, and seminar presentations are often required when on the job market. Yet, presentation skills receive scant attention during PhD programs and academic careers in general. To address this gap, in this PDW we identify the best (and worst!) ways to present academic research by focusing on the content and design of academic presentations, as well as presenter skills. In addition, we will address the important role of the context, or setting, in which the presentation takes place. The presenters, who have ample experience in presenting their research in different settings and to different audiences (academic and practitioner conferences, workshops, companies, television, YouTube, radio), will shed new light on the art of presenting using illustrative data from a dedicated survey among academics. Workshop participants will gain an understanding of the important components of an academic presentation and will gain hands-on experience in applying their new knowledge. With this PDW, participants will broaden their sight and learn how to develop academic presentations that are tailored to their own discipline, preferred design style, and personal skills.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **336** | Submission: **10591** | Sponsor(s): **(OMT, STR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 9:00AM- 12:00PMPT (UTC-7)**

**Past, Present, and Future of A Behavioral Theory of the Firm:
Multiple Goals in Firm Behavior**
A Behavioral Theory of the Firm



Presenter: **Daniella Laureiro Martinez**, *ETH Zürich*
Distinguished Speaker: **Henrich Greve**, *INSEAD*
Distinguished Speaker: **William Ocasio**, *U. of Illinois at Urbana-Champaign*
Presenter: **Vibha Gaba**, *INSEAD*
Presenter: **Felipe Csaszar**, *U. of Michigan*
Organizer: **Pino G. Audia**, *Dartmouth College*
Organizer: **Hart E. Posen**, *U. of Wisconsin, Madison*
Facilitator: **Dorthe Doejbak Haakonsson**, *Aarhus U.*
Facilitator: **John Joseph**, *U. of California, Irvine*
Facilitator: **Daniella Laureiro Martinez**, *ETH Zürich*
Facilitator: **Callen Anthony**, *New York U.*
Facilitator: **Felipe Csaszar**, *U. of Michigan*
Facilitator: **Sebastien Brion**, *IESE Business School*
Facilitator: **Metin Sengul**, *Boston College*
Facilitator: **Daniela Blettner**, *Simon Fraser U.*
Facilitator: **Julien Clement**, *Stanford U.*
Facilitator: **Marlo Raveendran**, *U. of California, Riverside*
Facilitator: **Stephan Billinger**, *U. of Southern Denmark*
Facilitator: **Hart E. Posen**, *U. of Wisconsin, Madison*
Facilitator: **Jerker C. Denrell**, *U. of Warwick*
Facilitator: **Songcui Hu**, *U. of Arizona*
Facilitator: **Horacio Enrique Rousseau**, *Florida State U.*
Facilitator: **Vibha Gaba**, *INSEAD*
Facilitator: **Pino G. Audia**, *Dartmouth College*
Organizer: **Daniella Laureiro Martinez**, *ETH Zürich*
Organizer: **Felipe Csaszar**, *U. of Michigan*

The Behavioral Theory of the Firm (BTOF) has had a foundational impact on the development of much work in both organization theory and strategy. We seek to build an annual PDW that will be the touchstone of theoretical development based on the BTOF. The PDW will link past research with future opportunities, both narrowly within the BTOF, and more broadly, reaching out to research domains in which the BTOF is a substantive building block. Our goal is to provide a discussion forum where scholars can develop a shared understanding of past BTOF research and insights into how they may develop future research to advance theory and applications. AOM Seattle 2022 will represent the second edition of this PDW featuring as its core theme the origin, role, and implications of multiple goals in understanding firm behavior.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **337** | Submission: **13230** | Sponsor(s): **(OSCM, RM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 9:00AM - 10:30AMPT (UTC-7)** at **The Westin Seattle in Pine**

**Designing Research Around Empirically Grounded
Research Questions**
Empirical Grounding of Research Questions



Speaker: **Tyson Browning**, *Texas Christian U.*
Speaker: **Aravind Chandrasekaran**, *Ohio State U.*
Speaker: **Suzanne De Treville**, *U. of Lausanne*
Speaker: **Rogelio Oliva**, *Texas A&M U.*

We propose a PDW that takes us back to basics by illuminating the path towards publishing “pretheoretical” work that contributes to developing empirically grounded research questions (EGRQs). The broad field of management and even OSCM already has methods for this type of research, but we face several challenges in that training in such methods seems to have diminished in contemporary doctoral programs, and the results of such work are especially difficult to publish in the top journals. We propose to frame this discussion, provide examples, and moderate an energetic discussion among participants about directions for the OSCM field.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **338** | Submission: **14873** | Sponsor(s): **(PNP)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 9:00AM- 2:00PMPT (UTC-7)**

2022 Doctoral Student Professional Development Consortium
Doctoral Consortium



Coordinator: **Obed Pasha**, *U. of North Carolina at Chapel Hill*
Session Chair: **Alexander Kroll**, *Florida International U.*

The Public and Nonprofit Division Doctoral Student Professional Development Consortium is an intensive workshop that seeks to provide doctoral students in public and nonprofit administration with guidance on the job market, the publication process, presentation skills, and dissertation research. Doctoral students at any stage are welcome to apply to the consortium, and the consortium is especially beneficial for students who are in the dissertation proposal development stage or later. The Consortium will give participants the opportunity to a) get tips on finding an academic job, b) present their research or a proposal to get feedback from accomplished scholars, and c) network among peers, future colleagues, and potential employers.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **PDW Workshop**
Program Session: **339** | Submission: **14955** | Sponsor(s): **(PNP, STR, TIM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 9:00AM- 12:00PMPT (UTC-7)** at **Seattle Convention Center in Room 617**

Strategy for Nonprofits

Strategy for Nonprofits

Participant: **Janet E.L. Bercovitz**, *U. of Colorado, Boulder*
Participant: **Aseem Kaul**, *U. of Minnesota*
Participant: **Jennifer Kuan**, *California State U., Monterey Bay*
Participant: **Kate Odziemkowska**, *U. of Toronto, Rotman School of Management*
Participant: **Jeremy Thornton**, *Brock School of Business, Samford U.*

Scholarship involving nonprofit organizations has been gathering steam in management journals for several years now. The intent of this PDW is to help scholars develop ideas on using nonprofits in their management research. While specialized journals have long published research on nonprofits, management and strategy journals are taking a keen interest in nonprofits for several reasons. First, nonprofits are increasingly recognized as interacting with for-profits as competitors, complementors, and customers. This motivates a second stream of efforts, to make nonprofits analytically tractable using management and economic theory. Third, publicly available data on nonprofits can serve empirical studies in management. And finally, nonprofits may act as focal organizations for addressing social and environmental grand challenges. We will present diverse perspectives on nonprofit scholarship in management journals and then conduct breakout groups to bring participants together to share and develop research ideas. Included among the organizers are scholars who have successfully published nonprofit research in top management and strategy journals, including those who serve in editorial positions. Thus, we hope this workshop will provide a high-quality experience for participants from across the Academy’s divisions. We propose a short format for the workshop, with the first half involving presentations by organizers and the second half involving roundtables.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **340** | Submission: **11801** | Sponsor(s): (**SAP, RM, OB, OMT, MOC, ODC**)
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 9:00AM - 11:00AMPT (UTC-7)**

Video Methods In Organizational Studies

Video Methods



Organizer: **Marlys K. Christianson**, *U. of Toronto*
Organizer: **Philip Gylfe**, *Aalto U. School of Business*
Organizer: **Curtis LeBaron**, *Brigham Young U.*
Facilitator: **Zhike Lei**, *Pepperdine U.*
Facilitator: **Feng Liu**, *Saint Mary's U., Canada*
Facilitator: **Sotirios Paroutis**, *Warwick Business School*
Facilitator: **Matthias Wenzel**, *Leuphana U. Lüneburg*

Management scholars have increased their use of video as a research tool in organizational studies. It helps them to see, understand, codify, and make sense of the strategizing process. Video methods uncover the micro-interactions of organizational actors and allow insights into actors' implicit practices that emerge in their moment-to-moment exchanges. Consistent with the interests of many divisions of AOM, video makes explicit the links between micro-dynamics and broader organizational outcomes. This PDW is timely – the newly online world of social distancing in the pandemic has switched many in-person interactions to video-based ones, thus increasing the need and opportunity to study video. This PDW affords an opportunity to revisit the recent progress scholars have made using video-based research. The PDW welcomes both newcomers to video methods and those who have past experience using video. Our session will highlight the benefits and challenges of video methods and create an opportunity for discussion between participants and facilitators around how scholars might use video methods to advance their research. We aspire to co-create good research practices and build a community of engaged scholars.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **341** | Submission: **14404** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 9:00AM - 6:00PMPT (UTC-7)** at **Seattle Convention Center in Room 3B**

TIM Doctoral Consortium 2022 
TIM Doctoral Consortium 2022

Organizer: **Tiona Zuzul**, *Harvard Business School*
Organizer: **Susan L. Cohen**, *U. of Georgia*
Distinguished Speaker: **Kathleen Eisenhardt**, *Stanford U.*
Panelist: **David R. Clough**, *Sauder School of Business, U. of British Columbia*
Speaker: **Nilanjana Dutt**, *Bocconi U.*
Panelist: **Wei Guo**, *China Europe International Business School (CEIBS)*
Panelist: **Jorge Guzman**, *Columbia Business School*
Speaker: **Douglas Hannah**, *Boston U.*
Speaker: **Hyunjin Kim**, *INSEAD*
Panelist: **Yonghoon Lee**, *Hong Kong U. of Science and Technology*
Panelist: **Elizabeth Lyons**, *UC San Diego*
Panelist: **Sruthi Monica Thatchenkery**, *Vanderbilt U.*
Panelist: **Ivanka Visnjic**, *ESADE Business School*

The TIM doctoral consortium seeks to mentor Ph.D. candidates interested in conducting leading-edge research and teaching in topics related to technology and innovation management. The consortium will be led by a panel of faculty members with proven research and teaching records who will address key issues in academic life such as finishing your dissertation, creating a research program, publishing in top journals, and navigating the academic job market. We will solicit applications from PhD candidates from across the globe who are researching topics related to technology and innovation management. Acceptance and pre-registration is required.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **342** | Submission: **11305** | Sponsor(s): **(TIM, CTO, STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 9:00AM - 1:00PMPT (UTC-7)** at **Sheraton Grand Seattle in Willow B**

Interdisciplinary Conversations on Platforms: Design, Governance, and Evolution *Interdisciplinary Conversations on Platforms*



Organizer: **Christina Kyprianou**, *IE Business School, IE U.*
Organizer: **Hakan Ozalp**, *Amsterdam Business School, U. of Amsterdam*
Panelist: **Sabine Brunswicker**, *Purdue U., West Lafayette*
Panelist: **Carmelo Cennamo**, *Copenhagen Business School*
Panelist: **Oystein Fjeldstad**, *BI Norwegian Business School*
Panelist: **Tobias Kretschmer**, *LMU Munich*
Panelist: **Milan Miric**, *U. of Southern California -Marshall School of Business*
Panelist: **Mareike Mohlmann**, *Bentley U.*
Panelist: **Joost Rietveld**, *UCL School of Management*
Panelist: **Juan Santalo**, *IE Business School*

This PDW aims to facilitate an interdisciplinary dialogue on platform design, governance, and evolution by bringing together experts from across disciplines such as innovation, strategy, information systems, entrepreneurship, marketing, and communication. In the first part of the workshop, three consecutive panels will provide a state-of-the-art overview of research on each topic, discuss remaining gaps in knowledge, and identify unresolved challenges facing platforms. In the second part of the workshop, roundtable paper discussions will provide authors of works in progress with opportunities to discuss their research, receive feedback from mentors, and directly engage with platform researchers from different theoretical paradigms, methodological approaches, and perspectives. Together, these panels and roundtable discussions seek to lower disciplinary silos, encourage cross-pollination of ideas and collaboration across disciplines, and ultimately inspire novel approaches to studying some of the most challenging and unresolved issues facing platformed firms.

Registration Process Part I – Panel Discussions No registration is required for attending the two panel discussions. Participation will be on a first come first served basis, and limited by room capacity. Part II – Roundtable Paper Discussions A brief application and registration are required for attending the roundtable paper discussions. Interested participants should submit extended abstracts of their research in progress related to platforms (up to 3 single-spaced pages) by July 15, 2022 using this link: <https://form.jotform.com/221434481420345>. Although we welcome submissions on a variety of platform-related topics, priority will be given to submitted work related to platform design, governance, and evolution. Both empirical and theoretical work is welcome. Acceptance decisions will be sent via email by July 21, 2022. Questions about the event, including any applications after the deadline, can be addressed to the organizers at christina.kyprianou@ie.edu and h.ozalp@uva.nl.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **343** | Submission: **11253** | Sponsor(s): **(TIM, STR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom "meeting" style**
Scheduled: **Saturday, Aug 6 2022 9:00AM - 11:30AMPT (UTC-7)** at **Seattle Convention Center in Chelan 5**

Managing the Unexpected in Innovation: Toward an Understanding of the Discovery Journey

Managing the Unexpected in Innovation



Organizer: **Giacomo Marchesini**, *IESE Business School*
Facilitator: **Arnaldo Camuffo**, *Bocconi U.*
Facilitator: **Stefano Brusoni**, *ETH Zürich*
Facilitator: **J.P. Eggers**, *New York U.*
Facilitator: **Chengwei Liu**, *ESMT Berlin*
Facilitator: **Jacqueline Lane**, *Harvard U.*
Facilitator: **Madeleine Stefanie Rauch**, *Stanford U. & Copenhagen Business School*
Facilitator: **Christian Busch**, *New York U.*

Many great ideas, scientific discoveries, and game-changing inventions happen thanks to unplanned events like fortuitous coincidences or multiple failed attempts. Yet, exactly because they are not easy to plan or foretell, most management literature assumes these events should be avoided or limited. For instance, failures tend to be considered errors or mistakes, whereas there are contexts where they can be valuable. Similarly, serendipity and uncertainty are constantly minimized, yet they are integral parts of how individuals search, learn, memorize, and forge the structures of novel ideas. This PDW aims to advance the debate on how organizations can better manage and capture value from unexpected events when they are supposed to be embraced rather than avoided if we want to accomplish breakthrough ideas that can benefit society. Specifically, this workshop focuses on two key domains: innovation failures (i.e., managing and capturing value from unexpected adverse events) and serendipity (i.e., managing and capturing value from unexpected positive events). The workshop will bring together a diverse array of perspectives, such as scientists' and inventors' cognition and decision-making, how organizations learn from failure and serendipitous events, and how fault-tolerant and incidental learning can help face societal grand challenges. The invited scholars will first introduce the main arguments and then facilitate various roundtables in the form of "research incubators". Participants are recommended to join with a preliminary draft of their research projects, research ideas, or novel methodological approaches. The organizers will collect the main insights in a report to outline future research agendas and collaboration opportunities.

Please find all the information at: <https://www.giacomomarchesini.com/managing-the-unexpected> Interested participants should pre-register by emailing marchesini.pdw@gmail.com by July 17, 2022 (limited number). In the first part of the workshop (60 min), invited speakers will introduce different topic areas and present the future of the research, sharing their experience working in the field. Pre-registration for the first part will not be required. The second part of the workshop (60 min) will be open to pre-registered participants only. Participants will be allocated to roundtables ("research incubators") before the event based on their expressed preference, profile, research interests, proposed inputs, and order of registration. A number of 5 to 7 research incubators is expected (depending on the number of participants) covering the presented topic areas and facilitated and chaired by the seven invited speakers. Research incubators are aimed at nurturing early-stage ideas and research projects. Each research incubator will include one (or more) of the following activities: (1) ideas generation, providing opportunities for brainstorming; (2) ideas validation, discussing, assessing, and collecting feedback from proposed ideas; (3) ideas implementation, finding potential co-authorship opportunities, validating methodologies, and boosting the development of research projects. Interested participants should pre-register by emailing marchesini.pdw@gmail.com by July 17, 2022. Registration emails should include the following information: (i) name, affiliation, and current position; (ii) one research incubator preference; (iii) research interests and/or reasons why they are interested in the workshop, including types of inputs they plan to bring to the incubators. Examples of inputs that participants can bring to the research incubator are (but are not limited to): a research project currently under development; an early-stage research project idea to engage in preliminary debates; competencies and expertise; a proposal of data or novel methodological approaches; a set of well-defined research questions. In particular, participants in bringing and proposing their inputs should think about questions such as: What are the main theoretical gaps and limitations of our current understanding of the topic? What are the empirical challenges? How do you think this topic should be addressed?

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **344** | Submission: **16202** | Sponsor(s): **(TIM, STR, OMT)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 9:00AM- 11:00AMPT (UTC-7)** at **Seattle Convention Center in Room 616**

Novel Perspectives on Industry Evolution: Firm Strategies Across the Industry Stages *Novel Perspectives on Industry Evolution*



Organizer: **Fernando Suarez**, *Northeastern U.*
Organizer: **Won Kyung Min**, *Fordham U.*
Panelist: **Elizabeth J. Altman**, *U. of Massachusetts, Lowell*
Panelist: **Mary Tripas**, *U. of California, Santa Barbara*
Panelist: **Anders Dahl Krabbe**, *King's Business School*
Discussant: **Carliss Baldwin**, *Harvard Business School*
Discussant: **Kim Clark**, *Brigham Young U.*

Extant industry evolution has been associated to underlying patterns of technological change that define important milestones that present different challenges to firms. Classical studies on technology evolution have taken a broader perspective, for instance by relating technology to wider economic activities or studying industry-wide bottlenecks that inhibit industry development. Recent research has focused on some less-studied aspects of industry evolution, such as how firms overcome technology bottlenecks, the role of product aesthetics, and how firms adapt to industry changes over time. The three panelists will present their recent work that is extending our theories of industry evolution by studying new phenomena, in new settings or with new methods. Then, a senior scholar will comment on the three research papers including her perspectives on their context, potential contribution, and, more generally, future avenues for industry evolution research. In the second part of the workshop, we will hold a 30-minute roundtable discussion where participants will gather in small groups to share research ideas, network, and provide feedback on the workshop.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **345** | Submission: **10170** | Sponsor(s): (AFAM, ENT, SIM, IM)
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 9:30AM - 11:00AMPT (UTC-7)**

United Nations Sustainable Development Goals and Entrepreneurship Education in Africa *UN SDGs & Entrepreneurship Education in Africa*



Organizer: **Constant D. Beugre**, *Delaware State U.*
Participant: **James Calvin**, *Johns Hopkins U.*
Participant: **Jean Dibondo Kabongo**, *U. of South Florida, Sarasota-Manatee*
Participant: **Mzamo P. Mangaliso**, *U. of Massachusetts, Amherst*
Participant: **dt ogilvie**, *Rochester Institute of Technology*

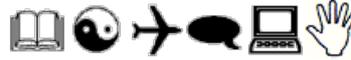
This PDW proposal focuses on the integration of the United Nations’ Sustainability Development Goals in entrepreneurship education in Africa. Because these goals represent important challenges (SDGs) for the African continent, it is important that entrepreneurship educators incorporate them in their curriculum to allow students to develop the necessary skills required to become successful entrepreneurs. To the extent that entrepreneurship is context-specific, the types of businesses to create depend on the problems faced in the specific environment. Hence, this PDW uses the expertise of four scholars to tackle the issue of integrating the UN’s SDGs into entrepreneurship education in Africa. The expected outcome of this PDW is to provide guidelines for entrepreneurship educators in Africa in designing more relevant curricula.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **346** | Submission: **16358** | Sponsor(s): **(CM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 9:30AM- 12:30PMPT (UTC-7)** at **Seattle Convention Center in Room 612**

CM Division Junior Faculty Consortium
Conflict Management Division Junior
Faculty
CM Division Junior Faculty Consortium



Session Chair: **Leigh Anne Liu**, *Georgia State U.*
Session Chair: **Christopher Bauman**, *U. of California, Irvine*
Panelist: **Laura Rees**, *Oregon State U.*
Panelist: **Maritza R. Salazar**, *U. of California, Irvine*
Panelist: **Bruce Barry**, *Vanderbilt U.*
Panelist: **Jackson Lu**, *MIT Sloan School of Management*
Panelist: **Taya R. Cohen**, *Carnegie Mellon U. - Tepper School of Business*
Panelist: **Donald E Conlon**, *Michigan State U.*
Panelist: **Oliver S. Schilke**, *U. of Arizona*

This Conflict Management Division junior faculty consortium is designed for early career scholars interested in navigating various career paths in the global academic markets. Specifically, we will focus on three main topics important for launching and sustaining successful academic careers: (1) exploring various career paths and movements, (2) branding oneself with research identities, and (3) strategies for getting tenure and promotion. The PDW will be led by a mix of early, mid-career, and senior scholars, each offering their unique perspective. The format will include short presentations, Q&A, and small group discussions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **347** | Submission: **19024** | Sponsor(s): **(CMS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 9:30AM - 11:00AMPT (UTC-7)** at **The Westin Seattle in Whidbey**

Anthropocentric Practices and Multispecies Possibilities



Session Moderator: **Caroline Clarke**, *The Open U. Business School*

CMS: Re-Organizing for Public Value in the Anthropocene

Author: **Martin Quinn**, *U. of Leicester*
Author: **William Green**, *U. of Leicester*
Author: **Simon Lilley**, *U. of Lincoln, UK*
Author: **Michael Saren**, *U. of Leicester, Leicester, UK*

This paper reconceptualises public value for the era of the Anthropocene and suggests that the best site for organizing for the creation of public value is the City. Existing understandings of public value are human-centric and only consider economic values. If public value is to be fit for the world of the Anthropocene and the climate crisis, local ecologies and other non-human actors need to be included as beneficiaries of public value creation. Including these new, non-human, actors facilitates a new understanding of what is value to focus on sustainability and resilience in the local natural ecosystem. The paper argues that City leadership and governance are best placed to both understand the needs of the local ecology and to produce the networks to create value for it.

Paper is Available to Meeting Registrants Only.

CMS: Amplifying Solidarity in The Anthropocene: Public Engagement for Hope in Dialogic Organizing

Author: **Marta Gasparin**, *Copenhagen Business School*
Author: **Marius Gudmand-Hoyer**, *Copenhagen Business School*

In this paper, through the analysis of ethnographic accounts of citizens engagement events, we will explore manners in which experiences with the momentous impacts of the Anthropocene has given way to calls for new ways of organizing our lives. These engagement events were organized in Vietnam and UK with the purpose of presenting the concept of the Anthropocene, its stakes and its effects; taking into account the participants impressions and everyday experiences; and contemplating and discussing alternative forms of business models less detrimental to/impactful on the environment and the Earth System. A common theme emerging in these workshops was that of doing something in a form of solidarity: a commitment to the idea that we owe it to ourselves and others to unite in new ways, to act and organize differently, forgoing what we already have and do, redressing, reinventing and reconfiguring, for the sake of an (ever) emerging “we” that cuts across the borders of time and space and species that we usually identify ourselves by. We investigate specifically the impetus for the questions most frequently posed by the participants of the ethnographic work: what can we do as engaged citizens, how to become active together, and in which ways is it possible to hope for a future in this new geological time unit of the Anthropocene. In the paper, we theorise two of the features to the Anthropocene Experience: the practical question of when and where and, especially, on which scale to begin reorganizing our ways of living when apprehending the Anthropocene ramifications — which we will show some features of in the narrative account concerning the citizens engagement events; and how the responses to the Anthropocene challenges are motivated when people begin to consider them together. Our paper contributes, in the first instance, to the body of work on the grassroots movements and forms of activism in different spaces of hope and to theorise the concept of solidarity

Paper is Available to Meeting Registrants Only.

CMS: Multispecies Organizing. How Humans and Plants Organize Embroidering Hills and Growing Bridges

Author: **Costanza Sartoris**, *U. Ca' Foscari of Venice - Dept. of Management*

This article aims to extend the notion of organizing (Weick, 1969) from a human perspective to a multispecies one. To do so, it critically addresses the literature streams of sociomateriality and sensemaking, highlighting how organizing has always been studied only through an anthropocentric perspective. Then, it presents the developments in the elaboration of non-humans' agency in social sciences. Afterward, it develops a theoretical framework illustrating multispecies organizing. It adopts notions stemming from biology and ecological psychology to explain how the organizing between humans and non-humans unfolds. To discuss the implications the model entails, it presents an example of organizing between humans and plants using two illustrative vignettes, guiding the reader to mentally 'visualize' the plants' 'point of view' when organizing with humans. The vignettes present two real-case scenarios, one coming from a Western context, the other from an indigenous one. They are the winegrowing landscape of the prosecco hills in Italy and the native infrastructures of living root bridges in Meghalaya, India. These examples illustrate how multispecies organizing de facto always occurred between humans and other species. Management science might then engage with this framework to critically account for the relationship between humans, and non-humans, by framing them as multispecies organizing.

Paper is Available to Meeting Registrants Only.

Author: **Elaine Jammaers**, *Hasselt U.*

William H. Newman Award Nominee

The idea that a ‘single category’-focus in the study of workplace inequality leads to oversimplification and obscures its complex nature is now generally accepted. Yet little concerns have been raised with regard to the ‘single species’-focus of inequalities in the context of management and organizations. Through the case study of professional show jumpers, I shed light on the complex interplay of multispecies inequalities in the equestrian field, a sector celebrated for its sex integration. Indeed, beliefs of gender equality are typically high in this sector as horses are believed to ‘mediate’ the sex-performance relationship, levelling the playing field for male and female riders. An Ackerian analysis however reveals the persistence of gendered patterns despite women’s ‘theoretically’ improved chances of identifying with the ideal worker, following changed breeding preferences and an organizational logic of ‘passion-merit’. Rather, female showjumpers needed to provide proof and reassurance of being ‘unconventional’ indicating an incomplete acceptance of femininity in the field. Popular imageries of horses paradoxically reveal the lack of agency awarded to animals and the instrumental nature of the human-horse bond. This study adds to the literature on gender in organizations by integrating non-humans into a number of core feminist organizational concepts, looking at organizational logics through an interspecies lens. It thereby gives a post-humanistic flavor to earlier claims of how different forms of inequality overlap and interact with each other, producing often-surprising outcomes. Indeed, although sex-based discrimination was deemed unacceptable in the field, such reservations were reserved only to humans, not horses. Similarly, class privilege was only problematized when critiquing showpiece ‘daughters of Jobs, Springsteen and Gates but never for men. This study concludes that more-than-human analyses can enrich existing knowledge about inequality regimes in professional fields. Embracing post-humanist perspectives within the study of inequality regimes may thus open up new and challenging ethical, theoretical, methodological and practical issues.

Page is Available to Meeting Registrants Only.

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Symposium**
Program Session: **348** | Submission: **11987** | Sponsor(s): **(GDO, CAR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 9:30AM- 11:00AMPT (UTC-7)** at **Sheraton Grand Seattle in Madrona**

**Equality, Diversity and Inclusion in Academia
Across the Globe: Current Status and Ways
Forward**



Equality, Diversity and Inclusion in Academia

Session Chair: **Fida Afiouni**, *American U. of Beirut*
Session Chair: **Eleni Apospori**, *Athens U. of Economics and Business*
Organizer: **Fida Afiouni**, *American U. of Beirut*
Organizer: **Eleni Apospori**, *Athens U. of Economics and Business*
Organizer: **Claire Leitch**, *Queen's U. Belfast*
Discussant: **Julia Richardson**, *Curtin U.*

Women remain under-represented in all disciplines and at all levels of academia, especially at the professorial level, in senior leadership roles, including deans, university vice-chancellors, and presidents (Shepherd, 2017), and in gate-keeping positions, such as editorial boards and research funding bodies (Metz et al., 2016, Fotaki, 2013). In line with the current AOM theme “Creating A Better World Together”, this symposium brings together 5 papers to showcase theoretical and practical insights to achieve gender equality and inclusive culture in higher education institutions. The symposium highlights both theoretical advancements as well as the status of gender actions in higher education across multiple countries across the globe including Lebanon, Netherlands, United States, Canada, UK, Belgium, Sweden, and Greece, providing us with culturally diversified insights into the progress made towards achieving gender equality in academia.

Equality, Diversity, and inclusion in Academia: An Irish Narrative

Author: **Christine Cross**, *U. of Limerick*

Author: **Marie Connolly**, *U. of Limerick*

A Dialogical Self Perspective on Gender Inequality in Academia

Author: **Babak Ghaempanah**, *Vrije U. Amsterdam*

Student Evaluations of Professors: Triply Jeopardized by their Sexist Attitudes!

Author: **Phanikiran Radhakrishnan**, *U. of Toronto at Scarborough*

Author: **Soo Min Toh**, *U. of Toronto*

Author: **Megan Frederickson**, *U. of Toronto*

Research Productivity Trends After Tenure: An Analysis of Gender and Race Differences

Author: **Wenyi (Helen) Gu**, *U. of Houston*

Author: **Drake Van Egdom**, *U. of Houston*

Author: **Christiane Spitzmueller**, *U. of Houston*

TARGETED-MPI from Concepts to Application: Preliminary Findings

Author: **Eleni Apospori**, *Athens U. of Economics and Business*

Author: **Mariangela Trompeta**, *Research Associate at Athens U. of Economics and Business*

Author: **Valerie Stead**, *Lancaster U.*

Author: **Sophie Alkhaled**, *Lancaster U. Management School*

Author: **Claire Leitch**, *Queen's U. Belfast*

Author: **Fida Afioni**, *American U. of Beirut*

Author: **Jelena Angelis**, *Stockholm School of Economics*

Author: **Jan De Schamphelleire**, *168606*

Author: **PARASKEVI DIMAKOU**, *Stockholm School of Economics*

Author: **Marie-Anne Guerry**, *Vrije U. Brussel*

Author: **Nur Gundogdu**, *Birmingham Business School, U. of Birmingham*

Author: **Sarah Jack**, *Stockholm School of Economics*

Author: **Stathis Katopodis**, *Athens U. of Business & Economics*

Author: **Yasmeen Makarem**, *American U. of Beirut*

Author: **Irene Nikandrou**, *Athens U. of Economics and Business*

Author: **Mustafa Ozbilgin**, *Brunel U.*

Author: **Nancy Pouloudi**, -

Author: **Eygeniya Rangelova**, *Free U. Brussels*

Author: **Robyn Remke**, *Lancaster U. Management School*

Author: **Bert Schreurs**, *Vrije U. Brussel*

Author: **Malin Skanelid**, *Stockholm School of Economics*

Author: **Christos Tsanos**, *Athens U. of Economics and Business*

Author: **Christophe Vanroelen**, *Vrije U. Brussel*

Author: **Karol Vieker**, *Stockholm School of Economics*

Author: **Marina Yusupova**, *Lancaster U. Management School*

Author: **Konstantinos G. Zografos**, *Lancaster U. Manageme*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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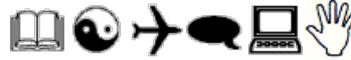
Session Type: **PDW Workshop**

Program Session: **349** | Submission: **10980** | Sponsor(s): **(MED, TIM, OB)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom "meeting" style**

Scheduled: **Saturday, Aug 6 2022 9:30AM - 11:30AMPT (UTC-7)** at **Seattle Convention Center in Room 2B**

Gamification in Management Education: How to Spice Things Up and Better Engage Students



Gamification in Management Education

Organizer: **Mai P. Trinh**, *Arizona State U.*

Organizer: **Rachel Reed**, *Arizona State U.*

Panelist: **Andreas Janson**, *U. of St. Gallen*

Panelist: **Jan Marco Leimeister**, *U. of St. Gallen and U. of Kassel*

Panelist: **Sofia Schöbel**, *U. of Osnabrueck*

Panelist: **Mai P. Trinh**, *Arizona State U.*

Panelist: **Gergana Vladova**, *U. of Potsdam*

Panelist: **Dezhi South Wu**, -

Gamification is the use of video game elements such as badges, leaderboards, quests, and resources in non-game contexts (Deterding, 2012). In recent years, the use of gamification has been on the rise due to its ability to use “game-based mechanics, aesthetics, and gamethinking to engage people, motivate action, promote learning, and solve problems” (Kapp, 2012, p. 125). In education, the use of gamification has been associated with positive results in student performance, motivation, engagement, attitude towards gamification, collaboration, and social awareness (Antonaci et al., 2019). In this PDW, we aim to provide higher educators, especially those who are teaching hybrid or online courses, with insights regarding how to gamify their classes. The organizers have gathered a diverse panel of experts in gamification with a wide range of experience using gamification in teaching, research, and practice in different settings. We propose a gamified PDW that will last for two hours, divided into two parts. In part I, our diverse panelists will briefly introduce how they have applied gamification in their own teaching and research. They will also answer several questions prepared by the organizers, such as "What are the strengths and limitations of gamification in management education?". In part II, we will ask panelists to each lead a roundtable discussion to help participants brainstorm gamification ideas that they can readily apply in their own classes. Throughout the PDW, each participant will have a quest list to complete to earn a participation badge for this PDW.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **350** | Submission: **18060** | Sponsor(s): **(MOC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 9:30AM- 11:00AMPT (UTC-7)** at **Seattle Convention Center in Room 308**

Behavioral Strategy and Microfoundations *Behavioral Strategy and Microfoundations*



Organizer: **Luke Rhee**, *U. of California, Irvine*
Panelist: **Donal Crilly**, *London Business School*
Panelist: **Felipe Csaszar**, *U. of Michigan*
Panelist: **Metin Sengul**, *Boston College*
Panelist: **Libby Leann Weber**, *U. of California, Irvine*

Although behavioral strategy research has long been a central subject in organizations and strategy, it has not been sufficiently microfoundational. The goal of this panel symposium is to highlight this gap and propose future directions to advance our understanding for the human element in an organizational phenomenon. Our distinguished group of panelists will introduce their own research program and discuss how behavioral mechanisms (e.g., cognitive biases, communication, conflicts, decision-making structures, and resource allocation) occurring at the lower-level in an organizational hierarchy shape a variety of macro-level organizational outcomes.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **351** | Submission: **16479** | Sponsor(s): **(MOC, TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 9:30AM- 11:00AMPT (UTC-7)** at **Seattle Convention Center in Room 309**

Building a Better World Together: Understanding the Future of Work with Algorithms, AI, & Automation *Understanding the Future of Work*



Session Chair: **Rachel Schlund**, *Cornell U.*
Presenter: **Rachel Schlund**, *Cornell U.*
Session Chair: **Jennifer Marie Logg**, *Georgetown U.*
Presenter: **Arthur S. Jago**, *U. of Washington, Tacoma*
Presenter: **Monica Gamez-Djokic**, *Northwestern Kellogg School of Management*
Presenter: **Menchang Dong**, *Max-Planck Institute for Human Development*
Presenter: **Sarah Ward**, *U. of Illinois at Urbana-Champaign*

Technological advancements, such as the increasing use of algorithms and artificial intelligence (AI), have become embedded in organizations. This introduction of algorithms and AI is drastically changing the nature of work, impacting organizations, the individuals within them, and the work itself. Given the importance of understanding the impacts of such technological advancements on the future of work, more research has started focusing on this topic. This symposium brings together papers identifying the impacts and outcomes of AI and algorithms upon individual perception, cognition, and behavior across various organizational domains, such as advice taking, management, and the automation of work. The research showcased in this symposium explores how (1) AI influences employees' perceptions of the meaning of work, (2) automation affects individuals' valuation of employees' skills, (3) algorithms impact employees' perceived status, and (4) people show different anticipated preferences for algorithmic versus human judgment and actual use of those sources. Furthermore, this set of papers demonstrates ways to harness the benefits of AI and algorithms while mitigating the adverse consequences that can arise when AI and algorithms are implemented in organizations without consideration for individual cognitive processes and perceptions. Taken together, this symposium features the effects of the implementation of technological advancements on individual perception, cognition, and behavior and the resulting consequences for individual and organizational outcomes.

AI and Emerging Technologies Track

Does Automation Lower Meaningful Work?

Author: **Sarah Ward**, *U. of Illinois at Urbana-Champaign*
Author: **Roshni Raveendhran**, *U. of Virginia Darden School of Business*

The Impact of Automation on Creative Skills

Author: **Monica Gamez-Djokic**, *Northwestern Kellogg School of Management*

When Algorithms Replace Human Bosses: Algorithmic Management Diminishes Workers' Anticipated Status

Author: **Arthur S. Jago**, *U. of Washington, Tacoma*
Author: **Roshni Raveendhran**, *U. of Virginia Darden School of Business*
Author: **Nathanael Fast**, *U. of Southern California*
Author: **Jonathan Gratch**, *U. of Southern California*

Algorithmic Management Aversion: A Potential Gap between Anticipation and Experience

Author: **Menchang Dong**, *Max-Planck Institute for Human Development*
Author: **Jean-François Bonnefon**, *U. Toulouse 1 Capitole*
Author: **Iyad Rahwan**, *Max Planck Institute for Human Development*

Preferring People but Listening to Algorithms: Anticipated Preferences vs. Utilization of Advice

Author: **Jennifer Marie Logg**, *Georgetown U.*
Author: **Rachel Schlund**, *Cornell U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Plenary Session**
Program Session: **352** | Submission: **18369** | Sponsor(s): **(MSR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 9:30AM- 11:00AMPT (UTC-7)** at **Seattle Convention Center in Yakima 1**

MSR Plenary
MSR Plenary

Participant: **Julia Storberg-Walker**, *George Washington U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Creativity Inputs and Outcomes

Session Moderator: **Zizhen Geng**, *Xi'an International Studies U.*

OB: The Impact of Financial Forecasts on Creativity Assessments 

Author: **Gerhard Speckbacher**, *WU Vienna U. of Economics and Business*
Author: **Christoph Feichter**, *WU Vienna U. of Economics and Business*
Author: **Lea Zwickl**, -

Concerns have long been voiced that taking account of expected financial outcomes early in the product development process inhibits the recognition and appreciation of creative product ideas. We look at a common situation in product development processes and propose that beyond the economic value of the financial information, social concerns influence the extent to which evaluators rely on incomplete (short-term) financial forecasts. Holding the economic value of the information constant, we argue and find in three experiments that concerns about whether other people endorse, accept or sanction their judgment behavior induce evaluators to rely more heavily on incomplete financial information than they would do in a situation where such social approval concerns do not play a role. Our study extends prior research on creativity assessments and on individuals' use of accounting information for legitimizing their judgment and decision-making behavior to others. The evidence we provide on the importance of information distribution, need for justification, and source credibility offers new insights on how organizations can influence the social use of accounting information.

Paper is Available to Meeting Registrants Only.

OB: Ordinary Creativity as a Process: How Crisis Generates and Sustains Creative Cycles

Author: **Ana Villanova**, *Nova School of Business and Economics, U. Nova de Lisboa*
Author: **Miguel Pina Cunha**, *AMJ-2020-1765*

We follow a systemic view of creativity, emphasizing everyday creative processes' dynamics, continuity, and influence of the external environment to investigate how crises generate and sustain creative cycles. Based on an inductive qualitative study derived from data collected during the COVID-19 pandemic from informants who created services to help society respond to problems caused by the pandemic, we explore how connections between creators and the intended beneficiaries of their work can encourage subsequent cycles of creativity. We contribute to expanding knowledge on creative cycles and related incentives showing that changes on the intended beneficiary of creative work - benefit others or self-interest - can exert a positive influence on individuals' enthusiasm to continue their efforts throughout the creative process. These changes may serve as a spark reinforcing creator's persistence to re-engage in creative cycles; therefore, we suggest that prosocial motivation and self-interest can be complementary, synergistically sustaining individuals' persistence for creativity. Furthermore, we emphasize that individuals' engagement in subsequent cycles of creativity depends on their ability to explore external environmental conditions, such as identifying opportunities. We recommend that pursuing potential opportunities to solve current problems highlighted by crises is more likely to be successful in the long run than attempt to solve problems created by crises; thus, we propose that crises can play an essential role in generating innovations by encouraging individuals to create ideas to solve already existing problems.

Paper is Available to Meeting Registrants Only.

OB: Too Much (Or Not Enough) For Creative Work? A Review of Curvilinear Effects at Multiple Levels 

Author: **Stefan Razinskas**, *Freie U. Berlin*

Although teams are increasingly tasked with creative work, enabling them to deliver outcomes that are novel and useful remains challenging. Team literature on antecedents of creativity is informative with regards to moderators taxing antecedent-outcome relationships such that they inverse an otherwise desirable effect. However, research also reveals that the positive potential of some antecedents of creative work diminishes and even turns negative when taken too far. Despite the empirical evidence supporting such curvilinear effects on important outcomes of creative work at the individual and team levels, the theorizing behind them unfortunately remains rather incomplete such that theoretical attention has been paid more to the upward than to the downward slopes of such curves. By synthesizing 117 quantitative-empirical studies on curvilinear effects with help of a multilevel antecedent-benefit-cost (ABC) framework, the present literature review guides this field of research toward more conceptual clarity and methodological precision across levels. This is important because the cost-related mechanisms of certain antecedents—which start outweighing the benefit-related mechanisms once they have reached their threshold magnitude—are still not well understood. Without such a more balanced account of benefits and costs, organizational behavior literature remains challenged in its ability to reliably inform organizational practice.

Paper is NOT Available. Please contact the author(s).

OB: Radical and Incremental Creativity: a Systematic Review

Author: **Fengmei Ren**, *Shanghai U. of International Business and Economics*
Author: **Zhigang Song**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Employee creativity is vital for contemporary companies to survive and develop in the VUCA era. Although numerous research has contributed to employee literature by examining organizational factors that improve employee creativity, a better understanding is still needed regarding the differences between radical and incremental creativity, especially the different mechanisms to impact two kinds of creativity. To address this problem, we aim to provide a systematic review of radical and incremental creativity by a) clarifying the definitions and measurements of radical and incremental creativity; b) identifying the antecedents of radical and incremental creativity and developing an integrative framework; and c) comparing the differences regarding how to improve radical and incremental creativity. We also address several future research directions in the end.

Paper is Available to Meeting Registrants Only.

Author: **Zizhen Geng**, *Xi'an International Studies U.*

Author: **Mengmeng Xiao**, *Xi'an International Studies U.*

Author: **Yanfen Wang**, *Xi'an International Studies U.*

In order to explain the complex impact of supervisor's negative feedback on subordinate creativity, this study draws on a self-regulatory perspective to develop a theoretical model, in which supervisor's negative feedback provided in different ways trigger subordinates' challenge/hindrance appraisals of job stressor through inducing their perceived threat/support and, thereby exert a positive/negative influence on subordinate creativity. Using the data collected from 179 participants in an experimental study, it is found that (1) supervisor's developmental negative feedback induces subordinates' perceived support and threat, thus triggering subordinates' challenge stress, while supervisor's controlling negative feedback only induces subordinates' perceived threat and increases subordinates' hindrance stress; (2) Supervisor's developmental negative feedback exerts a positive effect on subordinate creativity via challenge stress, while supervisor's controlling negative feedback has a negative influence on subordinate creativity via hindrance stress; (3) Promotion focus strengthens the positive effect of subordinate's developmental negative feedback on subordinate creativity via challenge stress. The results of this study add to the literature on the complex links between supervisor negative feedback and subordinate creativity from a new (self-regulatory) perspective.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Withdrawal and Turnover

Session Moderator: **Veronique Robert**, *Toulouse School of Management*

OB: Consistency Matters: The Curvilinear Effects of Climate Variability on Turnover 

Author: **Tatiana Iwai**, *Inspere Institute of Education and Research*
Author: **Adriana Bortoluzzo**, *Inspere Institute of Education and Research*
Author: **Joana S. Story**, *Fundação Getulio Vargas - EAESP*

Climate research has been conducted through different lenses, ranging from global perspectives (summary of employees' perceptions about an organization as a whole or of what we call "positive" or "negative" climates) to relatively focused perspectives (strategic climates, such as a climate for of service or justice). In this study, we examined climate variability, defined as the level of dispersion across climate dimensions, to explain turnover at the organizational level. Drawing on signaling theory and the stressor-strain perspective, we tested the curvilinear and moderating effects of climate variability on turnover using a large and heterogeneous database composed of 25,288 individuals from 150 small-sized to large organizations in different industries. After controlling for global climate, we found that climate variability has a curvilinear effect on turnover. Although low levels of climate variability have mild effects on turnover, moderate to high levels of climate variability are associated with increasingly high turnover rates. Moreover, climate variability also plays a moderating role in the relationship between global climate and turnover such that a high level of climate variability impairs the beneficial effects of a positive global climate on turnover. Implications for theory, practice and future research are discussed.

Paper is Available to Meeting Registrants Only.

OB: Effects of Transformational Leadership on Employability and Employee Retention 

Author: **Sophia Rose Thomas**, *Arizona State U.*
Author: **Mai P. Trinh**, *Arizona State U.*

Employee retention is a major problem for organizations, especially for small and medium-sized organizations, which make up 99.7 percent of U.S. Organizations. Research reveals how leadership style affects employee retention, showing that supervisors who are transformational help to reduce employee turnover. However, little research has assessed the interdependent dynamics of transformational leadership, employability, and employee retention. Furthermore, employability is a sparsely discussed concept in the literature, making it a novel inquiry to consider in the dynamics of employee retention. This research employs agent-based modeling (ABM) to examine the dynamics of employee retention while considering the interdependent nature of modern organizations and workforce. The goal is to look at the relationships between the degree of transformational leadership of leader, the employability factors of individual employees, and employee turnover. The model will input data from previous empirical research to define parameters for these variables in NetLogo. This simulation model shows how workers and leaders interact and how these interactions affect the employability and retention of each employee over time, as well as how employability affects the individual's turnover behavior once they become dissatisfied with their leader. Results demonstrate that there is a positive relationship between transformational leadership and employability, and transformational leadership and employee retention, in some organizations from the model. This study contributes to organizational research on retention by looking at the dynamic impacts of both transformational leadership and employability in an employee's decision to leave their organization. Additionally, changes in this study can look at other factors affecting employee retention. The resulting research will impact practice by clarifying the interdependence of leadership and employability on employee retention, leading to new innovations to decrease the turnover in organizations. This model will be replicable and adjustable to look at other factors impacting employee retention that are worth studying.

Paper is Available to Meeting Registrants Only.

OB: Why Leader Workaholism is Linked to Subordinate Work Withdrawal? A Moral Licensing Perspective

Author: **Yaqing He**, *U. of Illinois at Urbana-Champaign*
Author: **Sunjin Pak**, *California State U., Bakersfield*
Author: **Sang-Hoon Lee**, *U. of Illinois at Urbana-Champaign*
Author: **Amit Kramer**, *U. of Illinois at Urbana-Champaign*

Based on moral licensing theory, we propose that employees who work with a leader that shows high workaholism are more likely to experience after-hours work-related ICT demands, which would be considered morally praiseworthy under a leader who spends more time on work than on other activities in life. After-hours work-related ICT demands, in turn, activate two psychological mechanisms that ultimately affect work withdrawal. First, after-hours work-related ICT demands are associated with greater psychological entitlement, which increases work withdrawal. Second, after-hours work-related ICT demands are associated with greater emotional exhaustion, which increases work withdrawal. Results show that the serial mediation relationship between leader workaholism and work withdrawal was positive and significant for subordinates with high and low family identity salience, but the effect was stronger for subordinates with high family identity salience. Therefore, this study illustrates that leader workaholism and subordinates' work withdrawal are related through subordinates' after-hours work-related ICT demands and two psychological mechanisms (psychological entitlement and emotional exhaustion). The strength of this serial mediation relationship varies depending on the family identity salience.

Paper is Available to Meeting Registrants Only.

OB: Laissez-faire Leadership and Turnover: The Role of Employee's Organizational Identity Threat

Author: **Veronique Robert**, *Toulouse School of Management*

Author: **Christian Vandenberghe**, *HEC Montreal*

While research has largely explored the effects of leadership on employee turnover, the mechanisms explaining the effects of passive forms of leadership, such as laissez-faire leadership, on turnover remain unexplored. As agent of liaison between employees and the organization, leaders have an important role in fostering the meaning of their employee's membership in the organization. According to social identity theory, employees develop a sense of organizational identity based on their membership to the organization. When laissez-faire leaders do not interact with their employees and neglect them, they may threaten the value of employees' membership in the organization, and as such their organizational identity. Thus, we introduce the construct of organizational identity threat to explain how laissez-faire leadership enhances turnover among subordinates. We specifically posited that laissez-faire leadership would relate to reduced employee psychological attachment (i.e., affective organizational commitment) to the organization, increased psychological detachment (i.e., turnover intentions), and increased likelihood of voluntary turnover through organizational identity threat. These predictions were tested in two studies using three-wave time-lagged designs. Study 1 (N = 757) found that organizational identity threat mediated the relationship between laissez-faire leadership and turnover intentions and affective organizational commitment. Study 2 (N = 731) replicated these results, while controlling for the effect of workplace isolation. Moreover, we found that laissez-faire leadership had positive indirect effect on employee actual turnover through organizational identity threat. The implications of these results for laissez-faire leadership and turnover research are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **355** | Submission: **12638** | Sponsor(s): **(OB, CM, GDO)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 9:30AM - 11:00AMPT (UTC-7)**

How Contextual Cues Shape Employee Voice *How Contextual Cues Shape Employee Voice*



Organizer: **Nicole Abi-Esber**, *Harvard Business School*
Organizer: **Hayley Blunden**, *American U., Kogod School of Business*
Discussant: **Elizabeth McClean**, *Cornell SC Johnson College of Business*
Presenter: **Alexandra Noel Figueroa**, *U. of Utah, David Eccles School of Business*
Participant: **Amelia Stillwell**, *U. of Utah*
Participant: **Tamara Calzado Real**, *U. of Utah*
Participant: **Elizabeth R. Tenney**, *U. of Utah, David Eccles School of Business*
Participant: **Barbara Blair**, *U. of Utah, David Eccles School of Business*
Presenter: **Patricia Satterstrom**, *New York U.*
Presenter: **Garrett L. Brady**, *London Business School*
Participant: **Niro Sivanathan**, *London Business School*
Presenter: **Yasha Spriha**, *Robert H. Smith School of Business, U. of Maryland*
Participant: **Niranjan Srinivasan Janardhanan**, *London School of Economics*
Participant: **Taeya Howell**, *Brigham Young U.*
Presenter: **Daniel M Cable**, *London Business School*
Participant: **Zannie Giraud Voss**, *Southern Methodist U.*
Participant: **Glenn Voss**, *Southern Methodist U.*

Employee voice, the proactive communication of ideas, suggestions, concerns, or opinions with the intent to improve organizational functioning, has the power to significantly improve both team and organizational performance. Despite the well-documented benefits of encouraging employee voice in organizations, there is relatively little research about how to empower employees to speak up in organizations, or the contextual cues and employee behaviors that can create an organizational context conducive to voice expression, a key antecedent of voice. This symposium is designed to advance organizational research by building a deeper understanding of how contextual cues – manager and employee behaviors and perceptions – shape the voice context. Specifically, we examine how such cues influence the decision to voice or not, as well as reactions to the decision to voice (including voice recognition and endorsement), and related employee outcomes.

Microaggressions Suppress Workplace Voice, but Accountability Can Help

Author: **Alexandra Noel Figueroa**, *U. of Utah, David Eccles School of Business*
Author: **Amelia Stillwell**, *U. of Utah*
Author: **Tamara Calzado Real**, *U. of Utah*
Author: **Elizabeth R. Tenney**, *U. of Utah, David Eccles School of Business*
Author: **Barbara Blair**, *U. of Utah, David Eccles School of Business*

How the Changing Nature of Social Hierarchy Impacts Voice

Author: **Patricia Satterstrom**, *New York U.*

The Role of Leader Dominance-Orientatation in Predicting Voice Endorsement

Author: **Garrett L. Brady**, *London Business School*
Author: **Niro Sivanathan**, *London Business School*

Recognizing Silence is Golden: The Role of Managerial Power in Silence Detection

Author: **Yasha Spriha**, *Robert H. Smith School of Business, U. of Maryland*
Author: **Niranjan Srinivasan Janardhanan**, *London School of Economics*
Author: **Taeya Howell**, *Brigham Young U.*

Psychological Safety, Workforce Diversity, and Citizenship Behaviors

Author: **Daniel M Cable**, *London Business School*
Author: **Zannie Giraud Voss**, *Southern Methodist U.*
Author: **Glenn Voss**, *Southern Methodist U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **356** | Submission: **16810** | Sponsor(s): **(OB, GDO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 9:30AM- 11:00AMPT (UTC-7)** at **Seattle Convention Center in Room 305**

**Work and Collaboration Across and Between the Global
South and Global North**
Work Across and Between Global North and South



Organizer: **Bobbi Thomason**, *Pepperdine Graziadio Business School*
Discussant: **Mukta Kulkarni**, *Indian Institute of Management, Bangalore*
Presenter: **Ning Su**, *Ivey Business School*
Presenter: **Madeleine Stefanie Rauch**, *Stanford U. & Copenhagen Business School*
Presenter: **Caroline Stratton**, *Florida State U.*
Presenter: **Karim Jetha**, *Florida International U.*
Presenter: **Nana Yaa Antwi-Gyamfi**, *IESE Business School*
Presenter: **Yih-teen Lee**, *IESE Business School*

There is an extensive body of work on global work and cross-cultural collaboration. However, there is reason to believe that unique dynamics emerge when work occurs across and between the Global North and Global South, a phenomenon which has been understudied in management scholarship. The research in this symposium seeks to explore those dynamics. When considering dynamics between the Global South and Global North, management research has often focused on the mechanisms by which status hierarchies between the Global South and Global North are maintained. This symposium moves scholarship on collaboration between the Global South and Global North beyond the status hierarchies that have importantly been examined to consider a more scope of questions and uncover dynamic processes. For example: How do the Global North and South influence one another as individuals and organizations in each seek to build capacity? How do the Global South and Global North shape one another's imaginations, work identities and sense of the meaning of their work? In what ways do work interactions and collaborations challenge and frustrate respective parties, and in what ways do these interactions empower and enrich participants?

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: 357 | Submission: 17644 | Sponsor(s): (OB, GDO, CTO)

Session Format: **In-person Only: Seattle**

Scheduled: **Saturday, Aug 6 2022 9:30AM- 11:00AMPT (UTC-7)** at **Seattle Convention Center in Room 306**

**Proceeding With Caution: On a Thoughtful and Just
Integration of Technology into Society**
Integrating Technology into Society



Coordinator: **Maya J. Cratsley**, -

Coordinator: **Vincent Rice**, -

Discussant: **Nathanael Fast**, *U. of Southern California*

Presenter: **Maya J. Cratsley**, -

Presenter: **Thema Monroe-White**, *Berry College-Campbell Sch. of Bus*

Presenter: **C. Malik Boykin**, *Brown U.*

This symposium will explore, from various perspectives, what it might mean to thoughtfully integrate technology into our society. The first presentation (Cratsley, Fast, & Boykin) will highlight the ways in which augmentation of social-contextual information may encourage people to endorse the use of technological surveillance tools that they might have otherwise rejected. In illuminating these vulnerabilities, this project encourages more thoughtful deliberation about the use of surveillance technologies in society. The second presentation (Kozlowski, Larivière, Sugimoto, & Monroe-White) demonstrates how algorithms may be used to help us uncover important inequities in society. In doing so, it highlights the perils of algorithmic bias as well as the promise of un-biased algorithms. The final project (Boykin, Rice & Brown) will discuss varying notions of fairness, and offer new tools for teaching algorithmic fairness to diverse learners and assessing their preferences between fairness definitions in machine-learning applications. These tools provide opportunities for future research that may help us improve machine-learning algorithms to better serve the interests of society at large, with a focus on incorporating the perspectives of diverse populations.

Befriending Big Brother: The Role of Social Context in Endorsement of Surveillance

Author: **Maya J. Cratsley**, -

Author: **Nathanael Fast**, *U. of Southern California*

Author: **C. Malik Boykin**, *Brown U.*

Addressing Algorithmic Bias in the Interrogation of Inequitable Patterns in Scientific Discourse

Author: **Diego Kozlowski**, *U. of Luxembourg*

Author: **Vincent Larivière**, *U. of Montreal*

Author: **Cassidy Sugimoto**, *Georgia Institute of Technology*

Author: **Thema Monroe-White**, *Berry College-Campbell Sch. of Bus*

Teaching Algorithmic Literacy to Assess Preferences for Machine Learning Fairness Metrics

Author: **C. Malik Boykin**, *Brown U.*

Author: **Vincent Rice**, -

Author: **Thema Monroe-White**, *Berry College-Campbell Sch. of Bus*

Author: **Sarah Brown**, *U. of Rhode Island*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **358** | Submission: **16412** | Sponsor(s): **(ONE, ENT, OSCM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 9:30AM - 11:00AMPT (UTC-7)**

Circular Economy and the Puzzle of Formalisation *Circular Economy/Formalisation Puzzle*



Session Chair: **Paul Dewick**, *Keele Business School, Keele U., U.K*
Speaker: **Valentina De Marchi**, *Department of Economics and Management, U. of Padova*
Speaker: **Jeff York**, *U. of Colorado, Boulder*
Speaker: **Jonatan Pinkse**, *U. of Manchester*
Panelist: **Patrick Schroeder**, *Institute of Development Studies*
Discussant: **Adriana Marotti De Mello**, *U. of Sao Paulo*
Discussant: **Jose Pineda**, *U. Privada San Juan Bautista*
Discussant: **Ronnie Ramlogan**, *U. of Manchester*
Panelist: **David Littlewood**, *U. of Sheffield Management School*
Discussant: **Sherwat Elwan Ibrahim**, *American U. in Cairo*
Discussant: **Joyce Mdiniso**, *U. of Zululand*
Discussant: **Morgan Ndlovu**, *U. of South Africa*
Panelist: **Joseph Sarkis**, *Worcester Polytechnic Institute*
Discussant: **Weslynn S. Ashton**, *Illinois Institute of Technology*
Discussant: **Joanna Kámiche-Zegarra**, *U. del Pacifico*
Discussant: **Felix Donker**, *U. of South Africa*
Panelist: **Subhasis Ray**, *Xavier Institute of Management Bhubaneswar*
Discussant: **James J. Cordeiro**, *State U. of New York*
Discussant: **Joerg S. Hofstetter**, *Kedge Business School*
Discussant: **Tolu Ifedapo Adebayo Olarewaju**, *Keele Business School, Keele U., U.K*
Speaker: **Michael V. Russo**, *U. of Oregon*

Proponents present the circular economy (CE) as an alternative to traditional, linear systems that use natural resources indiscriminately. The puzzle guiding this AOM PDW is that the CE model needs to be ‘tested’ under more diverse and ‘extreme’ (i.e., unstructured, uncertain) contexts. With economic growth at the top of the agenda for Global South (GS) countries, it is important to explore how production and consumption systems could become more circular, and what would be the consequences of doing so. How could GS countries move away from precarious, informal economic contexts to build circular modes of production and highly collaborative supply chains that compete in global markets? What are the impacts of expanding circular systems on local ecosystem resources? How are societal issues such as justice, equity and inclusion related to the adoption and diffusion of circular practices in informal contexts, under weak regulatory regimes, where opportunities for exploitation are prevalent? We anchor the PDW not in a particular theoretical perspective, but a problem-based framing that ‘stress tests’ the CE model in ‘extreme’ contexts. Through a three-phase process, the aim of the PDW is to bring together interdisciplinary perspectives to explore tensions associated with the diffusion and scaling up of CE principles and practices in four informal contexts: agro-forestry in the Amazon, waste picking in South Africa, ocean plastics in the Philippines, and cross-sector COVID management in India. The PDW is organised by Future Earth CE Working Group, offering an established network and digital infrastructure to facilitate long-term active engagement for AOM researchers beyond the PDW.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **359** | Submission: **16133** | Sponsor(s): **(SIM, IM, MH)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 9:30AM- 11:30AMPT (UTC-7)** at **Hyatt Regency Seattle in 303 Bogachiel**

**International Business and Global Peace: Investigating
Casual Mechanism**
Business and Peace: Investigating Casual Mechanism



Presenter: **Diana Madibekova**, *U. of Liverpool Management School*

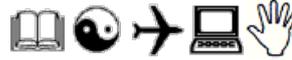
While the idea that economic prosperity fosters peace and lessens conflict between and across countries is relatively old, the field of business and peace within management studies is surprisingly new and unsurprisingly interdisciplinary. The reason that the topic of peace and business are important to business scholars and practitioners is the prevalence of conflict around the world (Oetzel et al, 2009). Given the challenges of navigating unpredictable phenomena in a constantly changing world, there has been growing policy, corporate, and academic attention to how business people do or should relate to issues of peace and conflict (Ford, 2015). Some authors argue that existing frameworks on how business can enhance peace, often referred to as “business and (for) peace” or shortly “B4P” is a small, emerging field, with considerably fewer scholars researching it and therefore with fewer studies (Katsos, 2020). The causal mechanism proposed by Fort and Schipani (2007) argues that economic development, support for rule of law, sense of community within diverse teams and two-track diplomacy are what business for peace is about that was empirically tested by Katsos and Alkafaji (2019) who subsequently suggest that the field remains on a delicate footing and this theoretical shortcoming that has practical and policy implications needs a remedy. Continued inattention to this under-studied field of business can no longer be ignored. The aim of the research is to better understand the relationship between business and peace. What is the casual mechanism between the two? Mechanism is nearly a synonym for relationship, but when we use the metaphorical term mechanism, we are stressing that there is a causal relationship between two variables. It is possible to think in those terms even when we are doing qualitative research. The existing literature (Fort & Schipani, 2007; Oetzel et al., 2009; Forrer & Katsos, 2015) is unclear about what exactly it is that firms do that results in peace. Is it that they create symbolism through their activities of shaping public discussion on climate change, equality and human rights? Is it that they bring people of different nationalities into cross-cultural teams or employ diverse managerial staff? Is it the creation of cross-border economic interdependency that makes countries more unwilling to go to war? Is it something else? The field of business and peace is a new, emerging one as it is only recently has attracted increased scholarly attention and there have been several qualitative empirical research conducted so far. Therefore, the research is guided by the following questions: 1) How can we (management academics) better understand the connection between business and peace in “buffer states: countries that are neither at war nor fully in peace”. [Turkey is the context of this research] (Katsos and Alkafaji, 2019)? 2) How do managers in multinational firms operating near conflict zones think about the relationship between business and peace? The attempt is to develop a study that will travel to a variety of audiences and construct a contribution to knowledge that is sophisticated, insightful, reasoned. In summary, this project may be interpreted as the starting point for a significant evolution of the business and peace research. Keywords: business and peace, conflict risk, qualitative methods, semi-structured interviewing
References: Ford, J. (2015). Perspectives on the evolving “business and peace” debate. *Academy of Management Perspectives*, 29(4), 451-460
Fort, T. and Schipani, C. (2007). An Action Plan for the Role of Business in Fostering Peace, *American Business Law Journal*, 44(2), 359-377
Forrer, J.J. and Katsos, J.E. (2015). Business and Peace in the Buffer Condition. *Academy of Management Perspectives*, 29, 438-450
Katsos, J. (2020). Business, Human Rights and Peace: Linking the Academic Conversation. *Business and Human Rights Journal*. Cambridge University Press, 5(2), 221-240
Katsos, J. and Alkafaji, Y. (2019). Business in War Zones: How Companies Promote Peace in Iraq. *Journal of Business Ethics*, 155(1), 41-56
Oetzel, J., Westermann-Beyhalo, M., Koerber, C., Fort, T., and Rivera, J. (2009). Business and Peace: Sketching the Terrain. *Journal of Business Ethics* 89(2), 351-373

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Caucus**
Program Session: **360** | Submission: **12968** | Sponsor(s): (CAU)
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 9:45AM- 11:15AMPT (UTC-7)**

**Creating a Better World Together: The Native,
Aboriginal and Indigenous People’s Caucus**
Native, Aboriginal & Indigenous People’s Caucus



Session Chair: **Kiri Dell**, *U. of Auckland*
Session Chair: **Dara Kelly**, *Simon Fraser U.*

This 12th Native, Aboriginal & Indigenous People’s Caucus offers management scholarship discussion relevant for, and by Native and Indigenous People. The Caucus continues to provide a space for AOM’s commitment to recognizing value in using non-Western thought to improve management science that enhances the well-being of Indigenous communities and provides dialogue and solutions towards global challenges.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Symposium**
Program Session: **361** | Submission: **15783** | Sponsor(s): (AAT, ODC)
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 10:00AM - 12:00PMPT (UTC-7)** at **The Westin Seattle in Pike**

Future of Managing Work and Life in the Post-COVID-19 Era

Future of Managing Work and Life



Organizer: **Boram Do**, *Yonsei U.*
Organizer: **Najung Kim**, *Kookmin U.*
Participant: **Yan Shen**, *U. of Victoria*
Participant: **Taeyeon Kim**, *Yonsei U.*
Presenter: **Sungchul Noh**, *Saitama U.*
Participant: **Yeunmee Ryu**, *Seoul National U.*
Participant: **Dongil Jang**, *Carlson School of Management*
Presenter: **Matthew CB Lyle**, *U. of Colorado, Colorado Springs*
Participant: **Ashley Hockensmith**, *U. of Massachusetts, Amherst*
Participant: **Ovidiu Cocieru**, *U. of Massachusetts, Amherst*
Discussant: **Jean M. Bartunek**, *Boston College*

This symposium aims to explore how to generatively and proactively respond and manage a pandemic or other uncontrollable and physically restricted circumstances especially in the emerging work contexts. The presenters will explore key phenomena that are relevant to enhancing such capability: a personal domain, mobile leisure behaviors, gig working, and organizations being enablers of life. Drawing on different theoretical lenses and empirical contexts, the presenters will examine the changed meanings and impacts of each phenomenon after the arrival of COVID-19.

Managing Multiple Domains of Life with Limited Resources in The Midst of COVID-19

Author: **Najung Kim**, *Kookmin U.*
Author: **Yan Shen**, *U. of Victoria*

Managing Work Stressors During COVID-19: The Role of Mobile Leisure Behaviors

Author: **Boram Do**, *Yonsei U.*
Author: **Taeyeon Kim**, *Yonsei U.*

Beyond The Dichotomy of Good and Bad Job: The Exchange of Meaning Between Offline and Online Work

Author: **Sungchul Noh**, *Saitama U.*
Author: **Yeunmee Ryu**, *Seoul National U.*
Author: **Dongil Jang**, *Carlson School of Management*

We Still Matter! The Continued Relevance of Pre-COVID Theories in a Post-COVID World

Author: **Matthew CB Lyle**, *U. of Colorado, Colorado Springs*
Author: **Ashley Hockensmith**, *U. of Massachusetts, Amherst*
Author: **Ovidiu Cocieru**, *U. of Massachusetts, Amherst*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **362** | Submission: **16298** | Sponsor(s): (**AFAM, GDO, SIM, OB**)
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 10:00AM - 11:30AMPT (UTC-7)** at **Sheraton Grand Seattle in Boren**

Race and Identity in the South African MBA Classroom: Insights for the US and Beyond
Race-Identity in the MBA: South Africa US & Beyond



Organizer: **Anthony Prangley**, *Gordon Institute of Business Science*
Organizer: **Dorothy Ndletyana**, *Organisation Behaviour*
Organizer: **Michele Ruiters**, *GIBS*

The workshop aims to help you, your colleagues and importantly your students work with issues of race and identity in the pressure cooker of the MBA. Participants in this workshop will hear from diverse leading faculty working with race and identity in the post-Apartheid South African MBA classroom. South Africa has transitioned to a democracy but many of the entrenched inequalities and social fractures remain. The presenting faculty will draw mainly from their MBA course, which won the Aspen Institute award for pioneering teaching to resolve the world's grand challenges. The South African experience will be compared to the participants' US and global experience in order to identify shared and differing perspectives. We hope Africa can be the source of theory building rather than only a location for the adaptation of global (often western) theory. The workshop will be participatory involving small group discussion and the visual capturing of the issues raised. Participants will leave with a useful summary of success (and failure), shared stories, tough questions, solid resources and relevant theory. Come and join us to hear unearthen new insights and make innovative conceptual connections.

This is limited to 40 attendees on a first-come basis to allow for effective small group discussions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **363** | Submission: **13282** | Sponsor(s): **(ENT)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom "meeting" style**
Scheduled: **Saturday, Aug 6 2022 10:00AM - 12:00PMPT (UTC-7)** at **Seattle Convention Center in Room 620**

**Advances in Entrepreneurship Education:
Refining Pedagogy by Incorporating the Emerging
Perspectives**



Entrepreneurship Education & Emerging Perspectives

Session Chair: **Imran Muhammad Ilyas**, *U. of Jyväskylä School of Business*
Distinguished Speaker: **Alain Fayolle**, *EMLYON Business School*
Session Chair: **Juha Kansikas**, *U. of Jyväskylä School of Business*
Session Chair: **Mari Suoranta**, *U. of Jyväskylä*
Discussant: **Charlotta Johnsson**, *Lund U.*
Discussant: **Francisco Liñán**, *U. of Sevilla*
Discussant: **Michela Loi**, *U. of Cagliari*
Discussant: **Sarfraz A. Mian**, *State U. of New York at Oswego*
Discussant: **Wadid Mohamed Lamine**, *Telfer School of Management, U. of Ottawa*
Discussant: **Yuliya Snihur**, *TBS Education*
Discussant: **Ikhtlaq Sidhu**, *UC Berkeley*

There are emerging perspectives in entrepreneurship such as effectuation, improvisation, bricolage, design thinking, lean startup, and business models. Efforts have been dedicated in entrepreneurship education to develop multiple frameworks based on these emerging perspectives to guide students and entrepreneurs successfully explore and exploit entrepreneurial opportunities. Moreover, some scholars in entrepreneurship education analyzed the role of business model frameworks, lean startup methodology, and design cognition. However, research on entrepreneurship education largely remained limited about how to reframe various aspects of entrepreneurship education (e.g., learning objectives, pedagogies, assessment tools) to better reflect the emerging perspectives in entrepreneurship education. This PDW is intended to extend research community activeness to study the opportunities for entrepreneurship education based on emerging perspectives in entrepreneurship. Multiple perspectives related to future research initiatives, but also on managerial suggestions, policy agendas, and educational innovations are encouraged.

Pre-registration is not required for this session. Interested scholars are welcome to drop in the day of workshop. To receive feedback on paper, interested applicants should submit by July 5: (1) the full paper (25-30 pages) or paper proposal (4-5 pages). (2) brief overview outlining any questions or specific concerns they are hoping to receive feedback on. Submissions should be sent via e-mail to mimran@jyu.fi with subject heading "AOM PDW 2022 Entrepreneurship education".

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **364** | Submission: **19719** | Sponsor(s): **(EXH)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 10:00AM - 11:30AMPT (UTC-7)** at **Seattle Convention Center in Room 613**

Whisky, Shortbread and Internationalisation: Adam Smith Challenge and Networking Event *Adam Smith Challenge and Networking*

Organizer: **Belgin Okay-Somerville, U. of Glasgow**

We invite friends of the Adam Smith Business School to our Smith Challenge and Networking event! During the 90-minute session, we will discuss the challenges and opportunities afforded by internationalisation and explore joint ventures and initiatives for a post-pandemic age, for example stackable degree portfolios and impactful research. Part of the Smith Challenge is a fun-packed competitive exploration of the great man, culminating in Smith tercentenary prize!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Women Workers as Victims of Covid-19 Working from Home: Fact or Fiction?

Session Moderator: **Myleen Leary**, *Montana State U.*

GDO: Working Moms’ Perceptions of Fairness at Home and Work: A Textual Analysis of Sentimental Polarity  

Author: **Matthew Aplin-Houtz**, *U. of Missouri -St. Louis*
Author: **Emily Lane**, *College of Business Administration, U. of Missouri - St. Louis*
Author: **April Rowsey**, *Union U.*

ABSTRACT The current literature depicts highly unfair circumstances for working mothers. However, the theories within this literature carry inherent bias per Hawthorne/secondary observer effects. Using a naturalistic approach, we sampled social media comments to determine if current theory associated with fairness perceptions of working mothers translated into real world settings. With the qualitative turned quantitative variables, we conducted a nonparametric factorial ANOVA to determine if a significant relationship were present between fairness perceptions in the work and home environments. Additionally, we evaluated if Covid-19 augmented fairness perceptions. Our findings suggest that the current theory of negativity translates to real world settings for working mothers for both the work and home environments. Additionally, the Covid-19 pandemic in itself presented negatively for comments for working mothers. However, the current theory associated with the pandemic amplifying overall perceptions of fairness in both the work and home environment was not able to be validated per our findings. Additionally, our finding of a shift to more positive tone in fairness perceptions when a working mother discussed both the home and work environment gives further support for the literature associated with the overall positive impact of remote work.

Paper is Available to Meeting Registrants Only.

GDO: A Commentary on the Research About the Impact of COVID on Women 

Author: **Myleen Leary**, *Montana State U.*

COVID-19’s impact on the economy, unemployment, and women around the world has been shown repeatedly since the first lockdown in 2020. Studies that have focused on the impact on women have largely come to their conclusions based on an implicit two-parent, heteronormative assumption of women’s roles and responsibilities in the family. As the world’s economies begin to open and organizations hope to rebound to pre-pandemic levels of staffing, it is important to highlight the existence and impact of this implicit assumption. I argue we would be better served if we can use a more inclusive approach to discuss the impact of non-work responsibilities. With this expanded view, organizations can promote policies and practices that benefit women as well as anyone in non-traditional families in an effort to promote equity.

Paper is Available to Meeting Registrants Only.

GDO: The Relentless Times: Exploring Newspaper Discourses on Shecession and Gendered Inequalities  

Author: **Lakshmi Balachandran Nair**, *Luiss Guido Carli U.*

The multitude of societal disruptions caused by COVID-19 also includes large-scale unemployment. Both men and women have encountered job losses during the pandemic. However, the inequalities experienced by women in the workforce were intensified due to COVID-19, which led to a disproportionate negative impact on working women. According to International Labor Organization’s new policy brief, the number of employed women has decreased by 13 million from 2019 to 2021 (ILO, 2021). During the pandemic, women have faced a drop of 4.2% in employment, which amounts to 54 million job losses globally. Indeed, there are regional variations to this large-scale employment losses, with the Americas experiencing the worst (9.4%), followed by the Arab states (4.1%), Asia-Pacific (3.8%), Europe-Central Asia (2.5%), and Africa (1.9%). Building forward a fairer global society involves placing gender equality and exploring gender-responsive measures in the forefront of the pandemic recovery efforts. Hence the main aim of this article is to discuss the role of COVID-19 on the lives of working women. In particular, we are interested in exploring a contemporary phenomenon namely “shecession”. In the sections below, we provide a background of the role of working women in the labor market, followed by a discussion of shecession, social time, and intersectionality. In particular, our focus is on identifying the repertoires underlying shecession as well as on examining the role of social time as an agent in shecession. Our study thus contributes to the literature on time, gender, and business ethics by exploring how social time and gender play a role in accentuating inequalities in the labor market and thereby shaping shecession.

Paper is Available to Meeting Registrants Only.

GDO: The Female Face of COVID-19: Burnout in Working Women and the Quest for Resilience    

Author: **Yvette Mucharraz Y Cano**, *IPADE Business School*
Author: **Diana Dávila Ruiz**, *U. Anáhuac*
Author: **Karla Cuilty**, -

Gender inequity seems to have worsened during the COVID-19 contingency. Work-life conflict and burnout were preexisting conditions when the pandemic started, but the increment in job demands as well as household and maternal responsibilities resulted in an increase in burnout in working women. The present study was developed to understand how the COVID-19 pandemic impacted burnout among working women. The theoretical background was based on the Job Demand-Control-Support (JDCS) conceptual framework and considered the model of support and resilience in which organizational and family involvement act as moderators. As part of our online survey, the Maslach Burnout Inventory was applied to a universe of 704 working women in Mexico during the pandemic in 2021. Our results revealed an increase in burnout for working women, reflected in the levels of exhaustion, depersonalization, and the self-perception of personal efficacy. As the findings show, the COVID-19 pandemic was an aggravating factor, and the development of resilience as a moderator required organizational and structural support to mediate the effect of burnout. This study provides evidence for the variable of structural support in the conceptual model, introduced to reflect the influence of external aid, which differs from family support, and the results show its relevance.

Paper is Available to Meeting Registrants Only.

Author: **Ann Sophie Lauterbach**, *U. of Konstanz*

Author: **Carolina Opitz**, *U. of Konstanz*

This study aims to examine whether the transition from working in an office to working remotely, forced by the Covid-19 pandemic, impacts employee absenteeism and presenteeism over time. Based on conservation of resources theory, we hypothesize that changing from an office to a remote work setting leads to decreased absenteeism and increased presenteeism among employees. We further assume that these relationships differ between gender subgroups as women experience the boundaries between the work and life area as more permeable, take over more domestic responsibilities, and, thus, have fewer resources available to cope with work tasks. We investigated how absenteeism and presenteeism developed using a sample of 514 white-collar workers tracked over two years. In a discontinuity growth model framework, zero-inflated negative binomial regressions showed decreased absenteeism and increased presenteeism after the transition to remote work. Contrary to our assumptions, subgroup analyses revealed that women showed a stronger decrease in absenteeism than men and a similar level of presenteeism. We discuss our contributions and the implications for corporate leadership and occupational health management.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **366** | Submission: **17769** | Sponsor(s): **(GDO, RM, OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 10:00AM- 12:00PMPT (UTC-7)** at **Sheraton Grand Seattle in Jeffers on A**

Diversity Dilemma: Defining, Measuring, and Accessing Diverse Samples

Defining, Measuring, and Accessing Diverse Samples



Session Chair: **Andrea Floyd**, *GDO*
Session Chair: **Mary Miata Struzska-Tyamayev**, *Boston College*
Organizer: **Mauricio Mercado**, *Iowa State U.*
Organizer: **James Edward Murrell**, *U. of Alabama at Birmingham*
Organizer: **Terrance L. Boyd**, *Louisiana State U.*
Organizer: **Jennifer Robin Bishop**, *Impact of Gender Diversity on work Performance at Work place*
Organizer: **McKenzie Preston**, *The Wharton School, U. of Pennsylvania*
Organizer: **Tosen Nwadei**, *Emory U., Goizueta Business School*
Panelist: **Lawrence Houston**, *Rutgers U. SMLR*
Panelist: **Tiffany Dawn Johnson**, *Georgia Institute of Technology*
Panelist: **Michael Addison Johnson**, *Louisiana State U.*
Panelist: **Amelia Stillwell**, *U. of Utah*
Panelist: **Vivian Xiao**, *Stanford U.*

The 2022 AOM conference theme, *Creating a Better World Together*, highlights the need for scholars to reflect on how we conduct, understand, and employ management research in increasingly diverse contexts. In this professional development workshop (PDW), we focus on decisions and outcomes related to defining, measuring, and accessing diverse samples in management research. On one hand, management research aims to include a diverse sample of individuals to increase the generalizability of findings (Simons, Shoda, & Lindsay, 2017). On the other hand, experiences of professionals from different underrepresented backgrounds may significantly diverge, thus illuminating the need to study heterogeneous samples to precisely observe patterns within and between social groups. These methodological quandaries related to representative sampling procedures are a primary consideration of this PDW. Further, the PDW will seek to address the current lack of definitional clarity surrounding the construct of diversity which significantly hampers knowledge development in organizational studies. Moreover, this PDW will serve as a space to generate dialogue on how decisions affect the interpretation of empirical findings and implications for practice. Finally, we will discuss practical considerations for researching historically understudied, marginalized populations. Workshop attendees will have an opportunity to receive feedback about specific challenges related to current and future research projects from the expert panelists and other participants.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **367** | Submission: **11840** | Sponsor(s): **(GDO, SIM, OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 10:00AM - 11:30AMPT (UTC-7)** at **Sheraton Grand Seattle** in **Dashpoint**

Exploring the Diversity and Inclusion-Business Ethics Interface

Exploring the DEI-Business Ethics Interface



Session Chair: **Lauren E. Aydinliyim**, *City U. of New York, Baruch College*
Session Chair: **Dorothea Roumpi**, *Pennsylvania State U.*
Discussant: **Jessica Alynn Kennedy**, *Vanderbilt U.*

Different socio-cultural groups may engage with and respond to diversity and inclusion initiatives in different ways. As a result, diversity and inclusion initiatives may actually perpetuate continued inequalities, regardless of the intentions of an organization, raising important question about what diversity and inclusion initiatives should look like. This highlights the critical – but all too often unclear or under recognized – connection between the fields of diversity, equity, and inclusion (DEI) and business ethics research. In this presenter symposium, we explore the DEI-business ethics interface via five current projects that clarify this research interface and clarify how different socio-cultural groups of employees engage with or respond to diversity and inclusion initiatives.

Diversity and Ethical Outcomes: A Review and Road Map for Future Research

Author: **Sun Young Kim**, *IESEG School of Management*
Author: **Danielle E. Warren**, *Rutgers U.*
Author: **Chao Chen**, *Rutgers U.*
Author: **Katherine Phillips**, *Columbia Business School*

Impacting Perceptions of Fit Using LGBT Diversity Signals

Author: **Cody Bradley**, *U. of Arkansas*
Author: **Kristie Joy Neff Moergen**, *U. of Arkansas, Fayetteville*
Author: **Dorothea Roumpi**, *Pennsylvania State U.*
Author: **Lauren Simon**, *U. of Arkansas*

Pronoun Disclosure Policies: Promoting Diversity Climate or Causing Moral Outrage?

Author: **Lauren E. Aydinliyim**, *City U. of New York, Baruch College*
Author: **Dorothea Roumpi**, *Pennsylvania State U.*
Author: **Danielle E. Warren**, *Rutgers U.*

CEO Gender, Institutional Pressures, and Controversial Diversity Policy Adoption

Author: **Zhaoyi Yan**, *IE Business School, IE U.*

Ethical and Tangible: The Dual Benefits of Organizational Racial Diversity

Author: **Sun Young Kim**, *IESEG School of Management*
Author: **Denise Lewin Loyd**, *U. of Illinois at Urbana-Champaign*
Author: **Michelle Checketts**, *U. of Illinois at Urbana-Champaign*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



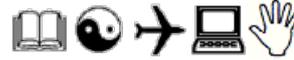
Diversity-oriented



Selected as a Best Paper

□
Session Type: **PDW Workshop**
Program Session: **368** | Submission: **13756** | Sponsor(s): **(INDAM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 10:00AM - 12:00PMPT (UTC-7)** at **Seattle Convention Center in Room 304**

**Indigenous Indian Management:
Conceptualization, Practical Applications and
Pedagogical Initiatives**
Indigenous Indian Management



Coordinator: **Ashish Pandey**, *Indian Institute of Technology, Bombay*
Discussant: **Pawan S. Budhwar**, *Aston U.*
Discussant: **Dharm Prakash Sharma Bhawuk**, *U. of Hawaii at Manoa*

India has emerged as a dominant economic player in the global economy, which calls for paying attention to the theories and practices that it contributes to scholarship in management. In this workshop, we propose a pluralistic framework to classify research by crossing type of research (the etic-emic framework) with type of construct (the atomistic-holistic framework). This allows us to show what types of research are carried out thus far in the Indian management. We also present the framework that incorporates core cultural ideas, uniqueness and hybridity of institutions and behavioral manifestations of Indians to further develop indigenous Indian management research and teaching.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **369** | Submission: **18438** | Sponsor(s): **(MBR)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Saturday, Aug 6 2022 10:00AM - 11:00AM PT (UTC-7)**

Career Services PDW Panel/Featured Speaker

Career Services PDW

Coordinator: **Wendy A. Kramer**, *Academy of Management*
Facilitator: **Angela K. Miles**, *North Carolina Central U.*

Career Services will once again host a one-hour session addressing a job market trend impacting you, our member. Join us for this interactive workshop.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **370** | Submission: **14626** | Sponsor(s): **(MH)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Saturday, Aug 6 2022 10:00AM- 12:00PMPT (UTC-7)**

Getting Published: Tips for Success

Getting Published

Organizer: **Regina Greenwood**, *Nova Southeastern U.*
Participant: **Bradley Gerald Bowden**, *Griffith U.*
Participant: **Anthony Gould**, *U. Laval*
Participant: **Foster B. Roberts**, *Auburn U. At Montgomery*
Participant: **Louise Tourigny**, *Retired*
Session Chair: **James M. Wilson**, *U. of Glasgow*

This workshop combines the experiences of seasoned management professors, editors, editorial board members, researchers and authors to provide publishing tips for those starting this aspect of academic life. Publishing strategies for articles and similar academic manuscripts will be covered and a valuable system for staying on track and establishing a pipeline of research will be shared. Lessons learned in publishing will be stressed and the editor’s perspective will also be covered.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **371** | Submission: **18510** | Sponsor(s): **(NEU)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 10:00AM - 12:00PMPT (UTC-7)** at **Seattle Convention Center in Room 604**

NEU Executive Meeting
NEU Executive Meeting

Session Chair: **Stefan Volk**, *U. Of Sydney*

Participation restricted to NEU executive committee

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Paradoxical Leadership and Behaviors

Session Moderator: **Sherzodbek Murodilla Ugli Dadaboyev**, *Kyungpook National U.*

OB: Unpacking the Paradoxical Effects of Leaders' Follower-Directed Prosocial Rule Breaking on Followers 

Author: **Iris D. Zhang**, *Harbin Institute of Technology*
Author: **Mo Chen**, *School of Management, Harbin Institute of Technology*
Author: **Yitong Fu**, *Harbin Institute of Technology*

Given the paradoxical nature of leaders' follower-directed prosocial rule-breaking, which simultaneously involves sincere effort to help the followers yet violates organizational norms, our work builds a theoretical model to explain employees' psychological and behavioral reactions to this specific form of leader deviant behavior. Drawing upon social information processing theory, we propose that leaders' follower-directed prosocial rule breaking signals different social cues and elicits followers' simultaneously but contrasting feelings: On one hand, perceived acceptability of norm violations (for having behaved in norm-violation ways) and on the other, gratitude (for having done something helpful for the followers). In turn, perceived acceptability of norm violations motivates follower deviance, whereas gratitude motivates leader-directed helping. Results of a time-lagged multisource field survey data offer support for our hypotheses. We discuss the theoretical and managerial implications of these findings.

Paper is NOT Available. Please contact the author(s).

OB: Are Bad Leaders indeed Bad for Employees? A Meta-Analysis and Review of Longitudinal Studies

Author: **Peikai Li**, *Ghent U.*
Author: **Kui Yin**, *U. of Science and Technology Beijing*
Author: **Jian Shi**, *Vrije U. Amsterdam*
Author: **Toon Taris**, *Utrecht U., Department of Social, Health, & Organizational Psychology*
Author: **Tom Damen**, *Social, Health and Organizational Psychology, Utrecht U.*

Does having bad leaders have long-lasting adverse outcomes for employees? To address this question, we conducted a meta-analysis by focusing on longitudinal field studies (i.e., multi-wave and panel designs), and investigated the long-term impact of destructive leadership on employee outcomes. Results from 87 articles with 111 independent studies (N = 31,546) showed that destructive leadership has a detrimental impact on employee behavioral (e.g., OCB, deviance, CWB, and avoidance) and attitudinal outcomes (e.g., job satisfaction and work commitment). Interestingly, the cross-lagged analysis showed that whereas destructive leadership did not predict employee negative behavior over time, employees' negative behaviors did predict destructive leadership across time. Theoretical for future research and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

OB: Trouble with Big Brother: Counterproductive Consequences of Monitoring through Erosion of LMX 

Author: **Chase Thiel**, *U. of Wyoming*
Author: **Shawn T. McClean**, *U. of Oklahoma Price College of Business*
Author: **Jaron Harvey**, *Utah Valley U.*
Author: **Nicholas Ryan Prince**, *U. of Wyoming*

Changing workplace dynamics have led employers to increasingly adopt electronic monitoring technologies so supervisors can observe and ensure employee productivity—an outcome the monitoring literature has long supported. Yet, employee engagement and success depend on strong leader-member exchange (LMX), and the relational consequences of electronic monitoring for supervisor and employee are surprisingly unknown. To help resolve tension within the monitoring literature and add understanding regarding the effects of electronic performance monitoring on employee productivity, we use social exchange theory to examine the implications of electronic monitoring for the supervisor-employee relationship. We theorize that employee electronic monitoring facilitates (rather than inhibits) production deviance and inhibits (rather than facilitates) task performance by eroding the leader-member exchange relationship between supervisor and employee. Acknowledging the potential for electronic monitoring data to be useful to employees, we further argue that supervisors can buffer the negative relational consequences of electronic monitoring by using monitoring data for developmental purposes (i.e., developmental feedback). Across an experimental online study and a field study, we find converging support for our predictions and rule out alternative explanations. This research provides timely insights into how to effectively use electronic performance monitoring without promoting unintended consequences.

Paper is Available to Meeting Registrants Only.

OB: Differential Consequences of Unethical Pro-organizational Behavior: Dual-path Mechanism  

Author: **Sherzodbek Murodilla Ugli Dadaboyev**, *Kyungpook National U.*
Author: **Soyon Paek**, *Yonsei U. Wonju Campus*
Author: **Sungwon Choi**, *Yonsei U.*

Grounding upon relevant theories and insights (i.e., self-completion, self-consistency, moral licensing, and moral cleansing), we propose and test a broader framework that can explain the effects of UPB, together with its underlying processes and contextual factors. Precisely, we suggest a dual-path mechanism (state of self-esteem vs. state of guilt) of UPB consequences. We argue that UPB can have both desirable (volunteering and prosocial behavior) and undesirable (subsequent UPB and instigated incivility) consequences due to its mixed features (pro-organizational but unethical). We also examine the conditional roles of potential variables within an organization (corporate social responsibility [CSR]) and an individual (moral identity) that can influence the consequences of UPB. The results from two studies with distinct designs (Study 1 – experiment-based, and Study 2 – multi-wave survey-based) suggest empirical evidence for the proposed model. The implications and limitations are discussed, and future research considerations are identified. Keywords: unethical pro-organizational behavior (UPB); state of self-esteem; state of guilt; volunteering; instigated incivility; corporate social responsibility (CSR)

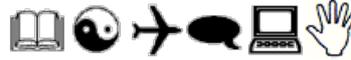
Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **373** | Submission: **12820** | Sponsor(s): **(OB, CAR, RM, GDO)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 10:00AM- 11:00AMPT (UTC-7)** at **Seattle Convention Center in Tahoma 2**

**Behind the Publication: Insights from the
Publication Process**
Behind the Publication



Organizer: **Stephanie Chan-Ahuja**, *London Business School*
Organizer: **Laura Maria Gurge**, *London School of Economics and Political Science*
Panelist: **Nancy Rothbard**, *U. of Pennsylvania*
Panelist: **Charlotte Cloutier**, *HEC Montreal*
Panelist: **Edward Chang**, *Harvard Business School*
Panelist: **Bobbi Thomason**, *Pepperdine Graziadio Business School*

Part of the training for an academic scholar includes how to conduct high-quality research. Such training typically consists of courses in research methods, study design, and literature reviews. Largely missing from this training is formal instruction on how to navigate the publication process. This is surprising given that publishing academic papers is a crucial skill in an academic career and often used as a metric to determine career outcomes. To that end, the aim of this PDW is to go behind the scenes of published papers and learn about the publication journey from prolific scholars. Our panel of distinguished scholars will share how they developed one of their papers from initial journal submission to the final published paper. This will include how they navigated the peaks and troughs in the review process, how they dealt with reviewer comments, and how they handled paper rejections. To facilitate learning about different publication processes, we have invited scholars with experience across different top management journals including *Academy of Management Journal*, *Management Science*, *Organization Science*, and *Administrative Science Quarterly*. By going “Behind the Publication” to embrace the full publication process, this PDW will provide valuable insights to early career academics. Participants will leave our PDW with a better understanding of what happens behind the scenes of a published article, including the challenges involved in the process and how to overcome them.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **374** | Submission: **19194** | Sponsor(s): **(ODC)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 10:00AM - 11:30AMPT (UTC-7)**

Change Dynamics Through the Lenses of Event System, Strong Structuration, and Improvisation

Session Moderator: **Oskar Bronsgeest**, *PhD candidate, School of Business and Economics*

ODC: **Proactive Events and the Nature of Event Chains: An EST Perspective on Employee Participation**

Author: **Oskar Bronsgeest**, *PhD candidate, School of Business and Economics*
Author: **Onno Bouwmeester**, *Vrije U. Amsterdam*
Author: **Ard-Pieter De Man**, *U. of Amsterdam*

Event System Theory (EST) suggests that understanding event chains is essential to our comprehension of organizational change dynamics. However, the question of whether different proactive events trigger different event chains remains unresolved. In this study, we analyze the effects of proactive employee participation (EP) events on the nature of event chains in planned change. Our analysis shows that different EP event types lead to different event chains in terms of development over time and across hierarchical levels. Also, the impact of the event chains on the organization is triggered by the chosen EP timing strategy. This adds to our understanding of EST by proposing that event type is an important variable when determining the nature of event chains. Our findings point to a research agenda focused on the relationship between EP timing strategies, the event chains, and the impact of planned change initiatives.

Paper is Available to Meeting Registrants Only.

ODC: **Advancing Strong Structuration Theory in Organizational Change Research**

Author: **David B. Szabla**, *Western Michigan U.*
Author: **David Jarrett**, *U. of Missouri, Kansas City*

Researchers studying organizational change can struggle to capture the full extent of phenomena, tending to focus on either agency or social structure but not both (Kennedy, O’Gorman & Lee, 2021). Because both agency and structure are implicated in change research questions, having a research method sophisticated enough to incorporate them is essential. Recent organizational change studies using Strong Structuration Theory (SST) from Rob Stones (2005) have shown promising results in taking structure and agency into account and balancing perspectives from objectivism and subjectivism. This paper examines SST as theory in detail, explains how it can represent an improvement for empirical research over older structuration theory (Giddens, 1979, 1984), and provides guidance on how to organize change research with SST. From a diverse set of published SST studies, best practices in creating effective change research case studies emerge. The paper closes by exploring how change researchers might expand SST use going forward.

Paper is Available to Meeting Registrants Only.

ODC: **Exploring Organizational Improvisation through the Experience of Small Business Managers**   

Author: **José Osvaldo De Sordi**, *Centro U. Campo Limpo Paulista (UniFACCAMP)*
Author: **Wanderlei Paulo**, *Centro U. Campo Limpo Paulista*
Author: **Carlos Jorge**, *Univeridade de Marília - UNIMAR*
Author: **Marcos Hashimoto**, *Millikin U.*
Author: **Manuel Meireles**, *Faculdade Campo Limpo Paulista*

Improvisation is an important organizational resource for dealing with unforeseen events, recurrent events typical of times of crisis, such as the Covid-19 pandemic. To analyze the phenomenon of organizational improvisation (OI) with regard to the heuristics used to achieve it, as well as its results in the business context, the narrative interview technique was used in this study to interact with 28 managers and owners of small businesses. Forty-one episodes of OI were described by the informants and analyzed using the content analysis technique. From these analyses, five categories of outcomes of OI episodes were identified, four positive and one negative. The application of seven creative tactics associated with the OI episodes in question was also evident: adaptation, copy, exaptation, frugal innovation, improvement, new combination, and nonadaptation spandrels. In terms of results, emphasis is placed on the description and analysis of two episodes of OI associated with the category of Strategic Repositioning of the organization, a phenomenon that was hitherto identified in the literature as rare but possible. As for the seven creative tactics that were identified, they provided evidence that the Adaptation construct used in some OI frameworks is incomplete and restrictive in terms of possible actions.

Paper is Available to Meeting Registrants Only.

ODC: **Motivated by Agility, Hampered by Switching: A Boundary Perspective**  

Author: **Julian Nuessle**, *PHD student in Organization and Management at U. of Tübingen*
Author: **Sylvia Gaiser**, *PHD student in Organization and Management at U. of Tübingen*
Author: **Philip Yang**, *U. of Tuebingen*
Author: **Steffen Wütz**, *Head of digital products at Porsche*

While agile working methods become more and more important in practice, the implications from applying this new work form are largely underexplored. In this paper, we contribute to the literature on the downstream effects of agile working methods from a Job-Demand-Control perspective. Our moderated mediation model suggests that agile working methods increase employees’ intrinsic task motivation through role clarity. Furthermore, we argue that this indirect effect diminishes with the frequency of switching projects. We find empirical evidence for both hypotheses using data from a field study in a manufacturing company with 206 observations of 103 employees, who were surveyed in terms of their experience with working in agile and traditional projects.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **375** | Submission: **10910** | Sponsor(s): **(ODC, OB, PNP, SAP, SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 10:00AM - 12:00PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Willow A**

Engaging with the Media as Academics

Engaging with the Media as Academics

Facilitator: **Susan R. Madsen**, *Utah State U.*

This professional development workshop is designed to assist researchers in gaining media skills to effectively communicate their work to the public. Specifically, it is for faculty, graduate students, and scholarly practitioners who are interested in sharing their research and research-based ideas beyond conferences and academic journals. It is for individuals who are interested in influencing the public toward some type of action including, but not limited to, changing public policy and other types of social change efforts. It is also intended to help scholars enlarge their impact and raise their reputations as leaders in their fields and communities. In light of the 2022 annual meeting theme—Creating A Better World Together—it seems that this session should be of interest to all attendees. We cannot help in creating a better world unless we get our research out in ways that can impact practice.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **376** | Submission: **11543** | Sponsor(s): **(OMI, ENT, OB, TIM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 10:00AM- 11:30AMPT (UTC-7)** at **Seattle Convention Center in Tahoma 5**

**Narrative & Evidence: Situating Research in Prior Literature to
Establish a Coherent Contribution**
Narrative Construction & Evidence Presentation



Organizer: **Christopher I. Rider**, *U. of Michigan, Ross School of Business*
Organizer: **Amy Zhao-Ding**, *Technical U. of Munich*
Panelist: **Christine Beckman**, *U. of Southern California*
Panelist: **Greta Hsu**, *U. of California, Davis*
Presenter: **Nathan Wilmers**, *Massachusetts Institute of Technology*
Presenter: **Pri Pradhan Shah**, *U. of Minnesota*
Presenter: **Randall S Peterson**, *London Business School*
Presenter: **Stephen L. Jones**, *U. of Washington, Bothell*
Presenter: **Amanda Ferguson**, *Northern Illinois U.*

In this professional development workshop (PDW), we address narrative construction and evidence presentation in management research, focusing on situating theoretical and empirical contributions within prior literature. In the Improving Evidence Presentation PDW in 2019 AOM Annual Meeting, editors of Administrative Science Quarterly encouraged using pre-estimation data visualizations for transparency, and authors of exemplar ASQ papers demonstrated good evidence presentation using different methods. This year’s PDW focuses on comparability, and specifically on developing theoretically-informed, empirical narratives that explicitly connect the focal study to prior research, facilitating knowledge accumulation. Editors of Administrative Science Quarterly will discuss their views on how authors can construct narratives that distinguish both theoretical argument and empirical evidence from prior work. Multiple ASQ authors will discuss how they constructed the narratives for their papers, blending theory and evidence to establish a compelling contribution. Audience members will be able to ask questions of authors and editors.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **377** | Submission: **18489** | Sponsor(s): **(PUBS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 10:00AM - 11:00AMPT (UTC-7)** at **The Westin Seattle in Vashon I**

AMR Editors Business Meeting
AMR Editors Business Meeting

Organizer: **Susan Zaid**, *Academy of Management*
Presenter: **Sherry M. B. Thatcher**, *U. of Tennessee, Knoxville*

By Invitation Only

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **378** | Submission: **16617** | Sponsor(s): **(STR, ENT, OMI)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 10:00AM- 12:00PMPT (UTC-7)** at **Seattle Convention Center** in **Skagit 4**

Bringing the Owner back into Strategic Management *Owners as Strategists*



Organizer: **Christine Scheef**, *U. of St. Gallen*
Organizer: **Thomas Markus Zellweger**, *U. of St. Gallen*
Organizer: **Mario Daniele Amore**, *Bocconi U.*
Organizer: **Taricco Paola**, *Bocconi U.*
Distinguished Speaker: **Edward J. Zajac**, *Northwestern U.*
Distinguished Speaker: **Emilie Feldman**, *U. of Pennsylvania*
Distinguished Speaker: **Brian Connelly**, *Auburn U.*
Distinguished Speaker: **Laszlo Tihanyi**, *Rice U.*

The PDW seeks to address the growing call for more research on the strategic role of ownership. We know a lot about how managers shape firm strategy; however, much less is known about how owners shape firm strategy. This is unfortunate because ownership implies control over the firm and its resources and gives owners the right to decide how value is created. Our PDW aims to develop novel perspectives on the role of ownership in the strategic management of the firm. A strategic ownership perspective acknowledges that owners are heterogeneous such as in terms of their social identities, skills and competences, investment preferences and activism, just as in the way they exercise influence over their firms. The first part of the PDW features impulse presentations by distinguished scholars, who offer their perspectives about the role of ownership in the strategic management of the firm, followed by a moderated panel discussion. The second part of the PDW features roundtable discussions to engage participants in deeper discussions with keynote speakers and receive valuable feedback to sharpen their own research. While the first part is open to everyone without pre-registration, the second part is limited to participants, who successfully submitted their one-page abstract summarizing their research idea or research project relevant to the topic. Our goal is to create awareness on the role of ownership for firm strategy, to facilitate idea generation and further development of research projects as well as scholarly networking.

The first hour of the PDW is open to anyone registered for the conference. To participate in the roundtable discussions with speakers, please submit a 1-page abstract of your research idea or research project by June 30 to OwnershipPDW@unisg.ch. Successful applicants will be informed by July 15.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **379** | Submission: **10558** | Sponsor(s): **(STR, OMT, OB)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 10:00AM- 12:00PMPT (UTC-7)** at **Seattle Convention Center in Yakima 2**

Corporate Purpose: Current Research on the Role of Firms in Societies



Corporate Purpose: Firms and Societies

Moderator: **Chang Wa Huynh**, *HEC Paris*

Moderator: **Shun Yiu**, *The Wharton School, U. of Pennsylvania*

Panelist: **Vanessa Burbano**, *Columbia Business School*

Panelist: **Rodolphe Durand**, *HEC Paris*

Panelist: **Claudine Madras Gartenberg**, *The Wharton School, U. of Pennsylvania*

Panelist: **Anita McGahan**, *U. of Toronto*

The notion of corporate purpose has gained a tremendous traction among scholars and practitioners, providing them with a way to reflect on the role of corporations in societies. The current pace of social disruption urges decision-makers and employees to aim at creating a common social impact. Decades of scholarship have pushed forward our understanding of the role of companies in societies. Yet, corporate purpose, as the possible inclusion of societal goals into an organization's core, may involve new enabling mechanisms, drawing more on individuals. We need not only to explain better how they derive meaning from their work, but also how their behaviors scale up to the firm and societal levels. This PDW aims to bring together scholars from the fields of strategy, organization theory, and organizational behavior to discuss these issues. Those scholars seek to understand how individuals articulate their firms' and their own social impact. Through this PDW, we intend to highlight the convergence and nuances of those different disciplinary lenses and to reflect on future research directions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□ Session Type: **PDW Workshop**
Program Session: **380** | Submission: **10825** | Sponsor(s): **(STR, TIM, ENT, OMT)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 10:00AM- 12:00PMPT (UTC-7)** at **Seattle Convention Center in Ballroom 6E**

The Landscape of Research on Organizational Search: Diverse Approaches and The Path Forward

The Landscape of Research on Organizational Search



Organizer: **Sukhun Kang**, *London Business School*
Organizer: **Cha Li**, *U. of Texas at Austin*
Panelist: **Gautam Ahuja**, *Cornell U.*
Panelist: **Vibha Gaba**, *INSEAD*
Panelist: **Martin Ganco**, *Wisconsin School of Business*
Panelist: **Abhishek Nagaraj**, *U. of California, Berkeley*
Panelist: **Melissa Schilling**, *New York U.*

The topic of organizational search has received extensive attention from strategy and management scholars. Over the last two decades, several sub-fields started to emerge that advance our understanding of organizational search on different fronts and utilize various theoretical and methodological approaches. This PDW aims to promote conversations across the different sub-fields and facilitate a joint reflection on the current state of the literature and the unexplored opportunities. In particular, we bring together a group of leading scholars who will exchange their insights on topics such as (i) overview of the search literature, (ii) local vs. distant search, (iii) problemistic search, (iv) adaptive search under complexity, and (v) experimental search. Overall, the goal of this PDW is to provide a forum where scholars can develop a shared understanding of research on organizational search and provide useful insights into how next generation scholars may employ novel theories and methods to develop future research. This two-hour PDW will follow a three-part format. In the first part, five leading scholars (Gautam Ahuja, Vibha Gaba, Martin Ganco, Abhishek Nagaraj, Melissa Schilling) will share insights on each of the key current topics and methodologies for studying organizational search. The second part will consist of a semi-structured panel discussion among the presenters. The last part will contain roundtable discussions with each one focused on different topics and methods of organizational search. Prospective participants will apply to the PDW by submitting a brief description of a research idea to be explored with the discussants and other participants.

Participation is open for the panelist presentation and discussion, but pre-registration is required for the round table discussion. To Participate in the round table discussion, please fill in this form prior to Friday July 8, 2022: <https://forms.gle/d6JM8of9b6J1a7N78>. Acceptance notifications will be sent by Mid July, 2022. If you have any questions, please contact skang@london.edu or cha.li@mcombs.utexas.edu.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **381** | Submission: **13004** | Sponsor(s): (**STR, TIM, ENT, OMT, CTO**)
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 10:00AM - 12:30PMPT (UTC-7)** at **Seattle Convention Center in Room 4C2**

Resources, Capabilities, and Competitive Advantage in the Digital Era
Competitive Advantage in the Digital Era



Organizer: **Anparasan Mahalingam**, *U. of Utah, David Eccles School of Business*
Speaker: **Ron Adner**, *Dartmouth College*
Speaker: **Cameron Miller**, *Syracuse U.*
Speaker: **Arkadiy V. Sakhartov**, *U. of Illinois at Urbana-Champaign*
Panelist: **Raphael H. Amit**, *U. of Pennsylvania*
Panelist: **Jay B. Barney**, *U. of Utah, David Eccles School of Business*
Panelist: **Constance E. Helfat**, *Tuck School of Business at Dartmouth*
Panelist: **Anita McGahan**, *U. of Toronto*
Panelist: **Brian Wu**, *U. of Michigan*

In order to help to build a community of scholars interested in studying platform-based and digitally-enabled business models through the lens of classic core strategy questions, popular PDWs were organized at AOM 2020 and 2021 conferences (both with over 200 live participants, and the former with over 1600 YouTube views, the STR division's second most popular YouTube video). These two past PDWs used, respectively, corporate-level strategy and organization governance theories as lenses for understanding digital businesses. This year, as an extension of this series, we propose to examine digital businesses through a resource-based theoretical lens by considering the implications of digitization for theories of competitive advantage, and vice versa. We will focus on both how digitization broadens the application of existing theories, and how its novel features require changes to resource-based theory. We especially want to explore how these phenomena relate to emerging stakeholder-based theories on competitive advantage.

No registration is required for the first part of the PDW. To participate in the final part of the workshop -- i.e., the paper-development breakout discussion -- participants must in advance required to complete the following online form with their name, title, institutional affiliation, and email address: <https://forms.gle/dmU7LPonj64oWeej8>. They can also choose to complete the optional question in the online form that articulates an idea for a research project on the topic of the workshop. It will help us to identify the suitable facilitator in the breakout discussion.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **382** | Submission: **19708** | Sponsor(s): **(AAA)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 10:15AM - 11:00AMPT (UTC-7)** at **Seattle Convention Center** in **Exhibit Hall 4A**

Conference Break

Conference Break

Come enjoy refreshments and a light snack while you engage with your colleagues and browse the aisles of the Exhibit Hall.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Management of Neurodiverse Employees

Session Moderator: **Adrianna Sorensen**, *Portland State U.*

GDO: **Balancing the teeter totter: A dialectical view of managing neurodiverse employees**   

Author: **Christopher Whelpley**, *Virginia Commonwealth U.*
Author: **Haley Woznyj**, *Longwood U.*

Effective management of autistic employees is a topic germane to the successful integration of autistic employees into the workplace, but is a question that management researchers are only starting to broach (Vogus & Taylor, 2018; Beatty, Baldrige, Boehm, Kukami, & Colella, 2018). Unlike past research, we explore successful management for employees on the spectrum without applying specific leadership constructs to the research. Instead, we use a grounded approach to investigate what autistic employees and managers of autistic employees have found useful in the workplace. In doing so, we identify a dialectic in wanting to treat all employees as equal while understanding that different employees have very different needs. Based on this dialectic, we propose managerial types associated with the poles that they favor and explore how these different management types are associated with different outcomes for employees and organizations.

Paper is Available to Meeting Registrants Only.

GDO: **I'm Doing it Right, Right? Reassurance-Seeking in the Workplace: Employees with OCD** 

Author: **Adrianna Sorensen**, *Portland State U.*
Author: **Timothy Carsey**, *Portland State U.*
Author: **Liana Bernard**, *Portland State U.*
Author: **Xander Kahle**, *Portland State U.*
Author: **Larry R. Martinez**, *Portland State U.*

Despite the breadth of literature in clinical psychology, obsessive-compulsive disorder (OCD) and reassurance-seeking behaviors remained unexamined in workplace contexts. This is a critical omission considering OCD symptomatology spans contexts and reassurance-seeking is the most common interpersonal manifestation. The general population is also likely to engage in reassurance-seeking. The present research examined antecedents and consequences of reassurance-seeking using purposive sampling of people with OCD. We leveraged archival data from online forums where participants built upon the responses of one another's ideas. We collected 53 comments from 20 different forums using web-based data extraction in R in which authors discussed their experiences with OCD and reassurance-seeking at work. Three coders completed thematic analysis to determine antecedents and consequences of reassurance-seeking behavior at work. Our findings suggest that lack of clarity and poor communication are prevalent antecedents of reassurance-seeking behavior in the workplace. Further, lower perceptions of competence, increased turnover, and worsening OCD symptoms were pervasive consequences of workplace reassurance-seeking for people with OCD. The findings illustrate a strong connection between the antecedents and consequences of reassurance-seeking, such that actions to improve task clarity, workplace communication, and positive reinforcement could have a vast positive impact on employee performance, burnout/turnover, and OCD symptoms.

Paper is Available to Meeting Registrants Only.

GDO: **Invisible Diversity: Multilevel View of Work Related Issues Facing Individuals with Schizophrenia**   

Author: **Afaf Khalid**, *Lahore U. of Management Sciences (LUMS)*
Author: **Jawad Syed**, *Lahore U. of Management Sciences*

Informed by a relational perspective of managing diversity, this study focuses on the following question: what multilevel issues are experienced by individuals with schizophrenia in their work and career? Drawing on 30 semi-structured interviews with schizophrenic individuals, their family members, healthcare professionals and NGO representatives, the findings suggest that at the societal-level, social stigma, economic conditions and lack of government support pose challenges to schizophrenic individuals. At the organizational-level, workplace support and person-job fit affect their employment. At the individual-level, self-stigma affects their employability in a negative way whereas personal motivation and resilience, support and realization of illness are facilitating factors. The study adds to diversity and disability literature by highlighting not only the invisibility of diversity and inequality facing individuals with schizophrenia but also demonstrates the interconnectedness of the factors and suggests that their work and employment-related issues may be simultaneously addressed at multiple levels.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **384** | Submission: **11271** | Sponsor(s): **(HCM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 10:15AM- 11:45AMPT (UTC-7)** at **Seattle Convention Center in Room 205**

**Succeeding Together as a Health Services Researcher in a “B”
School**
HSR in B schools



Organizer: **Deborah M. Mullen**, *U. of Tennessee, Chattanooga*
Organizer: **Justin Lord**, *Louisiana State U. Shreveport*
Organizer: **Timothy Hoff**, *Northeastern U.*
Organizer: **Amber Stephenson**, *The David D. Reh School of Business, Clarkson U.*

This Professional Development Workshop (PDW) features a panel discussion about the challenges and opportunities of being a healthcare / health services researcher within a College of Business (“B” School), often as an N of 1 or a few. Doctoral prepared healthcare management (HCM)/ health services research (HSR) faculty typically graduate from schools/ colleges of public, allied, or health professions, not business. “B” school healthcare faculty member panelists will discuss being part of a much smaller cohort within an academic unit, representing a whole industry constituting 17.7% of the U.S.’s GDP (CMS, 2021). As the meeting theme suggests, we can create a better world together by collaborating not only with our fellow B school faculty, but with others in the HCM division. The PDW includes lightning rounds about: understanding the type of B school and its expectations for faculty (e.g., public vs. private; Research one vs. other; accreditation requirements; publishing requirements), gaining peer acceptance in B schools, the credibility of HSR literature, and journals within B schools, collaborating with pure disciplinarians when you are a multi-disciplinary and industry-focused scholar, career crafting, and collaboration across campuses and communities from a B school home base as well as attendee questions. This session will allow scholars of all levels and practitioners who are interested in joining academia to consider the pros and cons of B school positions in several different types of universities and how to compete effectively for one, through an open, frank, and non-judgmental discussion.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **385** | Submission: **12384** | Sponsor(s): **(HCM, CAR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 10:15AM- 11:45AMPT (UTC-7)** at **Seattle Convention Center in Room 2A**

Managing Growth and Learning Across Career Stages: Academia and Beyond

Managing Growth and Learning Across Career Stages

Coordinator: **Victoria Parker**, *U. of New Hampshire*
Coordinator: **Christy Harris Lemak**, *U. of Alabama, Birmingham*
Facilitator: **Wiljeana Jackson Glover**, *Babson College*
Facilitator: **Andrew N. Garman**, *Rush U.*
Facilitator: **Michael Lin**, *Telligen*

This workshop is designed to create a space for reflection and sharing about the varied career paths and choices HCMD members face across their career and life stages. How and/or when does one decide to go back on the job market after moving to and settling down at one institution? Is it possible to evolve in place, and if so, how? Which factors can lead to changes in one’s emphasis on research, teaching, and/or practice? What’s appealing (or not) about moving into academic leadership roles? Workshop organizers whose careers represent different pathways (e.g. evolving in one institution; moving into academic leadership, combining research and entrepreneurship, moving institutions and roles) will briefly share their career learning and growth journeys. Next, participants will apply the concepts of job crafting to their own career journeys in both individual reflection and then small group discussion, examining the potential for growth and learning in their current roles, as well as possible future choice points and changes. Finally, the full group will re-convene to discuss mechanisms for keeping these conversations going amongst division members over the course of our career journeys.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **386** | Submission: **14254** | Sponsor(s): **(RM, STR, OB, OMT, TIM, HR, MOC, IM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 10:15AM- 1:15PMPT (UTC-7)** at **Seattle Convention Center in Room 609**

Bayesian Statistics: How to Conduct and Publish High-Quality Bayesian Studies

How to Conduct and Publish Bayesian Studies



Presenter: **Andreas Schwab**, *Iowa State U.*
Presenter: **William H. Starbuck**, *U. of Oregon*
Presenter: **David Krackhardt**, *Carnegie Mellon U.*
Presenter: **Mark H Hansen**, *Brigham Young U.*
Presenter: **Anup Menon Nandialath**, *U. of Wisconsin, La Crosse*

This workshop introduces management researchers to the opportunities of Bayesian statistics for empirical management research and provides guidance on how to execute high-quality Bayesian studies. A secondary objective is to develop a platform for knowledge transfer between researchers engaged in Bayesian research. The workshop will cover the following topics: (1) Fundamental conceptual nature and potential advantages of Bayesian approaches compared to statistical significance tests; (2) Step-by-step execution of a Bayesian study and comparison to a regression analysis; (3) How to develop meaningful prior distributions; (4) Execution of Bayesian analyses: Markov-Chain Monte Carlo Simulations and available software solutions; (5) How to communicate Bayesian analyses and results in research manuscripts and (6) How management scholars can support the more extensive use of Bayesian statistics in the field of management research. This workshop also intends to support community-building efforts among Bayesian researchers. For this purpose, we have already created an internet platform to distribute presentation material, provide links to additional helpful publications and other sources (<https://sites.google.com/site/bayesianresearch/>). In the end, this workshop will enable and inform participants on how to better incorporate advanced Bayesian statistics in their future research.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **387** | Submission: **15198** | Sponsor(s): **(MOC)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 10:30AM- 12:00PMPT (UTC-7)** at **Seattle Convention Center in Room 204**

Cognition in the Rough (CIR) Workshop

Cognition in the Rough (CIR) Workshop



Organizer: **Sophie Leroy**, *U. of Washington, Bothell*
Organizer: **Winnie Jiang**, *INSEAD*
Facilitator: **Frances J. Milliken**, *New York U.*
Facilitator: **Luis L. Martins**, *U. of Texas at Austin*
Facilitator: **Theresa K. Lant**, *Pace U.*
Facilitator: **Colin Muneo Fisher**, *UCL School of Management*
Facilitator: **Neal M. Ashkanasy**, *U. of Queensland*
Facilitator: **Michelle Andre Barton**, *Johns Hopkins Carey Business School*
Facilitator: **Marlys K. Christianson**, *U. of Toronto*
Facilitator: **Andrea Casey**, *George Washington U.*
Facilitator: **Kevin G. Corley**, *Imperial College Business School*
Facilitator: **Erik Ian Dane**, *Washington U. in St. Louis*
Facilitator: **Gerard P. Hodgkinson**, *U. of Manchester*
Facilitator: **Jennifer J. Kish-Gephart**, *U. of Massachusetts, Amherst*
Facilitator: **Sean Martin**, *U. of Virginia*
Facilitator: **C. Chet Miller**, *U. of Houston*
Facilitator: **Kevin W. Rockmann**, *George Mason U.*
Facilitator: **Naomi Beth Rothman**, *Lehigh U.*
Facilitator: **Sim B. Sitkin**, *Duke U.*
Facilitator: **David Sluss**, *ESSEC Business School*
Facilitator: **Subrahmaniam Tangirala**, *U. of Maryland*
Facilitator: **Margaret D. Gorman**, *Denison Consulting*

Are you working on cognition-related research? Would you like to discuss your work with major scholars in the field? The 25th Annual Cognition in the Rough (CIR) workshop provides an excellent opportunity to discuss and get feedback on your research, meet others with similar interests, and learn from experienced scholars. In an informal, collegial, virtual roundtable setting, 2 facilitators will provide feedback on 3-4 early-stage research papers. This will be followed by a joint, in-person, session, with tips from the facilitators for advancing research past the CIR stage and panel discussions regarding important directions and evolution within key CIR research domains. We will also celebrate the 25th Anniversary of Cognition in the Rough! Regardless of whether you are a senior or a more junior researcher, this workshop offers you an invaluable opportunity to engage with MOC scholars and receive detailed feedback from scholars who are often editors or on the editorial board of top journals.

Invitation is required. Please review the call for submission for more information on how to participate: <https://moc.aom.org/intherough/cir>

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **388** | Submission: **19159** | Sponsor(s): **(OMT)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 10:30AM- 12:00PMPT (UTC-7)**

Constructing Discourses and Narratives

Session Moderator: **Ryann Elizabeth Manning**, *U. of Toronto, Rotman School of Management*

 OMT: **Constructing Proximity for Distanced Moral Action during an Ebola Outbreak**   

Author: **Ryann Elizabeth Manning**, *U. of Toronto, Rotman School of Management*

Winner of the OMT Louis R. Pondy Best Paper Based on a Dissertation Award

William H. Newman Award Nominee

To respond effectively to crises caused by events like disease outbreaks, climate-related disasters, or technological failures, it is often necessary to mobilize help from people located far away. However, this kind of distanced moral action faces various barriers and challenges. In this paper, I examine efforts by members of Sierra Leone’s global diaspora community to respond to the West African Ebola crisis in order to answer the question: how do people organize help from afar in times of crisis? Combining retrospective interviews with real-time qualitative data from diaspora organizations, online public conversations, and my own participation in the response to Ebola, I find that members of the diaspora overcame the liabilities of physical distance by using three narrative practices to construct narrative proximity to Sierra Leone: linking current events to stories of past resilience; linking current events to multiple imagined futures; and featuring ordinary people in the role of everyday heroes. These narrative practices created narratives of moral action, which in turn contributed to moral proximity—a sense of both moral obligation and moral efficacy—and shaped the actions members took to respond to the outbreak. Based on these findings, I develop a process model of how distanced actors can construct narrative proximity for moral action. This model advances our understanding of how people located far away from a place in crisis come to define their responsibilities to distant others and act to safeguard lives, livelihoods, and valued institutions.

Paper is Available to Meeting Registrants Only.

OMT: **The Role of Aesthetics Communication in Communicative Institutionalism**

Author: **Francois Duhamel**, *U. de las Américas Puebla*

Author: **Alexander Niess**, *Rennes School of Business*

Connecting “communicative institutionalism” (Comelissen, Durand, Fiss, Lammers & Vaara, 2015) with aesthetic communication is an important topic, as explanations of the lived experience of institutional inhabitants would be impoverished without addressing the power of human imagination in the way people communicate to produce institutional arrangements, beyond the role of shared sensibilities. In this article, our research question is: how can aesthetic communication produce shared institutional arrangements? To address this question, we propose to elaborate a specific notion of aesthetic communication, based on the mobilization of Kant’s notion of the free interplay between imagination and understanding to activate institutional inhabitants’ power to act in communicative institutionalism.

Paper is Available to Meeting Registrants Only.

OMT: **Strategically Constructing a Grand Challenge? The Case of Health Care Undersupply in Rural Germany**  

Author: **Carolin Auschra**, *Freie U. Berlin*

Author: **Jana Deisner**, *Technical U. Berlin*

Author: **Joerg Sydow**, *Freie U. Berlin*

Author: **Anne Berghöfer**, *Charité - U.smedizin Berlin*

Grand challenges (GCs) are complex, uncertain, difficult to address and deal with, and affect large parts of a population. In this paper, we argue that some GCs are not only socially but even strategically constructed in order to support organizational goals. Based upon a single case study of the undersupply of health care in rural Germany, we analyze the discourse about this potential GC over 15 years with the help of data from secondary sources and expert interviews. We use Berger & Luckmann’s classic work to show that organizational actors pursue three discursive practices to construct health care undersupply as a GC: forecasting a GC as a future threat, spreading synergetic awareness of a GC, and stressing the consequences of a GC. Moreover, we show that discursive practices can also aim to deconstruct a GC by using comparisons, denying the existence of the GC per se, or highlighting an alternative problem. We thereby aim to add to the knowledge on GCs by illustrating how some of them are strategically (de-)constructed, and thus suggest how the respective struggle can complicate the development of collective goals and practices to address them. Moreover, we show that certain actors strategically construct a GC as they hope to mobilize additional resources, and to protect existing institutions – and, thereby, their own interests.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **389** | Submission: **19149** | Sponsor(s): **(OMT)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 10:30AM- 12:00PMPT (UTC-7)**

Collaborating with Multiple Actors

Session Moderator: **Anne-Laure Fayard**, *NOVA School of Business and Economics*

OMT: **Common Grounding: How to Nurture Cross-Sector Collaborations for Social Innovation** 

Author: **Anne-Laure Fayard**, *NOVA School of Business and Economics*
Author: **Anne-Claire Pache**, *ESSEC Business School*

In this paper, we identify the role of common grounding, a continuous and interactional alignment of understandings and emotional engagement, in initiating and sustaining cross-sector collaborations for social innovation. Through a 32-month inductive qualitative study, we explore how Green City Force (GCF), a NYC not-for-profit organization, successfully initiated and sustained collaborations with public, not-for-profit, and for-profit partners to produce new solutions to longstanding social and environmental issues. We found that GCF engaged partners through common grounding, which involved two types of interactions: conversations that created mutual understanding and trust; and rituals which provided evidence of the value of the collaboration and generated emotional attachment to it. Common grounding was enacted within a flexible scheme delineated along four dimensions – two objectives and two modes of engagement. By allowing multiple interpretations, the scheme was key in fostering the interests of diverse partners. Our paper contributes to the literatures on cross-sector collaboration and social innovation. It highlights collaboration as a continuous social accomplishment requiring both cognitive and emotional engagement. It also shows the value of ambiguity, defined as the quality of being open to more than one interpretation, to trigger and sustain collaborations when their purpose is the production of innovative solutions

Paper is Available to Meeting Registrants Only.

OMT: **Street Smarts and Org Charts: Professional Expertise and the Pursuit of Urban Integration** 

Author: **Christof Brandtner**, *EMLYON Business School*
Author: **Krystal Laryea**, *Stanford U.*

The presence of organizations has been shown to causally affects a community’s connectedness, crime, entrepreneurship, and crisis resilience. But extant studies of communities conceal how organizations pursue the production of two types of urban integration. Organizations may produce social integration, creating social ties among constituents, as well as systemic integration, connecting constituents to institutional resources. We argue that organizations’ ability to produce social and systemic integration is principally due to the degrees to which organizational members draw on suite-level expertise (“I know the system”) and street-level expertise (“I know the people”) when they make decisions. Representative survey data of nonprofit organizations in the San Francisco Bay Area collected over 15 years shows that nonprofits’ pursuit of urban integration depends on these forms of expertise. Comparative interviews explain why professional staff and managers boost systemic integration, whereas volunteer staff and members foster social integration. The paper contributes to scholarship in organizational and urban sociology by examining how organization-level features influence the pursuit of urban integration and by shedding light on unintended consequences of professionalism. Our results challenge the stylized fact that nonprofits necessarily create community and suggest alternative ways to understand and operationalize how organizations are embedded in their urban environment.

Paper is Available to Meeting Registrants Only.

OMT: **Towards a Theory of Organizationality: A Gradual View on Collective Actorhood** 

Author: **Dennis Schoeneborn**, *Copenhagen Business School*
Author: **Leonhard Dobusch**, *U. of Innsbruck*
Author: **David Nils Seidl**, *U. of Zurich*

The literature on the concept of organization is struggling with the dilemma of defining “organization” in a way that it is specific enough to distinguish it from other social phenomena but also open enough to capture novel forms of organization. To address this openness-specificity dilemma we draw on the emerging literature on organizationality, which treats organization as an attribute of social phenomena that can vary by degree. To advance this view, we propose to focus on collective actorhood as the main criterion of organizationality, distinguishing between higher or lower levels of organizationality according its degree of collective actorhood. Based on this focus, we develop a theoretical model that explains how different attribution practices “charge” a collective with actorhood. We identify three main types of attribution practices: identity-claiming, boundary-drawing, and decision-making. Overall, we add to organizational scholarship (1) by gradualizing the notion of collective actorhood (thus bridging narrow and wide views of organization), (2) by dynamizing the notion of collective actorhood (thus being able to explain processes towards higher or lower degrees of organizationality), and (3) by expanding the scope of organizational scholarship so that it can gain a stronger relevance for the social sciences more broadly.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **390** | Submission: **18951** | Sponsor(s): **(OMT)**

Session Format: **In-person Only: Seattle**

Scheduled: **Saturday, Aug 6 2022 10:30AM - 12:00PMPT (UTC-7)** at **The Westin Seattle** in **Cascade I-A**

Knowledge Transfer: Theory and Evidence



Session Moderator: **Kejia Zhu**, *U. of Waterloo*

OMT: **Internal vs. External Knowledge Sourcing of Organizational Rules: An Exploratory Study**

Author: **Kejia Zhu**, *U. of Waterloo*

Author: **Martin Schulz**, *U. of British Columbia*

In this study, we examine how organizational rules source knowledge from intra- and extra-organizational contexts. By knowledge sourcing of rules, we mean that rules reference knowledge sources located outside of rules. Knowledge sourcing of rules can be captured by formation of citation ties to the referenced knowledge sources within (i.e., other rules) and outside the organization (e.g., research publications, policies, standards, etc.). Our theoretical model proposes that knowledge sourcing of rules is driven by inherent incompleteness of rules as a result of bounded rationality of rule makers and rule making process. Incomplete rules can lead to experiences of insufficient rule knowledge, termed 'knowledge gaps', which are shaped by rule dynamics at the levels of rule system, individual rules, and rule networks. Our theoretical model leads to several hypotheses that we test with longitudinal archival data of clinical practice guideline (CPG) changes in a Canadian healthcare organization. We find evidence that provides overall support to our theoretical model. The theoretical and practical implications of the findings are discussed.

Paper is Available to Meeting Registrants Only.

OMT: **A Network Approach to Stress: Brokerage and Knowledge Transfer in the Frontline Against COVID-19**

Author: **Stefano Tasselli**, *Erasmus U. Rotterdam*

Author: **Paola Zappa**, *U. College London*

Work stress permeates contemporary organizations. However, its network underpinnings are still largely unexplored. In this paper, we introduce a network approach to stress, arguing that stress can be seen as a relational phenomenon with important consequences for organizational coordination and knowledge circulation in organizations. In a longitudinal study of medical professionals working in a frontline hospital during the COVID-19 pandemic, we drew on theory on the constraints and opportunities associated with brokerage between cliques, or Simmelian brokerage, to show that individuals spanning otherwise unconnected cliques are more exposed to stress increase over time, although stress increase is lower for individuals who engage in mediation brokerage behavior, i.e. for people who act as intermediaries between disconnected parties. Simmelian brokerage, in turn, influences ease of knowledge transfer over time; and stress change mediates the relationship between Simmelian brokerage and ease of knowledge transfer dynamics. For those Simmelian brokers, increase in ease of knowledge transfer to coworkers is explained by stress increase.

Paper is Available to Meeting Registrants Only.

OMT: **Managing Knowledge Transfer in Chinese MNEs: The Reciprocity Between ACAP and DCAP**

Author: **Tina Miedtank**, *Erasmus U. Rotterdam*

Author: **Yu Zheng**, *School of Business and Management, Royal Holloway, U. of London, UK*

This study examines reciprocity between absorptive capacity (ACAP) and disseminative capacity (DCAP). Drawing on the social exchange theory (SET), reciprocity is conceptualised as bi-lateral enactment of connectivity between ACAP and DCAP. Reciprocity builds on what connects ACAP and DCAP in terms of relevance, compatibility and transparency in the abilities, willingness and opportunities for the parent and subsidiary firms to collaborate in two-way knowledge transfer. In addition, key stakeholders from parent and subsidiary firms enact reciprocity by necessitating, bridging, and consolidating ACAP and DCAP. Our conceptual framework of reciprocity therefore signifies a process of bi-lateral enactment of ACAP and DCAP, in which material exchanges, organisational commitments, and stakeholder consents are created at both ends of reverse knowledge transfer.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **PDW Workshop**
Program Session: **391** | Submission: **18380** | Sponsor(s): **(SIM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 10:30AM- 12:00PMPT (UTC-7)** at **Seattle Convention Center in Skagit 2**

SIM Research Development Workshop  
SIM Research Development Workshop

Participant: **Tricia Olsen**, *U. of Denver*

Participant: **Mark P. Sharfman**, *U. of Oklahoma*

This workshop brings together researchers to aid colleagues in their efforts to publish Social Issues in Management (SIM) topics in high-quality management journals such as AMJ, AMR, SMJ, B&S, BEQ, etc. The workshop will assemble a team of scholars who successfully have published research on ethics, corporate responsibility, stakeholders, or related work in high quality management journals. The organizers will pair these experienced scholars with SIM members who would like to explore how their manuscripts-in-progress might be refined to achieve publication in their target journal(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Social Event**
Program Session: **392** | Submission: **19617** | Sponsor(s): **(SIM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 10:30AM - 12:30PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 3**

SIM Speed Networking *SIM Speed Networking*

Participant: **Sarah Stephen**, *U. of St. Gallen*

Participant: **Pushpika Vishwanathan**, *U. of Amsterdam*

Networking can be daunting – and it’s very tempting to either gravitate towards those you know or run away from the room! But how about an energetic networking in which attendees have fun starting new conversations, but also find scholars with whom they can discuss research and potentially develop research projects? This is what this PDW by the SIM division’s Research Committee aims at: the facilitation of professional connections with scholars interested in topical issues relating to business & society and contribution towards professional development and impactful research incubation.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **393** | Submission: **11862** | Sponsor(s): **(CAR, SIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 3:30PM - 5:00PMPT (UTC-7)**

Time for Purpose: Leading an Impactful and Meaningful Academic Career
Time for Purpose: Leading an Impactful Career



Organizer: **Jennifer Leigh**, *Nazareth College*
Facilitator: **Debbie Haski-Leventhal**, *Macquarie U.*
Facilitator: **Petra Molthan-Hill**, *Nottingham Business School, Nottingham Trent U.*
Facilitator: **Holly Slay Ferraro**, *Villanova U.*

A recent survey of citizens in the US and UK showed that most want to create a better world after the pandemic and not go back to the old normal (Lewandowsky & Ecker, 2020). In tandem, many academics feel quite drained by the ongoing global pandemic and are seeking to inject new energy and purpose into their working life (Gerwin, 2021). In this workshop, we will introduce the Impact Purpose Model to (re-) discover the joy and meaning an academic career can bring (Haski-Leventhal, 2020). We will share some inspiring life stories of academics who could create a working life fueled by their interests, passion, and calling (Bunderson & Thompson, 2009). We will then offer some interactive exercises so that participants can evaluate their own choices and might be inspired to make some meaningful changes to their careers. This workshop is for everyone wherever they are in their career but especially for academics who feel a bit stuck or need fresh energy for their career.

KEY TO SYMBOLS

-  Teaching-oriented
-  Practice-oriented
-  International-oriented
-  Theme-oriented
-  Research-oriented
-  Diversity-oriented
-  Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **394** | Submission: **13517** | Sponsor(s): (CMS, OMT, GDO)
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 11:00AM - 1:30PMPT (UTC-7)**

**Doing Organization Studies with Feminisms and New
Materialisms**
Organization Studies Feminisms and New Materialism



Organizer: **Marta B. Calas**, *U. of Massachusetts, Amherst*
Organizer: **Linda Smircich**, *U. of Massachusetts, Amherst*
Participant: **Saija Katila**, *Dr.Sc. (Econ. & Bus. Adm.) Senior Lecturer*
Participant: **Anu Valtonen**, *U. of Lapland*
Participant: **Pikka-Maaria Laine**, *U. of Lapland*
Participant: **Susan Carita Meriläinen**, *U. of Lapland*
Participant: **Ari Kuusmin**, *U. of Jyväskylä, Finland*
Participant: **Alice Ro Sofie Wickström**, *Aalto U., Department of Management Studies*
Participant: **Janet Sayers**, *Massey U.*
Participant: **Silvia Gherardi**, *U. of Trento*
Participant: **Michela Cozza**, -
Participant: **Alison Pullen**, *Macquarie Business School, Macquarie U.*
Presenter: **Pauliina Jääskeläinen**, -
Presenter: **Joonas Vola**, *U. of Lapland*
Participant: **Tarja Salmela**, *UiT The Arctic U. of Norway*

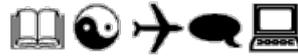
Following this year’s conference theme “Creating a Better World Together” while interrogating it, this PDW is oriented towards facilitating scholars to engage with critical insights informed by recent articulations of feminist theorizing and new materialisms. These critical insights would serve first as tools and means to observe fundamental metatheoretical premises and knowledge production practices defining Organization Studies as a disciplinary field which possibly function as accomplices in fostering contemporary harms. Concurrently, these tools and means would contribute to dislodging the field’s “common sense” while facilitating its engagement with affirmative possibilities in a world that may be coming otherwise. Influenced by recent writings in the humanities, social sciences, natural sciences, and technology in intersections with critical feminist posthumanism and new materialisms, organizers and presenters take critical positions outside their/our own common disciplinary domain of Organization Studies aiming to produce rich spaces of radically interdisciplinary scholarship and beckoning each and all involved in the PDW to open up to them. Two overarching themes perform in these spaces: the first one experiments with what could be thought-said otherwise and resulting consequences if “the human” on which fundamental premises of Organization Studies are centered becomes displaced (not replaced) by “the-more-than-human” appearing in new materialisms and critical feminist posthumanism. The second theme focuses on practices, envisaging and attempting to show what could be done otherwise and how, once those fundamental premises are displaced. A collective ending activity aims directly at exploring how can we now ‘create a better university together’ to maintain and foster these openings.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **395** | Submission: **10298** | Sponsor(s): **(CTO, HCM, OMT)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 11:00AM - 1:00PMPT (UTC-7)** at **Seattle Convention Center in Room 211**

**Artificial Intelligence, Health Care and the
Changing Nature of Organizations and
Professional Work**
AI, Health Care and Organizations



Organizer: **Angela Aristidou**, *U. College London*
Organizer: **Giulia Cappellaro**, *Bocconi U.*
Organizer: **Natalia Levina**, *New York U.*
Panelist: **Michael Barrett**, *U. of Cambridge*
Panelist: **Samer Faraj**, *McGill U.*
Panelist: **Rebecca Karp**, *Harvard Business School*
Panelist: **Stella Pachidi**, *U. of Cambridge*
Panelist: **Batia Mishan Wiesenfeld**, *New York U.*

Artificial Intelligence (AI) systems, especially those that rely on data-driven machine learning technologies, are increasingly implemented in a range of organizational settings to support professional tasks and enhance organizational performance. Among others, healthcare is considered one of the key sectors in which AI has the potential to transform organizational realities. While extensive knowledge has accumulated on the technical features of AI systems, less is known about the implementation of such systems in real healthcare settings such as hospitals and communities. We are only starting to build some understanding of how these systems shape organizational processes, routines and professional work. In this highly interactive PDW, we will provide participants with the opportunity to reflect on the theme: how do we as management researchers should study AI in healthcare? How can we meaningfully study the effects and the consequences of AI implementation on healthcare organizations and professionals? By bringing together a selected number of scholars actively researching this topic, the PDW will explore the implications of AI for organizational dynamics and professional work.

Structure: Part 1 will center on a Panel discussion in which the audience will contribute questions in advance (when registering to the PDW, Part 2) and in real-time during the event. In Part 2, round tables will be created that will allow participants to interact with panelists and to engage in deeper conversations. Part 1 does not require registration and it will be open to both online and on-site participants. Part 2 requires registration and it will be open to on-site registered participants only.

The event is aimed at researchers at different career stages, interested in and pursuing work at the intersection of AI and Healthcare. Specifically, we welcome scholars across information systems, organization theory, and healthcare management regardless of their preferred theoretical perspectives and research methods/approaches. Participation in Part 2 of the PDW requires pre-registration. To register, please send an email to aomaihealthcare@gmail.com indicating: (1) the question for the Panel members; (3) a brief, one-sentence explanation of your research interests as they relate to the PDW topic. Registration deadline: Friday, 15 July 2022. For further information, please write to the PDW Organizers: Giulia Cappellaro (giulia.cappellaro@unibocconi.it), Angela Aristidou (a.aristidou@ucl.ac.uk).

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **396** | Submission: **17363** | Sponsor(s): **(ENT, GDO, OMI, SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 11:00AM - 12:30PMPT (UTC-7)** at **Hyatt Regency Seattle in 503 Duckabush**

Race and Entrepreneurship
Race and Entrepreneurship



Organizer: **Rachel Atkins**, *NYU Stern*
Organizer: **Juanita Kimiyo Forrester**, *Mercer U.*
Organizer: **Alexander Lewis**, *UTSA*
Coordinator: **Jose Antonio Cerecedo-Lopez**, *U. of Texas At San Antonio*
Speaker: **William Bradford**, *U. of Washington*
Speaker: **Jeffrey Robinson**, *Rutgers Business School*
Speaker: **Celeste Diaz Ferraro**, *U. of Texas - San Antonio*
Facilitator: **Sophie Catherine Bacq**, *Indiana U. - Kelley School of Business*
Facilitator: **Candida G Brush**, *Babson College*
Facilitator: **Diana Maria Hechavarría**, *U. of South Florida*
Facilitator: **Jeffrey M. Pollack**, *NC State U.*

In this professional development workshop (PDW), we explore the topic of entrepreneurship and race, with particular although not exclusive attention to underrepresented minorities (URM), minorities with a disproportionately low presence in positions of power and status (i.e., African, Hispanic, and Native Americans). This PDW will introduce the audience with an important yet distressingly neglected area of research and provide the audience an opportunity to discuss pre-submitted extended abstracts with editors from top entrepreneurship journals. The ultimate goal we have for this PDW is to encourage a broad research agenda on race and entrepreneurship that captures both the structural qualities of marginalization and the agentic qualities of entrepreneurship.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **397** | Submission: **19042** | Sponsor(s): **(MED)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 11:00AM - 12:30PMPT (UTC-7)** at **Seattle Convention Center in Room 619**

Assessments, Feedback and Assurances of Learning



Session Moderator: **Andres Fortino**, *NYU School of Professional Studies*

Author: **Andres Fortino**, *NYU School of Professional Studies*

Background – Measuring learning outcomes is a desirable activity in graduate programs. It is vital for programs that purport to educate practitioners in specific industries. Assessing that students adequately acquire prescribed knowledge and adjusting curricula upon discovering gaps is an important element in program evaluation and management. We present a process to align the program curriculum with industry standards to assure the acquisition of those desirable competencies. This paper presents how to: (1) select the appropriate professional BOK for each knowledge domain in question; (2) map a curriculum to the elements of the body of knowledge; (3) create assessment instruments based on the BOKs; (4) assess alignment; and (5) propose curricular revisions. Contribution – The process was applied to the curriculum of a technology management program master’s program to measure the student’s acquisition in three domains: data analytics, business analysis, and project management. Assessment instruments for each discipline based on corresponding BOK were developed and used to measure students’ acquisition of the skill sets. The results were used to drive curriculum reform. Assessment Questions - To align the curricula to professional BOKs, we asked: (1) whether students graduating from the program had acquired adequate competencies in each TM domain; and (2) If they had not, how the curriculum should be modified to help students acquire those competencies. Methods - The curriculum was reviewed, and we assured initially that topical coverage of the pertinent courses aligned adequately with each BOK knowledge domain. We ascertained curriculum alignment to the BOK by using text similarity scoring of the course descriptions to the BOK domain descriptions. Assessments in the form of multiple-choice exams based on each BOK were created and administered to students in their last semester of study. Results were analyzed, gaps were discovered, and curricular changes to identified courses to fill those gaps were proposed to faculty. Results - Using the existing curriculum, we found that most of the students at the end of the program were able to pass the assessments based on the BOKs. The exam results were sufficiently granular to allow proposals of modifications to the curriculum and course contents to improve the passing rate in future assessments. This appears to be an adequate process of identifying gaps in students’ knowledge of industry-specific topics.

Paper is Available to Meeting Registrants Only.

Author: **Graham Manville**, *Zayed U.*

Author: **William E. Donald**, *Southampton Business School, U. of Southampton*

Author: **Anita Eves**, *U. of Surrey*

The purpose of this paper is to explore whether embedding authentic assessment into the university curriculum can enhance the employability of business school students. Three research questions are addressed: (1) What is the rationale for authentic assessment in the curriculum?, (2) What are the opportunities for authentic assessment to enhance the employability of students?, and (3) What are the challenges of embedding authentic assessment into the university curriculum? The findings indicate that authentic assessment has the potential to increase the employability of students graduating from university business schools. The opportunity to develop human capital, collaborate with fellow students, and solve real-world problems can help students to develop and signal their employability to prospective employers. However, lecturers and administrative staff require additional time to plan and deliver modules using this form of assessment. Students also need to be convinced of the benefits of the additional time investment if the module is not a compulsory component of their degree course. Our paper proposes that authentic assessment should be utilised to a greater extent by university business schools. The benefits of such an approach can transcend students, graduates, universities, organisations, and wider society. Directions for future research are also discussed to maximise the benefits of authentic assessment and seek to reduce the barriers to embedding authentic assessment in the curriculum.

Paper is Available to Meeting Registrants Only.

Author: **Akanksha Jaiswal**, *Loyola Institute of Business Administration*

Author: **Arup Varma**, *Loyola U. Chicago*

Author: **Vijay Edward Pereira**, *NEOMA Business School*

In 2020 when the COVID-19 pandemic hit the world, academic institutions around the world scrambled to switch to online platforms like zoom. While the new medium posed challenges for both the teacher and the student, there were additional challenges involved with the new instruction medium, such as online assessment. In this two-phase study (phase 1, n = 602 teachers; phase 2, n = 320 teachers), we examined the perceptions of teachers and students in higher education in India, on the students’ academic integrity when taking examinations on-campus versus online. We found that while teachers believed that students would cheat more in online exams as compared to on-campus exams, students perceived the opposite. We discuss our findings, highlight the key implications, and offer suggestions for future research.

Paper is Available to Meeting Registrants Only.

Author: **Gina Phelps Thoebes**, *U. of Akron*

The feedback paradox – the concept that negative feedback should be the most useful is also the kind most likely to be rejected. There is hot debate amongst researchers and practitioners around the utility of negative feedback due to its tendency to illicit negative reactions. Utilizing feedback preferences to influence feedback reactions is a gap in the literature that needs to be explored. An experimental study was conducted to test if utilizing feedback preferences could improve recipient reactions to negative feedback. Participants were given a choice between two types of feedback (diagnostic or normative) and the type of feedback received was manipulated to test if receiving feedback that matched their preference was able to improve recipients’ satisfaction, perceptions of accuracy and motivation to use the feedback. Feedback orientation was also explored as a moderator of the effect between matching feedback preferences to reactions. Results indicated that participants preferred diagnostic feedback, and that providing diagnostic feedback to a recipient who preferred that kind, did lead to increased perceptions of accuracy and motivation to use the feedback. Results provide insights for both practitioners and educators around feedback preferences how they can be potentially utilized to improve feedback processes in organizational and educational settings.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **398** | Submission: **19389** | Sponsor(s): **(OB)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Saturday, Aug 6 2022 11:00AM- 12:30PMPT (UTC-7)**

Predictors and Paradoxes of Employee Performance



Session Moderator: **Mustafa Akben**, *Fox School of Business, Temple U.*

OB: Do Birds of a Feather Flock Together? Effects of Manager and Subordinate Narcissism on Perf. Eval.

Author: **Miriam Maske**, *U. Bundeswehr, Munich*

Author: **Matthias Sohn**, *European Uni Viadrina, Frankfurt (Oder)*

In this study, we investigate the interactive effect of superior and subordinate narcissism on subjective performance evaluation. Based on the homophily effect (i.e., the tendency of like to associate with like), we hypothesize that narcissistic superiors show greater tolerance towards narcissistic subordinates than non-narcissistic superiors. We conduct an online experiment with experienced managers and find that both superiors high and low in narcissism evaluate a narcissistic subordinate less favorably than non-narcissistic subordinates. Our results show that this effect is mediated by the superiors' weaker feelings of closeness to narcissistic subordinates. In line with our hypotheses, this mediation is moderated by superior narcissism. Superiors high in narcissism show greater feelings of closeness to narcissistic subordinates and, hence, evaluate narcissistic subordinates more favorably than non-narcissistic superiors. Our results provide novel insight into the pivotal role of individual traits in subjective performance evaluation.

Paper is Available to Meeting Registrants Only.

OB: Explaining the Gap in Performance Evaluations of Supervisors and Employees 

Author: **Erez Yaakobi**, *Ono Academic College*

Author: **Jacob Weisberg**, *Bar Ilan U.*

Organizational success in the global market is driven by performance quality, innovation, and efficiency, particularly in today's competitive and dynamic era. However, there may be gaps in performance evaluations between supervisors and employees. The current paper aimed to discover the factors that predict this gap in terms of the demographics and personality of the two parties as well as disparities in their four efficacy (self, occupational, collective and means) evaluations of their employees. A sample of dyads of 94 employees and supervisors (Total N = 188) in high-tech industries took part. The findings indicate that supervisors' and employees' tenure was the main demographic predictor of performance evaluation gap. The personality of supervisors and employees only explained the gap in efficiency performance. The gap in efficacy evaluations between supervisors and employees in predicting the gap in performance evaluations was associated with the gap in internal efficacy evaluations (self and occupational efficacies) in predicting the gap in performance evaluations with respect to the quality and creativity performance evaluation facets. However, as regards the gap in efficiency performance evaluations, the gap in means efficacy between supervisors' and employees' evaluations was the only predictor for the efficacy gap. This model thus explains a vast majority of performance gap evaluations between supervisors and employees ranging from 61%-88% of performance evaluation differences. These results shed light for the first time on predictors of the gap in performance evaluations between supervisors and employees.

Paper is Available to Meeting Registrants Only.

OB: Paradoxical Effect of Exploitative Leadership on Employee Performance (WITHDRAWN)

Author: **Jinyun Duan**, *East China Normal U.*

Author: **Xiaoyun Ren**, *Soochow U.*

Author: **Yue Xu**, *Xi'an Jiaotong-Liverpool U.*

Author: **Jie Li**, *Xi'an Jiaotong-Liverpool U.*

Based on paradox theory, this study aims to investigate the paradoxical consequences of exploitative leadership on employee work outcomes. From the perspective of the 'performing-learning' lens, we hypothesize that exploitative leaders boost employee task performance, yet inhibit employee creative performance. In a three-wave time-lagged field study with 106 leaders and 249 matched subordinates, the results confirm our hypotheses, and we also find mediating effects of performance pressure and intrinsic motivation, as well as a moderating effect of traditional value. When leaders exert more exploitative behaviours, employees with a high level of traditionality show enhanced task performance via performance pressure, while those low in traditionality display worse creative performance because of their poor intrinsic motivation. These findings contribute to the destructive leadership literature, emphasising the distinct influences of exploitative leadership on different aspects of employee performance, and have implications for management practice.

Paper is NOT Available. Please contact the author(s).

OB: A Meta-Analysis of the Relationship Between Prosocial Motivation and Performance Behavior    

Author: **Mustafa Akben**, *Fox School of Business, Temple U.*

Author: **Joseph Kim**, *West Chester U.*

Based on 43 studies with 59 independent samples (N = 12,641), we examine the relationship of prosocial motivation with task performance and citizenship behaviors in this preliminary meta-analysis. We also identify and investigate two theoretical moderators: interaction with beneficiaries and culture, as well as one methodological moderator: rating source. The findings suggest that prosocial motivation has a smaller effect size on task performance ($r = .24$) than it does on overall citizenship behaviors ($r = .36$). Furthermore, there are no cross-cultural differences in the relationship between prosocial motivation and task performance or citizenship behaviors. The interaction with the beneficiaries, on the other hand, moderates the relationship between prosocial motivation and citizenship behaviors but not the relationship between prosocial motivation and task performance. The findings also indicate that the relationship between prosocial motivation and self-rated citizenship behaviors ($r = .50$) is stronger than the relationship between prosocial motivation and other-rated citizenship behaviors ($r = .20$), indicating a possible common method bias. Theoretical and practical implications are discussed, with an emphasis on the study's limitations and future research directions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **399** | Submission: **19600** | Sponsor(s): **(OB)**
Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**
Scheduled: **Saturday, Aug 6 2022 11:00AM- 12:30PMPT (UTC-7)** at **Seattle Convention Center in Chelan 4**

Status and Boundaries

Session Moderator: **Cheryl Rathert**, *Saint Louis U.*

Author: **Jacob Levitt**, *The Wharton School, U. of Pennsylvania*
Author: **Nancy Rothbard**, *U. of Pennsylvania*

Who decides who is a bona fide member of the group? Past work on group membership, social identity theory, and self-categorization theory focuses on static, binary, and top-down definitions of bona fide membership. We propose a new framework that argues for a dynamic, continuous, and co-created membership boundary, through granting, claiming and informal relationships, between a group and prospective group members. We extend prior work by defining group membership as a process where the mutual granting and claiming of formal membership and acquisition of informal relationships co-produce a continuous and dynamic description of the group boundary. We further propose several different types of membership that range from no membership (outsider) to partial membership (reluctant/emergent) to full membership (embraced). Last, we propose pathways that describe how people pass through partial membership states as they join and leave groups. We argue that they do so through mutual processes of granting and claiming membership as well as the development of informal relationships. In these ways, existing and prospective group members collectively manage both changes in the actual boundary, and membership across the group boundary. We conclude by discussing the implications of this framework for socialization, identity, and teams literatures.

Paper is NOT Available. Please contact the author(s).

OB: Virtually Equal: A Theory of Status Leveling in Organizations

Author: **Rebecca Hinds**, *Stanford U.*
Author: **Melissa Valentine**, *Stanford U.*
Author: **Justin M. Berg**, *Stanford Graduate School of Business*

Through a qualitative study of 77 full-time technology workers across multiple organizations, we theorize the process of successful status leveling in organizations, in which a dysfunctional status hierarchy is replaced with common perceptions of greater equality. We find that when remote workers' organizations shifted to a default remote work arrangement during the COVID-19 pandemic, previously high-status in-office workers began to recognize the expertise, challenges, and marginalization experienced by remote workers. Workers collectively adopted practices that enabled more objective and visible work product evaluations, and more equitable distribution of resources, as well as inclusive norms, emerged. In contrast to past research documenting resistance, resentment, skepticism, and defensiveness in response to status hierarchy changes in organizations, our theory explains why this shift was largely accepted and deemed durable by formerly low and high-status workers alike. Therefore, our work suggests how, despite being entrenched and often difficult to change, some dysfunctional status inequalities in organizations can be leveled to shape feelings of inclusivity and greater equity.

Paper is Available to Meeting Registrants Only.

OB: Status Similarity and Conflict: Evidence from Charness et al. (2014)  

Author: **Nghi Truong**, *Max Planck Institute for Research on Collective Goods*

We examine how the ambiguity of who dominates whom in social relationship results in conflicts among agents. Using data from the experiment by Charness et al. (2014), we empirically show that status similarity motivates people to compete more intensively, and results in more conflict among them. The study also highlights the moderation effect of gender norms in the relationship between status ambiguity and conflicts. We discuss different implications of our findings for conflict prevention and gender relations in organizations.

Paper is Available to Meeting Registrants Only.

OB: An Empirical Investigation of System Justification in the Context of Workplace Bullying

Author: **Cheryl Rathert**, *Saint Louis U.*
Author: **Ghadir Ishqaidef**, *California State U., Chico*
Author: **Tracy Hopkins Porter**, *Cleveland State U.*

Workplace bullying is prevalent, and substantial research has established its negative outcomes for employees. System justification theory (STJ) posits that people have a motivational tendency to justify the status quo of the systems in which they are embedded (i.e., their workplace), even if these systems are inequitable or unjust. This survey study (n=334) examined relations between system justification (SJ) and two important worker variables: engagement and organizational commitment, in the context of workplace bullying. Positive associations between SJ and engagement, and SJ and continuance commitment, were stronger for workers reporting higher levels of workplace bullying. But bullying also had direct effects on continuance commitment, suggesting that if workers experiencing higher levels of bullying felt they had better opportunities they would leave. These findings suggest that organizations need to understand the effects of system justification in the context of bullying in a more nuanced way than they have thus far. The role of system justification in organizations should be further studied.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **400** | Submission: **19529** | Sponsor(s): **(OB)**

Session Format: **In-person Only: Seattle**

Scheduled: **Saturday, Aug 6 2022 11:00AM - 12:30PMPT (UTC-7)** at **Seattle Convention Center in Room 212**

Voice, Collaborating, Crafting, and Coping

Session Moderator: **Michael Daniels**, *U. of British Columbia*

OB: [Who Can Afford to Voice? Examining the Role of Resources in the Employee Voice Process](#) 

Author: **Cassandra Phetmisy**, *Rice U.*
Author: **Danielle D. King**, *Rice U.*

Work, money, and the economy are the most common stressors for adults in the United States (APA, 2020a, 2020b). Financial stressors may highlight the importance and precarity of work—motivating employees to avoid risky behaviors, even those that may be necessary or beneficial. Thus, it is valuable to explore how financial stress may increase barriers for positive risk-taking in the workplace. Grounded in Conservation of Resources theory (Hobfoll, 1989), the current study investigated how financial stress and leader-member-exchange (LMX) affects employee behavior at work. We examined how financial stress impacts a critical, desired form of risk-taking at work: voice, through perceived riskiness of voice. Further, we consider the potential role of leadership protective resources (i.e., high-quality LMX), such that high LMX may buffer the negative association between perceived riskiness and voice. The study utilized a multi-source and multi-time point design to understand the effects of employees' financial stress on their voice behaviors at work. Results demonstrated that financial stress impacts employees' perceptions of voice riskiness, and that perceived riskiness of voice influences voice outcomes. This work offers both theoretical integration and expansion to the voice and financial stress domains, and offers actionable practical implications for organizational leaders and decision-makers.

Paper is Available to Meeting Registrants Only.

OB: [Collaborating Together, Coordinating Better? Examining Emotional and Physiological Dynamics in Teams](#) 

Author: **Emily Hsu**, *Washington U. in St. Louis, Olin Business School*
Author: **Yumeng Gu**, *U. of California, San Diego*
Author: **Jeremy Jamieson**, *U. of Rochester*
Author: **Christopher Oveis**, *U. of California, San Diego*

Coordination between teammates is critical for team success. However, little is known about the biological processes that reflect team coordination, or how team members' actions contribute to coordination between teammates. Specifically, little is known about how intrapersonal efforts to regulate emotion might have interpersonal consequences. The present study thus aimed to (1) test how emotion regulation strategies influence mutual, simultaneous changes in parasympathetic nervous system responses, as assessed via respiratory sinus arrhythmia (RSA) and (2) explore RSA linkage in different contexts of teamwork. To examine this, N=266 strangers were paired for a dyadic experiment that measured in vivo responses during stressful collaborative and individual tasks. RSA linkage manifested during collaborative work but not during the individual performance task. Notably, emotion suppression moderated this parasympathetic physiological linkage. Our findings offer important contributions to the scholarship on teams, as well as the emotion regulation and physiological linkage literatures. In addition, this work opens up new avenues for research on the interpersonal dynamics of teams.

Paper is Available to Meeting Registrants Only.

OB: [Leader Job Crafting to Develop Paradoxical Leadership](#) 

Author: **Soniya Dabak**, *Tata Institute of Social Sciences*
Author: **Zubin Rumi Mulla**, *Tata Institute of Social Sciences*

Job crafting has gained increasing significance as a strategy for adapting to organizational change. However, despite the paradoxical tensions encountered by leaders who are entrusted with driving organizational change, there is little or no research on how leaders can, themselves, craft their roles to manage the conflicts and tensions inherent in leadership. We explain the impact of leader job crafting on leaders' ability to actively transcend paradoxical tensions. In the first step, an experimental intervention conducted with participants in one organization across two conditions; general reflection on the tension (N=44) and job crafting (N=48) revealed that job crafting led to higher demonstration of paradoxical leadership than reflection, measured through observer ratings. Further, by qualitatively analyzing the data collected from participants in the job crafting condition of the intervention, we found six strategies through which job crafting helps leaders not only accept and confront, but actively transcend the tension between control and empowerment. This study contributes to existing research by establishing leader job crafting as a method to develop leaders' ability to not only accept, but actively transcend paradoxical tensions by co-creating role expectations. It also establishes the use of leader job crafting as a tool for leader development, which is a relatively unexplored area in job crafting literature.

Paper is Available to Meeting Registrants Only.

OB: [Online Social Coping with Work-Related Stressors During COVID-19](#) 

Author: **Sima Sajjadiani**, *Sauder School of Business, U. of British Columbia*
Author: **Michael Daniels**, *U. of British Columbia*
Author: **Hsuan-Che Huang**, *Sauder School of Business, U. of British Columbia*

The COVID-19 pandemic has significantly changed the work and employment experience for employees, resulting in novel or exacerbated stressors and challenges. At the same time, worker isolation resulting from layoffs, work-from-home arrangements, and social distancing policies have prompted workers to turn to online social platforms to cope with these stressors. The goal of our research is to elucidate the online social coping process. We integrated the Transactional Model of Stress and social support theories and applied computational grounded theorizing and various machine learning techniques to a large corpus of work-related conversations on Reddit to propose a microanalytic theory of online social coping process. This model sheds light on the interactive and dynamic nature of the online social coping process and shows how sharers and responders interact and react to one another depending on the content of shared stressors, the social coping strategies the sharers adopt, and whether the sharer and responder belong to the same occupational category. We contribute to the social coping literature by demonstrating the importance of considering the listener's response to the social coping attempt and by extending the theory on social coping to the online domain.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **401** | Submission: **19379** | Sponsor(s): **(OB)**

Session Format: **In-person Only: Seattle**

Scheduled: **Saturday, Aug 6 2022 11:00AM- 12:30PMPT (UTC-7)** at **Seattle Convention Center in Skagit 5**

Predictors, Forms, and Processes of Creativity

Session Moderator: **Maria Pajuoja**, *U. of Vaasa*

OB: The Benefits and Burdens of Work Moralization on Creativity 

Author: **Timothy Kundro**, *U. of North Carolina, Chapel Hill*

Although morality has long been considered an important and integral element of organizational life, current research suggests that moral considerations will reduce creativity. However, emerging evidence hints that morality may not always be a burden and instead could spark creativity. In this paper, I develop a model that investigates how work moralization – or the degree to which individuals integrate moral considerations into their work tasks – influences employee creativity. Drawing on regulatory focus theory, I argue that work moralization can lead to prevention focused cognitions – namely rumination – which impairs and redirects cognitive resources needed for creativity. However, I also posit that work moralization can lead to promotion focused cognitions – namely cognitive flexibility – leading employees to adopt cognitive approaches that increase creativity. Moreover, integrating research on value congruence, I suggest that work moralizers are the least likely to ruminate – and the most likely to become cognitively flexible – when they perceive their values are aligned with that of their organization, which ultimately fosters high levels of creativity. I test my theoretical model in a sample of federal scientists, employees at a sanitation plant, and an immersive pre-registered experiment. This research challenges the consensus that morality will negatively impact creativity and offers important contributions to research on organizational ethics, creativity, and moralization.

Paper is NOT Available. Please contact the author(s).

OB: Why Visionary Leadership May Limit Employees' Contribution to Ideation Contests    

Author: **Christopher Garrelfs**, *Kiel U.*

Author: **Julia Kroh**, *Kiel U.*

Author: **Carsten Schultz**, *Kiel U.*

Author: **Claudia Buengeler**, *Kiel U.*

OB Division AOM Meeting 2022 Best Student Paper with Entrepreneurship Implications Award, sponsored by the Kaufmann Foundation

To promote innovation in the turbulent era of digital transformation, visionary leaders can provide attractive visions of the future. However, recent empirical findings also reveal a "dark side" of visionary leadership. We investigate the effect of visionary leadership in ideation contests as one of the most popular innovation management instruments. Arguing that visionary leadership may have positive or negative impacts on employees' contribution to ideation contests, we test competing hypotheses. As research highlights vision communication as a core determinant of effective visionary leadership, we further investigate how the organizational vision communication (promotion vs. prevention-oriented) influences this relationship. Additionally, we argue that employees' competences may help to cope with the challenges of a prevention-oriented vision communication. By combining objective data from four real world ideation contests and survey data from a vignette study of 184 employees as participants, this article provides empirical evidence that (i) visionary leadership has a negative effect on employees' number and quality of ideas; (ii) the negative effect of visionary leadership gets more negative when vision communication is prevention-oriented and more positive when it is promotion-oriented; and (iii) this two-way interaction has a greater impact on the number and quality of ideas for employees with lower competence.

Paper is Available to Meeting Registrants Only.

OB: Insights into the Individual Innovation Process in the 2020s: Updating Prevalent Understanding

Author: **Maria Pajuoja**, *U. of Vaasa*

Author: **Maarit Laiho**, *Turku U. of Applied Sciences*

This paper examines individuals' experiences of their innovation process. The aim is to gain deeper insight into the features of individual innovation and thereby update the prevailing theoretical understanding of the concept of individual innovation process. To achieve this, the paper uses a qualitative single case study approach. A systematic data-driven analysis of 34 semi-structured interviews - conducted in an agile product development environment - showed that at the team member level, the individual innovation process consists of six activities: identifying needs, managing constraints, developing solutions, testing, evaluating, and implementing. The paper extends previous understanding by zooming in on the individual experience and highlights the previously unidentified role of individual agency in the innovation process. The study contributes to innovation and management literatures by challenging the current understanding of how individuals innovate, and how this process can be managed.

Paper is Available to Meeting Registrants Only.

OB: Different Forms of Creativity? Regulatory Focus & Cognitive Processes on Novelty and Usefulness

Author: **Till Nicolas Deuschel**, *U. Carlos III de Madrid*

This paper examines how individual differences in regulatory focus (promotion and prevention focus and their combination) influence individuals to generate creative solutions that vary in their degree of novelty and usefulness. In an experimental design using a product development task (n = 227), we disentangled the effect of individual regulatory focus on the cognitive processes and creativity facets. Individuals with a high promotion focus produced creative prototypes that were more novel. Flexibility was a partial mediator of this relationship with a positive effect on novelty, while fluency had a negative mediating effect. Although prevention focus did not have an effect on either novelty or usefulness, it had a conditional effect on the relationship between promotion focus and novelty. The positive effect of promotion focus became insignificant for both low and high levels of prevention focus. Overall, our findings suggest that the impact of promotion focus on creativity is mainly on the novelty side of creativity, while prevention focus in itself has no relationship with either creativity facet. We discuss implications of the findings for future research on creativity in workplace settings.

Paper is Available to Meeting Registrants Only.

OB: Intrinsic and Extrinsic Motivation and Employee Creativity: An Empirical Test

Author: **Sirkwoo Jin**, *Merrimack College*

Author: **Chaerin Yun**, *Salem State U.*

We explore how and when intrinsic and extrinsic motivation are related to creative process engagement and, in turn, lead to creativity level and frequency at work. Analyses of data collected from 163 employees and their supervisors showed that both intrinsic and extrinsic motivation have indirect effects on creativity level and frequency via creative process engagement; only intrinsic motivation had a direct effect on creativity level, whereas both intrinsic and extrinsic motivation had a direct effect on creativity frequency. Importantly, the effect of extrinsic motivation on creative process engagement was moderated by the level of creative problem solving expected in one's job, such that employees who were not required to engage in much creativity actually engaged in greater levels of creative process behaviors, which increased both creativity level and frequency. Theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**

Program Session: **402** | Submission: **18082** | Sponsor(s): **(OB, IM, MSR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Saturday, Aug 6 2022 11:00AM - 1:30PMPT (UTC-7)** at **Seattle Convention Center in Room 605**

How to Review a Manuscript? A Review Development PDW Sponsored by Journal of Managerial Psychology



How to Review a Journal Manuscript?

Coordinator: **Jeremy D. Meuser**, *U. of Mississippi*

Coordinator: **Carrie A. Bulger**, *Quinnipiac U.*

Moderator: **Bella Galperin**, *U. of Tampa*

Moderator: **Ulrich Leicht-Deobald**, *Trinity Business School, Trinity College Dublin*

Moderator: **Peter Harms**, *U. of Alabama*

Moderator: **Adam J. Vanhove**, *James Madison U.*

Moderator: **Frankie Jason Weinberg**, *Loyola U. New Orleans*

Reviewing a manuscript and providing solid recommendations to action editors is a critical part of the scientific process. Yet, as critical as it is, there seems to be little opportunity to develop this skill, called a “professional obligation” (Treviño, 2008). This PDW, targeted at students and junior scholars, gathers JMP action editors to discuss reviewing experiences with current and potential reviewers in a round-table format. Preregistration will be required and registrants will receive a paper written by one of the AEs earlier in his/her career to practice review. At the round tables, participants will discuss their reviews and thoughts about the manuscript. AEs will provide feedback on the reviews. Participants will receive resources for use later when executing their own reviews.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **403** | Submission: **13784** | Sponsor(s): **(ONE, OMI, SIM, TIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 11:00AM - 1:00PMPT (UTC-7)**

How Can Researchers Impact the Future? Rethinking & Developing Methods for Studying Grand Challenges

How Can Researchers Impact the Future?



Organizer: **Pratima Bansal**, *Ivey Business School*
Organizer: **Miriam Feuls**, *Copenhagen Business School*
Panelist: **Poonam Arora**, *Quinnipiac U. School of Business*
Panelist: **Stephanie Bertels**, *Simon Fraser U.*
Panelist: **Helen Etchanchu**, *Montpellier Business School*
Panelist: **Raghu Garud**, *Pennsylvania State U.*
Panelist: **Oliver Laasch**, *Senior Lecturer U. of Manchester*
Panelist: **Jane Kirsten Le**, *WHU - Otto Beisheim School of Management*
Panelist: **Luis L. Martins**, *U. of Texas at Austin*
Panelist: **Juliane Reinecke**, *King's College London*
Panelist: **Majken Schultz**, *Copenhagen Business School*
Panelist: **Garima Sharma**, *Georgia State U.*

The aim of this PDW is to focus on research approaches for studying grand challenges and, thereby, doing impactful research. However, much of this research focuses on past or present impact. In this workshop, such as through impactful research already conducted or being conducted, we shift the focus to research that impact practice in the future. The workshop has been designed to be highly interactive and dialogic. The overall goal of the PDW is to facilitate a structured discussion among presenters and the audience to rethink current and potential future scientific methods for studying grand challenges and to develop a research agenda for researchers' impact on the future.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **404** | Submission: **14750** | Sponsor(s): **(OSCM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 11:00AM - 12:30PMPT (UTC-7)** at **Seattle Convention Center in Room 618**

Radical Innovations and Extreme Disruptions: Could We Learn from Each Other?



The Innovation-Disruption Interface

Organizer: **Tingting Yan**, *Wayne State U.*
Organizer: **Wendy Tate**, *U. of Tennessee*
Organizer: **Mark Pagell**, *U. College Dublin*
Panelist: **Jennifer Blackhurst**, -
Panelist: **George A. Zsidisin**, -
Panelist: **Sriram Narayanan**, -
Panelist: **Fabrizio Salvador**, *IE U.*
Panelist: **Kevin Dooley**, *Arizona State U.*
Panelist: **Gyöngyi Kovács**, -

An innovative supply chain might support the development of higher risk management capabilities of all the supply chain parties, which helps to prevent disruptions from happening (Kwak et al., 2018). Equally, disruptions create opportunities and motivations for innovations. A new environmental policy that bans sourcing certain materials or materials from certain places could cause supply chain disruptions, while also motivating the firm to invest in green innovations (Gao et al., 2017). The recent COVID-19 pandemic, though devastating at a global scale, has also created slack resources in some sectors (i.e. idle workforce and facilities due to the stay-at-home orders), motivating firms to revise business processes, create new products, improvise new business models, or seek new customers to survive or even thrive during the crisis (Harris et al., 2020; Kovács & Falagara Sigala, 2021; Nandi et al., 2021; Wang et al., 2020). This PDW is intended to create a discussion between two groups of researchers, one on supply chain disruption management and one on supply chain innovation, to seek interesting research questions, useful databases, novel methodologies, etc. in the interface of the two areas.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **405** | Submission: **18480** | Sponsor(s): **(PUBS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 11:00AM - 12:00PMPT (UTC-7)** at **The Westin Seattle in Denny**

AMLE Editors Business Meeting
AMLE Editors Business Meeting

Organizer: **Susan Zaid**, *Academy of Management*
Presenter: **Paul Hibbert**, *U. of St Andrews*

By Invitation Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**

Program Session: **406** | Submission: **11670** | Sponsor(s): **(STR)**

Session Format: **Virtual-only: Zoom “meeting” style**

Scheduled: **Saturday, Aug 6 2022 11:00AM - 12:00PM PT (UTC-7)**

STR Virtual Social - Europe PM Time Zone (All Global Regions Invited)
STR Virtual Social - Europe Time Zone

Program Chair: **Marie Louise Mors**, *Copenhagen Business School*

Organizer: **Marie Louise Mors**, *Copenhagen Business School*

Division Chair: **Heather Berry**, *George Washington U.*

Division Chair-Elect: **Michael J. Leiblein**, *Ohio State U.*

Professional Development Workshop Chair: **Deepak Somaya**, *U. of Illinois at Urbana-Champaign*

Please join us in this virtual social for informal socializing.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **407** | Submission: **17077** | Sponsor(s): **(STR, ENT, OMI)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 11:00AM - 1:00PMPT (UTC-7)** at **Seattle Convention Center in Room 611**

Incumbents' Responses to Entry and Disruptive Innovation

Incumbents' Responses to Entry and Disruption

Organizer: **Orie Shelef**, *U. of Utah, David Eccles School of Business*
Organizer: **Robert Joseph Wuebker**, *U. of Utah*
Presenter: **Ron Adner**, *Dartmouth College*
Presenter: **Lyda S. Bigelow**, *U. of Utah*
Presenter: **Gianluigi Giusfiziero**, *Frankfurt School of Finance & Management*
Panelist: **Michael J. Leiblein**, *Ohio State U.*
Presenter: **Bilgehan Uzunca**, *ESADE Business School / Ramon Llull U.*

Research on incumbent-entrant dynamics has a long history in the strategy, entrepreneurship, and innovation literatures going all the way back to Bain (1956). This PDW illuminates several conceptual, methodological, and empirical insights associated with modern scholarship on incumbents' responses to entry and disruptive innovation. In this session, we aim to showcase the work of several leading scholars who are working in this domain, allowing each to share emerging insights from their particular point of view on the topic; conduct a dialogue with the participants as a collective; and field questions from attendees. The purpose of the presentations is to showcase active research and illuminate opportunities for future work. We anticipate that the first part of our panel discussion will be driven primarily through structured questions that encourage dialogue and constructive engagement between the panelists, orchestrated by the organizers.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **408** | Submission: **19706** | Sponsor(s): **(TLC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 11:00AM - 12:00PMPT (UTC-7)** at **Seattle Convention Center in Room 614**

TLC Pre-Conference Meeting (Invite Only)
TLC Pre-Conference Meeting (Invite Only)

This is an invite only session for the TLC Committee

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **409** | Submission: **17541** | Sponsor(s): **(OB, IM, MSR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 11:15AM- 12:45PMPT (UTC-7)** at **Seattle Convention Center in Room 305**

Future Directions of Servant Leadership: A Panel Symposium
Research Incubator
Future Directions of Servant Leadership



Session Chair: **Jeremy D. Meuser**, *U. of Mississippi*
Coordinator: **Nathan Eva**, *Monash Business School*
Coordinator: **Jarvis Smallfield**, *Central Michigan U.*
Panelist: **Dirk Van Dierendonck**, *Erasmus U. Rotterdam*
Panelist: **Julia Elisabeth Hoch**, *California State U., Northridge*
Panelist: **Emily M. Hunter**, *Baylor U.*
Panelist: **G. James Lemoine**, *U. at Buffalo, The State U. of New York*
Panelist: **Mitchell J. Neubert**, *Baylor U.*
Panelist: **Sen Sendjaya**, *Swinburne U.*

This panel symposium brings together eminent and emerging servant leadership scholars to debate about the future and value of the servant leadership model. The goal of our panel is to explore the conceptual, theoretical, and methodological challenges faced by servant leadership researchers. Participants will engage in an open discussion with the panelists about the current state of servant leadership's construct clarity, methods, and the universal application of servant leadership, to meaningfully move the field forward.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **410** | Submission: **19029** | Sponsor(s): **(CMS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 11:30AM- 1:00PMPT (UTC-7)** at **The Westin Seattle in Whidbey**

Alternative Perspectives on Organizing

Session Moderator: **Richard Longman**, *U. of the West of England*

CMS: From “Bad Apples” to “Bad Barrel” to “Bad System”

Author: **Nathan Gerard**, *California State U, Long Beach*

The purpose of this paper is to widen the scope of workplace bullying to include an analysis of neoliberalism and its propensity for violence. Applying a relational psychoanalytic frame, the paper draws hitherto underexplored connections between abusive relational dynamics and the system of neoliberalism, demonstrating how such dynamics permeate both organizational and domestic spheres, and rely upon an intergenerational transmission of trauma that has its roots in the toxicity of neoliberal forms of work. Findings suggest that workplace bullying becomes normative in a system defined by the steadily erosion of basic social provisions in the interest of market forces. In order to solicit compliance and ultimately wield control in this impoverished environment, neoliberalism shapes individuals into hyper-individualized selves who project their unwanted parts onto denigrated others, while simultaneously identifying with fantasized images of invincibility and self-made success. The irony, however, is that this form of defensive autonomy renders individuals particularly susceptible to narcissistic injury, and thus to identifying with contrasting images of absolute dependency. This oscillation between defensive autonomy and defensive dependency is shown to underpin sadomasochistic relations in both the home and work environment, as bully and bullied mirror each other in an enactment of neoliberal violence.

Paper is Available to Meeting Registrants Only.

CMS: Deserving Freedom: A Bourdieuan Analysis of the Work Experience in a Self Proclaimed Liberated Firm 

Author: **Marine De Ridder**, *JCHEC Brussels Management School*

Author: **Eline Jammaers**, *Hasselt U.*

This study aims to further knowledge on the ambivalent work experience in “liberated” organizations, responding to calls for more empirical evidence on the threats and virtues of popular “new” managerial ideologies. In this article, we empirically draw on the findings of a case study undertaken in a liberated medium-sized enterprise, active in the field of IT consulting. By mapping out how the rules of the game have changed since the self-proclamation of being a liberated firm, we outline how enchanted values of freedom and autonomy serve to mask a new form of symbolic violence. We illustrate how workers themselves are complicit in their own demise by buying into and reproducing the liberated firm ideology whilst paradoxically being silenced and made to feel “freedom unworthy”. This study contributes to deepen our understanding of elusive forms of domination and to reveal ambivalences of worker experience in supposedly happy workplaces. Especially in light of the new world of work and the Covid 19-crisis, a better understanding of how the control-autonomy association works is timely.

Paper is Available to Meeting Registrants Only.

CMS: Communitarian Organising: Maya Women’s Lived Experiences through Decolonial Feminist Theory

Author: **Jennifer Manning**, *Technological U. Dublin*

Applying decolonial feminist theory to management and organisation studies provides space to value the specific experiences of work associated with indigenous, non-modern and alternative ways of organising by women in the Global South to produce original indigenous knowledge and break the mechanical transfer of management and organisation knowledge from the West to the Global South. This paper introduces the concept of communitarian organising, a way of organising by Maya women working together in community weaving groups in the rural remote Highlands of Guatemala. By way of decolonial feminist theory, communitarian organising is explored to encourage us to embrace an epistemic move towards a pluriversity of knowledges, ideas and experiences in organisation studies. Bringing the lived experiences of Maya women into organisation studies helps to create a pluriversal space for diverse epistemic encounters that recognise and value knowledge that has been produced from the lived experience of the gendered colonial differences.

Paper is Available to Meeting Registrants Only.

CMS: Democratic Practices Tackling Grand Challenges - Affect, Dissensus and Ethics of Alterity  

Author: **Jonas Friedrich**, *Research Institute for Organizational Psychology*

Democratic enterprises have been claimed to contribute to tackle grand challenges. This claim, however, has mostly stayed on a theoretical level. Disjunct research on alternative organizing has leaned into empirical practice and affect studies. It is currently not clear how dissensus relates or coins democratic organizing and whether this is linked to a novel democratic ethics. This research explores democratic practices in an ethnographic study of a small professional cooperative, investigating their affectual coloring by ethics of alterity and dissensus. We find six interrelated practices that coin the democratic collaboration: societizing (1), acknowledging (2), translucitizing (3), delegating (4), flowing (5) and second order deciding (6). Especially, the core social practices display a democratic ethics of alterity, which however goes beyond respecting gender, race and class developing sensitivities for a multiplicity of life situations of the co-workers. Dissensus becomes mostly prevalent in eclectic political discussions for example on the theories of change but gets tamed when issues are to be integrated into concrete operations of the enterprise. We contribute to grand challenges research, extend practice and affect literature on alternative organizing and further develop democratic ethics of alterity and dissensus. This research displays preliminary, intermediate results of an ongoing ethnographic field research.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **411** | Submission: **10680** | Sponsor(s): (**MED, ODC, OMT, HR, CAR, OB, MC**)
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 11:30AM- 1:30PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 1**

Translating Theory into Practice: Organizations and the Future of Work

Theory to Practice: Organizations and Future of Work



Coordinator: **Melanie P. Cohen**, *Institute for Creative Management.org*
Coordinator: **Gigi Johnson**, *Maremel Institute*
Participant: **Johanna Anzengruber**, *Upper Austria U. of A.S*
Participant: **Dan Bumblauskas**, *U. of Northern Iowa*
Participant: **Kent Rondeau**, *U. of Alberta*
Participant: **Nicole C. Jackson**, *Sacred Heart U.*
Participant: **Protiti Dastidar**, *U. of Maryland*
Participant: **Usha C.V. Haley**, *Wichita State U.*
Participant: **Lori Kendall**, *The Ohio State U. Fisher College of Business*
Participant: **Julie JP Palmer**, *Webster U.*
Participant: **Tyrone Pitsis**, *Durham U.*
Participant: **Gudrun Sander**, *U. of St. Gallen*
Participant: **Elena P. Antonacopoulou**, *Ivey Business School*
Participant: **Dharm Prakash Sharma Bhawuk**, *U. of Hawaii at Manoa*
Participant: **Barbara C. Nussbaum**, *MSR*
Participant: **Sonja Sackmann**, *U. Bundeswehr, Munich*
Participant: **Christof Backhaus**, *Edinburgh Napier U.*
Participant: **Nicole M. Coomber**, *U. of Maryland*
Participant: **Kirsteen Grant**, *Edinburgh Napier U.*
Participant: **Alea Fairchild**, *KU Leuven*
Participant: **Adam Fowler**, *CTL Economics*
Participant: **Margaret Irene Morse**, *Gear and Wire Consulting*
Participant: **Jesse E. Olsen**, *U. of Melbourne*
Participant: **Peter Gahan**, *U. of Melbourne*

The framing of the “future of work” has grown in visibility and scope over the past few years. Researchers have been positing deep change impacts from the data- and machine-enmeshed transformations in work for many years (Keynes, 1930; Zuboff, 1988; Adler, 1992; Rifkin, 1995; Brynjolfsson & McAfee, 2012; Susskind & Susskind, 2015; Hodgson, 2016; Frey & Osborne, 2017; Daugherty & Wilson, 2018; Hirschi, 2018; Tschang & Albiral, 2019; Raisch & Karkowski, 2020; Schulte et al, 2020). Large consulting organizations have taken up the challenge, building full practice and research areas (PWC, 2014; Illanes et al, 2018; Schwartz et al, 2019). This PDW will be held as a hybrid session. It will be a collaboration between scholars and practitioners at both the in-person and virtual versions of the Academy of Management (AOM) Conference for 2022. We will examine the accelerating changes impacting three frames of work - the work, the workplace, and the people/systems -- from different points-of-view. Using the World Cafe framework, participants will explore emergent change, frictions, and our own organizations. During this era of unprecedented instability, our core question will be how organizations and leaders can thrive in this changed landscape by embracing the future of work through new insights and capabilities.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Showcase Symposium**
Program Session: **412** | Submission: **11576** | Sponsor(s): **(MSR, MED, SIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 11:30AM - 1:00PMPT (UTC-7)**

How Mindfulness/Meditation Influences Change in Societies

Mindfulness/Meditation and Societal Change



- Distinguished Speaker: **Kathryn Goldman Schuyler**, *Alliant Intl U. / Coherent Change*
- Distinguished Speaker: **Jochen Matthias Reb**, *Singapore Management U.*
- Distinguished Speaker: **Otto Scharmer**, *MIT Management S School*
- Distinguished Speaker: **Sandra A. Waddock**, *Boston College*
- Distinguished Speaker: **Lemuel Watson**, *Kinsey Institute, Indiana U.*
- Distinguished Speaker: **Patricia Wilson**, *U. of Texas at Austin*

MSR Best Symposium Proposal

As is fitting for the 2022 theme of the AOM meeting “Creating a Better World Together,” the presenters in this panel symposium will explore how mindfulness/meditation contributes to creating a world that supports the flourishing of humans and all sentient beings—which is how we perceive the meaning of a “better” world. We intentionally use the combined term “mindfulness/meditation” in the title because of their close historical connection within wisdom traditions and because we focus on the area of intersection between them. A number of perspectives can be gleaned from discussions about mindfulness/meditation and societal change, but there is little research as to how it generates or is conducive to change towards healthier, more wholesome societies. We bring together panelists with considerable experience in terms of personal practice, scholarship, and coaching with regard to mindfulness/meditation and propose to explore their perspectives on this question, looking towards creating a theory of mindfulness-based societal change as a component of social change theory for the social sciences and management. This session will be a rousing conversation, following short presentations by the panelists, intended to help all of us challenge our own current thinking on how [the process by which] mindfulness/meditation influences change in societies. We intend for the session to lead to a symposium-type article on this question, so as to generate more awareness and research on this topic.

KEY TO SYMBOLS

- Teaching-oriented
- Practice-oriented
- International-oriented
- Theme-oriented
- Research-oriented
- Diversity-oriented
- Selected as a Best Paper

Session Type: **Symposium**
Program Session: **413** | Submission: **17238** | Sponsor(s): **(OB, CM, MOC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 11:30AM- 1:00PMPT (UTC-7)** at **Seattle Convention Center in Room 214**

Impression Management and Mismanagement in Organizations *Impression Management*



Organizer: **Bushra Sarah Guenoun**, *Harvard Business School*
Organizer: **Julian Jake Zlatev**, *Harvard Business School*
Discussant: **Mark C Bolino**, *U. of Oklahoma*
Presenter: **Ovul Sezer**, *Columbia Business School*
Participant: **Salvatore J. Affinito**, *Harvard Business School*
Participant: **Bradley R. Staats**, *U. of North Carolina, Chapel Hill*
Presenter: **Mijeong Kwon**, *U. of Colorado, Denver*
Presenter: **Lynn A. McFarland**, *Darla Moore School of Business, U. of South Carolina*
Participant: **William Benjamin Ward**, *U. of South Carolina*
Participant: **Silvia Clark**, *Darla Moore School of Business, U. of South Carolina*
Participant: **Jonathan Hendricks**, *U. of Nebraska, Lincoln*

Within and outside of the workplace, individuals regularly engage in impression management, or attempts to manage how they are perceived by others to create positive impressions of themselves (Bolino & Turnley, 2003; Jones & Pittman, 1982; Wayne & Liden, 1995). Despite the importance of cultivating a good impression, it is not uncommon for individuals to misunderstand how certain behaviors will be perceived by others (Steinmetz, Sezer, & Sedikides, 2016). The five papers in this symposium each address an important aspect of impression management and highlight nuances that provide a greater understanding of 1) when and why impression mismanagements might occur and 2) how individuals can become better impression managers so they can more effectively reach their goals. These papers examine various forms of impression management, both through language and actions, and discuss how context affects the extent to which impression management is successful.

How does Variability Affect Humanization?

Author: **Kristina Wald**, *U. of Chicago Booth School of business*
Author: **Jane Risen**, *U. of Chicago Booth School of business*

I Told You So Effect

Author: **Ovul Sezer**, *Columbia Business School*
Author: **Salvatore J. Affinito**, *Harvard Business School*
Author: **Bradley R. Staats**, *U. of North Carolina, Chapel Hill*

Intrinsic Motivation Display as Impression Management

Author: **Mijeong Kwon**, *U. of Colorado, Denver*

Sending Signals: Strategic Displays of Warmth and Competence

Author: **Bushra Sarah Guenoun**, *Harvard Business School*
Author: **Julian Jake Zlatev**, *Harvard Business School*

Observer Reactions to Impression Management Use in the Workplace

Author: **Lynn A. McFarland**, *Darla Moore School of Business, U. of South Carolina*
Author: **William Benjamin Ward**, *U. of South Carolina*
Author: **Silvia Clark**, *Darla Moore School of Business, U. of South Carolina*
Author: **Jonathan Hendricks**, *U. of Nebraska, Lincoln*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **414** | Submission: **17153** | Sponsor(s): (AAT)
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 12:00PM - 2:00PMPT (UTC-7)** at **Seattle Convention Center in Room 201**

Using AI and Machine Learning to Generate Novel Insights about Prejudice In the Workplace *Machine Learning for Insights into Prejudice*



Organizer: **Elizabeth Demissie Degefe**, *Fuqua School of Business, Duke U.*
Organizer: **Abhishek Sheetal**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*
Presenter: **Louis Hickman**, *The Wharton School, U. of Pennsylvania*
Presenter: **Kevin Nanakdewa**, *U. of Toronto*

Our symposium presents three projects that use machine learning to generate theoretical insights about prejudice in organizations. The first project illustrates the uses of natural language processing to examine how commonly used AI-based HR hiring tools are biased against applicants who sporadically use African American English instead of Standard American English. The following two projects use machine learning to identify antecedents of racism and xenophobia through abductive reasoning. Both studies identified novel antecedents that were not predicted by existing theories, and verified the antecedents suggested by machine learning with multiple correlational, experimental, and archival studies. These insights can subsequently be used to develop interventions to reduce racism and xenophobia in the workplace.

You Don't Sound Black: Codeswitching, AI, and the Use of HR Platforms in Candidate Selection

Author: **Kofi Arhin**, *Lally School of Management, Rensselaer Polytechnic Institute*
Author: **Louis Hickman**, *The Wharton School, U. of Pennsylvania*
Author: **Jason Nicholas Kuruzovich**, *Rensselaer Polytechnic Institute*

Pride and Prejudice: Pride in National History Increases Racism

Author: **Elizabeth Demissie Degefe**, *Fuqua School of Business, Duke U.*
Author: **Abhishek Sheetal**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*

Belief in Free Choice Leads to Pro-Immigration Attitudes

Author: **Kevin Nanakdewa**, *U. of Toronto*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Social Event**
Program Session: **415** | Submission: **19726** | Sponsor(s): **(EXH)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 12:00PM - 1:30PMPT (UTC-7)** at **Seattle Convention Center in Room 613**

**Science With Impact: How To Engage Executives in Research Business
Leaders in Research That Makes A Difference**
Science With Impact

Organizer: **Svetlana Khapova**, *Vrije U. Amsterdam*

The overarching purpose of management scholarship is to create research that has impact in science and is at the same time considered useful by practitioners. To create impactful research, we need to mobilize our theories and methods to tackle important societal problems and improve the well-being of others. Collaboration, openness, inclusivity, and social responsibility are the ways forward. One of the means by which we seek to promote impactful research that makes a difference is by involving executives in research - not as informants and research subjects, but as those doing the scholarly inquiry into pressing societal challenges. At the Vrije Universiteit Amsterdam, we offer a part-time PhD programme in Business Administration for executives, business leaders and professionals who are eager to expand the frontier of knowledge based on the practical problems that matter to them. Equipped with the relevant tools and skills, they combine rigor and relevance to conduct problem-driven research that makes a difference for themselves, their organizations, and for society at large. This networking event will illustrate the principles and values of our part-time executive PhD program and offer a space to discuss how practitioner-researchers can contribute to science with impact. During the session we invite everyone to think about fresh ideas to bring research and practice closer together and offer a space for discussing how practitioner-researchers can help us craft more impactful research.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**

Program Session: **416** | Submission: **15211** | Sponsor(s): **(GDO, ODC, SIM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Saturday, Aug 6 2022 12:00PM - 2:00PMPT (UTC-7)** at **Sheraton Grand Seattle in Columbia**

Diversity and Inclusion for Leadership: Giving Voice to the Diversity of Ideas



Giving Voice to the Diversity of Ideas

Organizer: **Millicent F. Nelson**, *Middle Tennessee State U.*

Presenter: **Daniel L. Morrell**, *Middle Tennessee State U.*

Presenter: **Jovette Dew**, -

Presenter: **Sally Sledge**, *Norfolk State U.*

Presenter: **Jennifer M. Collins**, *Florida A&M U.*

Presenter: **Angela K. Miles**, *North Carolina Central U.*

Presenter: **Matrecia James**, *St. Bonaventure U.*

Some of the events occurring in the United States during the last couple of years have made people worldwide aware of the need for diversity and inclusion. When many people think of diversity, they think of surface-level characteristics that represents an individual's visible physical features such as age, disabilities, race, ethnicity, or gender. While all of these areas of diversity are important, one of the most enduring is diverse ideas that can come from those differences. The coronavirus pandemic has also exposed a variety of ideas, some which have caused disunity and discord among many throughout the world. Leaders in academic and non-academic settings must make decisions about how to navigate in an environment where there are diverse ideas and strong opinions about how businesses should operate. We will investigate the concept of voice to demonstrate the need for employees/students to be heard in businesses as well as in academic settings. When leadership listens to the points of view of all, they not only provide voice and satisfaction from others, but they can also receive a wealth of information and ideas to propel the organization forward. This PDW will discuss the importance of leaders listening to everyone's ideas and explore strategies/techniques for optimizing voice.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **417** | Submission: **18388** | Sponsor(s): **(IAM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 12:00PM - 1:30PMPT (UTC-7)**

Iberoamerican Academy of Management Business Meeting
IAOM Business Meeting

Session Chair: **Carlos Jesus Alsua**, *U. of Arizona*
Participant: **Len Trevino**, *Florida Atlantic U.*
Participant: **Juan Velez-Ocampo**, *U. de Antioquia*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **418** | Submission: **11035** | Sponsor(s): **(IAM, GDO, CAR, SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 12:00PM - 2:00PMPT (UTC-7)** at **The Westin Seattle** in **Elliot Bay**

Doing Latinx Research and Being Latinx Researchers

Doing Latinx Research and Being Latinx Researchers



Session Chair: **Carlos B. Gonzalez**, *Cal Poly Pomona*
Session Chair: **Patricia G Martinez**, *Loyola Marymount U.*
Session Chair: **Florencio F. Portocarrero**, *Columbia Business School*
Session Chair: **Micah Rajunov**, *Boston U. Questrom School of Business*
Session Chair: **Lyangela Gutierrez**, *U. of Virginia*
Panelist: **Donna Maria Blancero**, *Bentley U.*
Panelist: **Monica C. Gavino**, *San Jose State U.*
Panelist: **Jorge A. Gonzalez**, *U. of Texas Rio Grande Valley*
Panelist: **Gerardo Okhuysen**, *U. of California, Irvine*
Panelist: **Miguel Unzueta**, *U. of California, Los Angeles*

Currently more than 60.9 million Latinx-identified individuals live in the U.S., making up more than 18% of the population, and trending to be approximately 30% by 2050. However, while Latinx individuals have increased as a proportion of the population, (1) business schools have been slow at addressing the needs of their Latinx students and faculty, and (2) with a few exceptions, the management scholarly literature has practically neglected research on Latinx populations. This PDW seeks to address these two issues by offering: (1) an opportunity for Latinx scholars to discuss navigating their professional lives as an under-represented group within business schools, and (2) a venue for exchanging insights and for setting a research agenda focused on this significant minority in organizations. Lastly, after two years of social distancing due to the Covid-19 Pandemic, this PDW will provide structured and in-person space to reconnect and reinvigorate the Latinx community of scholars and allies at the Academy of Management.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **419** | Submission: **19022** | Sponsor(s): **(MED)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 12:00PM - 1:30PMPT (UTC-7)** at **Seattle Convention Center in Room 203**

Academics: Management and Career Issues

Session Moderator: **Akhila Veldandi**, *Indian Institute of Management, Indore*

MED: Complexity of Ability-Motivation-Academic Performance Relationship: Revisiting AMO Model

Author: **Akhila Veldandi**, *Indian Institute of Management, Indore*

Drawing from the overarching ability-motivation-opportunity (AMO) model, this study is an effort to extend the AMO literature by exploring the sparsely researched combinative effect of ability and motivation dimensions on academic performance. Furthermore, we offer a novel operationalization of ability as a combination of objective, subjective, and perceptual measures. Additionally, the variations in the impact of ability over performance based on the work experience of an individual were also investigated. The data was collected from 220 students over a period of nine months of the first academic year of the postgraduate program in a management institute. We argue that while individuals with a certain amount of ability secure good scores in academics, motivation significantly helps those individuals whose abilities are comparatively low. We also argue that an individual's work experience would act as a complement for ability.

Paper is Available to Meeting Registrants Only.

MED: Examining the Causes of Misconduct in Management Academia Through Theoretical Triangulation 

Author: **Lakshmi Balachandran Nair**, *Luiss Guido Carli U.*
Author: **Andrea Ascani**, *Gran Sasso Science Institute*

This article investigates low-profile misconducts, which are the difficult-to-identify research misdemeanors in management research. Due to their inconspicuous nature, low-profile misconduct could cause more damage to management scholarship than high-profile misconducts such as plagiarism, fabrication, or falsification. Prior literature on misconduct predominantly functions under a rational choice theory perspective. However, without acknowledging the intricate interactions between the individual traits of the researchers, their organizational contexts, their external environments, and the specificities of the concerned situations, understanding low-profile misconduct is improbable. Therefore, we examine the causes of low-profile misconduct by combining the lenses of five criminological and sociological theories – i.e. rational choice, differential association, general strain, self-control, and anomie theories. By taking a multidisciplinary stance and by triangulating, we offer a perspective that departs from the linear idea of misconduct by exposing an articulated set of complex dynamics operating at multiple stages of the research process and different levels of management academia. Based on this perspective, we discuss how management academia can address low-profile misconduct through a transformative research ethics education. Our holistic conceptualization of low-profile misconduct also serves as the foundation for future research in academic misconduct.

Paper is Available to Meeting Registrants Only.

MED: Playing the Dignity Roulette: Deciphering Academic Dignity from the Perspective of Doctoral Scholars 

Author: **Divya Tyagi**, *Indian Institute of Management, Indore*
Author: **Mudit Shukla**, *Indian Institute of Management, Indore*
Author: **Jatin Pandey**, *Indian Institute of Management, Indore*

The publish or perish culture is a reality that management scholars deal with every day. It is a means of gaining legitimacy for the business schools while providing an objective approach to measure the performance of the scholars. At the same time, it paves the way for excessive competition, sham authorships, questionable research practices. While the literature on the implications of this culture is quite voluminous, it is primarily based on the experiences of seasoned academicians. So, in this study, we look at this culture from the viewpoint of doctoral scholars, specifically those pursuing their doctorate in a non-Western context. Our findings illustrate that the publish or perish culture subjects these scholars to a never-ending dignity struggle. They lose their dignity as they get dehumanized as machines for publications and stigmatized for their location and being non-native English speakers. These scholars internalize their inferior position and resort to internal divisions to recuperate their lost dignity. In sum, we propose that the publish or perish culture leads to the commoditization of dignity.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **420** | Submission: **13412** | Sponsor(s): **(MH, OMT, PNP)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 12:00PM - 2:00PMPT (UTC-7)** at **Seattle Convention Center in Room 616**

**Intergenerational Transmission of Social Purpose:
Legacy in Corporations and Other Organizations**
Intergenerational Transmission of Social Purpose



Organizer: **Andrea Casey**, *George Washington U.*
Organizer: **Sonia Coman**, *Columbia U.*
Organizer: **Trevor Lyle Israelsen**, *U. of Victoria (PhD Student)*
Panelist: **Diego Coraiola**, *U. of Victoria*
Discussant: **Roy R. Suddaby**, *U. of Victoria*
Panelist: **William Foster**, *U. of Alberta*
Panelist: **Francois Bastien**, *U. of Victoria*
Participant: **Robert Wolcott**, *U. Of Chicago*

The objective of this workshop is to explore the mechanisms that encourage the transmission of positive social values and behaviors across multiple generations within an organizational context. While shareholder capitalism has encouraged considerable economic gains for humanity, corporations must now account for the negative consequences of their economic success. These consequences now comprise existential challenges to humanity—climate change, systemic poverty, inequality and related social ills. Corporations are under growing pressure to justify their pursuit of profits by acquiring a sense of purpose that attends to broader social issues and to reorganize production in ways that consider the effects of shareholder capitalism on future generations. However, modern executives and the business schools that train them know little about creating a sense of social purpose in corporations and even less about how to sustain a sense of social purpose across multiple generations. Increasingly, corporations turn to other organizational forms to understand both social purpose and intergenerational transmission of values. Associations, clubs, charities, religious societies, museums, philanthropic foundations, family businesses and related actors have a long history of honing entities that operate for social welfare, civic improvement, family aspiration, recreation, cultural pursuits and other purposes that are less focused on profit. Many of these organizations, moreover, have developed the capacity to endure for many generations without loss of mission or purpose. Yet we know little about the mechanisms by which they create and embed their sense of purpose or how they manage to sustain the sense of purpose over time.

Preregistration is required for this workshop. To preregister please fill out the following form <https://forms.gle/8AQ74LBjvcLdPor5>. This workshop is open to both virtual and in-person attendees and has two components. The first component is a panel discussion and the second is a paper development session. The first component will be open to all preregistered attendees. Participation in the second component will be limited to attendees selected through an application process. To apply for participation in the paper development session, please submit an abstract (500 words excluding references) for review that fits the thematic scope of the workshop. Please submit the abstract at <https://forms.gle/8AQ74LBjvcLdPor5> by July 22.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **PDW Workshop**

Program Session: **421** | Submission: **17368** | Sponsor(s): **(OB, ENT, GDO, HR, IM, ODC, CTO, PNP, RM, STR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Saturday, Aug 6 2022 12:00PM - 2:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 4C1**

**A Non-Quant’s Guide to Reviewing Quantitative Papers: From
Minor Mistakes to Malfeasance**
Reviewing Quant Papers for the Non-Quant



Participant: **Lisa T. Stickney**, *U. of Baltimore*

Participant: **C Melissa Fender**, *Rutgers Business School*

Do you dread being asked to review quantitative papers? Are you more comfortable with qualitative research or theoretical papers? Are you new to reviewing and need some guidance for quantitative papers? Has it been a while since you have reviewed a quantitative paper? Have you noticed that other reviewers spot quantitative issues that you didn’t? If so, this PDW is designed for you. Join us, as experienced journal editors who happen to be serious “quants” (quantitative thinkers) take you through the steps of reviewing a quantitative paper. You’ll learn what to look for, how to spot red flags, how to handle them, and practice doing so.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **422** | Submission: **19245** | Sponsor(s): **(OB, GDO)**
Session Format: **Not Provided**
Scheduled: **Saturday, Aug 6 2022 12:00PM - 5:00PMPT (UTC-7)**

**That's a (Science) Riot! Cultivating Research Impact
through Stand-up Comedy Part 2 (CANCELLED)**
Science Riot Research Impact



Organizer: **Sarah M. G. Otner**, *Kingston Business School*
Facilitator: **Jessie Hanson**, *Science Riot*
Distinguished Speaker: **Jamie L. Gloor**, *U. of St. Gallen*

This session is Part 2 of Submission #12480. Attendees must be pre-approved, and must register for both sessions. Research impact is girded by a solid foundation of effective Knowledge Exchange – i.e., a two-way flow between researchers and end-users of ideas, research evidence, experiences, and skills. However, many of the “best” researchers deploy few strategies beyond teaching, websites, and social media; even fewer can confidently capture public engagement and evaluate its impact. This PDW will explore the benefits to humor at work and exploit comedy as a tool of connection in order to build individual scholars’ capacities for science communication and research impact. Participants will receive expert media training in writing and performing comedic delivery of research insights, culminating in a live comedy show! See Program for linked sessions’ details.

Applications (via <https://forms.gle/qCy27Wkq2hSdhwMLA>) are due 8 July for Cohort B Public shows will be performed Friday 5 AUG & Sunday 7 AUG; all are welcome to attend. There is a US \$300 registration fee, non-refundable. If your application is approved, please register by using this link: <https://secure.aom.org/PDWReg/>.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Synchronicity at Noon: The Eclecticism of Change Processes and Practices

Session Moderator: **Jun Li**, *Metropolitan State U.*

ODC: Momentum, Deceleration, or Both? The Effect of Prior Changes on a Subsequent Change of the Same Kind 

Author: **Jun Li**, *Metropolitan State U.*

A conventional consensus on organizational change is the momentum view, which claims that prior changes of a given kind increase the probability of a subsequent change of the same kind. This consensus has been recently challenged by the deceleration view, which argues that prior changes decrease the probability of a subsequent change. By making a distinction between experienced changes and internalized changes, this study postulates that the two views complement and coexist with each other. A change of a given kind is less likely to occur with more experienced changes of the same kind, while it is more likely to occur with more internalized changes of the same kind. This integrated view is supported in a sample of 477 U.S. local governments making decisions about whether to outsource public services during 1982 to 2007. This study also looks into how relatedness to internalized changes affected the occurrence of a subsequent change of the same kind. The impact of operational relatedness was positive at an early time and increasingly negative in the long run. The impact of skill relatedness, however, was positive and steadily increased as time went on.

Paper is NOT Available. Please contact the author(s).

ODC: Sources of Power in Inter-Organizational Strategizing – Explaining Power Dynamics 

Author: **Henrike Schmidt**, *U. of Hamburg*

Author: **Eva Maria Wild**, *U. of Hamburg*

Author: **Carl Rudolf Blankart**, *U. of Bern*

Inter-organizational strategizing is associated with opening up the strategy-making process in order to pool expertise and resources across different organizations. However, some organizations still tend to exercise more power than others in the strategy-making process. Thus, understanding inter-organizational strategizing requires understanding how and by which resources actors are able to exercise power on strategic decisions and how power relations between involved organizations change over time. Providing a deep understanding on these power dynamics that shape the constitution of strategy advances and knowledge on inter-organizational strategizing processes. Our study explores inter-organizational power dynamics and identifies the relevance of different sources of power during the different phases of a strategy-making process. We exploit the case of a health care partnership of eleven different organizations that we follow over three phases of the strategy-making process over the period from 2015-2019. We find that organizational, economic, symbolic, and cultural capital constitute a priori sources of power, explaining basic underlying power relations. In contrast, social, knowledge, and reputational capital constitute emerging sources of power, explaining shifts in power relations over time. We contribute to the field on inter-organizational strategizing by providing novel insights into the sources of power that explain changing power relations and by revealing concealed, underlying power dynamics.

Paper is Available to Meeting Registrants Only.

ODC: Understanding Organizational Tensions During Artificial Intelligence Transformation 

Author: **Annika Engström**, *Jönköping U., School of Engineering*

Author: **Alice Mohlin**, *Jönköping U., School of Engineering*

Author: **Nina Edh Mirzaei**, *Jönköping U.*

Author: **Daniel Pittino**, *Jönköping International Business School*

Author: **Anette Johansson**, *Jönköping International Business School*

AI has the potential to be a disruptive technology causing paradigm shifts in industries and greatly impacting both operational and strategic decision making. Adopting AI technologies requires proactively engaging both the technical and social system of the organization as processes, workflows, as well as individual employees, are influenced. This paper explores potential tensions between the social and technical systems in the early change process of AI transformation to understand the nature and degree of AI transformation. We do this by analyzing in-depth inquiry from 23 focus groups involving 112 white-collar industrial employees in large multinational industrial firms using a change management perspective. Our study revealed nine categories of tensions divided into tensions between the current and future state and tensions between humans and machines. This stresses the need to adopt a socio-technical perspective in the attempt to understand organizations approaching AI and provides practical implications for organizations considering adopting AI technologies.

Paper is Available to Meeting Registrants Only.

Author: **Mei Wai Wong**, APAC GLOBAL ADVISORY

Author: **Pisitta Vongwasdi**, WHU Otto Beisheim School of Management

With the increasing speed of change and disruption that is taking place, this paper presents findings and views on the increasing importance of brand change for family businesses seeking to build legacy. Whilst change and family business have attracted broad based research interest, past studies are however limited and overly focused on “Outside” brand change. Through Interpretive Phenomenological Analysis (IPA) in-depth interviews, this paper uncovers both the conscious and unconscious brand change elements and redefines brand change in layers of “Outside” and “Inside” change - through analysing the differing approaches family businesses have taken on their brand change journeys. By adding the lens of the Psychodynamic Approach in the field of brand change in family business, this paper aims to provide better insight as to where a family business is in relation to its brand change journey and an understanding of how to navigate the varying degrees of “Outside” and “Inside” change to deliver transformational brand change to build family business legacy.

Paper is Available to Meeting Registrants Only.

ODC: **Drivers of Change in Microfinance Banking Industry of Pakistan**

KEY TO SYMBOLS

Author: **Muhammad Burdbar Khan**, *U. of Lincoln, UK*



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented

This paper addresses the transformational changes taking place in the Microfinance Banking (MFB) industry in Pakistan, and the way these changes have led to ethical tensions and issues for the Human Resource and the other top management stakeholders in the MFB Pakistan. The MFB is crucial for the social and economic development of the country, its business and, more vitally, for the communities in which it operates. Since 2007, the MFB has undergone a transformation of sorts in Pakistan not least of which is its Mission Drift (MD) which warrants an in-depth analysis as in this paper especially the main drivers of this change

Paper is Available to Meeting Registrants Only.

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Session Type: **PDW Workshop**
Program Session: **424** | Submission: **17467** | Sponsor(s): **(SIM, OSCM, ODC, IM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 12:00PM - 2:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 402 Chilwack**

**A Human Rights Approach to Management Education: Research
with and for Corporate Practitioners**
A Human Rights Approach to Management Education



Organizer: **Natasja Sheriff**, *New York U.*
Organizer: **Michael Posner**, *New York U.*
Organizer: **Dorothee Baumann-Pauly**, *U. of Geneva*
Organizer: **Berit Knaak**, *GSEM - U. of Geneva*

In today's increasingly complex global economic and political environment, multinational companies confront a range of human rights challenges that are core to their business operations. While they differ significantly by industry, each presents growing reputational and financial risks to these companies. The co-organizers of this workshop are developing approaches to research and teaching that respond to these growing challenges, which are of relevance to the 2022 Annual Meeting theme Creating a Better World Together. The approaches presented combine (a) rigorous academic assessment of the challenges, with (b) development of practical recommendations that companies can adopt to address human rights problems. They are designed to produce research products and pedagogical tools that are readily accessible to a broad audience, including business leaders and government policymakers who have the capacity and authority to drive better outcomes. We recognize the need to develop and win support for industry-specific human rights standards, and the development of practical metrics to measure compliance with those standards. It is also essential to address the current lack of adequate data pertaining to company operations, a deficit that seriously hampers a meaningful assessment of performance against these standards. The approaches we present thus offer scholars organizational frameworks that integrate managers, organizations, and stakeholders to address today's human rights challenges. This two-part professional development workshop, incorporating a moderated panel discussion and interactive workshop, will explore this evolving approach to human rights research and teaching and examine how it is being applied to labor rights issues in global supply chains.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **425** | Submission: **17269** | Sponsor(s): **(HCM, OB, OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 12:30PM - 2:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 607**

“Hot Topics” in Health Care Management: Research Roundtables
“Hot Topics” in Health Care Management



Organizer: **Amit Nigam**, *City, U. of London*
Organizer: **Soo-Hoon Lee**, *Old Dominion U.*
Organizer: **Robert J Weech-Maldonado**, *U. of Alabama, Birmingham*
Facilitator: **Angela Aristidou**, *U. College London*
Facilitator: **Giulia Cappellaro**, *Bocconi U.*
Facilitator: **Thomas D'Aunno**, *New York U.*
Facilitator: **Elizabeth Goodrick**, *Florida Atlantic U.*
Facilitator: **Adam Seth Litwin**, *ILR at Cornell*
Facilitator: **Ingrid Nembhard**, *The Wharton School, U. of Pennsylvania*
Facilitator: **Laura McClelland**, *Virginia Commonwealth U.*
Facilitator: **Eivor Oborn**, *U. of Warwick*
Facilitator: **Giovanni Radaelli**, *Warwick Business School*
Facilitator: **Hector P. Rodriguez**, *UC Berkeley*
Facilitator: **Timothy J. Vogus**, *Vanderbilt U.*
Facilitator: **Rene Wiedner**, *Warwick Business School*
Facilitator: **Wei Zheng**, *Stevens Institute of Technology*

As the health care industry undergoes dramatic shifts in response to changes in population needs, policy reform, fiscal constraints and technological developments—in addition to the unfolding COVID-19 pandemic—the need for more research on key topics has become apparent. This PDW invites participants to engage in discussion of six of the “hot topics” in health care management research and practice: 1) compassion, kindness, and well-being at work; 2) organizational learning and retention of lessons learned from COVID-19; 3) building inclusive and equitable health care and workforce; 4) telemedicine, health care technology/digitalization; 5) changing health professions in a changing world, and 6) new models for delivering and integrating care. There will be two rounds of discussion. During each round, participants will gather at topic-specific research roundtables where they will meet other researchers who share similar interests and discuss with them the state of research on their shared topic, challenges in conducting research on this topic, and future research, for examples. Discussion at each roundtable will be facilitated by two or three accomplished scholars, with active research on the hot topic. Participants will self-select into the topic area of their choice at the beginning of the session. This PDW offers participants the opportunity to engage in rich research discussions, share new ideas, and make meaningful connections with potential collaborators.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **426** | Submission: **12581** | Sponsor(s): **(IM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 12:30PM - 2:00PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Jefferson A**

**The Changing Landscape of International Business—Are
MNCs the Forces to Reckon With?**
Are MNCs the Forces to Reckon With?



Organizer: **Naga Lakshmi Damaraju**, *Sonoma State U.*
Participant: **Jay B. Barney**, *U. of Utah, David Eccles School of Business*
Participant: **Shaker A. Zahra**, *U. of Minnesota*
Participant: **Subramanian Rangan**, *INSEAD*
Participant: **Ram Mudambi**, *Temple U.*
Participant: **Ilgaz Tahir Arikani**, *Kent State U.*

The phenomena of international business and international management morphed substantially in the last couple of decades. Theoretically, large multinational corporations (MNCs) have the resources for gaining global scale and scope economies, and also the capability for local adaptation in multiple countries and cultures and are expected to be dominant forces in shaping the international economy. However, this MNC superiority appears to face several challenges. MNCs appear to face decline in profits from international operations owing to declining aggregation and arbitrage advantages, among other reasons. Also, although MNCs adapt to local environments in host countries, such adaptations do not necessarily pay-off. Domestic firms in several countries appear to perform better than multinationals. Small and medium enterprises are able to access the world and are becoming global in their operations. In several parts of the world, MNCs face significant competition from small and medium enterprises in the local environments and, perhaps, global environments as well. This PDW brings scholars together to discuss and debate the following questions: What is the difference between the traditional MNCs and small and medium enterprises that are global? Is it just the difference between the “big” and “small”? What is the role of MNCs that makes them distinctive as opposed to SMEs? What are the areas of cooperation and collaboration between large MNCs and small firms?

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: **427** | Submission: **11451** | Sponsor(s): (MC)

Session Format: **In-person Only: Seattle**

Scheduled: **Saturday, Aug 6 2022 2:30PM - 4:00PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Columbia**

A Rigorous and Relevant Research-Based Approach to Management Consulting: SEAM and Qualimetrics *SEAM Drawing on Qualimetrics Intervention-Research*



- Session Chair: **Henri Savall**, *ISEOR, U. of Lyon*
 Session Chair: **Veronique Zardet**, *U. of Lyon, IAE Lyon, MAGELLAN, ISEOR, FRANCE*
 Facilitator: **Jeremy Salmeron**, *ISEOR International Research Center, Écully, France*
 Panelist: **Richard Baker**, -
 Panelist: **David M. Boje**, *Emeritus*
 Panelist: **Anthony F. Buono**, *Bentley U.*
 Panelist: **John P. Conbere**, *U. of St. Thomas*
 Panelist: **Thomas G. Cummings**, *U. of Southern California*
 Panelist: **Jocelyne Boulos Eid**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*
 Panelist: **Pierre El Haddad**, *MACH Consultants*
 Panelist: **Robert P. Gephart**, *U. of Alberta*
 Panelist: **Gilles Guyot**, *Minneapolis*
 Panelist: **Alla Heoriadi**, *The College of St. Scholastica*
 Panelist: **Omaya Kuran**, *U. of Balamand*
 Panelist: **Murray Lindsay**, *The U. of Lethbridge*
 Panelist: **Rickie Moore**, *EMLYON Business School*
 Panelist: **GEORGENAIM EL RAHBANI**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*
 Panelist: **Joanne Preston**, *Joanne C. Preston & Associates*
 Panelist: **Grace Ann Rosile**, *New Mexico State U.*
 Panelist: **Debra P. Salsi**, *Kellar Graduate School of Management*
 Panelist: **Eric Sanders**, *Elmhurst U.*
 Panelist: **Peter Sorensen**, *Benedictine U.*
 Panelist: **Therese F. Yaeger**, *Benedictine U.*

Since 1997, ISEOR research center has been a partner of the MC Division along with a few other research centers focused on management consulting methodologies. This partnership has been an opportunity to set up debates between various scientific approaches to management consulting, in particular with the Tavistock Institute, Benedictine University, Center for Effective Organizations (USC), etc. In addition, international comparisons took place in the past 22 years through the organization of nine co-sponsored conferences and doctoral consortia in Lyon, France. Such conferences gave rise to an overall 900 papers, in addition to the 200 papers submitted by Iseor researchers to MCD over the past twenty years. In the wake of an overall 40 paper presentations at the MCD in the past twenty years and 9 co-sponsored MCD-ISEOR conferences in Lyon, the Socio-Economic Approach to Management has gained visibility through ten of the books edited by A. F. Buono in the Research Series in Management Consulting published by Information Age Publishing. Therefore, this proposed symposium to the MCD is an opportunity to formalize the learning of this long cooperation and its contribution to the scientific legitimacy of management consulting as a science that is as worthy as medicine, while focused on the health of companies and organizations.

KEY TO SYMBOLS

- Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **428** | Submission: **10681** | Sponsor(s): **(MED, OB, HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 12:30PM - 2:30PMPT (UTC-7)** at **The Westin Seattle in Pike**

Harnessing the Power of Social Media to Improve Student Engagement in Management Courses

The Power of Social Media in Management Courses



Organizer: **Jeffrey Miles**, *U. of the Pacific*
Organizer: **Stefanie E Naumann**, *U. of the Pacific*
Participant: **Smriti Anand**, *Illinois Institute of Technology Stuart School of Business*
Participant: **Frances Louise Tuer**, *McMaster U.*
Participant: **Alessandro Fergnani**, *National U. of Singapore*
Participant: **Ru-Shiun Liou**, *U. of Tampa*
Participant: **Klavdia Evans**, *St Mary's U.*
Participant: **Gianluigi Viscusi**, *Imperial College Business School*
Participant: **Heidi Gautschi**, *Haute Ecole Pedagogique de Vaud*
Participant: **Jeffrey Miles**, *U. of the Pacific*
Participant: **Stefanie E Naumann**, *U. of the Pacific*

This interactive PDW explores how to harness the power of social media to enhance: student preparation, student engagement, student learning and retention, student presentations, and student sharing of their accomplishments in management courses. This PDW will also demonstrate how faculty have used social media to create long-term collegial relationships among students and faculty. An excellent panel of faculty from five countries (United States, Canada, United Kingdom, Singapore, and Switzerland) will demonstrate how members of the Academy can successfully use many social media platforms in their own management courses, including: Facebook, TikTok, Slack, WhatsApp, LinkedIn, Flipgrid, YouTube, Instagram, Twitter, and Pinterest. The PDW facilitators will briefly explain each social media platform and show how to access it. Next, the facilitators will demonstrate and explain how they specifically used each of the social media platforms successfully in their management classes. The facilitators will explain the advantages and disadvantages of using each platform and will explain about possible pitfalls or issues to look out for, such as privacy issues and settings, data, and personal information security and protection. Lastly, the facilitators will have those interested make some TikTok videos about management concepts during the session that will be posted for any member of the Academy to view. In sum, this will be an exciting and entertaining PDW session that will enable those members of the Academy in attendance to immediately incorporate what they have learned to successfully improve their own management courses.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **429** | Submission: **13314** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 12:30PM - 2:00PMPT (UTC-7)** at **Seattle Convention Center in Room 309**

New Theoretical Perspectives on How Leader Influences Employee Creativity

How Leader Influences Employee Creativity



Organizer: **Jie Li**, *Hong Kong U. of Science and Technology*
Discussant: **Jill Perry-Smith**, *Emory U.*
Presenter: **Eun Soo Son**, *Georgia Institute of Technology*
Participant: **Christina Shalley**, *Georgia Institute of Technology*
Presenter: **Qinglin Zhao**, *U. of Kentucky*
Participant: **Huiwen Lian**, *U. of Kentucky*
Participant: **Chenduo Du**, *U. of Kentucky*
Presenter: **Shen-Yang Lin**, *Leeds U.*
Participant: **Giles Hirst**, *Australian National U.*
Participant: **Chiahuei Wu**, *Leeds U. Business School*
Participant: **Cynthia Lee**, *Northeastern U.*
Participant: **Wen Wu**, *Beijing Jiaotong U.*
Participant: **Chiachi Chang**, *Xi'an Jiaotong-Liverpool U.*
Presenter: **Diane Kang**, *U. of Kentucky*
Participant: **Taeho Kang**, *Seoul National U.*
Participant: **Giuseppe Labianca**, *U. of Massachusetts, Amherst*
Participant: **Hiroki Sayama**, *Binghamton U.-State U. of New York*

Employee creativity is crucial for organizational success in this turbulent and competitive environment. Although a large volume of research has shown leader's influence on employee creativity, the understanding on how leader influences employee creativity is still incomplete. In particular, prior research has largely been one-sided such that leader has received disproportionately more attention than employee, and leader's positive influence has received disproportionately more attention than leader's negative influence. The four studies in this symposium contribute new theoretical perspectives to investigate employee's role in the process, and offer more balanced view on leader's influence on employee creativity.

How I See My Leader: The Effects of Perceived Leader Characteristics on Employee Creativity

Author: **Eun Soo Son**, *Georgia Institute of Technology*
Author: **Christina Shalley**, *Georgia Institute of Technology*

Sharing Work Goal with Supervisor and Creativity

Author: **Qinglin Zhao**, *U. of Kentucky*
Author: **Huiwen Lian**, *U. of Kentucky*
Author: **Chenduo Du**, *U. of Kentucky*
Author: **Jie Li**, *Hong Kong U. of Science and Technology*

Parental and Supervisor Perfectionistic Expectations and Employee Creativity

Author: **Shen-Yang Lin**, *Leeds U.*
Author: **Giles Hirst**, *Australian National U.*
Author: **Chiahuei Wu**, *Leeds U. Business School*
Author: **Cynthia Lee**, *Northeastern U.*
Author: **Wen Wu**, *Beijing Jiaotong U.*
Author: **Chiachi Chang**, *Xi'an Jiaotong-Liverpool U.*

Leader-Team Networks and Creative Idea Sharing: The Tradeoff Between External and Internal Network

Author: **Diane Kang**, *U. of Kentucky*
Author: **Taeho Kang**, *Seoul National U.*
Author: **Giuseppe Labianca**, *U. of Massachusetts, Amherst*
Author: **Hiroki Sayama**, *Binghamton U.-State U. of New York*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Occupational Differences in Organizations

Session Moderator: **Yangxin Wang**, *Chinese U. of Hong Kong*

OB: **Employee-AI Augmented Collaboration: A Qualitative Study of Fashion Designers and Stylists** 

Author: **Alentina Vardanyan**, *Cambridge Judge Business School*

OB Division AOM Meeting 2022 Best Dissertation-Based Paper Award, sponsored by Wiley-Blackwell on behalf of the Journal of Organizational Behavior
William H. Newman Award Nominee

Creative work requires effective collaboration (Rouse, 2020), however, it is unclear how traditional forms of collaboration apply when individuals co-create with artificial intelligence (AI). Collaborating with AI is nuanced and complex. As AI becomes more prevalent in organizations, it is important to understand how employees and AI can work together on creative work. This inductive study of fashion designers and stylists reveals the dynamic ways in which creatives first lean in to learn, disconnect to protect their work and creative identity, and then reconcile ways to reconnect again for co-existence. My theory of employee-AI augmented collaboration shows how the iterative process of multiple disconnections and reconnections enables and improves collaboration between employees and AI.

Paper is NOT Available. Please contact the author(s).

OB: **#BlueBloods: Fictive Kinship, and Unethical Pro-Organizational Behavior in Police Organizations**   

Author: **Alexandra Noel Figueroa**, *U. of Utah, David Eccles School of Business*

Author: **Jared Mitchell Poole**, *U. of Massachusetts, Boston*

We report an internet-based ethnographic study which examines how unethical pro-organizational behavior (UPB)—in this case, violence—emerges as an expression of a profession’s moral identity. We specifically examine the professional culture of law enforcement officers in the United States. We argue that fictive kinship metaphors (the use of family language between unrelated people) facilitate increased moral identity overlap within the organization. Using an ethnographic approach that includes publicly available police-published documents, we find that fictive kinship metaphors can alleviate—even entirely remove—moral tensions one may feel when committing unethical pro-organizational acts. Indeed, unethical pro-organizational behavior can be purely morally motivated. Previous discussions of organizational ethics have highlighted the importance of morality in preventing unethical behavior. However, we show that a strong moral identity that is widely shared in a profession can have detrimental consequences for members of the public and other organizational stakeholders.

Paper is Available to Meeting Registrants Only.

OB: **Multiple Identities of Employed Informal Elderly Filial Carers and Their Impact on Carer Wellbeing**

Author: **Elena Maniatopoulou Hadjipanayi**, *Mrs*

Relying primarily on work-family conflict theory (WFC), informal care has attracted attention by researchers, policy makers, and society, but few studies have explored specifically informal filial elderly care. Few attempts have been made to investigate the role of the multiple identities of the informal elderly filial carers, those being carer identity, employee identity and personal identity. No study has looked specifically at the impact of those identities to carer wellbeing, which incorporates their subjective and psychological wellbeing. We build on a multiple identity theoretical framework to propose that the three aforementioned identities have an impact on carer wellbeing. We further combine these identities in different configurations and propose that they vary in the ways in which they affect informal elderly filial carers’ wellbeing. Drawing from this configurational framework, we put forth a typology of employed informal elderly filial carers that postulates the possible outcomes for carer wellbeing.

Paper is Available to Meeting Registrants Only.

OB: **Losing While Gaining: A COR Perspective of Organizational and Occupational Identifications** 

Author: **Yangxin Wang**, *Chinese U. of Hong Kong*

Author: **Dora C. LAU**, *Chinese U. of Hong Kong*

Drawing on the multiple identities research and conservation of resources (COR) theory, this research investigates both a losing and a gaining effect of dual identifications (i.e., employees’ simultaneous identification with organization and occupation). In particular, we introduce two important but unrecognized characteristics—the commensurateness and aggregation of the strength of organizational and occupational identifications and explain how a high commensurateness will drain employees’ vigor resources, while a high aggregation will replenish employees’ social support resources. We additionally examine how identity conflict will moderate the relationships between dual identifications and vigor/social support resources, and how these two types of resources will further mediate the relationships between dual identifications and three important individual outcomes (i.e., job performance, organizational citizenship behaviors, and subjective well-being). We used a multi-wave, multi-source survey study to test our hypotheses. Theoretical and practical implications are discussed.

Paper is NOT Available. Please contact the author(s).

Author: **Audrey Bélanger**, *HEC Montreal*

Author: **Jean-François Harvey**, *HEC Montreal*

OB Division AOM Meeting 2022 Most Innovative Student Paper Award, sponsored by Sage Publications.

This article aims to trace the antecedents of promotive and prohibitive voicing in the police workforce. We draw from trait activation theory to develop a model that includes individual and organizational factors that can create or hinder the social support necessary for police officers to adopt voice behavior. Specifically, we argue feelings of psychological safety emerge and encourage voicing from imaginative individuals depending on the centralization dynamics in which they operate. We used time-lagged, survey-based data from 326 Canadian police officers to test our theory. We found that imaginative officers operating in a decentralized context exercise more voicing thanks to heightened feelings of psychological safety. However, imagination can backfire in a context of centralization because officers feel less psychologically safe and refrain from speaking out. Our study helps shed light on which officers can become inclined to engage in voice behavior and under what circumstances, which offers significant contributions to both theory and practice.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

-  Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
-  Selected as a Best Paper

Knowledge Sharing and Learning

Session Moderator: **Silu Chen**, *Central China Normal U.*

OB: Is Motivation Needed for Knowledge Sharing? 

Author: **Tatiana Andreeva**, *Maynooth U.*
Author: **Paola Zappa**, *U. College London*
Author: **Veronika Kabalina**, *National Research U. Higher School of Economics*
Author: **Anita D. Bhappu**, *U. of California, Merced*

Employee motivation to share knowledge is widely acknowledged both as an important predictor of knowledge sharing behaviors, and as a challenging factor to manage. In this light, it would be useful to know - will the lack of motivation fully block knowledge sharing, or can one still share their knowledge being unmotivated to do so? In other words, is motivation to share a necessary condition for knowledge sharing? Building on self-determination theory, past research suggested to differentiate between intrinsic and extrinsic motivation to share, as intrinsic motivation is a stronger predictor of knowledge sharing, and, at the same time, is more difficult to influence by managerial interventions. We do not know if both types of motivation are equally necessary for knowledge sharing to happen, or if, when intrinsic motivation is lacking, extrinsic motivation can compensate for it. We explore these questions using three datasets (total N = 610) on organizations from different countries and industry sectors and applying a new methodological technique, Necessary Condition Analysis (NCA). Our findings, largely replicated across three samples, demonstrate that intrinsic motivation is a necessary condition for the employees to share knowledge, while extrinsic motivation is not. Implications for managing knowledge sharing behaviors are discussed.

Paper is Available to Meeting Registrants Only.

OB: Sharing or Hiding? The Influence of Supervisor Bottom-Line Mentality on Employee Knowledge Behaviors 

Author: **Yanghao Zhu**, *Zhongnan U. of Economics and Law*
Author: **Wenxing Liu**, *Zhongnan U. of Economics and Law*
Author: **Silu Chen**, *Central China Normal U.*
Author: **Kai Gao**, *Zhongnan U. of Economics and Law*
Author: **Peipei Shu**, *Zhongnan U. of Economics and Law*
Author: **Dongmei Zhao**, *Zhongnan U. of Economics and Law*

Because of the COVID-19 global pandemic, organizations are facing significant challenges to their survival and development. To counter these challenges, striving for bottom-line outcomes has become the most important objective of supervisors. However, there is little research on the influence mechanism of supervisor bottom-line mentality (BLM) in the field of knowledge management. Drawing on the dual-strategies theory of social rank and leader distance theory, we investigated the mediating role of perceived leader prestige or dominance by employees and the moderating role of supervisor-subordinate guanxi (SSG) in the relationship between supervisor BLM and employee knowledge-related behaviors. The results of a multi-wave survey of 185 adults working in Chinese companies showed that perceived leader prestige or dominance mediated the relationship between supervisor BLM and employee knowledge sharing or hiding. They also showed that SSG moderated the relationship between supervisor BLM and perceived leader prestige or dominance, as well as the indirect effects of supervisor BLM on employee knowledge sharing or hiding via perceived leader prestige or dominance. We discuss the theoretical and practical implications of our results for scholars and practitioners.

Paper is Available to Meeting Registrants Only.

OB: Multilevel Analysis of the Effects of Experiential and Observational Learning on Team Performance

Author: **Jiantao Zhu**, *U. of Science and Technology of China*
Author: **Bingqing XIONG**, *U. of Science and Technology of China, City U. of Hong Kong*
Author: **Zhao Cai**, *U. of Nottingham Ningbo China*
Author: **Eric.T.K. Lim**, *UNSW Sydney*
Author: **Chee-wee Tan**, *Copenhagen Business School*
Author: **Hefu Liu**, *U. of Science and Technology of China*

In spite of competing in an increasingly large number of tournaments, do e-Sports players have the ability to learn and improve on a continuous basis? This question is deeply connected with experiential learning theory because players could acquire experience through repetitive participation with diminishing marginal gains. Observational learning serves as a complementary learning mechanism, allowing players to utilize external sources of knowledge (or others) to accelerate their learning process. This study hence advances a dynamic and integrated research model that scrutinizes peer- and rival-based observational learning as moderators of the influences exerted by experiential learning on incremental absorptive capability and team performance. Analyzing data collected from 78,645 teams and 36,422 players involved in e-Sports games, we revealed that peer- and rival-based observational learning steepen the inverted U-shaped relationship between experiential learning and players' incremental absorptive capability. In addition, peer-based observational learning flattens the U-shaped relationship between experiential learning and team performance, whereas rival-based observational learning steepens the U-shaped relationship between experiential learning and team performance. It is also found that a player's incremental absorptive capability enhances team performance.

Paper is Available to Meeting Registrants Only.

OB: Which Traits and Leadership Styles Best Predict Job Performance? A Machine Learning Approach  

Author: **Abhishek Sheetal**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*

Author: **Changjun Li**, *Xi'an Jiaotong U. School of Management*

Author: **Fuli Li**, *Xi'an Jiaotong U.*

What are the most important antecedents of employees' job performance? Two influential research streams have identified a wide range of personality traits and constructive leadership styles as independent predictors of job performance. However, virtually all past research has assessed the contributions of a few constructs at a time, leaving several open questions: Which personality trait and/or constructive leadership style matters most for high job performance? As a group, are personality traits or constructive leadership styles more relevant for job performance? Which are the strongest personality-constructive leadership interactions that predict job performance? Given the large number of personality and constructive leadership predictors identified in the literature, answering these questions using traditional regression-based approaches is not feasible. This research adopts a machine learning approach (i.e., a gradient boosting model) with a large-scale field study of 5,849 employees to answer these questions. The machine learning results revealed optimism and leader-member exchange are the most predictive personality and constructive leadership variables; concluded that as a group, personality traits and constructive leadership styles have equivalent predictive power; and identified multiple novel personality \times constructive leadership interactions. Our research highlights that machine learning methods can help generate novel theoretical and practical insights in the organizational sciences.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **432** | Submission: **17883** | Sponsor(s): **(OB, IM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Saturday, Aug 6 2022 12:30PM - 2:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 306**

Current Developments in Leader Member Exchange (LMX): An Interactive Incubator Panel Symposium  
Current Developments in Leader Member Exchange

Session Chair: **Jeremy D. Meuser**, *U. of Mississippi*

Panelist: **Terri A Scandura**, *U. of Miami*

Panelist: **Ryan Gottfredson**, *California State U., Fullerton*

Discussant: **Hock-Peng Sin**, *Florida International U.*

Panelist: **Sarah Wright**, *U. of Canterbury*

Discussant: **Claudia Cogliser**, *Texas Tech U.*

Discussant: **William L. Gardner**, *Texas Tech U.*

Panelist: **Cynthia S. Halliday**, *U. of Texas at El Paso*

Discussant: **Katie Badura**, *Georgia Institute of Technology*

Discussant: **Daniel A. Newman**, *U. of Illinois at Urbana-Champaign*

Acknowledging recent critiques, this interactive panel symposium will provide a forum for scholars to discuss several promising areas of inquiry for future LMX research and spark new ideas to help us better understand the leader-follower relationship. Panelists are LMX researchers who will discuss the recent critiques of LMX and innovative topics in the area of LMX research in which they are presently engaged. Participants will be able to network with these scholars in order to advance LMX research, and perhaps develop collaborator relationships. Question and answer periods, and breakout sessions with senior scholars will give opportunities for small group interaction with them.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□ Session Type: **Symposium**
Program Session: **433** | Submission: **12033** | Sponsor(s): **(OB, MOC)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 12:30PM - 2:00PMPT (UTC-7)** at **Seattle Convention Center in Chelan 5**

**Bringing to Light What’s Been Cast to the Shadows:
Marginalized Relationships and Narratives at Work**
Bringing to Light What’s Been Cast to the Shadows



Session Chair: **Emily Dunham Heaphy**, *U. of Massachusetts, Amherst*
Session Chair: **Emily Poulton**, *U. of Georgia*
Discussant: **Jennifer Petriglieri**, *INSEAD*
Presenter: **Nikhil Awasty**, *Michigan State U.*
Participant: **Rebecca Mitchell**, *U. of Colorado Boulder*
Participant: **Keith Norman Leavitt**, *Oregon State U.*
Participant: **Lance Ferris**, *Michigan State U.*
Presenter: **Emily Poulton**, *U. of Georgia*
Participant: **Emily Dunham Heaphy**, *U. of Massachusetts, Amherst*
Participant: **Trevor Watkins**, *U. of Oklahoma*
Presenter: **Marla Baskerville Watkins**, *Northeastern U.*
Participant: **Jamie Jocelyn Ladge**, *Northeastern U.*
Participant: **Alexis Nicole Smith**, *Oklahoma State U.*
Participant: **Pamela Carlton**, *Springboard – Partners in Cross Cultural Leadership*
Presenter: **Erin Marie Reid**, *McMaster U.*
Participant: **Lakshmi Ramarajan**, *Harvard U.*

The management literature is rich with theoretical and empirical insights into the processes and outcomes associated with interpersonal relationships at work. Whereas some workplace relationships and relational experiences have received a great deal of scholarly attention, others have been cast to the shadows. In this presenter symposium, we offer five papers uncovering the processes and consequences associated with taboo, counter-normative, and marginalized relational experiences in the workplace. Specifically, our symposium shines a spotlight on oft-overlooked relationships and relational experiences, including unrequited love in the workplace, workplace romances, relational experiences of Black women executives, and luck’s existence in employees’ relationships and careers. The theoretical and empirical papers included in this symposium offer novel contributions to the workplace relationships literature and its intersections with identity, careers, and gender and diversity, generating fruitful avenues for future research.

A model of unrequited love in the workplace

Author: **Nikhil Awasty**, *Michigan State U.*
Author: **Rebecca Mitchell**, *U. of Colorado Boulder*
Author: **Lance Ferris**, *Michigan State U.*

Who I am through you: A self categorization model of dynamic romantic commitment at work

Author: **Keith Norman Leavitt**, *Oregon State U.*
Author: **Trevor Watkins**, *U. of Oklahoma*

Risky or risqué?: The role of stigmatized identity in workplace romance formation

Author: **Emily Dunham Heaphy**, *U. of Massachusetts, Amherst*
Author: **Emily Poulton**, *U. of Georgia*

Peer and CEO perceptions about their expectations for and challenges of senior black women

Author: **Marla Baskerville Watkins**, *Northeastern U.*
Author: **Jamie Jocelyn Ladge**, *Northeastern U.*
Author: **Alexis Nicole Smith**, *Oklahoma State U.*
Author: **Pamela Carlton**, *Springboard – Partners in Cross Cultural Leadership*

Toward a theory of luck and inequality in careers

Author: **Erin Marie Reid**, *McMaster U.*
Author: **Lakshmi Ramarajan**, *Harvard U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **434** | Submission: **18478** | Sponsor(s): **(PUBS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 12:30PM - 2:00PMPT (UTC-7)** at **The Westin Seattle in Vashon II**

Developing and Publishing Research in Management Learning and Education

Research in Management Learning and Education

Organizer: **Susan Zaid**, *Academy of Management*
Presenter: **Paul Hibbert**, *U. of St Andrews*
Organizer: **Martyna Sliwa**, *Durham U. Business School*
Organizer: **Jennifer Leigh**, *Nazareth College*
Organizer: **Marissa Edwards**, *U. of Queensland*
Organizer: **Ajnesh Prasad**, *CMS*
Participant: **Diego Coraiola**, *U. of Victoria*
Participant: **Arran Caza**, *U. of North Carolina, Greensboro*
Participant: **Megan Margaret Gerhardt**, *Miami U.*
Participant: **Danna Greenberg**, *Babson College*
Participant: **Oliver Laasch**, *Senior Lecturer U. of Manchester*
Participant: **Dirk Lindebaum**, *Grenoble Ecole de Management*
Participant: **Clare Rigg**, *U. of Suffolk*
Participant: **Olga Igorevna Ryazanova**, *Maynooth U.*
Participant: **April L. Wright**, *Warwick Business School*

Research in Management Learning and Education has gained increased prominence within the Academy as external stakeholders demand evidence of student learning, accreditors require institutions to show evidence of impact and recent crises have set numerous practical challenges and theoretical puzzles. In this session, a panel Editors and Associate Editors from the three major Management Learning and Education publications (i.e., Academy of Management Learning and Education, Journal of Management Education, and Management Learning) will discuss and provide advice on how to design and conduct novel, impactful, and meaningful research in management learning and education. The goals are to obtain a better understanding of core characteristics and quality criteria of good research in our field and knowledge of opportunities for developing publications. More specifically, we want to provide current and prospective authors with a supportive, encouraging and interactive platform where they might share their ideas for designing and conducting management learning and education research projects and gain initial feedback and direction from experienced editors. All are welcome to attend.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **435** | Submission: **12071** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 12:30PM - 4:15PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 5**

STR Managing Your Dissertation Workshop 2022
STR Managing Your Dissertation Workshop 2022



Session Chair: **Arianna Marchetti**, *London Business School*
Organizer: **Stephen Thomas Downing**, *U. of Missouri*
Organizer: **Harshvardhan Ketkar**, *Bocconi U.*
Organizer: **Hyunjin Kim**, *INSEAD*
Organizer: **Almantas Palubinskas**, *EMLYON Business School*
Panelist: **Seth Carnahan**, *Washington U. in St. Louis, Olin Business School*
Panelist: **Jin-Su Kang**, *National Yang Ming Chiao Tung U.*
Panelist: **Maria Minniti**, *Syracuse U.*
Panelist: **Ithai Stern**, *INSEAD*
Panelist: **Dennis A. Yao**, *Harvard Business School*

This workshop offers practical advice to doctoral students on completing their dissertations and transitioning to their first academic positions. It is anticipated that the workshop will be held in live on-site format (conditions permitting). The workshop is open to all doctoral students. Pre-registration will be required. The workshop will be conducted in an informal setting where students will be able to interact with faculty and other students in small groups. The finalists for last year's STR Outstanding Dissertation Award share the coordination of the workshop. The format of the PDW will include presentations and perspectives from last year's finalists and a panel of senior faculty. Attendees will break out into groups to meet with faculty and Q&A will be held after all sessions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **436** | Submission: **12423** | Sponsor(s): (CTO, HCM, OMT, ENT, GDO)
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 1:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center in Room 213**

Towards Health Futures: Widening the Divide Through Digital Health Innovation?

Towards Health Futures



Session Chair: **Sirkka Jarvenpaa**, *U. of Texas at Austin*
Session Chair: **Hannes Rothe**, *ICN Business School*
Session Chair: **Virpi Kristiina Tuunainen**, *Aalto U. School of Business*
Panelist: **Andrew Burton-Jones**, *U. of Queensland*
Panelist: **Youngjin Yoo**, *Case Western Reserve U.*
Panelist: **Eivor Oborn**, *U. of Warwick*
Panelist: **Ilias Pappas**, *U. of Agder*
Panelist: **Ritu Agarwal**, *Robert H. Smith School of Business, U. of Maryland*
Discussant: **Anna Essén**, *House of Innovation*
Discussant: **Panos Constantinides**, *Alliance Manchester Business School, U. of Manchester*
Discussant: **Aaron Baird**, *Georgia State U.*
Discussant: **Michelle Carter**, *Washington State U.*
Discussant: **Polyxeni Vassilakopoulou**, *U. of Agder*
Discussant: **Lauri Kristian Wessel**, *European Uni Viadrina, Frankfurt (Oder)*
Discussant: **Brian T. Pentland**, *Michigan State U.*

This PDW (professional development workshop) session engages workshop attendees to debate and get feedback on their research related to the role of digital technologies for producing healthcare that ensures “healthy lives and promote well-being for all at all ages” (SDG 3, UN). In particular, the PDW is aimed at examining accessibility to digital innovation in healthcare, i.e., access to the digital innovation process and access to digital innovation as health services. While many have seen the healthcare industry struggle, digital technologies are constantly evolving and finding new applications in healthcare (Das, 2019). Since the COVID-19 pandemic has started, we have seen an increasing pace in which digital innovations have emerged (Oborn et al. 2021; Thomas et al., 2020). At the same time, the pandemic has also revealed tremendous disparities in access to innovations for different groups within and between societies (e.g., Rosenbaum 2020). To this point, there seems to be no equal access to the innovation processes, the new products and services, or the fruits of these digital innovations. This is in so far surprising as digital technologies carry the potential to raise accessibility by reducing transaction costs and enabling decentral decision making. In order to produce digital innovations for a more inclusive healthcare, diverse participants including private sector actors are needed to invest and share data in common infrastructures and engage in joint service delivery. We invite scholars to reflect on the entrepreneurial efforts and environments needed for these health futures.

We invite researchers to submit their extended abstracts (2-5 pages) to us (hannes.rothe@icn-artem.com) until July 15, 2022. Find more information on www.de-hub.org/aom

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **437** | Submission: **14392** | Sponsor(s): **(HR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 1:00PM - 2:45PM PT (UTC-7)** at **Seattle Convention Center in Room 204**

Showcasing The Global Human Resource Management Casebook, Third Edition, The HR Ambassadors’ Project
Showcasing The Global HRM Casebook, 3rd Edition



Session Chair: **Liza Castro Christiansen**, *U. of Reading*
Session Chair: **Michal Biron**, *U. of Haifa*
Participant: **Wolfgang Mayrhofer**, *WU Vienna*
Participant: **Katharina Pernkopf**, *WU Vienna U. of Economics and Business*
Participant: **Astrid Reichel**, *U. of Salzburg*
Participant: **Dorothy Mpabanga**, *U. of Botswana*
Participant: **Lucia F. Miree**, *American U. in Bulgaria*
Participant: **Ariane Ollier-Malaterre**, *UQAM U. of Quebec in Montreal, Canada*
Participant: **Sylvie Guerrero**, *UQAM U. of Quebec in Montreal, Canada*
Participant: **Andres Raineri**, *Pontificia U. Católica de Chile*
Participant: **Jaime Andrés Bayona**, *Pontificia U. Javeriana*
Participant: **Eleni Stavrou**, *full professor*
Participant: **Martina Fejfarova**, *Czech U. of Life Sciences*
Participant: **Adam Smale**, *U. of Vaasa*
Participant: **Marion Festing**, *ESCP Business School*
Participant: **Maria Vakola**, *Athens U. of Economics and Business*
Participant: **József Poór**, *MATE U.*
Participant: **Radha Rani Sharma**, *New Delhi Institute of Management (NDIM)*
Participant: **Hilla Peretz**, *ORT Braude College*
Participant: **Silvia Bagdadli**, *Bocconi U.*
Participant: **Martina Gianecchini**, *U. of Padova*
Participant: **Tomoki Sekiguchi**, *Kyoto U.*
Participant: **Gayan Prasad Hettiarachchi**, *Rutgers Business School*
Participant: **Ilona Bucuniene**, *ISM U. of Management and Economics*
Participant: **Kok Wai Chew**, *Multimedia U.*
Participant: **Jacobo Ramirez**, *Copenhagen Business School*
Participant: **Laura Zapata-Cantu**, *Tecnologico de Monterrey*
Participant: **Peter Odrakiewicz**, *GSW Milenium U. College and Global Partnership Management Institute*
Participant: **Kinga Kerekes**, *Babes-Bolyai U., Faculty of Economics and Business Administration*
Participant: **Anna Gryaznova**, *Moscow State U.*
Participant: **Audrey Chia**, *National U. of Singapore*
Participant: **Zsuzsanna Szeiner**, *J.Selye U.*
Participant: **Sewon Kim**, *State U. of New York Empire State College*
Participant: **Jennifer Linda Sparr**, *U. of Zurich*
Participant: **Chaturong Napathorn**, *Cornell U. / Thammasat U.*
Participant: **Scott L. Martin**, *Zayed U.*
Participant: **Wendy J. Casper**, *U. of Texas At Arlington*
Participant: **Shelia Hyde**, *Texas Woman's U.*
Participant: **Marla White**, *UT Arlington*
Participant: **Ingi Runar Edvardsson**, *U. of Iceland, School of Business*
Participant: **Azusa Ebisuya**, *Hosei U.*
Participant: **Hadeel Mohammed**, *Buraydah Private Colleges*

The objectives of this PDW are to report on the status of the Third Edition of the Global Human Resource Management Casebook and to meet the editorial team and fellow case contributors, having kick-started this project at last year's Annual Meeting with a PDW held synchronously. In line with this, we will discuss with the participants their initial learnings from organizing and participating in such a global project. More importantly, we would like to engage with the wider Ambassador Community of the HR Division and use the PDW to discuss potential new project(s) for both the HR Division and its Ambassadors, in particular reflecting upon learnings from the pandemic. Peer reviews were conducted by the Casebook's sponsor and publisher, Routledge, after the last PDW, with input on potential topics, design, and format of the Third Edition. Prior to this year's Annual Meeting, the authors/author teams of the 33 HRM cases shall have received the reviews of their cases from two members of the editorial team and have made the first revisions of the same.

Contributors to the casebook, as well as other HR Ambassadors, are welcome to attend the PDW.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **438** | Submission: **11431** | Sponsor(s): **(HR, CAR, OB, IM, MOC, ODC, RM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 1:00PM - 2:30PMPT (UTC-7)** at **Hyatt Regency Seattle in Elwha A**

HR Division Research Roundtable Networking Forum
HR Division Research Roundtable



Organizer: **Joel Koopman**, *Texas A&M U.*
Organizer: **Matthew Piszczek**, *Wayne State U.*
Facilitator: **Pascale Peters**, *Nyenrode Business U.*
Facilitator: **Zhaoli Song**, *National U. of Singapore*
Facilitator: **Samantha A. Conroy**, *Colorado State U.*
Facilitator: **Ingrid Fulmer**, *U. of Illinois Urbana-Champaign*
Facilitator: **David F. Arena**, *U. of Texas At Arlington*
Facilitator: **Katina Sawyer**, *George Washington U.*
Facilitator: **David Collings**, *Dublin City U.*
Facilitator: **Elaine Farndale**, *Penn State U.*
Facilitator: **Shad S. Morris**, *Brigham Young U.*
Facilitator: **Clint Chadwick**, *U. of Kansas*
Facilitator: **Jake Messersmith**, *U. of Nebraska, Lincoln*
Facilitator: **Anthony J. Nyberg**, *U. of South Carolina*
Facilitator: **Pat Downes**, *U. of Kansas*
Facilitator: **Michael Howe**, *Iowa State U.*
Facilitator: **Stephen Hyrum Courtright**, *Tippie College of Business, U. of Iowa*
Facilitator: **Ronald F. Piccolo**, *U. of Central Florida*
Facilitator: **Talya N. Bauer**, *Portland State U.*
Facilitator: **Lillian Eby**, *U. of Georgia*
Facilitator: **Songqi Liu**, *Georgia State U.*
Facilitator: **Jennifer Chatman**, *U. of California, Berkeley*
Facilitator: **Cheri L. Ostroff**, *U. of South Australia*
Facilitator: **Deidra J. Schleicher**, *Iowa State U.*
Facilitator: **Frederik Anseel**, *UNSW Sydney Business School, Australia*
Facilitator: **Shuhua Sun**, *Tulane U.*
Facilitator: **Jenna Renae Pieper**, *U. of Nebraska, Lincoln*
Facilitator: **Serge P. Da Motta Veiga**, *EDHEC Business School*
Facilitator: **Connie Wanberg**, *U. of Minnesota*
Facilitator: **Jamie L. Gloor**, *U. of St. Gallen*
Facilitator: **Shannon Rawski**, *Ivey Business School*
Facilitator: **Leah Sheppard**, *Washington State U.*
Facilitator: **Philip L. Roth**, *Clemson U.*
Facilitator: **Rong Su**, *Tippie College of Business, U. of Iowa*
Facilitator: **Christopher D. Nye**, *Michigan State U.*
Facilitator: **Chad Van Iddekinge**, *U. of Iowa*
Facilitator: **Alicia A. Grandey**, *Pennsylvania State U.*
Facilitator: **Eden King**, *Rice U.*
Facilitator: **Hee Young Kim**, *Rider U.*
Facilitator: **James Summers**, *Iowa State U.*
Facilitator: **Michelle Hebl**, *Rice U.*
Facilitator: **Patrick Wright**, *U. of South Carolina*
Facilitator: **Rebecca Rheinhardt Kehoe**, *Cornell U.*
Facilitator: **Traci Sitzmann**, *U. of Colorado, Denver*
Facilitator: **Justin Weinhardt**, *U. of Calgary*
Facilitator: **Wendy R. Boswell**, *Texas A&M U.*
Facilitator: **Peter Hom**, *Arizona State U.*

This PDW will allow division members to participate in research discussions moderated by accomplished HR scholars, as well as network with other scholars researching similar topics. Attendees will have an option to participate in two 40 minute roundtable discussions from a variety of research areas. The tables research themes span a range of 18 HR topics: Alternative Work/Work Arrangements, Compensation, Diversity, Global HRM, HR & Entrepreneurship, HR Analytics, Leader Development/Executive Coaching, Onboarding & Socialization, Organizational Culture & Climate, Performance Management (performance appraisal and feedback), Recruitment/Job Search, Research on Social Sexual Behavior, Selection/Staffing, Sex & Gendered Work Disparities, Stigma and Status, Strategic HR, Training & Development, and Turnover/Absenteeism/Withdrawal.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**

Program Session: **439** | Submission: **12893** | Sponsor(s): **(IM, ENT, HR, OB)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Saturday, Aug 6 2022 1:00PM - 2:30PMPT (UTC-7)** at **Seattle Convention Center in Skagit 2**

Advice on Writing an Award-Winning Dissertation from Dissertation Award Finalists

Award-Winning Dissertation Writing Advice

Session Chair: **Davina E. Vora**, *State U. of New York at New Paltz*

Panelist: **Marica Grego**, -

Panelist: **Vera Kunczer**, *WU Vienna*

Panelist: **Noman Ahmed Shaheer Siddiqui**, *U. of Sydney Business School*

Panelist: **Nan Zhang**, *California State U. Stanislaus*

Deciding on a dissertation topic and completing a dissertation, let alone an award-winning one, can be a daunting task. Are you a Ph.D. student who could use some advice about the process? Do you have questions for others who have not only completed their dissertations, but also whose dissertations were recognized as being among the best in their field? If so, this session is for you! Recent finalists and winners of dissertation awards in international management talk about their experiences and share advice with you. Their points cover the entire scope of the dissertation process as well as both professional and personal issues. Even if you are not striving to have the best dissertation in the world, their tips and suggestions may be valuable to you. Regardless of your stage in the dissertation process, we encourage you to attend.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□ Session Type: **PDW Workshop**
Program Session: **440** | Submission: **16018** | Sponsor(s): **(IM, MC, MED, OB, HR, ODC)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 1:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 3**

**Methods for Teaching International Business Which
Work Well in Hybrid and Blended Modes**
Methods for Teaching in Hybrid and Blended Modes



Presenter: **Carl Fey**, *Aalto U. School of Business*
Presenter: **Ho Howard Yu**, *IMD International*
Presenter: **Andreas P.J. Schotter**, *Ivey Business School*
Presenter: **Jean SK Lee**, *China Europe International Business School (CEIBS)*
Presenter: **Lynn Imai**, *Ivey Business School*
Presenter: **Christopher Clark**, *Terrafricanados*

Hybrid teaching is when some of the students are in the classroom and some of the students are on-line. Blended teaching is when part of a program is delivered in-person and part is done on-line. Both of these methods of delivery are becoming increasingly common as our world evolves with COVID and will continue to be important in a post-COVID world. Thus, there is a need to reflect about how we can best teach international business via hybrid and blended modes of delivery as this PDW will do. This PDW will present some best practice examples of methods that can be useful for teaching international business in hybrid mode. We will discuss how to modify an international emersion capstone consulting project from an international business masters program for on-line and blended format, how teaching with video cases can help make hybrid teaching engaging and effective, successful approaches to teach about multicultural teams via hybrid mode, and how to teach traditional paper-based case studies in hybrid and blended modes so that they are most engaging. We will also discuss what components of blended programs work best in-person and which can be done effectively or even better on-line. The session will draw on the experience of several leading business schools as well as that of several very experienced educators. Following some presentations, the session will include a panel discussion where attendees can ask questions and share their ideas and experience. Participants will leave this session with new skills and ideas that they can immediately implement to make their teaching more effective.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **441** | Submission: **17539** | Sponsor(s): **(MC, OB)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 1:00PM - 3:30PMPT (UTC-7)**

Recognizing Bi-Directional Authority as a Factor in the Great Resignation

Bi-Directional Authority Factors in Leadership



Facilitator: **Kimberly Carlson**, *Virginia Tech*
Facilitator: **Charity Boyette**, *Virginia Tech*

Good leaders scan their environment and industry to align management decisions with societal norms. Great leaders further connect those decisions with organizational need, rather than personal preferences. In this workshop, we will explore theories of bi-directional authority and how decisions by leaders may empower their employees to succeed or compel them to seek opportunities elsewhere. The purpose of the workshop is to develop a working document of best practices for organizational leaders to address current and future engagement challenges, including the COVID-era’s “Great Resignation.”

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **442** | Submission: **14173** | Sponsor(s): **(MC, ODC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 3:00PM - 5:00PMPT (UTC-7)** at **Sheraton Grand Seattle in Boren**

Management Consulting Practices in Cross-Cultural Contexts
Management Consulting Practices in Cross-Cultural



Session Chair: **Veronique Zardet**, *U. of Lyon, IAE Lyon , MAGELLAN, ISEOR, FRANCE*
Participant: **Therese F. Yaeger**, *Benedictine U.*
Participant: **Peter Sorensen**, *Benedictine U.*
Participant: **Debra P. Salsi**, *Kellar Graduate School of Management*
Participant: **Michael BAHAA Michael**, *U. of Balamand, U. Lyon 3, and ISEOR Research Center*
Participant: **Heather Jarvis**, -
Participant: **Sajida El Othman**, *U. of Balamand and Jean Moulin Lyon3*

Organizations are a patchwork of individuals that gather in order to constitute a community. There are people from different countries that come from neither different organizations nor companies and speak different languages. They also have different religions and sometimes different political issues and opinions. In spite of these differences, people have to work together in order to achieve common objectives. In several cases of intervention, we can notice that consulting outcomes can build a new common language for the organization, grounded among different cultures. The presenters will share with the participants what they have learned through intervening in different cases in France, UK, USA, Lebanon, and Dubai.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **443** | Submission: **12373** | Sponsor(s): **(MED, MC, MSR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 1:00PM - 2:30PMPT (UTC-7)**

**Arts in Management Education: Creative Exercises Using
Poetry, Literature, Music & Film**
Art Based Exercises for Management Education



Organizer: **Jyoti Bachani**, *Saint Mary's College of California*
Speaker: **Mary Vradelis**, *St Mary's College & Sequoia Consulting Associates*
Speaker: **Lili Yan**, *Saint Mary's College of California*
Speaker: **Grant Rozeboom**, -

Scholars who have used different art forms in their teaching, research and practice, as a way to explore, experience, understand, and re-imagine various management topics, will share their expertise and offer demonstrations to train peers. These immersive experiences promote reflection and critical thinking, and go beyond the dry analytical theories that tend to be divorced from practice but are currently dominant. This workshop offers: 1. Presentations by a panel of their individual expertise in using the arts in the strategy, sustainability, organizational behavior and ethics class rooms, to share why and how they pursue this work and its impact. 2. Direct experience with the art forms, poetry, literature, music, and film to understand its soft power, with participatory and contemplative reflections as a community. 3. A dialog and question and answer session to share resources and build connections for future work. This workshop builds on four year of previously offered PDWs, the Contemplative Art Salons, where hundreds of attendees were trained in the use of arts. Now, we share how these exercises have worked in creating memorable classroom experiences for a variety of different subject areas and students. Art is an important form of self-expression and social commentary, it engages people, captures the zeitgeist, entrains or challenges assumptions. Artistic creation and experience influence what we see, notice, think, and decide to do subsequently. This work humanizes management and inspires creativity to develop managers who are better prepared to work collaboratively for the common good.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

The Influencer Economy: Exploring the Work of Social Media Cultural Production

The Influencer Economy

Organizer: **Farnaz Ghaedipour**, *McMaster U.*
Organizer: **Yun Ha Cho**, *U. of Michigan*
Participant: **Angèle Christin**, *Stanford U.*
Participant: **Judith A Clair**, *Boston College*
Participant: **Julianna Pillemer**, *New York U.*
Participant: **Njoke Thomas**, *Boston College*

Social media platforms such as Instagram, TikTok, and YouTube have created a new group of workers who are commonly referred to as ‘influencers’, ‘content creators’, or ‘creators’. These terms have a loose connotation and generally refer to people with a large number of followers/subscribers who engage in digital cultural production on social medial platforms and can mobilize their audience’s attention to generate income. It is estimated that the influencer marketing industry, marketing based on the contents created by influencers on social media, will grow to be worth up to \$15 billion by 2022 compared to \$8 billion in 2019 (Geyser, 2019). Leading corporations are increasingly incorporating influencer marketing in their budget; Estée Lauder, for example, announced that the company is committing to spend 75% of its marketing budget towards influencer marketing (Gerdeman, 2019). While this growth has implications for the organization of work and the experiences of workers, most research in this area is conducted by scholars of media and communication studies (e.g., Baym, 2018; Duffy, 2017; Marwick & Boyd, 2011) and management and organizational scholarship on the topic is scarce. More research is needed in order to understand the nature of this work, the experiences of workers, and the role of different social identities such as those based on gender or race in this market. The aim of this symposium is to initiate a conversation about studying social media cultural production and the influencer economy in management and organization studies. The dialogue will focus on questions concerning theory, methods, and future directions. This symposium will provide conceptual depth in terms of philosophical underpinnings for digitally-mediated cultural production, and will explore theoretical frameworks and methodological tools most suitable for studying social media content creators.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **445** | Submission: **11052** | Sponsor(s): **(MOC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 1:00PM - 2:30PMPT (UTC-7)** at **Seattle Convention Center in Room 604**

**Diamonds in the Rough (DIR): Career Guidance for
Emerging Scholars**
Diamonds in the Rough (DIR)



Session Chair: **Jeffrey Bednar**, *Brigham Young U.*
Session Chair: **Kira Franziska Schabram**, *U. of Washington*
Coordinator: **Sophie Elizabeth Jané**, *Umeå School of Business, Economics, and Statistics*
Coordinator: **Mercedes McBride**, *Case Western Reserve U.*
Facilitator: **Caroline A Bartel**, *U. of Texas at Austin*
Facilitator: **Anne Bowers**, *U. of Toronto*
Facilitator: **Henrik M. Bresman**, *INSEAD*
Facilitator: **Michelle Duguid**, *Cornell U.*
Facilitator: **Daniel S. Halgin**, *U. of Kentucky*
Facilitator: **Ashley Elizabeth Hardin**, *Washington U. in St. Louis*
Facilitator: **Morela Hernandez**, *U. of Michigan, Ann Arbor*
Facilitator: **Elaine Cahalan Hollensbe**, *U. of Cincinnati*
Facilitator: **Winnie Jiang**, *INSEAD*
Facilitator: **Frances J. Milliken**, *New York U.*
Facilitator: **Kylie Rochford**, *U. of Utah, David Eccles School of Business*
Facilitator: **Jeffrey Sanchez-Burks**, *U. of Michigan*
Facilitator: **John Paul Stephens**, *Case Western Reserve U.*
Facilitator: **Maxim Sytch**, *Ross School of Business, U. of Michigan*
Facilitator: **Njoke Thomas**, *Boston College*
Facilitator: **Phillip S. Thompson**, *Virginia Tech*
Facilitator: **Mai P. Trinh**, *Arizona State U.*
Facilitator: **Michele Williams**, *U. of Iowa*

The 10th annual Diamonds in the Rough (DIR) offers early-stage career guidance for emerging scholars across theoretical perspectives and methodologies. Are you looking to refine your research identity or cultivate your career plans? DIR is for you! DIR strives to meet junior scholar's (doctoral candidates, postdocs, assistant professors) demands for professional development in a warm, welcoming, and inclusive environment. As always, the PDW contains two components. 1) Feedback Sessions (registration required): Registrants will be paired with an influential scholar and 2-3 other registrants for a friendly chat and feedback on their individual portfolios. These personalized sessions will be arranged at various times at the convenience of the facilitating scholar and their designated registrants. Participants who complete this session receive an MOC division "Bright Diamonds" certificate. 2) Live Synchronous Session (open to all): This live session features presentations, panel discussions, and networking opportunities for facilitators and participants. Come to be treated to stories about how prominent scholars forged their paths, advice on how to best navigate your own, and the opportunity to connect with colleagues with similar goals. To remain flexible in the ongoing pandemic, we will announce the specific format of this session later at <https://moc.aom.org/intherough/dir>. To register, please complete our brief survey here and submit your CV and a one-page overview of your research identity for feedback. MOC prides itself in being a 'bridging division' and we consider DIR the ultimate 'bridging PDW' - we're excited help you "think it through".

As always, the PDW contains two components. 1) The in-person session in Seattle (open to all, no registration required) will feature presentations and networking opportunities for facilitators and attendees. To remain flexible in the ongoing pandemic, we will announce the specific content and format of this session later at <https://moc.aom.org/intherough/dir>. 2) Virtual Personalized Feedback Sessions (registration required): Registrants will be paired with an influential scholar and 2-3 other registrants for a friendly chat and feedback on their individual portfolios. These personalized sessions will be arranged at various times at the convenience of the facilitating scholar and their designated registrants. Participants who complete this session receive an MOC division "Bright Diamonds" certificate. Registration link: https://washington.co1.qualtrics.com/jfe/form/SV_bfn9D8AzuraECeq

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**

Program Session: **446** | Submission: **10581** | Sponsor(s): **(MOC, ODC, OB)**

Session Format: **In-person Only: Seattle**

Scheduled: **Saturday, Aug 6 2022 1:00PM - 4:00PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 2**

Creating Better Communities Together - Cultivating Community Experiences For the Post-Pandemic World *Cultivating Community for the Post-Pandemic World*



Session Chair: **Hooria Jazaieri**, *Leavey School of Business, Santa Clara U.*

Organizer: **Hooria Jazaieri**, *Leavey School of Business, Santa Clara U.*

Organizer: **Reut Livne-Tarandach**, *Manhattan College*

Organizer: **Richard H. Jonsen**, *Rowan U.*

Presenter: **Neil M. Boyd**, *Bucknell U.*

Presenter: **Sophie Pychlau**, *U. of Oregon*

Presenter: **Reut Livne-Tarandach**, *Manhattan College*

Facilitator: **Hilary Hoyt Hendricks**, *U. of Michigan*

Facilitator: **Nam Kyoan Kim**, *California State U. Sacramento*

Facilitator: **Kimberly Rocheville**, *Creighton U.*

Facilitator: **Charles Kirschbaum**, *Inspire Institute of Education and Research*

Facilitator: **Lyndon Earl Garrett**, *Boston College*

Panelist: **Cris Barrett**, *Speaker*

Panelist: **Gretchen Marie Spreitzer**, *U. of Michigan*

Panelist: **Kali Gibson**, *B Lab Global*

Panelist: **Maria Eduarda Sá Cavalcanti**, *Natura USA*

Panelist: **Jeana Marinelli**, *Marinelli LLC*

Panelist: **Zoe Braiterman**, *Independent Consultant*

In line with this year's AOM theme of "Creating a Better World Together," we propose that creating a better world ultimately hinges on creating better communities – in workplaces, classrooms, and society more generally. Given that the fragmentation, disconnection, and loneliness that typically exists in society have been amplified due to the ongoing COVID-19 pandemic, now, more than ever, we have the opportunity to intentionally cultivate meaningful communities in our post-pandemic world. This PDW invites participants to seize the opportunity to intentionally adopt the role of community builder in their organizations, classrooms, and neighborhoods. To this end, this PDW brings together leading practitioners from industry and top educators to share their insights on building better communities in their respective contexts. Following expert panel presentations, participants will have an opportunity to attend a round table discussion with one of the expert panel members, discussing how to: create and sustain community distributed organizations (Table 1), utilize technology to drive community engagement (Table 2), build purpose-driven business communities (Table 3), create and sustain community in hybrid work environments (Table 4), build thriving communities in service of our higher selves (Table 5), and build community in the classroom (Table 6). We will conclude with a large group discussion on where we go from here in creating better communities together, and close with a community building exercise that participants can take with them into their respective contexts. Participants will leave this PDW having identified concrete tools that will assist them in connecting in our new world.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **PDW Workshop**
Program Session: **447** | Submission: **10545** | Sponsor(s): (NEU, RM, ENT)
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 1:00PM - 4:00PMPT (UTC-7)** at **Seattle Convention Center in Room 2B**

**Portable EEG Technologies and Organizational Neuroscience
Research**
Portable EEG Technologies



Organizer: **Constant D. Beugre**, *Delaware State U.*
Presenter: **Chris Berka**, *Advanced Brain Monitoring*
Discussant: **Susan Zhu**, *U. of Kentucky*
Discussant: **Danni Wang**, *Rutgers Business School*

Most organizational neuroscience research is conducted in laboratory settings, thereby limiting the application of its findings to organizations. However, recent advances in portable brain technologies represent a ‘game changer’ in helping to move organizational neuroscience research from the lab to the real world. Hence, in this PDW, our aim is to provide evidence of how portable brain technologies, particularly portable electroencephalogram (EEG) instruments could be used to conduct field-based organizational neuroscience research. In so doing, we combine a demonstration of a portable brain technology and a discussion by organizational neuroscience scholars on how this technology could facilitate the transfer from laboratory to field research in organizational neuroscience.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **448** | Submission: **19158** | Sponsor(s): **(OMI)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Saturday, Aug 6 2022 1:00PM - 2:30PMPT (UTC-7)**

Behavioral Theory of the Firm: New Empirical Research

Session Moderator: **Anran Li**, *NEOMA Business School*

Author: **Elizabeth Lim**, *Georgia State U.*

Using a Russell 3000 sample of diversified firms spanning 1998–2016, we extended the behavioral theory of the firm by examining types of risky change through related and unrelated diversification in response to internal and external aspirations among business units within diversified firms. We argued that business units employing sister peers as internal comparison group respond by taking responsibility for performance shortfalls, seeking profitability by facilitating proximal search and advocating for low-risk change through related diversification rather than high-risk change through unrelated diversification. Those benchmarking against market peers, representing external comparison group, attribute performance shortfalls to an organizational problem, prompting distant search and unrelated rather than related diversification. Drawing from contingency theory, we further posited that environmental dynamism is more conducive for related than unrelated diversification in response to performance shortfalls. Our hypotheses were largely supported.

Paper is NOT Available. Please contact the author(s).

Author: **Anran Li**, *NEOMA Business School*

Author: **Michael Jensen**, *U. of Michigan*

This study examines the relationship between status and uncertainty-increasing and uncertainty-decreasing investments. Focusing specifically on financial uncertainty, we argue that middle-status firms engage in more uncertainty-increasing investments than low- and high-status firms, whereas higher-status firms engage in more uncertainty-decreasing investments than lower-status firms. Regardless of whether the focus is on uncertainty-increasing investments or uncertainty-decreasing investments, the extent to which firms perform above their historical and social aspirations mitigates the relationship between status and uncertainty-increasing and -decreasing investments. We find broad support for our arguments in a longitudinal sample of privately-owned Chinese firms traded on the Shanghai and Shenzhen stock exchanges. Specifically, social aspirations in the form of same-industry comparisons mitigates the inverted-U relationship between status and uncertainty-increasing investments, whereas social aspirations in the form of both same-industry and same-status comparisons mitigates the linear relationship between status and uncertainty-decreasing investments.

Paper is Available to Meeting Registrants Only.

Author: **Evangelos Syrigos**, *Department of Business and Management, LUISS Guido Carli U.*

Author: **Konstantinos Fouskas**, *U. of Macedonia*

Author: **Stefano Franco**, *Luis Guido Carli U.*

Author: **Cindy Heo**, *EHL, The U. of Applied Sciences and Arts Western Switzerland*

Proper pricing strategy is a key component in hotel revenue maximization but determining the right room rate is not an easy task. Although many advanced revenue management systems have been introduced for hoteliers to optimize room rates and inventory allocation based on expected demand, hoteliers keep adjusting their expectations and pricing based on various external factors. Using the theory of performance feedback, this study attempts to analyze the role of positive customer review feedback on hoteliers' pricing decisions in cases where hoteliers find that their actual financial performance is lower than expectation. The quantitative analysis of 63,492 US properties in monthly observations found that positive customer reviews moderate the relationship between negative RevPAR performance feedback and pricing decisions. The findings of this study add valuable insights to the debate regarding the role of customer reviews in the hospitality industry.

Paper is Available to Meeting Registrants Only.

Author: **Marlon Fernandes Rodrigues Alves**, *Federal Institute of São Paulo (IFSP)*

Author: **Vincenzo Vastola**, *Montpellier Business School*

Knowledge sharing contributes to firms in terms of knowledge resources and society in terms of common knowledge and technological advancement. Yet, while knowledge sharing implications are well documented, the micro-level drivers of why knowledge holders decide to share their knowledge with peers remain relatively unexplored. Drawing upon a dual-process theory of social interactions, we propose that cognitive types, i.e., intuitive vs. reflective, differ in how they shape knowledge-sharing behaviors. The analysis of 2 million online interactions from startup members over 15 years shows that greater (lower) reliance on intuition is associated with more (less) knowledge sharing. Further, we hypothesize and find that this effect is stronger for demands from knowledge seekers in a common social group, i.e., in-group members. These findings contribute to the micro-foundations of knowledge sharing and strategic decision-making.

Paper is Available to Meeting Registrants Only.

Author: **Anna Pak**, *Kean U.*

Firms learn from the failure of others, but unlike their own failure, the cause of others' failure is ambiguous, i.e. open to varying interpretation. Varying interpretation, in turn, is likely to lead to differences in what firms learn and the effect it has on their future behavior. This paper investigates whether or not a characteristic of failing firms, specifically their scope, affects observing firms' strategic choices in the future. This study thus seeks to improve our understanding of a firm's strategic choice between exploration and exploitation activities following the failure of others, highlighting the role of firm scope or breadth of operations, by drawing on attribution theory and organizational learning literature.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **449** | Submission: **16139** | Sponsor(s): **(OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 1:00PM - 2:30PMPT (UTC-7)** at **The Westin Seattle in Olympic**

Advancing Research on Shareholder Activism *Advancing Research on Shareholder Activism*

Presenter: **Mark R. DesJardine**, *Tuck School of Business at Dartmouth*
Participant: **Abhinav Gupta**, *U. of Washington, Seattle*
Presenter: **Michelle K. Lee**, *Smith School of Business, Queen's U.*
Presenter: **Eun Woo Kim**, *U. of Nottingham Ningbo China*
Presenter: **Gerald F. Davis**, *U. of Michigan*
Presenter: **Prami Sengupta**, *U. of California, Irvine*
Presenter: **Sathyanarayan Vijayakumar**, *The Wharton School, U. of Pennsylvania*
Presenter: **Mary-Hunter McDonnell**, *The Wharton School, U. of Pennsylvania*

Shareholder activists target firms on issues related to corporate governance and performance, as well as social, political, and environmental concerns. Corporations are central to modern societies, and research suggests that both financially and non-financially motivated shareholder activism can influence the manners in which firms conduct their businesses. While the scholarship on shareholder activism is extensive, it is not devoid of limitations and controversies. For instance, how shareholder activists exert their influence on corporate behaviors and when firms concede or do not concede under such pressures remain open questions. Additionally, the positive and negative consequences of financial activism continue to be a source of scholarly debate. Furthermore, although socially and environmentally motivated shareholder activism is on the rise, empirical investigations of non-financial shareholder activism remain sparse. This symposium will explore these various dimensions of shareholder activism and develop a future research agenda for this evolving scholarship.

The Importance of Corporate Social Responsibility Following Shareholder Activism: A Case of Employee

Author: **Mark R. DesJardine**, *Tuck School of Business at Dartmouth*

Executive Imprinting of Shareholder Unrest and Firms' CSR Engagement

Author: **Abhinav Gupta**, *U. of Washington, Seattle*
Author: **Michelle K. Lee**, *Smith School of Business, Queen's U.*

Who Resists Isomorphism in Corporate Governance? The Case of Classified Boards

Author: **Eun Woo Kim**, *U. of Nottingham Ningbo China*
Author: **Gerald F. Davis**, *U. of Michigan*

We Want You to Succeed: A Non-Antagonistic Approach to Activism

Author: **Prami Sengupta**, *U. of California, Irvine*

Assessing Variance in Activist Power in Private vs Public Political Forums

Author: **Sathyanarayan Vijayakumar**, *The Wharton School, U. of Pennsylvania*
Author: **Mary-Hunter McDonnell**, *The Wharton School, U. of Pennsylvania*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **450** | Submission: **18924** | Sponsor(s): **(OMI)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 1:00PM - 2:30PMPT (UTC-7)** at **The Westin Seattle** in **Puget Sound Room**

Discursive Dynamics In and Around Organizations



Session Moderator: **Claudio Biscaro**, *Johannes Kepler U. Linz*

OMT: **Toward a Theory of Organizational Identity as Polyphony** 

Author: **Hannah Trittin**, *Leuphana U. Lüneburg*
Author: **Matthias Wenzel**, *Leuphana U. Lüneburg*

A growing body of research departs from classical notions of organizational identity as a shared, consensual self-understanding of ‘who we are as an organization’ by arguing that polyphony, i.e., a plurality of voices, is involved in organizational identity construction. Studies of the communicative processes through which an organizational identity comes into being through polyphony, however, remain rare. To uncover the processes through which polyphony contributes to the constitution of an organizational identity, we examine communication at Premium, a collective that produces and distributes a coke in socially and ecologically sustainable ways. Based on our analysis, we identify three communicative processes of polyphony—multiplicity, dissonance, and resonance—through which an organizational identity is produced; and we theorize the enablers that invoke the performance of these communicative processes. We also show that an organizational identity vanishes into moments of ‘silence’ if it is not talked into existence through polyphony. These findings have important implications not only for understanding organizational identity as a guide for collective action, but also for research on the ‘communicative constitution of organizations’ (CCO).

Paper is Available to Meeting Registrants Only.

 OMT: **Making Sense of Subjective Experiences with Metaphors** 

Author: **Nora Meziani**, *U. of Liverpool Management School*
Author: **Laure Cabantous**, *Bayes Business School (formerly Cass)*
Author: **Joep Cornelissen**, *Erasmus U. Rotterdam*

In this paper, we seek to understand how metaphors facilitate sensemaking by providing a focused, detailed, and comprehensive account of how they help practitioners surface and convey subjective experiences. Our study, inspired by a phenomenological perspective, draws on 32 interviews with film workers narrating their work experience. We show how film workers used and combined different types of metaphors in a dynamic way to communicate their experiences in four steps—naming (using dead body metaphors), specifying (using conventional body metaphors), singularizing (using novel body metaphors), and fictionalizing (using a novel professional metaphor). With our study we extend prior sensemaking research by theorizing the various roles that metaphors play, above and beyond their ability to facilitate understanding. Specifically, we offer three novel insights on metaphors: we explain how some types of metaphors help sensemaking by redistributing agency; we theorize the retroactive power of metaphors—i.e., how the use of metaphors affects the utterer in return by highlighting some of their qualities. Finally, we explain how, by fostering imagination, metaphors allow people to transcend subjectivities.

Paper is Available to Meeting Registrants Only.

OMT: **Establishing Legitimacy through Figures of Speech: The Lady and The Beast**  

Author: **Claudio Bis caro**, *Johannes Kepler U. Linz*
Author: **Elena Bruni**, *Luiss Guido Carli U.*
Author: **Katharina Musil**, *Johannes Kepler U. Linz*

Although the process of legitimacy construction is crucial to maintain social order and ensure acceptance of actions and decisions, relatively little institutional research has explored how rhetoric, and in particular figures of speech, affect it. Empirically, we engage with the figures of speech used by multiple stakeholders vying to impose their ideas and actions to shape the future of cruise ships in Venice. Drawing on the cognitive linguistic concept of image schema that allows us to unveil the topological structure of meaning, we show how three mechanisms – exploiting core (or peripheral) features of the context in which legitimacy is needed; creating hierarchies; creating containment vs creating openness – that are based on movement and affect the assumptions of appropriateness and desirability underpinning legitimacy. Our findings contribute to the literature on legitimation by providing a model of how to employ figures of speech to the sense of appropriateness and desirability and in turn legitimacy.

Paper is NOT Available. Please contact the author(s).

OMT: **Validating the Narrative Construction Process in Cancer Management...With Some Twists.**

Author: **Barbara DeVivo**, *Christian Brothers U.*

The purpose of Tumor Boards is for multidisciplinary healthcare specialists to integrate perspectives and devise the best evidenced-based clinical treatment program for cancer patients, but the treatment decision-making process does not always follow a linear path. While few studies have criticized Tumor boards, questioning their effectiveness, none have deconstructed the treatment decision-making process to understand how social-organizational structure and patient case ambiguity affects the way patient information is processed. Through ethnographic exploration of 44 Tumor Boards in the United States and the United Kingdom, this inductive qualitative study investigates how hierarchical and collaborative structures influence the treatment decision-making process for cancer patients under various conditions of case complexity. Tumor board observation and interview data were gathered over three years at seven research hospitals in the United States and United Kingdom. Results show that the Narrative Construction Process of Sensemaking, previously based on a single-actor model, is transferable and applicable to decision-making in multi-actor settings, such as those that make up Tumor Boards. Moreover, using the Narrative Construction Process as a guide, this study uncovered that the Narrative Construction Process can be influenced depending on social organizational structure and level of uncertainty. Keywords: Narrative Construction Process, Sensemaking, Decision-making, Tumor Boards

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□ Session Type: **PDW Workshop**
Program Session: **451** | Submission: **16273** | Sponsor(s): **(OMT, ENT, TIM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 1:00PM - 2:45PMPT (UTC-7)** at **Seattle Convention Center in Room 304**

**Culture & Technology: Building Bridges across
Entrepreneurship & Innovation Research Contexts**
Culture & Technology: Building Bridges



Organizer: **Mitali Banerjee**, *HEC Paris*
Organizer: **Hyejun Kim**, *HEC Paris*
Presenter: **Greta Hsu**, *U. of California, Davis*
Presenter: **Elizabeth Pontikes**, *UC Davis*
Presenter: **Daphne Ann Demetry**, *McGill U.*
Presenter: **Ethan Mollick**, *The Wharton School, U. of Pennsylvania*

Cultural industries are sites of innovation and entrepreneurship. However, scholarly research on innovation and entrepreneurship is often confined to technology industries. The two contexts – culture and technology – have much in common but are separated by a chasm. The goal of this PDW is to bridge the chasm that separates the research in these contexts. In the context of their own research, the PDW panelists will demonstrate how cultural industries can be rich contexts for developing and testing theories of innovation, entrepreneurship, and creativity. The panelists will also share insights and advice, based on their role as authors, reviewers and editors, to help scholars successfully navigate the challenges of publishing work in unique cultural contexts.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **452** | Submission: **10677** | Sponsor(s): **(OMT, OB, STR, CM, MOC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 1:00PM - 4:30PMPT (UTC-7)** at **The Westin Seattle in Grand Ballroom I**

Trust Between Individuals and Organizations

Trust



Organizer: **Oliver S. Schilke**, *U. of Arizona*
Organizer: **Bart De Jong**, *Australian Catholic U.*
Panelist: **C. Ashley Fulmer**, *Georgia State U.*
Panelist: **Roger C. Mayer**, *North Carolina State U.*
Panelist: **Bart Vanneste**, *UCL School of Management*
Facilitator: **Emily W. Choi**, *U. of Texas at Dallas*
Facilitator: **Deanne N. Den Hartog**, *U. of Amsterdam*
Facilitator: **Daniel McAllister**, *National U. of Singapore (NUS)*
Facilitator: **S. Arzu Wasti**, *Sabancı U.*

Trust is a fundamental characteristic of organizational relationships and one of the most frequently studied concepts in management research today. This annual PDW is aimed at advancing research on trust by serving as a platform for scholars to discuss critical issues, engage in dialogue, and help further research-in-progress. The workshop consists of three segments: (1) The first segment starts off with a panel discussion, in which leading scholars share their thought-provoking ideas on this year's focal topic of "trust and culture"; (2) For the second segment, attendees break into roundtables to discuss various relevant issues in current trust research. Each table will start out with a particular topic but may move on to other issues as the discussion unfolds. Topics may include (but are not limited to): trust asymmetries, trust violation and recovery, trust in teams, trust in interorganizational relationships, trust across levels of analysis, trust in networks, trust dynamics, and trust and contracts; (3) The third segment consists of a paper development workshop, in which the facilitators provide in-depth feedback on work-in-progress trust research previously submitted by workshop participants. These papers should be in an advanced developmental stage, targeted at a scholarly management journal, and no more than 40 double-spaced pages in length. If you are interested in participating in the third segment (paper development), please upload your manuscript while completing your preregistration no later than July 24, 2022.

Preregistration required: <https://tinyurl.com/TrustPDW2022>

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**
Program Session: 453 | Submission: 16615 | Sponsor(s): (OMI, ODC, SIM)
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 1:00PM - 2:30PMPT (UTC-7)** at **The Westin Seattle** in **Cascade I-A**

The Contestation and Appropriation of Public Space

The Contestation and Appropriation of Public Space



Organizer: **Laura Fey**, *Doctoral Student*
Organizer: **John Matthew Amis**, *U. of Edinburgh*
Discussant: **Tina Dacin**, *Queen's U.*
Presenter: **Giulia Cappellaro**, *Bocconi U.*
Presenter: **Amelia Compagni**, *Bocconi U.*
Presenter: **Laura Fey**, *Doctoral Student*
Presenter: **John Matthew Amis**, *U. of Edinburgh*
Presenter: **Santi Furnari**, *City, U. of London*
Presenter: **Elena Giovannoni**, *Royal Holloway School of Business and Management*
Presenter: **April L. Wright**, *Warwick Business School*
Presenter: **Gemma Irving**, *U. of Queensland*
Presenter: **Asma Zafar**, *Brock U.*
Presenter: **Trish Reay**, *U. of Alberta*

This symposium explores the contestation and appropriation of public space. The ways in which public spaces are used, misused, and even abused have become of growing interest to scholars across the social sciences. However, we know relatively little about the ways how public space is used, changed, and maintained. This has led to the emergence of important questions regarding public space that we begin to address in this symposium, including: How do different groups of individuals define and use public space? What types of public space are needed and for what purposes? How and why has the understanding of public space changed over time? How does the privatization of public spaces impact social stability and equality? To address these questions, we present four studies about public space that embrace a variety of empirical and theoretical contexts. Our intent is that the four papers will set up some lively discussion with members of the audience that will in turn spark new directions of research in an understudied area.

The Appropriation of Public Space: Anti-Restriction Protests during the COVID-19 Pandemic

Author: **Giulia Cappellaro**, *Bocconi U.*
Author: **Amelia Compagni**, *Bocconi U.*

Reinforcing Systems of Exclusion: The Role of Public Space

Author: **Laura Fey**, *Doctoral Student*
Author: **John Matthew Amis**, *U. of Edinburgh*

Where do Places of Social Inclusion come from? Exploring the Institutional Genesis of Public Parks

Author: **Santi Furnari**, *City, U. of London*
Author: **Elena Giovannoni**, *Royal Holloway School of Business and Management*

Managing Public Places in Organizational and Institutional Change

Author: **April L. Wright**, *Warwick Business School*
Author: **Gemma Irving**, *U. of Queensland*
Author: **Asma Zafar**, *Brock U.*
Author: **Trish Reay**, *U. of Alberta*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: 454 | Submission: 12014 | Sponsor(s): (OMT, PNP, SIM)

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Saturday, Aug 6 2022 1:00PM - 2:30PMPT (UTC-7)** at **Seattle Convention Center in Room 619**

Creating a Better World via Cross-Sectoral Collaborations *Cross-Sectoral Collaborations for Social Impact*



Session Chair: **Angela Aristidou**, *U. College London*

Session Chair: **Lei Liu**, *UCL School of Management*

Session Chair: **Juliane Reinecke**, *King's College London*

Panelist: **Anne-Laure Fayard**, *NOVA School of Business and Economics*

Panelist: **Jonatan Pinkse**, *U. of Manchester*

Panelist: **Jill M. Purdy**, *U. of Washington, Tacoma*

Panelist: **Juliane Reinecke**, *King's College London*

Panelist: **Garima Sharma**, *Georgia State U.*

Despite the widely-acknowledged potential of cross-sectoral partnerships to solve complex social issues, the process of cross-sectoral collaborations is saturated with conflicts and tensions. Researchers have investigated the antecedents, processes, and outcomes of cross-sectoral collaborations with different theoretical frameworks and primary foci. In this panel symposium, the panelists will present five theoretical perspectives, explore the conceptualization of theoretical boundaries, and discuss how to produce knowledge by spanning theoretical fields. The perspectives to be presented include (1) collective action theory, which helps us understand how parties with conflicting interests build collaborative institutions and governance norms to overcome collective action dilemmas; (2) the institutional logics perspective, which focuses on the value differences among partners and the associated outcomes; (3) the interactional framing perspective, which looks at how interpretations and sensemaking are constructed and deconstructed in partnerships; (4) the resource dependence perspective, which examines the resource dependencies among partners and external stakeholders; and (5) the paradox perspective, which focuses on the contradictory but interrelated elements that persistently coexist in cross-sectoral collaborations. This symposium aims to respond and contribute to diverse discourses both within the management academy and around societal challenges. This interactive session will include Q&As and discussions on strategies for developing new interactions between different fields of inquiry.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **455** | Submission: **12433** | Sponsor(s): **(OMI, STR, ENT, MH)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 1:00PM- 4:00PMPT (UTC-7)** at **Seattle Convention Center in Room 617**

How History Affects Management and Organizations

How History Affects Management and Organizations



Organizer: **Kunyuan Qiao**, *Cornell U.*
Organizer: **Christopher Marquis**, *Cambridge Judge Business School*
Panelist: **Raghu Garud**, *Pennsylvania State U.*
Panelist: **Ann Langley**, *HEC Montreal*
Panelist: **Christopher Marquis**, *Cambridge Judge Business School*
Panelist: **Evelyn Rita Micelotta**, *Telfer School of Management, U. of Ottawa*
Panelist: **Nelson Phillips**, *UC Santa Barbara*
Panelist: **Lamar Pierce**, *Washington U. in St. Louis*
Panelist: **Davide Ravasi**, *UCL School of Management*
Panelist: **Letian Zhang**, *Harvard Business School*

Management scholars have been increasingly interested in how history and historical processes affect current organizational behaviors. Recognizing this trend, several leading management journals have recently devoted special issues to urge researchers to pursue more historically oriented work, including the *Academy of Management Review*, *Strategic Management Journal*, *Organization Studies*, *Strategic Entrepreneurship Journal*, and *Family Business Review*. Despite the significant advances, scholars have also noted that much work remains to be done to realize the full potential of historical processes in management research and we still have limited and fragmented knowledge on how to leverage history to understand management phenomena. Through a combination of panel presentations by distinguished scholars with significant work on this topic and interactive round table discussions with workshop participants, we seek to bringing together a diverse group of scholars whose work helps delve into this active area of organizational research, identifies important questions and interesting phenomena in this area, and points out future directions. The proposed workshop is thus likely to be of interest to researchers working in the areas of organization and management theory, strategic management, entrepreneurship, international management, and management history.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **456** | Submission: **12524** | Sponsor(s): **(ONE, OMT, SIM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 1:00PM - 2:30PMPT (UTC-7)** at **Seattle Convention Center in Skagit 3**

**Publishing for Real-World Impact: Helping Engaged
Scholars Navigating the Publication Process**
Publishing for Real-World Impact



Host: **Sylvia Grewatsch**, *Brock U.*
Host: **A. Wren Montgomery**, *Ivey Business School*
Host: **Nicholas Poggioli**, *Appalachian State U.*
Panelist: **Frank G.A. De Bakker**, *IESEG School of Management*
Panelist: **Paula Jarzabkowski**, *U. of Queensland*
Panelist: **Christine Beckman**, *U. of Southern California*
Panelist: **Christiane Bode**, *Imperial College Business School*
Panelist: **Konstantinos Chalkias**, *Birkbeck, U. of London*

The increasing urgency of tackling grand challenges, such as climate change and inequality, has fostered a lively discussion among management scholars about producing work that is both rigorous and relevant for practice. Few practitioners appear to find scholarly research useful, leaving organizational and management scholars often excluded from public discussions and solutions. Increasingly, many scholars, often early-career scholars, are beginning to question traditional models that privilege academic impact, and want to produce meaningful research that also tackles pressing grand challenges. Doing so is difficult for early-career scholars, however, who face promotion and tenure requirements based on academic-focused publication and citation counts. To address this dilemma, this PDW from the Impact Scholar Community supports early-career scholars in successfully navigating their impact research through the publication process at top journals. With three teams of top editors (ASQ, Strategic Organization, and Business & Society) paired with the early-career scholars they mentored through the publication process, we offer practical advice on how to both publish and have impact. In short, we seek to achieve the ‘holy grail’ of scholarship and hope you will join us!

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□
Session Type: **PDW Workshop**
Program Session: **457** | Submission: **18487** | Sponsor(s): **(PUBS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 1:00PM - 3:30PMPT (UTC-7)** at **The Westin Seattle** in **Grand Ballroom II**

AMR: Writing Theoretical Papers - A Workshop with the Editors
AMR: Writing Theoretical Papers - Workshop



Organizer: **Susan Zaid**, *Academy of Management*
Presenter: **Sherry M. B. Thatcher**, *U. of Tennessee, Knoxville*

This interactive workshop will help participants write clear theoretical articles that make a contribution to the literature. The session consists of two parts. First, we offer participants insights on how to structure a manuscript to showcase its theoretical contribution, we also discuss some of the major challenges in writing theoretical articles and potential avenues for address these challenges. Second, participants will have the opportunity to engage in small group discussions on these topics with current and past AMR Editors, Associate Editors, and Editorial Review Board members. Pre-Registration is required via this link: <https://form.jotform.com/221736088814158>

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **458** | Submission: **18474** | Sponsor(s): **(PUBS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 1:00PM - 2:30PMPT (UTC-7)** at **The Westin Seattle in Mercer**

AMJ Incoming Editors Business Meeting
AMJ Incoming Editors Business Meeting

Organizer: **Susan Zaid**, *Academy of Management*
Presenter: **Marc Gruber**, *Ecole Polytechnique Fédérale de Lausanne*

By invitation only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **459** | Submission: **17130** | Sponsor(s): **(STR, ENT, OMI)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 1:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center in Yakima 1**

New Perspectives on Experimentation in Strategy and Entrepreneurship

New Perspectives on Experimentation



Participant: **Orie Shelef**, *U. of Utah, David Eccles School of Business*
Participant: **Robert Joseph Wuebker**, *U. of Utah*
Participant: **Andrea Contigiani**, *The Ohio State U. Fisher College of Business*
Participant: **Daniel Walter Elfenbein**, *Washington U. in St. Louis*
Participant: **Alfonso Gambardella**, *Bocconi U.*
Participant: **Peter G. Klein**, *Baylor U.*
Participant: **Michael Leatherbee**, *Pontificia U. Católica de Chile*
Participant: **Hart E. Posen**, *U. of Wisconsin, Madison*
Participant: **Todd Zenger**, *U. of Utah, David Eccles School of Business*

An active and growing literature spanning strategy and entrepreneurship is developing an analytical approach to search and experimentation that has the potential to yield foundational insights about how economic actors design, enact, and interpret experiments that lead to innovative products, services, and organizational approaches. In this session, we aim to present N leading scholars who are working in this domain, allowing each to share emerging insights from their particular point of view on the topic; conduct a dialogue with the participants as a collective; and field questions from attendees. The purpose of the presentation will be to showcase areas of active research and illuminate opportunities for future work, in particular the elaboration of new theory and how current theory could be further developed through empirical insight. We anticipate that the first part of our panel discussion will be driven primarily through structured questions that encourage dialogue and constructive engagement between the panelists, orchestrated by the organizers. The overarching goal is to use the session to support the development of participant papers and to promote intellectual interchange on the topic of experimentation among scholars at all stages of their careers.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **460** | Submission: **17235** | Sponsor(s): **(RM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 1:15PM - 2:45PMPT (UTC-7)** at **Seattle Convention Center** in **Room 606**

Exploring Leadership Through Social Networks: The Next Frontier

Exploring Leadership Through Social Networks



Session Chair: **Cynthia Kay Maupin**, *U. of Mississippi*
Panelist: **Prasad Balkundi**, *U. at Buffalo, The State U. of New York*
Panelist: **Kristin Cullen-Lester**, *U. of Mississippi*
Panelist: **Cecile Emery**, *U. of Exeter Business School*
Panelist: **Cynthia Kay Maupin**, *U. of Mississippi*
Panelist: **Meredith Lauren Woehler**, *Purdue U.*
Moderator: **Gouri Mohan**, *IESEG School of Management*
Organizer: **Anwesha Choudhury**, *Binghamton U.-State U. of New York*
Organizer: **Sarah Resnick**, *Binghamton U.-State U. of New York*

As conceptualizations of leadership have shifted to embrace the relational, multilevel, and co-constructed nature of leadership, perspectives that incorporate social networks have garnered increasing attention from scholars and practitioners alike. This increasing prevalence of social network approaches in the leadership literature has challenged researchers to change the way they understand and examine leadership. Accordingly, this shift has come with additional complexities in terms of measurement and analysis. Thus, there remain critical issues in both theorizing about and empirically examining leadership from a network perspective that must be addressed to capitalize on the potential strengths of social networks for advancing a relational, contextual, and multilevel understanding of leadership. This panel symposium session aims to propel this mission by focusing on three key goals: 1) highlighting the benefits of a network-based perspectives for advancing leadership theory and methods, 2) clarifying the challenges of employing various types of social network models in the study of leadership, and 3) identifying where leadership and networks research needs to improve and advance in order to continue answering important organizational questions. To do so, we have brought together an esteemed group of panelists to address these questions and provide additional insights to advance the science and practice of social network perspectives of leadership. Their combined expertise will not only provide the audience with a view into state-of-the-art science on leadership and networks, but will also introduce rich insights into the future of social network approaches to leadership.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **461** | Submission: **18414** | Sponsor(s): **(AAA)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 1:30PM - 3:00PMPT (UTC-7)** at **Sheraton Grand Seattle in Boren**

Ethics Forum: Better Together, How to Support Each Other *Ethics Forum #1*

Host: **Deborah M. Mullen**, *U. of Tennessee, Chattanooga*
Participant: **Lucy Leety-Wheeler**, *Academy of Management*
Organizer: **Rebecca Wendy Frankel**, *Sage Publications*
Organizer: **Jessica Peck**, *Department of Management, Cleveland State U.*
Organizer: **Rachel McCullagh Balven**, *Arizona State U.*

This session serves to promote conversations about mental health within the university context. AOM's Code of Ethics principles and standards require us to avoid harm, build trust, and treat each other with dignity. In the spirit of that code, as well as this year's theme, "Creating A Better World Together," the Ethics Education Committee has dedicated this session to a presentation and discussion of how best to support mental health during these trying times. Social isolation, depression, and anxiety among other problems plague faculty and students alike. In the context of a global pandemic, these issues may be exacerbated, and even harder to combat as those suffering may be limited in their access to healthcare. Our in-person session is open to all AOM members and aims to identify mental health best practices from three different perspectives: student, teacher, and administrator. We hope that this safe space will foster helpful discourse regarding how to support students and university personnel alike.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Caucus**
Program Session: **462** | Submission: **12357** | Sponsor(s): **(CAU)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 1:30PM - 3:00PMPT (UTC-7)**

Mindset, Skills and Solutions for the Climate Conscious Manager to Create a Better World Together *Climate Conscious Management Mindset*

Organizer: **Alexander John Hope**, *Newcastle Business School, Northumbria U.*
Organizer: **Petra Molthan-Hill**, *Nottingham Business School, Nottingham Trent U.*
Participant: **Oliver Laasch**, *Senior Lecturer U. of Manchester*
Participant: **Jennifer Leigh**, *Nazareth College*
Participant: **Isabel Rimanoczy**, *PRME Working Group on the Sustainability Mindset*
Participant: **Beate Klingenberg**, *FOM Hochschule fuer Oekonomie & Management*
Participant: **Morgane M.C. Fritz**, *Excelia Business School, CERIM & CeReGe*
Participant: **Rumina Dhalla**, *U. of Guelph*
Participant: **Swati Nagpal**, *La Trobe U.*

As people learn that climate change is anthropogenic, they realize they hold the key to mitigate it by embedding the right high-impact climate solutions and institutional policies into organizations. However, there is a need to increase research and understanding in management studies on how to support managers in this task, which is an objective of this caucus.

Concern about human induced climate change and its impacts is rising, particularly among younger generations who will experience these impacts more acutely in the future but also among business leaders as they seek to prepare their organisations for an uncertain climate future. Youth climate leaders such as Greta Thunberg have led the #FridayForFuture campaign prompting unprecedented numbers of young people to become involved in the campaign for action on climate change. During a single week in March 2019 more than 1.6 million young people across all seven continents took part in the youth climate strike demanding governments, policy makers and business leaders take action to make climate change their top priority. It is these students, many of whom will study in business and management schools, who will have to devise and implement strategies for successfully competing in a world subject to major challenges such as technical and demographic changes, growing inequality, ethical scandals, and climate change. Alongside this, the role of business in addressing climate change issues and the need for organisations to develop mitigation and adaption strategies is becoming increasingly clear. During COP26 it emerged that businesses are far more engaged than ever before, taking the initiative and not waiting for governments to act. This was demonstrated by the Glasgow Financial Alliance for Net Zero (GFANZ), which has US\$130 trillion of assets under its control. Indeed John Kerry, United States special presidential envoy for climate stated that ‘We are trusting big business, not states, to fix the climate crises.’ The question is how may both current and future business leaders develop the skills, knowledge and perhaps more importantly the sustainability mindset required to understand high-impact climate solutions and their contributions to a positive, equitable future for all. In this caucus we aim to explore the skills, knowledge, and sustainability mindset that climate conscious managers and leaders require. We seek to encourage a debate on how this may transform our existing organizational practices to become more climate change conscious and establish new approaches to mapping out appropriate research priorities. We will share some existing approaches: The Sustainability Mindset Indicator, an instrument designed to guide educators on how to move their students along their development of a sustainability mindset and to assess the impact of their courses; and Carbon Literacy Training for Educators, Communities, Organisations and Students (CLT-ECOS), a virtual Train-the-Trainer developed and upscaled by Nottingham Business School in collaboration with the UN Global Compact PRME Working Group on Climate Change designed to empower people to embed high-impact climate solutions in their personal, professional and community life. We will then invite the participants to share new approaches they have and end with an interactive activity to facilitate collaboration and start this journey together.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **463** | Submission: **19034** | Sponsor(s): **(CMS)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 1:30PM - 3:00PMPT (UTC-7)**

Resistance, Repression and Identities

Session Moderator: **Alexandra Bristow**, *The Open U. Business School*

 **CMS: Narratives of Workplace Resistance: Reframing Saudi Women in Leadership**

Author: **Liela A. Jamjoom**, *Dar Al-Hekma U.*

Author: **Albert J. Mills**, *Saint Mary's U., Canada/U. of Eastern Finland*

Despite considerable social, economic, and organizational advancements that Saudi women have achieved in the past two decades, research on Saudi women in leadership continues to focus on the structural, organizational, and societal challenges the women face. Often missing from analyses are the micro ways in which the women resist and negotiate with/against organizational challenges. Using a postcolonial feminist lens, we asked: How do Saudi women leaders resist power in the workplace? This question was posed to reinsert the value of Saudi women within organizational narratives, generate deeper understanding of a marginalized group of women, and understand resistance as located within socio-political-ethical structures. Our contributions are threefold: (1) this study advances the literature on Saudi women in organizations by focusing on resistance as a point of entry and analysis; (2) we add a less antagonistic relationship between power/resistance, and reconceptualize agency/resistance as one inclusive of subtle and individual forms of resistance, and one that moves beyond the limits of the liberal imaginary; (3) our study also adds to the burgeoning scholarship on workplace resistance in Non-Western contexts, which advocates for situated knowledge and the decolonization of management.

Paper is Available to Meeting Registrants Only.

CMS: The Political Economy of Slow Genocide, Racial Capitalism and Making of De facto Stateless Rohingya 

Author: **Habib Urahman**, *Coordinator Australian Burmese Rohingya Organization (ABRO)*

Author: **Fahreen Alamgir**, *Monash U.*

Best Critical Ethics Paper sponsored by the Journal of Business Ethics

The paper discusses the political economy of genocide by exploring the organising of genocide against the world's largest de facto stateless community – the Rohingya community of Myanmar – over the past forty years. Amartya Sen categorises Rohingyas' experience of genocide as a slow genocide. His categorisation is borne out in our experience. To situate our understandings, we draw from Sanayal's arguments on the developmental state and the organisation of postcolonial capitalism. We argue that the core understanding of the political economy of slow genocide calls for the characterisation of genocide in relation to the capitalist formation of a developmental state and of particular social relations; this was conducted by organising the hierarchies of both civil and political societies as dominant and dominated factions within the project of the nation-state and nation-building. Examining the management of de facto stateless people reveals how substitutability evolves as a management strategy by the militarised form of the nation-state project. This strategy also characterises the politics of institutionalising and legitimising violence in the forms of expulsion, displacement, and death. Hence, we argue that the substitutability strategy is underpinned by the logic of extinction; thereby, this strategy institutionalises and legitimises violence in the forms of genocide. Thus, racial capitalism is organised and reconfigures the lives of minority communities in the context of the developmental states. Finally, we extend our debate by asking what role business academics should undertake in an increasingly corporatised academy in contemporary global capitalism. Keywords: Slow genocide, Rohingya, stateless people, Myanmar, substitution, racial capitalism

Paper is Available to Meeting Registrants Only.

 **CMS: Repressive Equality Regimes: Theorizing the Disconnections in Organizational Equity Practices**

Author: **Celina McEwen**, *UTS*

Author: **Alison Pullen**, *Macquarie Business School, Macquarie U.*

Author: **Carl Rhodes**, *U. of Technology, Sydney*

Best Critical Paper on Gender sponsored by the Journal of Gender, Work & Organization

For decades Western organizations have been subject to equal opportunity and anti-discrimination laws, gender equality policies, and diversity and inclusion strategies. Still, this paper suggests that there has been little fundamental change to the structure of outcomes for the workforce labelled diverse. This paper draws on data from three Australian organizations with advanced gender diversity and inclusion (GDI) programs to explore why this is the case. Our research found: 1) dominant managerial GDI practices co-exist with multiple, unacknowledged, local discourses and competing interests; 2) managerial GDI practices operate in a system that segregates 'diverse' employees and the performance of 'equity' work; and 3) GDI strategies inadvertently legitimize dominant western forms of leadership associated with white masculinity. We explain our findings through the concept of 'repressive equality regimes': organizational diversity and inclusion practices and policies that confirm an organization's positive engagement with equality but remain wedded to the structural conditions that perpetuate legitimize unequal social and organizational hierarchies.

Paper is NOT Available. Please contact the author(s).

CMS: Destigmatizing The Occupation: Role of Occupational Branding and Collective Identity Work 

Author: **Prakriti Soral**, *Indian Institute of Management, Kozhikode*

Author: **Surya Prakash Pati**, *Indian Institute of Management, Kozhikode*

Author: **Sanjay Kumar Singh**, *Maynooth U., Ireland*

Author: **Shuang Ren**, *Deakin U.*

By questioning the fundamental nature of the occupation and targeting the occupational members as 'dirty' and 'immoral,' occupational stigma is a big concern still plaguing our employment landscape worldwide. It threatens employees' identity, develops the feeling of being undervalued, and lowers their dignity. However, by focusing only on coping rather than stigma removal, existing studies fall short of offering a solution to the issue. In the current study, we address this gap by proposing how destigmatization of the occupation can be achieved by changing the existing societal narratives about occupation and by building occupational branding. We empirically explore our idea by conducting a qualitative study on the Indian beauty occupation to understand how they have achieved the destigmatization of their occupation. We employ the method of critical discourse analysis (CDA) as it helps understand the discourses of social wrong and unravels various means of eliminating the social wrong. Accordingly, we propose that by using collective identity work, occupational members brand 3Ps of the occupation i.e. people, process and purpose to achieve destigmatization. Our study contributes by exploring how the prominent discourses of stigma on the professions get modified into stigma-free legitimate discourses with the help of occupational branding.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Symposium**
Program Session: **464** | Submission: **12572** | Sponsor(s): **(GDO, HR, OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 1:30PM - 3:00PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Dashpoint**

Advancing Research on LGBTQ Identity Management *LGBTQ Identity Management*



Organizer: **Cheng-Huan Liu**, *Rutgers U., School of Management and Labor Relations*
Organizer: **Maria Kraimer**, *Rutgers U., School of Management and Labor Relations*
Presenter: **John Lynch**, *U. of Illinois at Chicago*
Presenter: **Lindsay Dhanani**, *Ohio U.*
Participant: **David F. Arena**, *U. of Texas At Arlington*
Presenter: **Hayden DuBois**, *U. of Texas At Arlington*
Discussant: **Eden King**, *Rice U.*

This symposium brings together a set of four papers that aim to advance our understanding of LGBTQ identity management. All these papers draw from diverse theoretical perspectives to identify and understand the factors that may contribute to managing LGBTQ identities and their outcomes. Multiple papers in this session also examine other forms of identity management strategies that move beyond the decision between disclosure and concealment. To tease apart identity management processes both within and across each unique identity group, multiple papers take an intersectionality perspective to further our understanding of managing LGBTQ identities at work. These papers contribute empirically to research on diversity and invisible marginalized identities, and offer practical implications for building a more inclusive workplace.

The Role of Employee Scanning in LGBTQ Identity Management

Author: **John Lynch**, *U. of Illinois at Chicago*
Author: **Alexander Lyle Effinger**, *U. of Illinois at Chicago*
Author: **Jingyu Zhang**, *U. of Illinois at Chicago*

An Examination of Coworkers' Reactions to Sexual Minority Employees' Identity Disclosure

Author: **Lindsay Dhanani**, *Ohio U.*
Author: **REbecca Totton**, *Amherst College*
Author: **Taylor Hall**, *Ohio U.*

Relationship Status Congruence and Self-Presentational Accuracy

Author: **Hayden DuBois**, *U. of Texas At Arlington*
Author: **David F. Arena**, *U. of Texas At Arlington*

Why and How LGB Employees Leverage Their Identity at Work

Author: **Cheng-Huan Liu**, *Rutgers U., School of Management and Labor Relations*
Author: **Maria Kraimer**, *Rutgers U., School of Management and Labor Relations*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**

Program Session: **465** | Submission: **18389** | Sponsor(s): **(IAM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Saturday, Aug 6 2022 1:30PM - 3:30PMPT (UTC-7)** at **The Westin Seattle** in **Grand Crescent**

Iberoamerican Academy of Management Social
IAOM Social Event

Session Chair: **Carlos Jesus Alsua**, *U. of Arizona*

Participant: **Len Trevino**, *Florida Atlantic U.*

Participant: **Juan Velez-Ocampo**, *U. de Antioquia*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **466** | Submission: **10614** | Sponsor(s): **(RM, HR, OB, STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 1:30PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center** in **Room 612**

How To Make Up Data: An Introduction to Computer Simulation

An Introduction to Computer Simulation



Coordinator: **Michael Sturman**, *Rutgers U.*
Facilitator: **Hanbo Shim**, *U. of Texas At Arlington*
Facilitator: **Sanghee Park**, *Hanyang U.*
Facilitator: **Xueqing Fan**, *Rutgers U.*

While computer simulation is increasingly being seen as a powerful tool for research and teaching, instruction on simulation is absent from most methodological texts and doctoral education. Furthermore, most books on simulation assume a level of programming knowledge that those interested in beginning to learn simulation may not possess. This PDW will provide introductory instruction on conducting computer simulations for both research and teaching. Specifically, participants will learn the methods to data that has specified true correlations, means, and standard deviations. Participants will also learn how to create data more typical of observed data, including generating multi-item measures with a specified reliability, creating dichotomous and categorical data, adding skew and kurtosis, including moderated relationships, and creating models with mediated relationships. The PDW will cover (briefly) the mathematics needed to create desired data, yet the focus will be on participants engaging in a series of exercises where participants will generate desired data. Because this PDW is an introduction, examples will be conducted in Excel, Mplus, and R, with participants choosing which program they wish to use when engaging in the exercises. No programming knowledge or advanced mathematics is required, although participants should be familiar with at least one of the three example programs and be comfortable with correlations and regression. Participants will receive the files in all three programs for the examples covered during the session. By the end of the sessions, participants should be able to create on their own a given dataset with their desired characteristics.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **PDW Workshop**
Program Session: **467** | Submission: **10647** | Sponsor(s): **(CAR, TIM, OMI)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 2:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center in Room 609**

**From Lab to Business School: Leveraging STEM
Experience to Thrive in Management**
Leveraging STEM in Management



Organizer: **Angelo Romasanta**, *ESADE Business School*
Organizer: **Raquel Pruna**, -
Panelist: **John Eklund**, *U. of Southern California*
Panelist: **Matthew James Bidwell**, *U. of Pennsylvania*
Panelist: **Janet E.L. Bercovitz**, *U. of Colorado, Boulder*
Panelist: **Jaideep Anand**, *Ohio State U.*
Panelist: **Johan Chu**, *Massachusetts Institute of Technology*
Panelist: **Christopher C. Liu**, *U. of Oregon*
Panelist: **Benjamin L. Hallen**, *U. of Washington, Seattle*
Panelist: **Luis Diestre**, *IE Business School*

Scholars from science, technology, engineering, and math (STEM) backgrounds are increasingly entering the field of management. Yet, an undergrad, master's, or PhD training in STEM is currently underutilized in the management field, and even at worst, seen as a liability. Transitioning to management often demands that these scholars unlearn their previous habits and ways of thinking. Indeed, their previous field may require a different way of asking questions, employ different methodologies, use different styles of writing and conceptualize research impact differently. Apart from these paradigmatic differences, the skills needed to navigate the social landscape in management academia may be challenging to newcomers. In this PDW, we explore how scholars with previous science experience can overcome the challenges in transitioning to management. More importantly, we explore how they can leverage their unique STEM background to thrive in their new field. With the current crisis surrounding the value and impact of management research, this PDW will also serve as an avenue to discuss the impact of management research in comparison to the tangible outcomes from laboratory work. Finally, this PDW will also explore whether these individuals with scientific backgrounds can serve as a bridge to the wider scientific community to promote inter-disciplinary collaborations.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **468** | Submission: **14134** | Sponsor(s): **(ENT, OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 2:00PM - 4:00PMPT (UTC-7)** at **Hyatt Regency Seattle in Elwha B**

Trauma and Entrepreneurship: Engaging the Dialectic of Trauma

Trauma and Entrepreneurship



Organizer: **Arielle M. Newman**, *Syracuse U. Whitman School of Management*
Organizer: **Lisa Mali Jones Christensen**, *Brigham Young U.*
Organizer: **Elizabeth Embry**, *U. of Colorado, Boulder*
Organizer: **Johan Wiklund**, *Syracuse U.*
Organizer: **Ute Stephan**, *King's College London*
Organizer: **Trenton A. Williams**, *Indiana U. - Kelley School of Business*
Panelist: **Dean Shepherd**, *mendoza*

This workshop offers an opportunity for scholars to discuss trauma and its permeating impact throughout the entrepreneurial journey, and collectively (and interactively) co-create a research agenda on this topic—participants may organize around topical areas, target populations, theoretical orientations, or the intersectionality of trauma—among other options. The workshop will begin with an introduction to the topic, followed by roundtable discussions to converse and brainstorm new ideas and a gallery walk, wherein participants work to organize these collective thoughts into emerging themes. A panel of subject matter experts will lead a moderated discussion surrounding identified themes to create a research agenda. As we seek to create a better world together through this annual meeting, we implore scholars to validate the largely invisible pain and permanent scars of trauma.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **469** | Submission: **19623** | Sponsor(s): **(MSR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 2:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center in Room 2A**

MSR Spotlight Paper Session: Resilience and Spirituality in the COVID-19 Context



Session Moderator: **Johanna Anzengruber**, *Upper Austria U. of A.S*

These papers illuminate and explore the positive benefits of spirituality on workplace and individual resilience and wellbeing in the COVID context.

MSR: The Effects of Spiritual Expression at Work During the Covid-19 Crisis: Evidence from a Hospital

Author: **Johanna Anzengruber**, *Upper Austria U. of A.S*

This paper aims to explain the effects of spirituality at work on organizational commitment during the Covid-19 pandemic. In detail, it investigates whether the active part of spirituality at work, called spiritual expression, has a positive influence on organizational commitment in a hierarchically organized private hospital. In addition, it explores whether the sense of belonging at work mediates spiritual expressions and a person's commitment towards the employer during times of severe crisis. We test our hypotheses on a range of healthcare personnel, including doctors, nurses, physicians, administrators, managers, and cleaning staff. Drawing on quantitative data of more than one third of the employees of that private Austrian hospital (n=96) and on insights from 12 qualitative interviews over a period of four months during spring 2021, we find strong evidence that spiritual expression at work is directly related to belonging and indirectly related to organizational commitment through belonging. Furthermore, our study provides insights on how to facilitate spiritual expression at work in order to increase flexibility and resilience in the healthcare sector.

Paper is NOT Available. Please contact the author(s).

MSR: Spirituality as Buffer between Negative Effects of the Corona Pandemic and Life and Job Satisfaction

Author: **Dorothea Alewell**, *U. of Hamburg, Germany*

Author: **Kira Conen**, *U. of Hamburg*

Author: **Tobias Moll**, *Hamburg School of Business Administration*

Author: **Marie-Therese Wiese**, *U. of Hamburg, Germany*

The COVID-19 pandemic is having various consequences on employees that negatively affect their work and personal lives. According to previous research, spirituality helps one to cope with negative life events relating to uncertainty and Unverfügbarkeit. We investigate whether spirituality at work moderates the relationship between the pandemic's negative consequences and both job and life satisfaction. In a large-scale two-wave panel study with 1,468 participants (December to November 2019 and June to July 2020) in Germany, participants were surveyed for the severity of individual negative consequences of the pandemic, their job and life satisfaction, and their spirituality at work. The results show that job and life satisfaction are negatively related to the pandemic's negative consequences. Spirituality at work significantly moderates the relationship between negative consequences and life satisfaction as well as job satisfaction. However, the moderation effect on the job satisfaction model is only weakly significant. Thus, within the (work) life-changing circumstances of the pandemic, high spirituality at work can help one to cope with the negative consequences, buffering their impacts on job and life satisfaction. Employers can help to maintain or strengthen their employees' well-being by facilitating and supporting spirituality at work via HRM.

Paper is Available to Meeting Registrants Only.

MSR: Impact of Spiritual leadership on Resilience and Burnout.

Author: **Rabia Malik**, *169227*

Author: **Sara Hassan**, -

Author: **Khuram Shahzad**, *U. of management and technology, Pakistan*

Drawing on the conservation of resources theory and value congruence theory, the present study theorizes that spiritual leadership is negatively related to employee burnout, both directly and indirectly via employee psychological resilience and that employee' spiritual intelligence and fear of COVID-19 moderate the relationship between spiritual leadership and employee psychological resilience. Based on time-lagged (two waves, one months apart) survey data collected from 228 hospitality employees, our findings reveal that spiritual leadership is negatively associated with employee burnout, both directly and indirectly via employee psychological resilience. We also find that employee spiritual intelligence and employee fear of COVID-19 weakens the positive relationship between spiritual leadership and employee psychological resilience. These findings not only highlight core theoretical contributions towards the existing literature on spiritual leadership, psychological resilience, spiritual intelligence, fear of COVID-19 and employee burnout but also offer useful practical implications for hospitality managers concerned about the repercussions of burnout for employees' and organizations' outcomes during pandemic.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **470** | Submission: **19383** | Sponsor(s): **(OB)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Saturday, Aug 6 2022 2:00PM - 3:30PMPT (UTC-7)**

Predictors and Processes of Creativity



Session Moderator: **Peirong Xiang**, *Guanghua School of Management, Peking U.*

OB: The Impact of Individualism and Collectivism on Employee Radical and Incremental Creativity

Author: **Yong Zhang**, *Chongqing U.*

Author: **Hao Qu**, *Chongqing U.*

Author: **Yuwei Ding**, *Chongqing U.*

Author: **Mingxuan Wang**, *Chongqing U.*

Although individualism-collectivism orientations play pivotal roles in determining individual creativity, the conclusions on the topic are inconsistent. Based on sensemaking theory, our research aims to examine how individualism and collectivism differentially affect individual creativity by classifying creativity into radical creativity and incremental creativity. Time-lagged data from 342 Chinese employees and their supervisors indicated that vertical individualism has a stronger positive impact on radical creativity than on incremental creativity, whereas horizontal individualism has no significant effect on radical or incremental creativity. Meanwhile, the positive effect of vertical collectivism on incremental creativity is stronger than that on radical creativity; in contrast, the difference between the effects of horizontal collectivism on radical creativity and incremental creativity is insignificant. Our research further underscores the crucial theoretical perspective of multifaceted creativity for explaining how individualism-collectivism values drive employee creativity and highlights the vital implication for predicting employee creativity on the basis of employees' cultural values (individualism vs. collectivism).

Paper is Available to Meeting Registrants Only.

OB: The Creative Thinking Profile: Measuring Internal Preferences for Multiple Creative Thinking Styles 

Author: **Johnathan Cromwell**, *U. of San Francisco*

Author: **Jennifer Haase**, *U. of Potsdam*

Author: **Gergana Vladova**, *U. of Potsdam*

Creative problem solving in organizations is getting more complex, and yet theory on creative thinking has remained stagnant as scholars have argued for the need to better understand the multifaceted nature of creativity. This paper helps advance research on this topic by developing and validating a new scale that measures individual preferences for multiple creative thinking styles. Drawing upon a wide range of literature that has theorized about several cognitive processes people can use to generate novel and useful ideas on a task, we found evidence through psychometric research that people can have distinct preferences for three different thinking styles, which we call divergent thinking, bricoleur thinking, and emergent thinking. Furthermore, when validating this scale through an experiment, we found that each style seems to be more strongly aligned with different underlying structures of a creative task, which varied based on the degree to which the problem was either open versus closed and the resources available were either abundant versus constrained. Altogether, this paper makes both theoretical and empirical contributions by developing a scale that integrates multiple thinking styles into a creative thinking profile, which can help scholars better understand—and study—the complex nature of creativity in future research.

Paper is NOT Available. Please contact the author(s).

OB: Creating Cognitive Style and Employee Creativity in the Uncertain Work Context  

Author: **Wen Pan**, *Macau U. of Science and Technology*

Author: **Li-Yun Sun**, *Macau U. of Science and Technology*

Drawing on trait activation theory, we examine the mechanism through which creating cognitive style influences employee creativity in the uncertain work context. Using multi-level, multi-source, and multi-wave sample of 221 employees from 42 teams in mainland China, we have four major findings. First, work uncertainty activates the trait of creating cognitive style and enhances its effect on creative role identity. Second, creative role identity mediates the relationship between creating cognitive style and employee creativity. Third, work uncertainty is positively related to team problem-solving demand, and team problem-solving demand enhances the positive effect of creative role identity on employee creativity. Fourth, work uncertainty and team problem-solving demand moderate the indirect effect of creating cognitive style on employee creativity via creative role identity. The indirect effect of creating cognitive style is highest when both work uncertainty and team problem-solving demand are higher. The theoretical and practical implications are discussed. Supplementary analysis suggests that the moderated mediation effects remain when planning cognitive style serves as a parallel independent variable or creative self-efficacy serves as a parallel mediator. The result attenuates omitted variable bias. The study contributes to creativity literature.

Paper is Available to Meeting Registrants Only.

OB: Perfectionism as a Double-Edged Sword: How does Perfectionism Influence Innovation Performance  

Author: **Peirong Xiang**, *Guanghua School of Management, Peking U.*

Author: **Yingya Jia**, *Shanghai U.*

Author: **Shibo Ma**, -

This paper offers a novel theoretical account of how and when employee perfectionism leads to better innovation performance. Grounded in achievement goal theory, we develop a moderated-mediation model showing: (a) learning goal orientation mediates the different effects of negative and positive perfectionism on innovation performance (how), and (b) failure analysis (as an organizational culture) moderates this mediated effect (when). We examine our model by a survey of 378 core developers from nine high-tech manufacturing companies in China, the results show that: (a) negative perfectionism negatively affect innovation performance while positive perfectionism positively affect innovation performance both via learning goal orientation, and (b) the mediated effects between positive perfectionism and innovation performance is stronger when failure analysis is higher than lower, while makes no difference for negative perfectionism. Our study advances our knowledge of employee perfectionism and innovation performance in three ways. First, it highlights the multidimensional characteristics of perfectionism and its impacts on innovation performance through the mediating effect of learning goal orientation. Second, it emphasizes the importance of learning during the innovation process by introducing learning goal orientation as a mediator. Third, it considers organizational culture as analyzing failure and discusses its impacts on the individual motivational innovation process.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Morality and Wisdom

Session Moderator: **Laurenz Weiße**, *Teaching Assistant and Research Fellow*

OB: It's Not Just All About the Money: The Effects of Scandals on Organizational Affiliation and Competition 

Author: **Erik Lehmann**, *U. of Augsburg*
Author: **Robert Ullmann**, *U. of Augsburg*
Author: **Drahomir Klimsa**, *U. of Augsburg*
Author: **Laurenz Weiße**, *Teaching Assistant and Research Fellow*

This paper investigates the effects of scandals on organizational affiliation and competition. We introduce a novel framework that links the conceptual origin of a scandal, i.e., individual-caused vs. institutional-caused, with its impact on an organization or its competition, i.e., a scandal-stricken organization vs. the scandal-stricken organization's competitors. In our analysis, we exploit the changes in diocese-level and regional church-level indicators of church affiliation that followed numerous scandals that occurred in German Catholic dioceses and Protestant regional churches between 2002 and 2016. We find that both individual-caused and institutional-caused scandals are associated with a local decline in affiliation with a scandal-stricken organization. However, individual-caused scandals have a significantly larger effect on affiliation with a scandal-stricken organization than institutional-caused scandals. We also find evidence for a scandal's local interorganizational spillover effects to the scandal-stricken organization's competitors, but only for institutional-caused scandals. Our results thus contribute to the emerging field of studies on the effects of scandals on organizations and their stakeholders. Moreover, due to the economic character of religious organizations, i.e., they compete in a religious market to provide pastoral care, our results can be generalized beyond our empirical setting to secular organizations and their stakeholders.

Paper is Available to Meeting Registrants Only.

OB: Exuding Moral Character or Rocking the Boat? Observers' Reactions Towards Displays of Moral Courage

Author: **Yanhong Li**, *Telfer School of Management, U. of Ottawa*
Author: **Laurent Lapierre**, *Telfer School of Management, U. of Ottawa*
Author: **Jane O'Reilly**, *Telfer School of Management, U. of Ottawa*

Recognizing the organizational and social benefits of moral courage, management researchers and practitioners alike encourage business students and employees to engage in morally courageous behaviors (Comer & Sekerka, 2018; Sekerka & Godwin, 2010). However, we lack the understanding of how others perceive and react to organizational members' acts of moral courage (Detert & Bruno, 2017). Utilizing an experimental vignette design (N = 329), we demonstrate that engaging in acts of moral courage is associated with being perceived by observers as having stronger moral character and more leader-like. Observers also preferred to interact with courageous actors in both work-based and personal domains compared to non-courageous actors. However, such positive reactions from observers depended on certain factors. Drawing from theories of stereotypes (Rudman & Phelan, 2008) and social dominance orientation (SDO) theory (Pratto, Sidanius, Stallworth, & Malle, 1994), we further examined the influence of actor gender and observer SDO on observer reactions to acts of moral courage. While actor gender did not influence observer reactions, SDO emerged as a crucial factor such that observers with high-levels of SDO rewarded acts of moral courage less compared to those with low-levels of SDO.

Paper is NOT Available. Please contact the author(s).

OB: Social Dominance Orientation Predicts Attraction to Hierarchically Structured Organizations

Author: **Sangah Bae**, *Cornell U.*
Author: **Sean Barrett Fath**, *ILR at Cornell*

Existing research demonstrates that social dominance orientation (SDO) impacts people's job preferences: People who prefer the maintenance of social hierarchy (i.e., anti-egalitarians; high SDO) prefer jobs that facilitate social hierarchy, and people who prefer the attenuation of social hierarchy (i.e., egalitarians; low SDO) prefer jobs that attenuate social hierarchy. However, might other aspects of organizations interact with job seekers' SDO to predict organizational attraction? We addressed this open question in the present research. Specifically, we explored whether observers' SDO predicts their preference for managerial hierarchy—i.e., the number of layers of management between the highest- and lowest-ranked employee in an organization. Using both within-participants (Study 1) and between-participants designs (Study 2), we find that participants with lower (vs. higher) SDO prefer an organization with a low (vs. high) degree of managerial hierarchy. We test two competing mechanisms—ability to succeed in an organization (i.e., efficacy) and anticipated sense of belonging—as drivers of organizational attraction (Study 3) and find that participants' SDO interacts with organizational structure to uniquely predict anticipated sense of belonging and consequentially organizational attraction. We discuss implications for research on social dominance orientation and job fit.

Paper is Available to Meeting Registrants Only.

OB: The Robust Benefits of Social Exchange for the Wisdom of Individuals in the Crowd  

Author: **Joshua Becker**, *UCL School of Management*
Author: **Seth Fletcher**, *UCL School of Management*

The century-old dispute over whether social exchange helps or harms estimate accuracy has been popularized through research on the “wisdom of crowds,” i.e. the accuracy of group estimates. Some evidence suggests that social exchange e.g. conversation can improve group accuracy, while other evidence suggests that social exchange reduces accuracy. Overall this research presents a picture of the wisdom of crowds as a fragile scenario where optimal conditions improve accuracy, but where many common social processes reduce accuracy. Importantly, this research focuses only on the average belief in the group, i.e. the “crowd” estimate. In contrast, there are many cases where individual outcomes—not group outcomes—are practically important. In contrast with the fragility of group accuracy, we show that social exchange nearly always benefits individuals in a crowd even when it simultaneously reduces group-level accuracy. We examine two theoretical models and reanalyze previously published experimental data to show that individuals can and usually do become more accurate, even as their groups become less accurate.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **472** | Submission: **19396** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 2:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center in Skagit 5**

Detachment, Resilience, Thriving, and Proactivity

Session Moderator: **Xue Yang**, *U. of Pittsburgh*

OB: What Predicts Psychological Detachment from Work? A Literature Review and Agenda for Future Research

Author: **Anastasiia Agolli**, *Fox School of Business, Temple U.*

Author: **Brian C. Holtz**, *Temple U.*

Contemporary work environments are characterized by increasing job demands, extensive use of communication technologies, blurred boundaries between work and private lives, and growing uncertainty. Under these conditions, employee health and well-being are among the central topics studied by organizational researchers. Extant research has shown that psychological detachment from work is a key recovery experience that is essential for employees' health, well-being, and work performance. This systematic qualitative review aims to advance our understanding of what facilitates or inhibits detachment. First, our paper evaluates the conceptualization of detachment and develops greater conceptual clarity on what detachment from work is (and is not). Next, we review 159 empirical studies and evaluate the accumulated knowledge on predictors of detachment. In addition, our review contributes to the ongoing debate about whether detachment and work-related thoughts are distinct constructs by reviewing studies on predictors of select work-related thoughts in a supplemental manner and comparing them with predictors of detachment. Our review offers valuable directions for future advancements of this line of research and provides recommendations to practitioners on how to facilitate this important recovery experience in their organizations.

Paper is NOT Available. Please contact the author(s).

OB: Silver Linings in the Covid-19 Pandemic: The Importance of Resilience  

Author: **Amélia Rita De Olive Rita Monteiro**, *NOVA School of Business and Economics*

Author: **Pedro Neves**, *NOVA School of Business and Economics*

The COVID-19 pandemic is both a universal health calamity and a global economic and social crisis that impacted workers and workplaces around the world in a dramatic manner. However, there are employees that were able not only to recover from workplace adversities, but to grow and learn from those challenges, emerging stronger than before. We leverage conservation of resources theory to examine the extent to which resilience mitigates the consequences of COVID-19 pandemic. Resilient individuals are less likely to experience the pandemic's negative impact in their work and personal lives and have the capacity to control and influence their changing work environment in a successful way. In times of uncertainty, employees' personal growth initiative is a very important factor to guarantee the success of any contemporary organization. Using a time-lagged design, we found that more resilient individuals, faced with a threat, are the ones who engage more in job crafting and are also the ones who grow. On the other hand, less resilient individuals lack the resources to deal with a perceived threat, and are unable to activate job crafting behaviors nor grow.

Paper is Available to Meeting Registrants Only.

OB: Leadership Thriving In Disruptive And Stressful Work Environments

Author: **Wendy Elizabeth Rowe**, *Royal Roads U.*

This paper explores leadership thriving used by mid level managers when faced with disruptive and stressful events occurring in the workplace. In an analysis of 18 narratives provided by 10 managers in the public sector - events described as having gone well by the managers - six domains differentiated a thriving manager from those who had only coped or survived the ordeal. Using an a priori theory and emergent qualitative coding strategy, data were extracted and coded into subthemes. Managers who were thriving: were able to regulate their own emotional reactions, reframed the problem or situation as solvable and an opportunity, utilized personal self-care strategies, adopted a systems perspective, were communicative about what was happening, helped others to cope, and created collaborative strategies to address the issues in constructive ways. Results are discussed in terms of the lessons for leadership effectiveness when dealing with complex and disturbing organizational events.

Paper is Available to Meeting Registrants Only.

OB: What Makes You Proactive Can Burn You Out: The Downside of Proactive Skill-Building

Author: **Xue Yang**, *U. of Pittsburgh*

Author: **R David Lebel**, *U. of Pittsburgh*

Author: **Sharon Parker**, *Centre for Transformative Work Design / Curtin U.*

Author: **Daniya Kamran-Morley**, *U. of Pittsburgh*

It is generally assumed that proactivity at work is motivated by positive motivational states and has positive outcomes for employees. However, recent perspectives suggest a downside to proactive behavior, as it may be driven by negative emotions and experienced by employees as depleting. Building on self-determination and discrete emotions theories, we argue that perceived financial precarity starts a motivational chain that leads employees to proactively learn new skills out of fear, and that proactivity driven by precarity and fear creates feelings of burnout. We further argue that the effect of proactivity on burnout will be particularly strong for employees with high impression management motives. We test our hypotheses in a four-wave study of 1,315 employees at a large university in the United States during the COVID-19 pandemic, when employees' concerns about their finances were heightened and many felt the need to learn new skills. Theoretically, our findings shed light on both the antecedents and consequences of the downside of proactivity. Practically, our findings help to understand both how employees proactively adapt to financial precarity and how those proactive efforts are experienced as draining.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **473** | Submission: **17756** | Sponsor(s): **(OB, CM, MOC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 2:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center in Room 305**

When Hierarchy Helps: Exploring Positive Outcomes of Social Hierarchies at Work *When Hierarchy Helps*



Discussant: **Edward McClain Wellman**, *Arizona State U.*
Session Chair: **Tyler Sabey**, *Arizona State U.*
Session Chair: **Remy E. Jennings**, *Florida State U.*
Presenter: **Rui Zhong**, *Sauder School of Business, U. of British Columbia*
Presenter: **Daniel Kim**, *U. of Florida*
Presenter: **Tyler Sabey**, *Arizona State U.*
Presenter: **Ryan Scott Hemsley**, *Eli Broad School of Business, Michigan State U.*
Author: **Stephen Lee**, *The Wharton School, U. of Pennsylvania*
Author: **Klodiana Lanaj**, *U. of Florida*
Author: **Ajay Somaraju**, *Michigan State U.*

Social hierarchies—vertical differences among individuals in relation to a socially valued resource (Anderson & Brown, 2010)—are a fundamental feature of organizations (van Kleef & Cheng, 2020). The main two types of hierarchical differentiation in organizations are power, which refers to control over valued resources, and status, which refers to respect afforded by others. These social hierarchies may emerge both formally (e.g., receiving a promotion to a leadership role wherein one has authority over subordinates) and informally (e.g., referent power in a team from one’s expertise) (Magee & Galinsky, 2008). Although there are recognized benefits for organizations of formal social hierarchies (e.g., division of labor, motivating performance through hierarchy-related incentives; Halevy et al., 2011), at the individual and team levels, social hierarchies have traditionally been viewed through a negative lens by scholars and practitioners alike. This is demonstrated through maxims like “power corrupts” and “heavy is the head that bears the crown,” and supported through empirical studies. For example, studies have suggested that feeling powerful is associated with negative outcomes such as less trust in others (Schilke et al., 2015), greater abuse of subordinates (Foulek et al., 2018), overconfidence in decision making (Fast et al., 2012), and reduced connection with others (Galinsky et al., 2006; Lammers et al., 2012). At the team level, hierarchy may hurt team effectiveness (Greer et al., 2018) and hinder collective learning (Bunderson & Reagans, 2011). Summarizing these ideas, Fleming and Spicer (2014, p. 3) remarked that “power generally has negative connotations when it comes to understanding organizational life.” Despite their negative reputation, social hierarchies may not always be detrimental in organizational settings (e.g., Foulek et al., 2020; Tost & Johnson, 2019). Recent work has suggested that the effects of social hierarchies may be more nuanced than previously recognized (e.g., Foulek et al., 2021), and therefore, in this symposium, we seek to explore ways that power and status may be beneficial to individuals and teams, in addition to the more traditionally recognized costs of social hierarchies. In highlighting some positive effects of power and status, we contribute to management scholarship by bringing more balance to the literature on social hierarchies, underscoring the complex impact of social stratification in organizational settings. Taken together, the papers in our symposium suggest instances where power and status may be a welcome resource for enhancing work performance, wellbeing, and team functioning.

The Influence of Negative Gossip about The Supervisor on Gossipers’ Work Engagement

Author: **Rui Zhong**, *Sauder School of Business, U. of British Columbia*
Author: **Pok Man Tang**, *Texas A&M U., Mays Business School*
Author: **Stephen Lee**, *The Wharton School, U. of Pennsylvania*

Power is Sticky: The Complicated Nature of Power for the Powerholder

Author: **Daniel Kim**, *U. of Florida*
Author: **Remy E. Jennings**, *Florida State U.*
Author: **Klodiana Lanaj**, *U. of Florida*

At the Intersection of Power and the Underdog

Author: **Tyler Sabey**, *Arizona State U.*

Preoccupation or Internalization? Pruning Perspectives on Decoupling Conflict

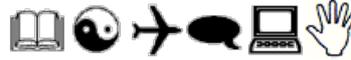
Author: **Ryan Scott Hemsley**, *Eli Broad School of Business, Michigan State U.*
Author: **Zhiya Guo**, *Michigan State U.*
Author: **Ajay Somaraju**, *Michigan State U.*
Author: **Brian Alan Burgess**, *Michigan State U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **474** | Submission: **15968** | Sponsor(s): **(OB, HR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 2:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center in Room 210**

**Leadership And Progression Experiences By
Leaders From Marginalized Groups**
Leadership Experiences By Marginalized Leaders



Participant: **Obiageli Heidelberger-Nkenke**, *Henley Business School, U. of Reading, United Kingdom*

Abstract Leadership diversity has been a prominent topic over the years with research and practitioners investing much time and resources into achieving equity and inclusion at every level of the organization. Despite these efforts organizations and literature have failed to link well-intentioned diversity intentions to outcomes, such as leadership progression or taking on leader identities among marginalized groups due to complex individual-level and organizational-level challenges. Early insights show that gender and ethnic stereotyping and bias in leadership are the most tenacious barriers to the progression of all non-dominant work groups, especially women of color. However, despite the acknowledgement that individual-level factors, such as cognitive barriers, prevent diversity efforts from succeeding, we lack an in-depth understanding of how members of minority groups in organizations, especially women and other aspiring leaders from non-dominant groups, experience and make sense of their particular leadership and diversity challenges. With this symposium we contribute to closing this critical knowledge gap, providing four sets of qualitative and quantitative insights into how minority leaders experience intra- and interpersonal factors to either hinder or facilitate their career advancement within specific organizational contexts. The aim of the symposium is to help create a better world, together, by offering this knowledge exchange, helping to generate follow-up research ideas and forge collaborations between scholars and practitioners, in order to make leadership diversity a reality in our world.

Stakeholders’ leadership perceptions about black female leaders

Author: **Obiageli Heidelberger-Nkenke**, *Henley Business School, U. of Reading, United Kingdom*
Author: **Bernd Vogel**, *Henley Business School, U. of Reading*

Female manager’s progression perceptions to first-line management in male-dominated environments

Author: **Jutta Tobias**, *City U. London*
Author: **Fionnuala Kirby**, *City, U. of London*

Mentorship Seeking as Invisible Work for Women and Minorities

Author: **Chantal Van Esch**, *Cal Poly Pomona*
Author: **William Luse**, *U. of La Verne*
Author: **Cleopatre Thelus**, *Claremont Graduate U.*

Buffering effects of microaggression denials on leader identity

Author: **Rebecca J. Reichard**, *Claremont Graduate U.*
Author: **Amber Kea-Edwards**, *Claremont Graduate U.*
Author: **Jessica Diaz**, *Claremont Graduate U.*
Author: **Kayla Kai Parker**, *Claremont Graduate U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **475** | Submission: **12645** | Sponsor(s): **(OB, HR, CAR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 2:00PM - 4:30PMPT (UTC-7)** at **Seattle Convention Center in Room 611**

Speaking Science 
Speaking Science

Organizer: **Katelyn Zipay**, *Purdue U.*
Organizer: **Elizabeth Margaret Campbell**, *U. of Minnesota*
Organizer: **Theresa M. Glomb**, *U. of Minnesota*

Experts acknowledge that the relationship between science and the public is at a precarious stage (Public Face of Science Initiative, 2018). In this critical moment, it is imperative that we engage in relevant conversations directly and deliberately to positively impact the future of society and build cultures that value science. In line with the All- Academy Theme, this workshop focuses on “creating a better world together” by promoting the effective translation of research and developing additional skills for sharing science in an accessible and provocative way. This PDW aims to equip attendee with broader skills necessary for communicating science with varied non-academic audiences and, ultimately, seeks to promote greater impact of our scholarship. We will discuss key skills in effective science communication: saying “yes” to sharing your knowledge, crafting a coherent and compelling story, tailoring the message to your audience, and navigating the opportunities and obstacles in science communication. Throughout the interactive workshop, there will be “cameos” from renowned voices in our field to share advice, encouragement, and an invitation to join them in “speaking science.” We will couple best practices in media communications with improvisation skills to provide participants with the opportunity to learn and practice science communication strategies. We welcome all faculty interested in building their confidence and capabilities to broadly speak about their science and expect the session will be especially valuable to junior faculty and they prepared to say “yes” to opportunities as they advance in their careers.

Pre-registration is required. Please email Kate Zipay (KZipay@purdue.edu) to sign up for this session. Participants should come ready to actively practice how to more comfortably and confidently speak about science and their own research to broad audiences. No pre-work is required for the session.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

What Role Does Work Design Play in Adaptation to Unprecedented Change? Insights from COVID-19 *Work Design and Adaptation to Change*

Discussant: **Russell A. Matthews**, *U. of Alabama*
Presenter: **Caroline Knight**, *Curtin U., Perth*
Presenter: **Daniela Andrei**, *Curtin Business School*
Presenter: **Nathan Baker**, *Michigan State U.*
Presenter: **Anita Keller**, *U. of Groningen*
Presenter: **Georgia Hay**, *Centre for Transformative Work Design / Curtin U.*
Participant: **Jane Chong**, *Curtin Uni*
Participant: **Leah Zozsak**, *Curtin U.*
Participant: **Gretchen Petery**, *National Institute for Occupational Safety and Health*
Participant: **Marian Baird**, *The U. of Sydney Business School*
Participant: **Chu-Hsiang Chang**, *Michigan State U.*
Participant: **Ruodan Shao**, *York U.-SSB*
Participant: **M.K. Ward**, *Curtin U.*

In this symposium, our goal is to explore adaptation to work during COVID-19 over time, and who was likely to adapt better than others, and why. Multiple studies have demonstrated that mental health and performance deteriorated during COVID-19 (Zacher et al., 2021), with increases in distress (e.g., O'Connor et al., 2020; Pierce et al., 2020), and loneliness (Wang et al., 2020) particularly salient. Yet our preliminary research also shows that not everyone had the same experience. Some employees and organisations were able to adapt to the unprecedented situation and fared better than others, in terms of well-being and performance. Specifically, we draw on a work design perspective to unpack some of the change processes involved. The five included papers highlight work design predictors of positive outcomes (e.g., manageable job demands), and individual (e.g., procrastination, detachment from work) and contextual (e.g., organisational factors) mediators and moderators implicated in positive adaptation. Using a range of methods, from mixture models, to random-intercept cross-lagged panel models, and longitudinal qualitative case studies, we uncover potential change processes which may help explain positive adaptation to work during unprecedented events beyond the pandemic, such as environmental disasters or major life stressors. Further, we explore predictors and moderators of these change processes for different groups of people, including younger and older workers, and entrepreneurs. We discuss important implications for designing work for these different groups of people. We hope to stimulate conversation around the importance of understanding processes underlying adaptation to work during unprecedented events, and the role of work design in adaptive processes.

Job Demands, not Resources, Predict Worsening Psychological Distress During COVID-19

Author: **Caroline Knight**, *Curtin U., Perth*
Author: **Anita Keller**, *U. of Groningen*

How COVID-19 shaped the work perceptions of mature Australian employees

Author: **Daniela Andrei**, *Curtin Business School*
Author: **Jane Chong**, *Curtin Uni*
Author: **Leah Zozsak**, *Curtin U.*
Author: **Gretchen Petery**, *National Institute for Occupational Safety and Health*
Author: **Marian Baird**, *The U. of Sydney Business School*

The Impact of Aging Experiences and Coping Responses on Employees' Work Behaviors During COVID-19

Author: **Nathan Baker**, *Michigan State U.*
Author: **Chu-Hsiang Chang**, *Michigan State U.*
Author: **Ruodan Shao**, *York U.-SSB*

Am I on the Right Track? The Role of Feedback Availability during Change Processes

Author: **Anita Keller**, *U. of Groningen*
Author: **Caroline Knight**, *Curtin U., Perth*

A Longitudinal Qualitative Study of How Entrepreneurs Design Their Employees' Work

Author: **Georgia Hay**, *Centre for Transformative Work Design / Curtin U.*
Author: **M.K. Ward**, *Curtin U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **477** | Submission: **17633** | Sponsor(s): **(OB, HR, PNP, SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 2:00PM- 4:30PMPT (UTC-7)** at **Seattle Convention Center in Room 605**

**Research at the Intersection of Work and Volunteering: A
Professional Development Workshop**
The Intersection of Work and Volunteering



Organizer: **Bethania Antunes**, *U. of Surrey*
Organizer: **Jonathan Edward Booth**, *London School of Economics and Political Science*
Panelist: **Marylene Gagne**, *Curtin Uni*
Panelist: **Jessica Beth Rodell**, *U. of Georgia*
Panelist: **Heiko Breitsohl**, *U. of Klagenfurt, Austria*
Panelist: **Kerstin Alfes**, *ESCP Business School*
Panelist: **John Lynch**, *U. of Illinois at Chicago*

This proposed PDW is the continuation of a joint effort to develop and grow a community of scholars with the common research interest of intersection of work and volunteering. This research goes beyond the traditional employee relationship to include additional stakeholder relationships such as the community, volunteer beneficiaries, and the third sector. Building on the successes of multiple past caucuses and symposia organized by the same group, this workshop will bring together scholars interested in developing research projects in an interactive, supportive and interdisciplinary environment. The PDW is aimed at attracting scholars from various contributing disciplines, including Organizational Behavior, Human Resources, Public and Nonprofit Management, and Social Issues in Management. Research topics include, among others, corporate volunteering programs, volunteer management, and individual strategies for managing the intersection of work and volunteering. Our objectives are: (1) bringing together the inter-divisional research community focusing on work and volunteering; (2) supporting and developing ideas and manuscripts through feedback and discussions; (3) discussing ways forward and visions for the research community and the literature to which we contribute. Sections of the workshop will include an overview of the field of research, round-table discussions of pre-submitted papers and research ideas as well as a plenary discussion.

To register for this PDW please email your extend abstract or working paper to the workshop organizers Bethania Antunes (b.antunes@surrey.ac.uk) or Jonathan Booth (j.booth@lse.ac.uk) by the deadline 10th July. We will accept a maximum of 20 working papers/extended abstracts based on research relevance and quality.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

The Impact of Leadership on Innovation and Transformation



Session Moderator: **Art Uprety**, *IE Business School, IE U.*

ODC: **The Role of Affective Encounters in Collective Leadership Processes**

Author: **Leni Grünbaum**, *Aalto U. School of Business*
Author: **Saija Katila**, *Dr.Sc. (Econ. & Bus. Adm.) Senior Lecturer*

With the increase of uncertainty, complexity and ambiguity of organizational life, a growing number of scholars have questioned traditional leader-centric theories and claim that leadership is a relational process in which all the individuals involved actively participate. We join the discussion on collective leadership, in which leadership is understood as producing direction and creating space for collaborative action. To date, scholars have mainly examined this process by focusing on conversations. This leaves unaddressed affect as a visceral force which precedes our conscious perception and knowing, and emerges relationally between human and non-human bodies such as artifacts, ideas and discourses. In order to discuss the affective nature of collective leadership processes we offer the concept of ‘affective encounters’ to the literature on collective leadership. Our study asks: How does the concept of ‘affective encounter’ help to understand collective leadership processes? How do affective encounters contribute to the development of collective leadership in a workshop setting? Zooming in on the flow of affect, we narrate how collective leadership unfolds during the facilitated workshop of a troubled multiprofessional group. The study contributes to the discussion on collective leadership by introducing the concept of ‘encounter’ for tracing the micro-movements through which collective leadership unfolds. Further, it provides theoretical and empirical insight about the role of affect in the collective leadership process and shows how attentiveness to sociomateriality can help scholars to explore the process of collective leadership.

Paper is Available to Meeting Registrants Only.

ODC: **Senior Leaders’ Experience of Transformational Change: A Process Model**

Author: **Art Uprety**, *IE Business School, IE U.*
Author: **Jill Waymire Paine**, *IE Business School*
Author: **Sara B. Soderstrom**, *U. of Michigan*

Winner of ODC Division Best Paper Award
ODC Division Best Paper Finalist
Carolyn Dexter Award Nominee

Organizational change research has largely focused on the reaction of change recipients, with little attention paid to the experience senior change leaders (SCLs) have while leading organizational transformations. Using an interpretivist grounded theory approach, we examined the experience of 32 SCLs in a wide range of geographies, industries, and change contexts, to develop a process model of their reactions. The findings reveal that SCLs perceive their roles to be stressful, but the type of stress they experience depends on their appraisal of their situation. If they perceive their stress to result from challenges that can be addressed, they experience positive emotions, which can lead to a self-reinforcing ‘gain loop’. However, if SCLs appraise their stress to be the result of hindrances outside their control, they experience negative emotions and may enter a self-reinforcing ‘doom loop’. Throughout the implementation of change, SCLs continually reappraise the demands of their role, available resources and the value of the change to the organization and themselves. Accordingly, the type of stress they experience can shift over time and lead to different reactions. Our study findings offer novel insight into the study and practice of change leadership that can lead to higher levels of leader and organizational change effectiveness.

Paper is Available to Meeting Registrants Only.

ODC: **Linking Entrepreneurial Leadership and Innovation Performance in Construction Firms**

Author: **Giang Truong Hoang**, *Victoria U. Australia*
Author: **Huong Nguyen**, *Victoria U.*
Author: **Tuan Trong Luu**, *Swinburne Business School, Swinburne U. of Technology*
Author: **Thuy Thu Nguyen**, *Vietnam Ministry of Education and Training; Foreign Trade U.*

To achieve business success in a competitive market, construction firms are searching for different ways to enhance their innovation capabilities. This study aimed to examine the role of entrepreneurial leadership in promoting product and process innovation among small- and medium-sized enterprises (SMEs) in the construction sector through the mediating effect of innovation strategies and the moderating effect of knowledge acquisition. Data was collected from 402 employees working in 254 Vietnamese construction SMEs. The findings revealed that entrepreneurial leadership is positively associated with both product and process innovation. In addition, these relationships are mediated by innovation strategy. While innovation strategy and product innovation is moderated by knowledge acquisition, evidence was not obtained for the moderation effect of knowledge acquisition on the link between innovation strategy and process innovation. The findings contribute to dynamic capability theory by identifying the roles of entrepreneurial leaders in managing an organization as a dynamic system and developing appropriate innovation strategies to adapt to rapidly changing environments. This study offers important implications for construction firms that are investing in innovation activities and are seeking ways to promote their innovation of products and processes.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **479** | Submission: **13860** | Sponsor(s): **(ODC, STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 2:00PM - 4:30PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Willow A**

Mergers & Acquisitions: Research, Practice & Teaching

Mergers & Acquisitions PDW



Organizer: **Stevó Pavicevic**, *Frankfurt School of Finance & Management gGMBH*
Organizer: **Taco Reus**, *Erasmus U. Rotterdam*
Organizer: **Quy Nguyen Huy**, *INSEAD*
Speaker: **Russell Coff**, *Wisconsin School of Business*
Speaker: **Daniel Gamache**, *U. of Georgia*
Speaker: **Koen Heimeriks**, *Warwick Business School*
Speaker: **Eero Vaara**, *U. of Oxford*
Speaker: **Natalia Vuori**, *Aalto U.*
Speaker: **Kimberly Mellis**, *Florida Atlantic U.*
Speaker: **Wei Shi**, *U. of Miami*
Speaker: **Mark Sirover**, *New York U.*

The acquisition process spans a wide variety of activities from setting acquisition strategies, to searching, analyzing, comparing targets, to negotiating the deal and setting a price, and to implementing post-merger integration. It is a complex and challenging process that continues to attract much attention from scholars and practitioners, and bears important consequences for firm performance. To deepen our understanding of the acquisition process, this PDW brings together scholars from diverse sub-disciplines along with executives that manage and live through the acquisition process. The goal of this workshop is to share cutting edge research and teaching, and reflect on recent contributions of the field, to gain deeper insight from thoughtful practitioners, and thus bridge scholars from various sub-disciplines and practitioners to advance our understanding of the pre- as well as the post-merger phase. This year, the emphasis will be put on the micro foundations of acquisitions, a perspective in the acquisition research which has received increased academic interest in recent years.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **480** | Submission: **11081** | Sponsor(s): **(OMT)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Saturday, Aug 6 2022 2:00PM - 4:00PMPT (UTC-7)**

OMT Dissertation Proposal Workshop 
OMT Dissertation Proposal Workshop

Organizer: **Martin J. Kilduff**, *UCL School of Management*
Discussant: **Peer Fiss**, *U. of Southern California*
Discussant: **Markus A. Höllerer**, *UNSW Sydney & WU Vienna*
Discussant: **Nelson Phillips**, *UC Santa Barbara*
Discussant: **Marc-David Seidel**, *U. of British Columbia*
Discussant: **Wendy K. Smith**, *U. of Delaware*
Discussant: **Mark de Rond**, *U. of Cambridge*
Discussant: **Tiziana Casciaro**, *U. of Toronto*
Discussant: **Eva Boxenbaum**, *Copenhagen Business School*
Discussant: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*

This is the 20th annual iteration of this workshop that provides students at the pre-proposal stage to draw on the wisdom and expertise of a group of established OMT scholars to develop a defensible dissertation proposal. Classes and preliminary exams usually have clear structures and guidelines, but we often get little sense of how to turn our vague good ideas into dissertation proposals that will intrigue potential committee members, pass a defense, and grow into a high-quality dissertation. This workshop aims to address this gap by improving the focus and framing of research questions, identifying and addressing methodological issues, and constructively critiquing conceptual foundations. As well as these important content issues, discussions may also address process issues like managing your dissertation committee, and completing the dissertation. The workshop consists of small group discussions between faculty panelists and doctoral students working on dissertation proposals in the panelist’s area of expertise.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **481** | Submission: **11980** | Sponsor(s): **(OSCM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 2:00PM - 3:00PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 1**

OSCM Division Business Meeting *OSCM Division Business Meeting*

Program Chair: **Kai Dominik Foerstl**, *EBS U. für Wirtschaft und Recht*
Session Chair: **Sean M. Handley**, *Darla Moore School of Business, U. of South Carolina*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **482** | Submission: **16113** | Sponsor(s): **(SIM)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Saturday, Aug 6 2022 2:00PM - 3:00PMPT (UTC-7)**

Flipping the Classroom to Teach Social Issues

Flipping the Classroom

Session Chair: **Jae Hwan Lee**, *Hamline U.*

The Social Issues in Management (SIM) Curriculum Development Committee (CDC) proposes a Professional Development Workshop (PDW) to present a “flipped classroom” method to teach stakeholder management, corporate social responsibility (CSR), ethics, and sustainability. Flipping the classroom is a type of blended learning which aims to increase student engagement and learning. In this learning environment students are tasked to complete readings at home and work on live problem-solving during class times. In this PDW the organizer will discuss major benefits of flipping the classroom and provide teaching tips using this approach. Also, during this presentation attendees will have opportunities to ask questions and participate in discussions. At the end of the PDW attendees will receive a resource packet helpful for flipping the classroom in teaching major social issues. The PDW does not require pre-registration and is open to all AOM members.

No pre-registration is needed. Everyone is welcome!

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□ Session Type: **Social Event**
Program Session: **483** | Submission: **19725** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 2:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center** in **Ballroom 6A**

STR Social Hour for All 2021 and 2022 STR-Sponsored Consortia
Panelists and Participants
STR 2021 & 2022 Consortia Coffee

Organizer: **Deepak Somaya**, *U. of Illinois at Urbana-Champaign*

If you attended any of the 2021 STR-sponsored virtual consortia or will be attending any of the 2022 STR-sponsored consortia (virtual or in-person), please join us for some in-person social/networking time. The STR division will provide non-alcoholic beverages and snacks.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **484** | Submission: **11301** | Sponsor(s): **(TIM, OMT, ENT, STR, SIM, CTO, ODC, PNP)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 2:00PM - 4:00PMPT (UTC-7)** at **Sheraton Grand Seattle in Grand Ballroom D**

Researching Open Innovation: Theoretical Perspectives and Empirical Settings for Future Research

Researching Open Innovation



Organizer: **Agnieszka Radziwon**, *U. of California, Berkeley & Aarhus U.*
Organizer: **Marcel Bogers**, *Eindhoven U. of Technology*
Organizer: **Ekaterina Albats**, *Stanford U.*
Organizer: **Justyna Dabrowska**, *School of Management, RMIT U.*
Organizer: **Ghita Dragsdahl Lauritzen**, *U. of Copenhagen*
Organizer: **Gianlorenzo Meggio**, *Aarhus BSS, Aarhus U.*
Organizer: **Mehdi Montakhabi**, *Vrije U. Brussel*
Organizer: **Sunny Mosangzi Xu**, *Copenhagen Business School*
Facilitator: **Allan N Afuah**, *U. of Michigan*
Facilitator: **Esteve Almirall**, *ESADE Business School*
Facilitator: **Sabine Brunswicker**, *Purdue U., West Lafayette*
Facilitator: **Mehdi Bagherzadeh**, *NEOMA Business School*
Facilitator: **Henry Chesbrough**, *U. of California, Berkeley*
Facilitator: **Linus Dahlander**, *ESMT European School of Management and Technology*
Facilitator: **Alberto Di Minin**, *UC Berkeley*
Facilitator: **John E. Ettlie**, *Rochester Institute of Technology*
Facilitator: **Lars Frederiksen**, *MGMT, BSS, Aarhus U.*
Facilitator: **Marc Gruber**, *Ecole Polytechnique Fédérale de Lausanne*
Facilitator: **Stefan Haefliger**, *Bayes Business School (formerly Cass)*
Facilitator: **Dennis Hilgers**, *Johannes Kepler U. Linz*
Facilitator: **Keld Laursen**, *Copenhagen Business School - Department of Strategy and Innovation*
Facilitator: **Mats Magnusson**, *KTH Royal Institute of Technology*
Facilitator: **Ann Majchrzak**, *U. of Southern California*
Facilitator: **Kathrin Moeslein**, *Friedrich-Alexander U. of Erlangen-Nürnberg*
Facilitator: **Ian McCarthy**, *Simon Fraser U.*
Facilitator: **Susanne Ollila**, *Chalmers U. of Technology*
Facilitator: **Markus Perkmann**, *Imperial College London*
Facilitator: **Frank T. Piller**, *RWTH Aachen U.*
Facilitator: **Marion Kristin Poetz**, *Copenhagen Business School*
Facilitator: **Krithika Randhawa**, *U. of Technology, Sydney*
Facilitator: **Henry Sauerermann**, *ESMT European School of Management and Technology*
Facilitator: **Jonathan Sims**, *Babson College*
Facilitator: **Anne L.J. Ter Wal**, *Imperial College Business School*
Facilitator: **Wim Vanhaverbeke**, *U. of Antwerp*

Open innovation (OI) is a management concept that describes the purposive management of knowledge flows across organizational boundaries. It has attracted significant attention from management researchers and has been studied using a variety of theoretical and methodological perspectives. At the same time, researchers in a growing number of disciplines and divisions are attracted to this domain. While our understanding of OI is increasing, many challenges in researching OI remain and new ones emerge. Being the seventh consecutive PDW on this topic, this PDW gathers a number of active scholars conducting research related to OI. These scholars will share and build on their experiences in researching OI to identify some key challenges—and associated opportunities—to help advance research in this domain. By building on recently identified OI research categories, the facilitators will introduce and discuss these challenges, which cover a broad range of levels of analysis, various theoretical perspectives, and methodological approaches. Following this, they will moderate a virtual roundtable breakout room discussion with interested participants. Pre-registration (by submitting a short text with research interests) is recommended for the virtual roundtables, which have pre-defined topics, but attendance is open as long as space permits.

On the 1st of July, we will open the PDW registration form, which will facilitate the roundtable allocation. If you would like to join the session please fill it out by July 31st. <https://foms.gle/JUJu1nW19a32MMZW8>

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **485** | Submission: **15075** | Sponsor(s): **(TIM, OMT, STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 2:00PM - 4:30PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Willow B**

The Organization of Science: A Paper Development Workshop

Organization of Science



Organizer: **Christopher C. Liu**, *U. of Oregon*
Presenter: **Ryan Scott Coles**, *U. of Connecticut*
Presenter: **Waverly W. Ding**, *U. of Maryland*
Presenter: **Lee Fleming**, *U. of California, Berkeley*
Presenter: **Riitta Katila**, *Stanford U.*
Presenter: **Matt Marx**, *Cornell U.*
Presenter: **Wesley Sine**, *Cornell U.*
Presenter: **John P. Walsh**, *Georgia Institute of Technology*

What are the costs and benefits of pursuing research projects on the organization of science? A focus on science and the production of knowledge has spurred the development of managerial and innovation topics ranging from status differentials to regional spillovers to the core capabilities of firms in the knowledge economy. And yet, in an age when Science is increasingly important, it is our belief that a significant amount of research on the Organization of Science, the examination of science as conducted by individuals embedded in organizations, has fallen dormant. Why is this so? And what can be done about it? In this Professional Development Workshop (PDW), we take a fresh look at a long-standing topic from a developmental perspective. This proposed PDW unfolds in two acts. In a first segment, we present short presentations by top management scholars that focus on an array of topics including a) gender status, and organizational age in Science, b) atypical organizational forms, and c) science spillovers and general purpose technologies. Second, and more importantly, we provide an interactive venue for audience participants to receive direct feedback on their working papers and projects. The goal of this PDW is to promote a better understanding of the of the rewards and pitfalls of research in the Organization of Science, as well as to foster a burgeoning community on this important topic.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **486** | Submission: **17573** | Sponsor(s): **(HCM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 2:15PM - 3:45PMPT (UTC-7)** at **Seattle Convention Center in Room 607**

Dreaming About Health Care: Reject the Is *Dreaming about Health Care*

Organizer: **Maïke Vanessa Tietschert**, *Vrije U. Amsterdam*
Organizer: **Geoffrey Silvera**, *U. of Alabama, Birmingham*
Organizer: **Patrick Shay**, *Trinity U.*
Organizer: **Dennie Kim**, *U. of Virginia Darden School of Business*

“Healthcare lives in the 20th century, while patients use technology from the 21st century. Health care needs a trip to Mars.” (Dr. Bertalan Mesko, Healthcare Futurist). The healthcare sector is notoriously slow to innovate as it is complicated by professional, organizational, and socio-cultural boundaries, coupled with long-standing institutional arrangements and geopolitical differences across health care systems. As such, innovation tends to be - with some exceptions - painstakingly incremental, often replicating existing constraints. In other words, today's answers are based on yesterday's questions. While research in healthcare management has made significant contributions to improving healthcare performance, challenges remain. As researchers are often constrained by funding structures, data availability, research paradigms, and career processes, we rarely have the opportunity to “dream” of what health care could be as we are so entrenched in understanding what it presently is or has become. This PDW meets this challenge by providing a space for participants to collaborate and dream through creative problem solving activities. Tasked with designing the new planetary health system, participants will apply healthcare futurism mindsets and principles of design thinking to reimagine what healthcare can be, to identify and challenge our common assumptions that constrain our thinking, and to discover new possibilities for future research that is unbound to the status quo. Comprised of three phases of creative thinking exercises, this PDW challenges healthcare management scholars to dream big, reframe collective challenges, and foster innovative research, equipping them with tools to catalyze their dreams to spark transformational change in our existing healthcare systems.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **PDW Workshop**

Program Session: **487** | Submission: **11988** | Sponsor(s): **(HCM, HR, MH, OB, ODC, PNP)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Saturday, Aug 6 2022 2:15PM - 3:45PM PT (UTC-7)** at **Seattle Convention Center in Room 211**

We Can’t Hire Our Way Out of This: International Perspectives on the Healthcare Workforce Crisis *The International Workforce Crisis*

Session Chair: **Tracy Hopkins Porter**, *Cleveland State U.*

Organizer: **Attila J. Hertelendy**, *Florida International U.*

Organizer: **Michelle M. Fleig-Palmer**, *U. of Saint Francis*

Organizer: **Cheryl Mitchell**, *Gustavson School of Business, U. of Victoria*

Participant: **Devin Johnson Rapp**, *U. of Utah, David Eccles School of Business*

Panelist: **Jane Banaszak-Holl**, *Monash U.*

Panelist: **Abi Sriharan**, *Schulich School of Business, York U.*

Panelist: **Eric McNulty**, -

The Covid-19 pandemic has exacerbated many healthcare systems’ workforce challenges such as burnout, moral distress, retirements, layoffs, and turnover due to workload issues, fatigue, and/or personal issues such as caring for family members. These trends are of concern both in the United States and internationally. Healthcare workers are the cornerstone of any high-performing health system, and, by 2030, the field will require 53 to 80 million new workers across the globe. The decrease in the number of healthcare workers during the pandemic has resulted in several adverse outcomes including reduced quality of patient care, increased wait times, reduced patient satisfaction scores, and increased patient safety incidents and medical errors. Research into strategic human resource approaches regarding the healthcare workforce crisis is needed to identify the underlying reasons behind these issues and to map appropriate protocols towards potential solutions. The purpose of this Professional Development Workshop (PDW) is to discuss the current state of the healthcare workforce in an international context. This PDW aims to foster an interactive & experiential brainstorming session whereby researchers can share ideas for a research agenda to address the expanding healthcare workforce crisis. The PDW will begin with a variety of established scholars to provide context to this crisis. Then participants will be invited to small group breakout sessions to reflect on their own experiences, share ideas, and gain knowledge that would be of value to their own health system. Finally, the closing discussion will focus on next steps with a targeted and actionable research agenda.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **488** | Submission: **12848** | Sponsor(s): **(CMS, GDO, SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 2:30PM - 4:30PMPT (UTC-7)** at **The Westin Seattle** in **Vashon II**

Challenging Neoliberalism Through a Posthuman Ethics of Care *Challenging Neoliberalism Through Posthumanism*



Panelist: **Guy Huber**, *Oxford Brookes U.*
Panelist: **David Knights**, *Oxford Brookes U.*
Panelist: **Barbara Simpson**, *U. of Strathclyde*

This PDW adopts a critical stance towards neoliberal assumptions that privilege the individual ahead of community while also neglecting the wider ecology that is both the condition and consequence of how we live together. The individualism of neoliberalism partly relies on an ontological essentialism that implies ‘some bounded and coherent core—whether it is an autonomous will, a capacity for reason, or... biological genetic code—which defines humanness’ (Bagg, 2018: 209). As a potentially productive alternative, the workshop will explore the implications of a posthuman revisioning, which directs our attention towards a more plural, collaborative, and affirmative approach to social life that might stimulate the pursuit of greater equality, justice and productive wellbeing. Posthumanism retains the positivity and productivity of behaving humanely but without reproducing the myth of autonomy and the often-oppressive demand that every individual realise their own human potential. It recognizes that dynamic entanglements between humans and non-humans engender a consciousness of shared existence that invites an ethics of caring. The workshop is designed for hybrid delivery on the AoM Annual Meeting platform, but it can also be readily rejigged for either in-person or virtual-only participation. It will adopt a format that is intended to inform participants about the posthuman and encourage an ethics of caring, as well as generating new thinking for future research. Towards this future, a Padlet will be established as an emergent artefact for ongoing development by an interested community of researchers and practitioners.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **489** | Submission: **18416** | Sponsor(s): **(GOV)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 2:30PM - 3:30PMPT (UTC-7)**

Forum for Leaders of the Academy’s Affiliated & Associated Societies
Affiliate & Associate Forum

Organizer: **Lucy Leety-Wheeler**, *Academy of Management*
Participant: **Kelly N. Mitchell**, *Academy of Management*
Facilitator: **Quinetta M. Roberson**, *Michigan State U.*

by invitation only

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **490** | Submission: **14887** | Sponsor(s): **(IM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 2:30PM - 4:00PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 4**

Writing Better Theory  
Writing Better Theory

Panelist: **Tailan Chi**, *U. of Wisconsin, Milwaukee*
Panelist: **Alvaro Cuervo-Cazurra**, *Northeastern U.*
Panelist: **Klaus Meyer**, *Ivey Business School*
Panelist: **Jeffrey J. Reuer**, *U. of Colorado, Boulder*
Panelist: **Laszlo Tihanyi**, *Rice U.*
Session Chair: **Juan Bu**, *Indiana U. Bloomington*
Session Chair: **Stephanie L. Wang**, *Indiana U., Bloomington*

Writing good theory is the key to career success in our profession. However, less agreement exists about definitions of “theory”, and even less agreement exists regarding the meaning of a “theoretical contribution”. The purpose of this annual PDW since 2014 is to present the audience with the successful experiences and valuable insights on writing good theory by prominent scholars and editors. The panelists of this year include Professors Tailan Chi, Alvaro Cuervo-Cazurra, Klaus Meyer, Jeffrey J. Reuer, and Laszlo Tihanyi. This PDW will be interactive and welcome questions from participants to stimulate relevant and meaningful discussion.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **PDW Workshop**
Program Session: **491** | Submission: **15885** | Sponsor(s): **(MH)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 2:30PM - 4:30PMPT (UTC-7)** at **Hyatt Regency Seattle** in **402 Chilwack**

Management History, Business, and Partnership: A Vision for the 2020s



Management History, Business, and Partnership

Participant: **Michael Heller**, *Brunel U.*

This PDW will examine the concept and practice of partnership between management and organizational history (MOH) and business, organizations, and management and the benefits that can accrue to both sides from such partnerships. The workshop is grounded in work on Uses-of-the-Past and Rhetorical History in Organization Studies, in addition to broader themes of business history, MOH, knowledge exchange, impact and engagement between academics and practitioners (Carroll, 2002; Suddaby, Foster, & Quinn Trank, 2010; Foster, Suddaby, Minkus, & Wiebe, 2011; Foster, Diego, Suddaby, Kroezen, & Chandler, 2017; Wadhvani, Suddaby, Mordhorst, & Popp, 2018). At the heart of the workshop is the question of whether there is a role for MOH and business history beyond publication (Wilson et al., 2022)? What role can historians play in the creation of rhetorical histories which extends beyond theorisation, how can impact, engagement, and knowledge exchange take place, what are the challenges to the creation of such partnerships, and what are the values and benefits that historians, management, business, and organizations can provide to each other?

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **492** | Submission: **10571** | Sponsor(s): **(OB, SIM, CM, HR, MOC)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 12:30PM - 3:00PMPT (UTC-7)** at **Seattle Convention Center in Ballroom 6E**

The Sixth Annual Behavioral Ethics Pecha Kucha Springboard and Networking Session



Behavioral Ethics Pecha Kucha Networking Session

Organizer: **Niki Den Nieuwenboer**, *U. of Kansas*
Organizer: **Marie S. Mitchell**, *U. of North Carolina at Chapel Hill*
Organizer: **Linda K Trevino**, *Pennsylvania State U.*
Presenter: **Thomas M. Jones**, *U. of Washington - Retired*
Presenter: **Celia Moore**, *Imperial College Business School*
Presenter: **Ann Tenbrunsel**, *U. of Notre Dame*
Presenter: **Ting Zhang**, *Harvard Business School*
Presenter: **Michael E. Brown**, *Pennsylvania State U., Erie*
Presenter: **Ryan Fehr**, *U. of Washington, Seattle*
Presenter: **Elizabeth Wolfe Morrison**, *New York U.*
Presenter: **Anjier Chen**, *National U. of Singapore (NUS)*
Participant: **Blake E. Ashforth**, *Arizona State U.*
Participant: **Jo-Ellen Pozner**, *Santa Clara U.*
Participant: **Emma Levine**, *U. Of Chicago*
Participant: **Floor Rink**, *U. of Groningen*
Participant: **Lily Morse**, *West Virginia U.*
Participant: **Kai Chi Yam**, *National U. of Singapore*
Participant: **Katherine Ann DeCelles**, *U. of Toronto*
Participant: **Maryam Kouchaki**, *Northwestern Kellogg School of Management*
Participant: **Elizabeth Eve Umphress**, *U. of Washington*

Research on behavioral business ethics, which aims to understand the causes and consequences of (un)ethical behavior in organizations, first emerged in the 1980s. It was a niche literature until the early 2000s, when a wave of organizational scandals inspired scholars from divisions across the Academy to start studying ethics topics. With the goal of developing and generating future scholarship, this PDW provides an overview of foundational behavioral ethics topics and explores how these foundational works inform contemporary research. The theme for the sixth rendition of this annual PDW is therefore “From Past to Present: Classic Ideas and Contemporary Applications.” The PDW is set up in two parts. Part 1 will feature four sets of two (timed 5-minute) Pecha Kucha presentations. Four foundational scholars—Tom Jones, Ann Tenbrunsel, Mike Brown, and Elizabeth Morrison—will each talk about their influential ideas (modeling ethical decision making, framing, ethical leadership, and voice), about what triggered the development of their original thinking and reflections on how their ideas have developed over time. Four contemporary scholars (Celia Moore, Ting Zhang, Ryan Fehr, and Anjier Chen) will then present about how they have applied and extended these foundational ideas in their own research. Part 2 of the PDW consists of roundtable networking discussions, where attendees can foster connections and engage in conversations with experts on eight behavioral ethics topics—the four topics from the presentations and four other growing topics in the literature: the normalization of unethical behavior, moral trade-offs, the ethics-technology interface, and ethics in publishing.

Pre-registration for this session is required, which you may do through the below link. While the number of online attendees will remain uncapped, we will limit the number of in-person attendees to 100. In-person attendees will be able to attend the full session, while online attendees will only be able to attend the first (presenter) part of the PDW. The deadline to register is July 15. Please only register for the in-person PDW if you are truly committed to attending the session. Email niki@ku.edu for any questions. https://kuservey.ca1.qualtrics.com/jfe/form/SV_6nAteTsZrQ5OEVU

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: 493 | Submission: 10241 | Sponsor(s): (ONE, SIM, MED)
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 2:30PM - 4:00PMPT (UTC-7)** at **Seattle Convention Center in Room 201**

**Integrating Sustainability into Teaching: ONE Teaching Award
Winners Share Their Tips**
Integrating Sustainability into Teaching



Organizer: **Nancy E. Landrum**, *Independent Scholar / Researcher*
Coordinator: **Shelley F. Mitchell**, *Hult International Business School*
Moderator: **Stuart A. Allen**, *Robert Morris U.*
Panelist: **Robert Sroufe**, *Duquesne U.*
Panelist: **Ivan Montiel**, *City U. of New York, Baruch College*
Panelist: **Andrew J. Hoffman**, *U. of Michigan*
Panelist: **Rae Andre**, *Northeastern U.*

This panel symposium will offer ONE Teaching Award winners' best practices and tips for incorporating sustainability into teaching strategies. The goal is to equip our academic colleagues with knowledge to share with students, our future business managers and leaders, on the role of business in tackling our greatest environmental, societal, and economic challenges. In the context of an ongoing global pandemic, it is more important than ever that we work toward Creating a Better World Together.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **494** | Submission: **18492** | Sponsor(s): **(PUBS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 2:30PM- 4:00PMPT (UTC-7)** at **The Westin Seattle in Stuart**

ANNALS Incoming Editors Business Meeting
ANNALS Incoming Editors Business Meeting

Organizer: **Susan Zaid**, *Academy of Management*
Presenter: **Matthew A. Cronin**, *George Mason U.*
Presenter: **Elizabeth George**, *U. of Auckland*

By Invitation Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **495** | Submission: **19709** | Sponsor(s): **(AAA)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 2:45PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center** in **Exhibit Hall 4A**

Conference Break

Conference Break

Come enjoy refreshments and a light snack while you engage with your colleagues and browse the aisles of the Exhibit Hall.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **496** | Submission: **19164** | Sponsor(s): **(OMT)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 2:45PM - 4:15PMPT (UTC-7)**

Organizational Capabilities and Competencies

Session Moderator: **Jim Hazy**, *Adelphi U.*

OMT: Leadership and Social Complexity: How Individual Interactions Scale to Organized Agency

Author: **Jim Hazy**, *Adelphi U.*

Author: **Murat Sakir Eroglu**, *Adelphi U.*

This article develops a new approach to studying leadership and collective agency. It is inspired by recent research in social biology and complex social network modeling in the natural sciences. The approach explicitly situates leadership in the context of emergent scale-crossing mechanisms that form individual interactions into organizations and does so in the context of a system dynamics model of global properties that characterize human organizing. By exploring recent empirical and numerical modeling results from the natural sciences the article identifies three order parameter types: Expectancy Alignment, Instrumental Momentum, and Cooperating Valence. Moreover, arguing that together, these parameters characterize the state of dynamic order in human organizations. Next the article offers testable propositions that describe the mechanisms that enable leadership activities to impact these parameters, and by doing so organizational outcomes. If supported empirically these results allow researchers and practitioners to build simulation models to show how well-specified locally-enacted leadership activities impact organizational outcomes.

Paper is Available to Meeting Registrants Only.

OMT: Indexing Capability: Reducing the Discrepancy Between the Perceived and Actual Competencies

Author: **Mengyue Su**, *Peking U.*

Author: **Hao Ma**, *National School of Development at Peking U.*

This article advances a theory of the firm's indexing capability which consists of stocking capability and retrieving capability and examines its impacts on reducing the discrepancy between the perceived and actual firm competencies. During competencies' acquisition and accumulation, the firm needs proper stocking that allows it to track what competencies it possesses and where they should be archived within the architecture of competencies. The retrieving capability concerns searching the needed competencies and assessing via the matching function their availability, suitability, and readiness for latter orchestration and deployment. The efficacies of indexing capability affect the discrepancy between the perceived competencies that the firm thinks it possesses and the actual competencies it does possess, as reflected in false-possession or false un-possession. We propose that the indexing capability's impacts will be moderated by the attributes of firm competencies and the attributes of the contexts in which competencies are called for. The theoretical construct of and the framework on indexing capability advanced in this article contribute to our understanding of how stocking and retrieving matter in the overall process of a firm's management of its competencies.

Paper is Available to Meeting Registrants Only.

OMT: Intrapreneurship, Technological Enabling, and Value Re-construction in the Sharing Economy

Author: **Jialei Li**, *Dalian Jiaotong U.*

Author: **Zenghui Hao**, *Dongbei U. of Finance and Economics*

Platforms based on the logic of sharing economy achieved tremendous growth within a decade. Especially during the global ongoing against COVID-19 pandemic, these platforms as growing organizations perform a strong potential for stimulating idle resources, employment, and economic recovery. However, we still know little about the growth mechanisms regarding the sharing economy organizations. Drawing on theoretical views about the inner growth mechanisms, we develop a theoretical framework from resource orchestration theory. We then design a fsQCA study and suggest that "intrapreneurship, technological enabling, and value re-construction" are the key mechanisms. We further find that there are four formation paths for the rapid growth of these platforms. For each formation path, although different mechanism performs different strength, the three core leading mechanisms need to work at the same time. The findings mainly contribute to the resource and capability literature, and thus reveal how different types of platforms succeed in the sharing economy.

Paper is Available to Meeting Registrants Only.

OMT: Intended Revolution with Unintended Evolution: The Case of Proactive Self-Disruption

Author: **Joakim Hans Netz**, *Jönköping U.*

How does proactive self-disruption—from search for breakthrough to revolutionized industry—unfold? Many incumbents fail when their industry change, yet others, putting their own dominant positions at risk, change their established industries. Such self-disruption is challenging, and unattractive for investors and CEOs. Where CEOs are contracted for periods, disrupting with radical technological innovation takes a decade or more. Using literature on absorptive capacity as a dynamic capability of disruptive technologies, we extend explanations of established firms' failure that converge in pointing to attachments to history as a handicap. Examining this point empirically, we followed the tradition of in-depth historical case studies (e.g., Tripsas & Gavetti, 2000; Danneels, 2011). A longitudinal research design allowed us to track how Asea Brown Boveri invented the HVDC Light technology and renewed its power system market leadership by disrupting its industry. Our findings show that proactive self-disruption is promoted by the CEO and middle managers, but its realization depends on differentiated temporal roles of middle managers' persistent use of history in relation to stakeholders. We present a conceptual framework that explains how incumbents self-disrupt by relying on the stories that middle managers tell.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **497** | Submission: **18925** | Sponsor(s): **(OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 2:45PM - 4:15PMPT (UTC-7)** at **The Westin Seattle** in **Blakely**

Discourse About and Through New Technology  

Session Moderator: **Enlan Wang**, *U. of Southern California*

OMT: Sensemaking of Emerging Technologies on the Coordinates of Science Fiction 

Author: **Enlan Wang**, *U. of Southern California*

Institutional support is crucial for the development of emerging technologies. However, the institutional sensemaking of emerging technologies can be challenging due to high uncertainty and ambiguity. I take an ethnomethodological approach to investigate the institutional deliberation of emerging technologies in U.S. congressional hearings and records. I found that science fiction plays a vital role in the institutional sensemaking of emerging technologies. Specifically, I discover that the legislators and experts engage with three discursive practices to resolve challenges in the sensemaking of emerging technologies: 1) the communicative use of culture resources in science fiction to evoke the shared memory of concepts, prototypes, scenarios, emotions about new technology; 2) the diametric use of science fiction to emphasize the accountability and rationality of institutional context and to justify the perceived “appropriateness” policy timing and time horizon; 3) the analytical use of science fiction to juxtapose science fiction with practical reasoning to establish the perceived “rationality” of the risk and benefit evaluation for emerging technologies.

Paper is Available to Meeting Registrants Only.

OMT: Expressive Apologies: Being Socially Responsible Firms    

Author: **Wei Wang**, *Northwestern Kellogg School of Management*

Author: **Klaus Weber**, *Northwestern U.*

Studies in Corporate social responsibility often focus on firms’ routine ESG (Environmental, Social, and Governance) practices. In our paper, we highlight that an apology is another way of taking social responsibility that manages perceptions of responsibility towards firms facing external accusations. We posit that firms’ expressive orientation towards social responsibility and their relationship with local communities would influence their usage of apologies and their sensitivity to situational factors such as publicity. We verified our hypotheses through an empirical examination of Fortune Global 500 companies’ apologies in China.

Paper is NOT Available. Please contact the author(s).

OMT: Cybershaming: Conceptualizing Organizational Shaming in the Digital Age 

Author: **Ramesh Krishnan Thekke Parambu Madom**, *Hitotsubashi U.*

Author: **Jin-Ju Lee**, *Hitotsubashi U.*

Author: **Satoshi Akutsu**, *Hitotsubashi U.*

Recent years have seen a dramatic rise in the cases of Cybershaming of businesses. Social media has enhanced organizational transparency to actors both within and outside, consequently disrupting institutional arrangements and logics. Actors defend the institutional logics they cherish, and any contradiction between competing logics may trigger conflict and uncertainty. In the absence of clear institutional illegality, various actors on social media will amplify competing ideological bases and logics. Outgroup actors may resort to Cybershaming to secure compliance and enforce community prescriptions, thereby ensuring respect for inclusivity and capacity for rich, meaningful lives for everybody. Our conceptual paper seeks to theorize how organizational ingroup actors may choose to respond to Cybershaming from outgroups through the lens of confrontation, disruption, and resettlement of logics on social media. When confronted with disruption from institutional complexity, how will institutional ingroup actors react to restoring or defending cherished logics? Specifically, how will this play out amidst the transparency and visibility afforded by social media? Given the emergent and evolving nature of this phenomenon, we build on the theoretical foundations of institutional logics and complexity while simultaneously drawing from a wide range of empirical sources, including studies on internet policy, cybercrime, activism, business ethics, news articles, popular books, and traditional group-based Shame studies. Ultimately, we seek to contribute to the urgent and opportune discussion on institutional complexity and disruption in the digital age.

Paper is NOT Available. Please contact the author(s).

OMT: The Effect of Exogenous Critical Events on the Mobilization of Digital Social Movements

Author: **Sarri Nykänen**, *Aalto U., Department of Industrial Engineering and Management*

Author: **Zeerim Cheung**, *U. of Jyväskylä School of Business*

We study the effect of exogenous critical events on the mobilization of digital social movements in the context of Finnish citizens’ initiatives. Critical events are occurrences that direct unusual and high levels of public attention to an issue for a brief and limited point in time. We argue that critical events mobilize social movements because they focus attention on movement issues, trigger activating emotions, and synchronize the actions of activists. Our study combines data from the Finnish justice ministry, the national public broadcasting agency YLE, Google Trends search interest data, and hand-collected data from online sources for a sample of 573 initiatives. We find that critical events greatly increase the mobilization of supporters for initiatives. Critical events increase mobilization especially when events are unpredicted or stay salient for longer times. Media attention and coalition resources also increase mobilization. Our findings suggest that timing can substitute for coalition resources. The combination of critical events and high coalition resources is rare as only small coalitions seem to be quick enough to mobilize in response to critical events. The results imply that timing matters but that it is difficult for large and well-resourced coalitions to time campaigns opportunistically.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **498** | Submission: **18953** | Sponsor(s): **(OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 2:45PM - 4:15PMPT (UTC-7)** at **The Westin Seattle** in **Cascade I-C**

Societal Resources, Spillover Events, and Corporate Social Responses



Session Moderator: **Francisco Polidoro**, *U. of Texas at Austin*

OMT: **Under Pressure: External Monitor, Managerial Attention and Organizational Learning from Major Errors**

Author: **Francisco Polidoro**, *U. of Texas at Austin*
Author: **David Chandler**, *U. of Colorado, Denver*
Author: **Wei Yang**, *China Europe International Business School (CEIBS)*

Research on organizational learning from serious errors has uncovered several influences related to a firm's own experiences and those of its peers. While the learning literature therefore acknowledges that the external environment affects organizational learning, research has largely overlooked the possibility that organizations other than competitors might also shape learning by the focal firm. We explore this proposition by studying the collective influence of an essential monitor (financial analysts) on repeat incidences of a serious organizational error (major oil spills). Specifically, we theorize that monitors apply pressure by setting expectations in the immediate aftermath of an error (encouraging learning from that error by directing managerial attention toward safety), but that these effects are counteracted by subsequent pressure to meet a different expectation (encouraging forgetting by diverting managerial attention away from safety and toward profit). We also theorize that analysts further shape organizational learning from errors by conditioning what we know about both experiential and vicarious learning. We test this theory by studying the effects of evolving analyst pressures on major oil spills in the U.S. by firms in the oil and gas industry, from 1980 to 2016. By showing that analysts apply differential pressures to firms following a serious error (immediately and, then, subsequently), this study highlights the role of external monitors in encouraging both organizational learning and forgetting due to socially set expectations that shift the attention of managers among competing foci in ways that affect the likelihood of repeat serious errors.

Paper is Available to Meeting Registrants Only.

OMT: **When Firms Benefit from Public Criticism: Oscillating Pressures of Conformity and Differentiation**

Author: **Nareuporn Piyasinchai**, *Cambridge Judge Business School*
Author: **Matthew Grimes**, *Cambridge Judge Business School*

While organizations are increasingly expected to conform with industry-based sustainability standards, it is less clear how the accumulation of public criticism directed toward the industry might reshape such expectations. This paper argues that depending on the accumulation of public criticism directed toward an industry in a given year, organizations are likely to face oscillating pressures to both conform with and deviate from industry sustainability norms. We test our hypotheses using a balanced panel dataset of 2,313 companies across 62 industries and 70 countries from 2013 to 2018. Our results suggest that although on average firms that conform with industry sustainability norms benefit from positive long-term investor evaluations, once annual public criticism of industry peers reaches a threshold, both positive and, surprisingly, negative deviation from industry sustainability norms are rewarded. Moreover, amid such accentuated public criticism, rewards are even greater for deviating firms within the context of highly homogenous industries with respect to sustainability practices and performance. Our findings contribute to longstanding research on categorization, while advancing the growing and important literature at the intersection of social evaluations and optimal distinctiveness.

Paper is Available to Meeting Registrants Only.

OMT: **Combating Sociopolitical Contagion with Countervailing Claims: Evidence from Charlottesville**

Author: **William Reuben Hurst**, *U. of Michigan, Ross School of Business*

Winner of the OMT Division Best Student Paper Award

Prior research suggests that, from a strategic perspective, firms make sociopolitical claims to compensate when their own actions misalign with the sociopolitical preferences of their stakeholders. Drawing on theories of intracategorical contagion, however, I propose conditions under which firms make sociopolitical claims not to compensate for their own actions, but rather to compensate for the actions of others within the broader categories to which they pertain (such as others within their geographic location, industry, etc.). Specifically, I argue that sociopolitical claims serve to remedy excessive misalignment between stakeholders' preferred sociopolitical positions, and the sociopolitical positions these stakeholders would otherwise presume the firm holds based on the actions of other actors within the firm's category. I examine these predictions in the context of the August 2017 Unite the Right rally, in which white supremacist rioters suddenly imbued the Charlottesville, Virginia area with a newfound anti-diversity reputation. I show these events significantly increased employers' use of pro-diversity claims in Charlottesville-area job postings, and that this effect was larger among postings targeting workers with stronger pro-diversity preferences. These empirical findings substantiate my novel theoretical argument that, ceteris paribus, corporate claims to sociopolitical positions are most likely to arise in geographies, industries, and other categories in which audiences least expect these positions to be held.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **499** | Submission: **18930** | Sponsor(s): **(OMI)**

Session Format: **In-person Only: Seattle**

Scheduled: **Saturday, Aug 6 2022 2:45PM - 4:15PMPT (UTC-7)** at **The Westin Seattle** in **Puget Sound Room**

**Social Movements and Organizations: Street Protests,
NGOs, and Employee Activism**



Session Moderator: **Michelle Karen Westermann-Behaylo**, *U. of Amsterdam*

OMT: [Does Corporate Hypocrisy Predict When Firms Will Shirk Remedy Responses For Human Rights Abuses?](#)   

Author: **Michelle Karen Westermann-Behaylo**, *U. of Amsterdam*

Author: **Annie C. Snelson-Powell**, *U. of Bath*

Author: **Tricia Olsen**, *U. of Denver*

Author: **Kathleen Rehbein**, *Marquette U.*

Following an overview of literature on corporate human rights abuse and remedy, we employ a qualitative comparative analysis approach based on the logic of fuzzy sets (fsQCA) (Crilly et al., 2012; Fiss, 2007; Ragin, 2008), to explore varying configurations of talk, decisions, activist NGO initiatives, and state involvement that may lead to additional action steps toward remedy for corporate human rights abuses. Our findings show that aspirational talk alone is not sufficient to lead to action, contrary to recent theorizing within organized hypocrisy scholarship (Christensen, et. al., 2020). Without NGO pressure, corporate hypocrisy prevails when it comes to human rights remedy: Firms that engage in human rights talk are no more likely to take action toward remedy than indifferent firms who do not engage with human rights. But with NGO involvement, firms' human rights talk seems to provide leverage to pressure firms to take consistent action. When it comes to human rights abuse, firms that make empty promises should be prepared to match their talk with action because organized hypocrisy provides a trigger for NGOs to effectively apply pressure for remedy.

Paper is Available to Meeting Registrants Only.

OMT: [How Local Mass Protests Influence Corporate Board Composition Change](#)   

Author: **Muhan Zhang**, *Penn State Smeal College of Business*

This paper seeks to examine how and under what conditions firms respond to large-scale street protests that do not target business. Corporate elites are more likely to notice and identify with certain social issues when high-volume street protests occur in their community. In addition, a firm's governance structure shapes its reaction to such mass mobilizations. Using a dataset of S&P 1500 companies for the period 2017-2020, I examine the effect of Women's March protests on firms' appointment of new female directors. Empirical analysis demonstrates that a firm is more likely to appoint new female directors when more people participate in Women's March activities around its headquarters. This effect is stronger when firms have more incumbent female directors and a lower level of transient ownership, and when male directors leave the boardroom. My findings offer new insights into research on how and under what conditions mass mobilization triggers responses from corporations. In addition, this research contributes to the literature on corporate governance by showing how macro-level sociopolitical contexts influence corporate governance and how existing governance structure influences firms' responsiveness to the social movement.

Paper is Available to Meeting Registrants Only.

OMT: [Breaking Silence or Not: Evidence of Corporate Polarized Voices in Hong Kong Protests](#) 

Author: **Fangwen Lin**, *National U. of Singapore*

Author: **Yishu CAI**, *City U. of Hong Kong*

Author: **Lori Qingyuan Yue**, *Columbia Business School*

Author: **Shipeng Yan**, *U. of Hong Kong*

Businesses have been increasingly implicated into political contentions, but extant studies know relatively little about how these politicalized businesses would be evaluated by the highly divided society. Drawing on the incumbent/challenger concepts in social movement theory, we theorize that challengers categorize businesses into challenger/incumbent group and translate crisis from political incumbents to the incumbent-sided businesses. However, such categorization unexpectedly helps incumbents identify ingroup businesses to favor and support. By examining review numbers and ratings of local restaurants in Hong Kong during the 2019 Anti-Extradition Movement, we find that even though businesses sided with incumbents received less reviews than businesses on the challenger side, both politicalized restaurants were more positively evaluated during the protests than other-equivalent but apolitical restaurants, and such rating premium would be strengthened if the majority of restaurant diners are from the ingroup. Our findings give implications for research on category evaluation, social movements, and political polarization studies.

Paper is Available to Meeting Registrants Only.

OMT: [Diminishing Returns to Social Capitalist Firms and Their Employee Advocates: Evidence from WeChat](#)  

Author: **Chaitanya Kaligotla**, *Beedie School of Business Simon Fraser U.*

Author: **Sarah Wittman**, *George Mason U.*

Author: **Jingyuan Yang**, *George Mason U.*

Author: **Yuan Qu**, *Rutgers Business School*

Author: **Wei Zeng**, *School of Business Administration, Hunan U.*

When employees act as advocates on their firms' behalf, their personal social media networks provide a potentially powerful platform for social capitalistic companies to access a broad audience. Existing theories exploring employee advocacy and companies' social capitalistic efforts essentially assume, however, that employees willingly act as a tertius iungens, linking firms with potential job-, information-, or product seekers from their social networks, and that employees' contacts are interested or—at worst—neutral message recipients who respond to the information they want, and ignore the rest. However, a motivated information processing view, proffering information overload and audience preference for uniqueness, would predict audience disconnect from company efforts and possibly adverse relational effects for overly zealous employees. Reconciling these perspectives, we theorize that firms that push their employees to act as their advocates on social media will be rewarded, but will see diminishing returns in information diffusion and audience attention. We test and find support for our hypotheses on a unique data set of 3,050 company messages sent on two Chinese interior design companies' combined 2,162 employees' WeChat Moments with 200,240 readers. Both company and employee "push" efforts and message recipients' "pull" (due, e.g., to the fear of missing out) do increase message diffusion, but there are diminishing returns for employees posting messages in terms of reader count and attention. These findings contribute to our understanding of the limits of utility for social capitalist firms leveraging their employees' networks and the relational costs employee advocates experience in promoting their firms, and help to better define the boundaries between potential and activated social capital.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **500** | Submission: **14807** | Sponsor(s): **(OMT, SIM)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Saturday, Aug 6 2022 2:45PM - 4:15PMPT (UTC-7)** at **Seattle Convention Center in Skagit 4**

Towards a More Nuanced Understanding of Communities: Definitions, Debates, and Dark Sides



Communities: Definitions, Debates, and Dark Sides

Organizer: **Monika Zebrowska**, *U. of Cambridge*

Organizer: **Maggie Cascadden**, *U. of Alberta*

Moderator: **Christopher Marquis**, *Cambridge Judge Business School*

Panelist: **Mary Ann Glynn**, *Research Associate, Harvard U. Sociology*

Panelist: **Helen Haugh**, *U. of Cambridge*

Panelist: **Edward Gerald McKeever**, *Lancaster U.*

Panelist: **Natalie Slawinski**, *U. of Victoria*

In this panel symposium, we collectively explore the nuanced nature of community dynamics and their consequences for individuals and organizations. Although the concept of community has longstanding presence in management literature, our understanding of the concept remains relatively vague. Many different definitions and types of communities have been discussed in various streams of literature, contributing to ambiguity around the term. Moreover, as studies about communities most often focus on their positive aspects, communities' potential dark sides are understudied. The purpose of this panel symposium is to unpack the various definitions of communities, debate their ramifications, and rebalance our view of communities by bringing the potential dark sides of communities back into the academic fore. By considering different theoretical conceptualizations of community in organizational scholarship and in the empirical reality of communities, we hope to further the growing conversations about community and around the potential challenges of responsible engagement with the communities for organisations and scholars.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **501** | Submission: **15815** | Sponsor(s): **(OMT, STR)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Saturday, Aug 6 2022 2:45PM- 4:15PMPT (UTC-7)** at **Seattle Convention Center in Room 310**

Search at the Individual-Level, Dyadic-Level, and Aggregation to the Organizational-Level



Search and Aggregation to the Organizational-Level

Organizer: **Jerry M. Guo**, Aarhus BSS, Aarhus U.

Organizer: **Thorsten Wahle**, Alliance Manchester Business School, U. of Manchester

Organizer: **Sarah Edris**, Maastricht U., School of Business & Economics

Discussant: **Zur Shapira**, New York U.

Presenter: **Jerry M. Guo**, Aarhus BSS, Aarhus U.

Presenter: **João Duarte**, Maastricht U., School of Business and Economics

Presenter: **Kannan Srikanth**, The Ohio State U. Fisher College of Business

Presenter: **Sarah Edris**, Maastricht U., School of Business & Economics

Organizational search permits organizations to solve challenges, explore opportunities, and develop new solutions. This symposium takes inspiration from the coalitional perspective advanced in A Behavioral Theory of the Firm. The papers collected in the symposium examine search performed at different hierarchical levels of organizations and by diverse groups within organizations. We also offer perspectives on bridging the micro-macro gap in organizational search – and the micro- macro gap in organizational research more generally. Considering how search occurs at the micro-, meso-, and macro-levels in organizations provides insights into what elements of the processes remain the same across levels, what elements differ, and cross-level differences.

Rethinking the social context of search

Author: **João Duarte**, Maastricht U., School of Business and Economics

Author: **Pino G. Audia**, Dartmouth College

The Effect of Prior Aspiration Diversity on Team Performance in Coordinated Search

Author: **Jerry M. Guo**, Aarhus BSS, Aarhus U.

Author: **Thorsten Wahle**, Alliance Manchester Business School, U. of Manchester

How Organizational Structure Determines Effective Exploration across Hierarchical Levels

Author: **Oliver Baumann**, U. of Southern Denmark

Author: **Kannan Srikanth**, The Ohio State U. Fisher College of Business

Author: **Tiberiu Sergiu Ungureanu**, Ohio State U.

Gender representation congruence on R&D lab research novelty

Author: **Sarah Edris**, Maastricht U., School of Business & Economics

Author: **Boris Lokshin**, Maastricht U., School of Business & Economics

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **502** | Submission: **13707** | Sponsor(s): **(ENT, MSR, GDO)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 3:00PM - 5:30PM PT (UTC-7)** at **Seattle Convention Center** in **Room 205**

Entrepreneurship and Religion: The Interaction of Multiple Identities *Entrepreneurship and Religion*



Organizer: **Iffet Piraye Yuce**, *U. Paris 8 - Cresppa/GTM*
Organizer: **Seham Ghalwash**, *The Technical U. of Denmark - DTU Entrepreneurship*
Presenter: **Léo-Paul Dana**, *Dalhousie U.*
Presenter: **Brett R. Smith**, *Miami U. Ohio*
Presenter: **Philip T. Roundy**, *U. of Tennessee, Chattanooga*
Presenter: **Sondos Gamal Abdelgawad**, *IE Business School*
Presenter: **Ali Aslan Guemuesay**, *U. of Hamburg*

In this Professional Development Workshop (PDW), we aim to focus on the relationship between religion and entrepreneurship through the experiences related to multilayered identities of entrepreneurs and the social and symbolic boundaries between religious values and practices and entrepreneurship as an economic activity. Within the scope of this PDW, participants will gather their experiences and knowledge on areas of mutual interest in order to contribute to the theory development of both identity theory and the emerging literature deal with the relationship between religion(s) and entrepreneurship from various aspect by providing a better understanding of the management of overlapping social identities and roles stemming from simultaneity of religious identity and entrepreneur identity. As a result of this collaboration, we aim to further of the research stream at the intersection of religion and entrepreneurship which is a growing trend in the field of entrepreneurship (Balog et al., 2014; block et al., 2020; Smith et al., 2019; Khurana et al., 2021; Smith et al., 2021). In addition to published studies, Small Business Economics Special Issue on Entrepreneurship and Religion and the 1st Annual L.I.F.E. Research Conference on the intersection of Faith and Entrepreneurship are precursors of future studies on the relationship between religion and entrepreneurship.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **503** | Submission: **14001** | Sponsor(s): **(GDO, IM, RM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 3:00PM - 5:00PMPT (UTC-7)** at Sheraton Grand Seattle in Jefferson A

**GDO's Global Ambassadors Broadening the AOM
Experience for Emerging International Members**
Global Connections PDW



Organizer: **Anna Katherine Ward**, *Virginia Tech*
Organizer: **Joy E. Beatty**, *Eastern Michigan U.*
Panelist: **Jenny M. Hoobler**, *NOVA School of Business and Economics*
Panelist: **Gazi Islam Islam**, *Grenoble Ecole de Management*
Panelist: **Hayfaa A. Tlaiss**, *Alfaisal U.*
Facilitator: **Fida Afiouni**, *American U. of Beirut*
Facilitator: **Nasima Mohamed Hoosen Carrim**, *GDO*
Facilitator: **Bernadeta Gostautaitė**, *ISM U. of Management and Economics*
Facilitator: **Huong Le**, *Centre Queensland U., Australia*
Facilitator: **Pamela Lirio**, *U. of Montreal*
Facilitator: **Radha Rani Sharma**, *New Delhi Institute of Management (NDIM)*
Facilitator: **I-Heng Wu**, *U. of South Alabama*
Panelist: **Minna Marinova Paunova**, *Copenhagen Business School*

Our broad goal is to connect and support emerging international members from emerging economies, the global South, and other geographies where our AOM/GDO membership is under-represented. The GDO's Global Ambassadors will partner with AOM-partner organizations to identify and invite Management scholars around the world to take part in our PDW. Participants will request and be matched with mentors who will help them feel more supported at future AOM conferences and more confident in their future AOM paper development efforts. Four panelists with connections to/in underrepresented/emerging economies will present ideas, and Global Ambassadors will facilitate roundtable discussion on overcoming outsider status at AOM and developing high-quality conference submissions. In alignment with AOM's four driving goals, our PDW aims to (1) connect and support members of the global management/organization community who might otherwise be overlooked at AOM, (2) enhance the diversity of the membership to which AOM provides indispensable value, (3) advance knowledge relevant to an even more diverse set of stakeholders/institutions around the world, and (4) enhance AOM's standing as a globally-led association. Key take-aways to participants of the PDW include stronger (1) connection to and belonging within the GDO community, and (2) honing of paper development skills, making future AOM attendance more likely. PDW participants will also be invited to a Social Hour on the evening prior to this PDW to network with mentors and panelists.

Please pre-register for this event by emailing your name, university, job title, and country to akward@vt.edu.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **504** | Submission: **19170** | Sponsor(s): **(MED)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 3:00PM - 4:30PMPT (UTC-7)** at **The Westin Seattle in Cascade I-B**

Pandemic and Post Pandemic Teaching and Academics/Instructor Challenges

Session Moderator: **Mai P. Trinh**, *Arizona State U.*

 **MED: Gender Disparity in COVID-19 Impacts on Academic Careers: An Agent-Based Model**   

Author: **Mai P. Trinh**, *Arizona State U.*

Author: **Chantal Van Esch**, *Cal Poly Pomona*

MED Junior Faculty Best Paper Award. Sponsored by SAGE/Journal of Leadership and Organizational Studies for the most significant contribution to management education by a Junior Faculty authors hip team (all earned doctorates since 2014 or working on it).

The gender gap in academia has arguably been widened by the COVID-19 pandemic, but little systemic data exists to quantify this gap, let alone to predict how it will play out in the near future. This study sets out to answer the research questions, “What are the short- and long-term impacts of the COVID-19 pandemic on the gender gap in academia?” and “How effective would institutional policies designed to help faculty during the pandemic be?”. To answer these research questions, we use agent-based modeling (ABM) coupled with secondary data from various sources to develop a simulation of academia before and after the pandemic. Drawing from existing databases, this simulation uses demographic parameters such as gender, partner status, and parent status as determinants of productivity and ultimately, promotion and tenure. Our simulation helps us understand the immediate impacts of COVID-19 on productivity and career trajectories of male and female academics, simulate its long-term impacts on gender (in)equality in academia as a whole in 3, 5, 10, or 20 years, and explore how much institutional interventions such as tenure clock extension, support for dependent care, and holistic wellbeing initiatives would relieve such systemic inequality. This study presents concrete data to institutions and administrators to critically re-examine faculty performance evaluation policies and how they can be improved to minimize systemic inequality.

Paper is Available to Meeting Registrants Only.

MED: Pandemic Disruption: A Personal Response and Classroom Transformation    

Author: **Ming-Jer Chen**, *U. of Virginia*

Author: **Chawit Rochanakit**, *Eli Broad School of Business, Michigan State U.*

The COVID-19 pandemic disrupted classroom instruction at every level, in every field, around the world. Graduate business programs faced a common challenge: a possible compromised learning experience for students resulting from the suspension of in-person education. Online learning, although well established, is still generally considered a less effective instructional medium. This may be particularly true in MBA programs, which are largely centered on “high-touch” interaction and exchanges among peers and with instructors via student-oriented learning approaches, such as case teaching, in physical classrooms. This paper chronicles personal and professional transformations experienced while teaching four second-year electives at a graduate business school during the 2020-21 academic year. We reflect on how a particular mindset and specific strategic choices led to effective online teaching, mitigating the negative impact of the upheaval. We also consider this experience as a basis for developing online/offline “ambicultural” teaching methods for adoption in the post-pandemic world. Academics may find this account to be a useful learning tool and a guide for transforming their teaching in both the virtual and in-person classroom environments.

Paper is Available to Meeting Registrants Only.

MED: Teaching Professional Skills During the Pandemic: Does Delivery Mode Matter?

Author: **Sarah E. DeArmond**, *U. of Wisconsin, Oshkosh*

Author: **Barbara L. Rau**, *U. of Wisconsin, Oshkosh*

Author: **Jennifer Buelow-Fischer**, *U. of Wisconsin, Oshkosh*

Author: **Ashay B. Desai**, *U. of Wisconsin, Oshkosh*

Author: **Andrew Miller**, -

The current study explores how the transition to online course delivery during the pandemic impacted a professional skills course which incorporates a variety of in-class and out of class experiential learning activities. In this paper, we compare student performance on a resume writing assignment, a LinkedIn profile creation assignment, a mock interview with members of local businesses and overall class scores during Fall 2019 when the professional skills course was delivered face-to-face with student performance during Fall 2020 when the course was delivered online. We explore whether the effect of delivery mode varied as a function of student sex, race and first-generation college status. Our results indicate that there were some significant differences in student performance across the two semesters. Students performed better on the resume and LinkedIn assignments when the course was delivered online. There was no difference in mock interview performance across the two class delivery modes. Students taking the online version of the course in Fall 2020 did significantly worse in the course overall than students taking the face-to-face version of the course in Fall 2019. Despite concerns that women, racial minorities and first-generation students could suffer disproportionately in the online version of the course, the relationship between class delivery mode and student performance did not vary as a function of these student characteristics. This underscores the importance of future research which can help to identify changes that can be made to online courses to assist students.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

-  Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
-  Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **505** | Submission: **12490** | Sponsor(s): **(MED, ENT, HCM, HR, IM, MOC, OB, PNP)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 3:00PM - 5:00PMPT (UTC-7)** at **The Westin Seattle** in **Pine**

4th Annual Teaching Bootcamp: A MED Interactive Workshop 
4th Annual Teaching Bootcamp

- Presenter: **Beverly J Demarr**, *Ferris State U.*
- Presenter: **Claudia J. Ferrante**, *U.S. Air Force Academy*
- Presenter: **Alex Bolinger**, *Idaho State U.*
- Presenter: **Brett Paul Matherne**, *Georgia State U.*
- Presenter: **Deborah M. Mullen**, *U. of Tennessee, Chattanooga*
- Presenter: **Rita J. Shea-Van Fossen**, *Nova Southeastern U.*
- Presenter: **Vicki L. Taylor**, *Shippensburg U.*
- Presenter: **Preeti Wadhwa**, *Cal Poly Pomona*
- Presenter: **Yang Xu**, *U.S. Coast Guard Academy*

There has been tremendous change for faculty in the past two years with classes suddenly moving fully online due to the pandemic and then evolving to some combination of online, hybrid, and face-to-face. This change continues and requires faculty to continually adapt to the changing circumstances often with little notice or involvement. Few would say this has been easy or quick whether they are new to teaching or a seasoned instructor. This 4th Annual Teaching Bootcamp at AOM addresses the continuing pandemic-driven changes and provides the opportunity to obtain tips, techniques, and resources covering a variety of topics to help you design, develop, and implement your classes to be the best they can be going forward. This lively, interactive session features a variety of topics related to teaching across all management disciplines with various delivery formats presented by experienced instructors in a roundtable format. In alignment with the conference theme of “Creating a Better World Together,” faculty need to collaborate and cooperate so we can all be better off together. This PDW will provide teaching resources to help faculty effectively manage their classes in today’s environment supporting the AOM vision to “inspire and enable a better world through our scholarship and teaching..” We anticipate an interactive and informative session, so come join the fun as we explore the basics from syllabus construction to building community in an online/hybrid classroom and motivating students.

KEY TO SYMBOLS

-  Teaching-oriented
-  Practice-oriented
-  International-oriented
-  Theme-oriented
-  Research-oriented
-  Diversity-oriented
-  Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **506** | Submission: **12376** | Sponsor(s): **(MED, MC, HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 3:00PM - 4:30PMPT (UTC-7)** at **The Westin Seattle in Cascade II**

What's Really on the CEOs' Developmental Agenda?

CEOs' Developmental Agenda

Presenter: **Carol Kauffman**, -
Presenter: **Konstantin Korotov**, *ESMT Berlin*

This PDW builds on a recent survey of 1000 CEOs of global companies with a combined annual revenue of four trillion dollars, and on cases from the experience of executive coaches working with global executives. Participants explore perceived developmental agendas of senior leaders, including their "Achilles heels." Understanding the current context of CEOs will help educators align their academic or consulting experiences with the immediate needs of top executives. Those working with aspiring leaders (e.g. students) will be able to offer them a more nuanced view of today's senior managers' work requirements. For example, the PDW will explore the CEOs' challenge of being more compassionate and meeting the emotional needs of the employees. The PDW is built around small group and plenary discussions on the basis of short inputs from the facilitators. Participants work with survey data and very short cases that they can later use in their teaching, and they receive a more substantial case book after the workshop as a resource. The PDW also offers further materials for course design and delivery (e.g. references to survey data, additional cases, and practice examples).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Social Event**
Program Session: **507** | Submission: **10500** | Sponsor(s): **(MOC)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 3:00PM - 4:30PMPT (UTC-7)**

MOC Connecting *MOC Connecting*

Organizer: **Jean-Nicolas Reyt**, *McGill U.*
Organizer: **Adaora Ubaka**, *U. of Illinois at Chicago*

Join a conversation with like-minded scholars on a cognition-based topic. We pre-select a broad set of popular cognition topics for scholars to discuss with one-another in small groups. This fun and interactive event will include discussions with scholars researching "hot topic" areas in MOC. Participants will rotate to two different discussion groups of their choice. Hopefully many new research-based collaborations are formed and new ideas are sparked.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **508** | Submission: **14965** | Sponsor(s): **(MOC, HR, OB)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 3:00PM - 5:00PMPT (UTC-7)**

**The Power of Play in Organizations: Implications for
Well-being and Work Effectiveness**
Play in Organizations



Panelist: **Simon Lloyd D. Restubog**, *U. of Illinois at Urbana-Champaign*
Panelist: **Lu Wang**, *Australian National U.*
Panelist: **Kohyar Kiazad**, *Monash U.*
Panelist: **Gillian Yeo**, *U. of Western Australia*
Panelist: **Karl Aquino**, *U. of British Columbia*

Fantasy football, virtual escape rooms, trivia nights, ping pong, and tables of Lego alongside office workstations—these are just some examples of how play exists in contemporary workplaces (Stewart, 2013). Broadly defined, play refers to a type of activity carried out primarily for fun and enjoyment (Celestine & Yeo, 2021; Petelczyc, Capezio, Wang, Restubog & Aquino, 2018). Focusing on the role of play in work and organizational contexts, this PDW assembles a world-class panel of Special Issue Guest Editors to introduce and answer questions regarding a forthcoming special issue in *Journal of Organizational Behavior* on workplace play.

To be eligible to partake in this PDW, participants will be asked to submit proposals for manuscripts to be considered for publication in *Journal of Organizational Behavior*'s forthcoming Special Issue on “The Power of Play in Organizations: Implications for Well-being and Work Effectiveness”. Participants can either submit a clearly developed proposal (10 pages double-spaced, all inclusive) or a developmental research idea (2 pages double-spaced, all inclusive) with the potential to advance our understanding of workplace play. While the former will clearly and concisely articulate the key research questions, theoretical underpinnings, contributions, and methods of the proposed research, the latter would briefly describe an innovative idea and outline some preliminary research questions, hypotheses, and proposed methodology. We are open to both empirical (e.g., qualitative, field, experimental, meta-analytic reviews) and conceptual (e.g., theory development and integrative reviews) contributions that stimulate discourse in the research agenda of workplace play, significantly contribute to the advancement of coherent bodies of knowledge in the area, and provide clear, compelling, and actionable recommendations to guide future scholarship. Please refer to the *JOB* Special Issue Call for Paper for additional details. Participants will be asked to submit proposals and developmental research ideas to Lu Wang (nick.wang@anu.edu.au) by June 17, 2022. If we receive more interest than our time allotment can accommodate, those with the highest potential for inclusion in the special issue will be invited to participate in the PDW.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**

Program Session: **509** | Submission: **11185** | Sponsor(s): **(OB, HR, ODC, STR, MC)**

Session Format: **In-person Only: Seattle**

Scheduled: **Saturday, Aug 6 2022 3:00PM - 5:00PMPT (UTC-7)** at **Seattle Convention Center** in **Skagit 3**

**Creating a Better World Through Translation: Publishing in
HBR, SMR, CMR, & PSJ**
Publishing in HBR, SMR, CMR, & PSJ



Organizer: **Brad Winn**, *Utah State U.*

Organizer: **Virgil Fenters**, *U. of Nevada, Las Vegas*

Panelist: **Margaret M. Luciano**, *Penn State U.*

Panelist: **Ethan Scott Bernstein**, *Harvard Business School*

Panelist: **Ania Wieckowski**, *Executive Editor at Harvard Business Review*

Panelist: **Elizabeth Heichler**, *MIT Sloan Management Review*

Panelist: **David Vogel**, *U. of California, Berkeley*

Panelist: **David Reimer**, *HR People + Strategy*

Many research studies have commenced with the hope they will have significant theoretical and practical implications. Many researchers want to help create a better world by making a difference within their scholarly communities and within organizations where managers and professionals practice. Yet, these important insights are often not read by “real world” leaders, managers, and professionals. In our quest to be more inclusive in sharing our research, it is increasingly important to consider new ways of providing managers greater access to our research findings. This PDW focuses on how researchers can have a greater impact on practice by publishing in journals that are circulated beyond the Academy. Senior editors representing “bridging” journals (Harvard Business Review, MIT Sloan Management Review, People + Strategy Journal, California Management Review) will share insights on how to publish in venues that impact both academics and practitioners. In addition, researchers will share a priori research development strategies that set up projects with a greater chance to make a difference beyond the academy in the “real world” to improve lives. Researchers and editors will lead a highly interactive and participative session on this topic, which will include audience dialogue and roundtable discussions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **510** | Submission: **11470** | Sponsor(s): **(OB, RM, GDO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 3:00PM - 4:30PMPT (UTC-7)** at **Seattle Convention Center in Room 4C1**

**Improving Leadership Research Around the Globe: A
Hybrid Mentoring Session**
Improving Leadership Research Around the Globe



Organizer: **Marie Dasborough**, *U. of Miami*
Participant: **John Antonakis**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*
Participant: **Leanne Atwater**, *U. of Houston*
Participant: **Nicolas Bastardoz**, *KU Leuven*
Participant: **Claudia Cogliser**, *Texas Tech U.*
Participant: **Michael S. Cole**, *Texas Christian U.*
Participant: **Michael Daniels**, *U. of British Columbia*
Participant: **Olga Epitropaki**, *Durham U.*
Participant: **William L. Gardner**, *Texas Tech U.*
Participant: **Ryan Gottfredson**, *California State U., Fullerton*
Participant: **Ronit Kark**, *Bar Ilan U.*
Participant: **Gregory Lee**, *U. of the Witwatersrand*
Participant: **Kevin B. Lowe**, *U. Of Sydney*
Participant: **Robin Martin**, *U. of Manchester*
Participant: **Jeremy D. Meuser**, *U. of Mississippi*
Participant: **Ronald E. Riggio**, *Claremont McKenna College*
Participant: **Terri A Scandura**, *U. of Miami*
Participant: **Mary Sully De Luque**, *Arizona State U.*
Participant: **Mary Uhl-Bien**, *Texas Christian U.*
Participant: **Dina Van Dijk**, *Ben Gurion U. of the Negev*
Participant: **Frankie Jason Weinberg**, *Loyola U. New Orleans*
Participant: **Francis J. Yammarino**, *Binghamton U.-State U. of New York*
Participant: **Angelina Zubac**, *U. of Queensland*

This inclusive PDW will provide students and junior faculty from diverse backgrounds the opportunity to discuss their leadership research in a collegial setting with prominent leadership scholars. The junior scholars are required to submit brief research proposals prior to the conference, and will be matched with a more senior scholar with similar research interests (not from their home university). At tables organized by themes (in person or in ZOOM), the senior scholars will then discuss these proposals with the 1-3 junior scholars they are matched with, providing insights and suggestions for future research directions. A general networking session with all participants will follow, whereby current and former editors of top leadership journals will discuss how to transform the proposals into publishable journal articles. The focus will be on developing theoretical foundations and designing high quality empirical studies. This is a great opportunity for the junior scholars to develop their ideas, and it may even lead to future academic collaborations and foster ongoing mentoring relationships. In each of the last 2 years, our virtual version of this Leadership PDW was a great success. On both occasions, there were numerous ZOOM sessions in 4 different time zones with over 75 participants from all over the globe.

Participation is by invitation only. Please contact Dr Marie Dasborough for more details at: m.dasborough@miami.edu

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **511** | Submission: **18463** | Sponsor(s): **(PUBS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 3:00PM- 4:30PMPT (UTC-7)** at **Seattle Convention Center in Room 619**

Publishing in Academy of Management Collections
Publishing in Academy of Management Collections



Organizer: **Susan Zaid**, *Academy of Management*
Presenter: **Elizabeth L. Rose**, *Indian Institute of Management Udaipur*
Presenter: **Benjamin Martell Galvin**, *Brigham Young U.*

Academy of Management Collections (AMC) is a new and exciting publication that will make an important contribution to the AOM's portfolio of publications. AMC has a unique format, in that each issue consists of a selection of articles from AOM publications, tied together by an original paper that serves to curate the collection. In this session, the AMC editors will introduce you to the publication, share its mission, and talk about how AMC will benefit both scholars and practitioners. They will also provide an overview of what a collection – including the curating essay – will look like, how a successful proposal can be developed and submitted, and how the review process works. There will also be time to ask questions and obtain insights directly from the AMC editors.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **PDW Workshop**
Program Session: **512** | Submission: **18469** | Sponsor(s): **(PUBS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 3:00PM- 4:00PMPT (UTC-7)** at **The Westin Seattle in Mercer**

**AMD Special Research Forum on Exploring the Modern
Organizational Context through the Lens of Sport**
AMD SRF: Organizational Context through Sport



Organizer: **Susan Zaid**, *Academy of Management*
Presenter: **Kevin W. Rockmann**, *George Mason U.*
Panelist: **Celia Moore**, *Imperial College Business School*
Panelist: **Thomas P. Moliterno**, *Vrije U. Amsterdam*
Panelist: **Dmitry Sharapov**, *Imperial College Business School*
Panelist: **Rory Eckardt**, *Binghamton U.-State U. of New York*
Panelist: **Paolo Aversa**, *City U. London*
Panelist: **Matthew S. Bothner**, *ESMT European School of Management and Technology*

The Academy of Management Discoveries (AMD) is hosting a dedicated idea and paper development workshop to guide and help scholars who are considering submitting a paper to the AMD Special Research Forum (see full call at this link; submission deadline: January 1st, 2023). The AMD Editor-in-Chief Kevin Rockmann and a selection of the Guest Editors will present the aim of this AMD Special Forum and illustrate the kinds of works they hope to receive. In order to provide initial feedback to specific research ideas or working papers, a roundtable will follow to discuss potential submissions with the authors. For those who would like to circulate their preliminary ideas with the guest editors, please send a short or full paper to amd@aom.org by July 15th, 2022. The participation to this workshop does not guarantee the inclusion to the Special Forum. For more information, please contact any of the Guest Editors.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **513** | Submission: **14465** | Sponsor(s): **(SIM, ONE, IM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 3:00PM - 4:30PMPT (UTC-7)** at **Hyatt Regency Seattle** in **403 Cispus**

How Can Firms Contribute to SDG 16? An Interdisciplinary Conversation



How Can Firms Contribute to SDG 16?

Moderator: **Santiago Sosa**, *U. EAFIT*
Panelist: **Andres Velez-Calle**, *U. EAFIT*
Panelist: **Peter Jack Gallo**, *Creighton U.*
Panelist: **Jennifer Oetzel**, *American U.*
Panelist: **Jay Joseph**, *American U. of Beirut*
Panelist: **Li Dai**, *Loyola Marymount U.*
Panelist: **Molly Melin**, *Loyola U. Chicago*
Participant: **Jacobo Ramirez**, *Copenhagen Business School*

Aligned with this year's conference theme "Creating a Better World Together", we undertake an important discussion on grand challenges and the United Nations Sustainable Development Goals (SDGs) by focusing our attention on the often-neglected SDG 16 Peace, Justice, and Strong Institutions to understand business strategies for peacebuilding and the importance of promoting this particular SDG to achieve the 2030 17 SDGs. In this Symposium we provide a space for scholars from various disciplines and different parts of the world who have a common subject: peace. And share their thoughts on how firms can specifically contribute to peacebuilding and build stronger institutions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **514** | Submission: **18415** | Sponsor(s): **(AAA)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 3:15PM - 4:45PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Boren**

Ethics Forum: Mentorship and Supporting Each Other's Careers *Ethics Forum #2*

Participant: **Lucy Leety-Wheeler**, *Academy of Management*
Host: **Deborah M. Mullen**, *U. of Tennessee, Chattanooga*
Organizer: **Deborah M. Mullen**, *U. of Tennessee, Chattanooga*
Organizer: **Benson Honig**, *McMaster U.*

This session seeks to help graduate students and early faculty define what they want/need in a mentorship relationship, how to identify individuals, how to engage as well as end mentorships. The AOM Code of Ethics charges all members to support each other, strengthening and renewing the academy through making creating space for new members. By being better supporters for others, boosting their careers, we better AOM overall and our profession. This session will offer roundtable sessions focused on attendee questions with suggestions and active takeaways for how to improve mentorships for both the mentee and mentor.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  Intemational-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Social Event**
Program Session: **515** | Submission: **12547** | Sponsor(s): **(OSCM)**
Session Format: **Not Provided**
Scheduled: **Saturday, Aug 6 2022 3:15PM - 4:45PMPT (UTC-7)**

Association for Supply Chain Management Social (CANCELLED)
ASCM Social Event

Participant: **Kai Dominik Foerstl**, *EBS U. für Wirtschaft und Recht*
Session Chair: **John Aloysius**, *U. of Arkansas Sam M. Walton College of Business*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Caucus**
Program Session: **516** | Submission: **11321** | Sponsor(s): (CAU)
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 3:30PM - 5:00PMPT (UTC-7)**

Enabling Conditions for Inclusive Organizations
Enabling Conditions for Inclusive Organizations



Organizer: **Jeffrey R. Moore**, *Anderson U.*
Organizer: **William R. Hanson**, *Anderson U.*

Organizations and governments are looking to include marginalized groups in the workforce. Inclusive organizations hiring employees with disabilities are scarce, and we invite organizational change consultants, managers, and HR professionals to discuss the conditions needed in inclusive organizations. We will discuss positive as well as failed attempts at inclusion.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **517** | Submission: **18348** | Sponsor(s): **(CM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 3:30PM - 4:30PMPT (UTC-7)** at **Seattle Convention Center** in **Room 614**

Conflict Management Division Executive Board Meeting *CM Executive Board Meeting*

Program Chair: **Pri Pradhan Shah**, *U. of Minnesota*
Division Chair: **Kristin Jackson Behfar**, *London Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Politics and the Planet

Session Moderator: **Caroline Clarke**, *The Open U. Business School*

CMS: **Geopolitics in Business Schools? (WITHDRAWN)**  

Author: **Nathalie Bernoud-Belhoste**, *Grenoble Ecole de Management*

The impact of geopolitics on business activities is undeniable as all MNCs now consider it to be a specific risk. Yet, business school curricula only rarely contain standalone geopolitics modules. I suggest that it is time to bring geopolitics into business schools as a subject worth of serious attention can only enrich our teaching by providing a geopolitical approach of the international business context. I first explain the different streams of thoughts in geopolitics (classical and critical) and methodological foundations. Integrating classical geopolitics helps understand the new world order and how states' grand strategies may impact business activities (and helps avoid “geopolitical traps”); critical geopolitics helps deepen the political risk perspective with a relational and multiscale geopolitical approach (and helps avoid “geopolitical mistakes”). I suggest two ways of incorporating geopolitics into our teachings: offering classical geopolitics courses to ensure the conceptual integration of key strategic issues into the class discussion and teaching the students the systemic method of analysis. Adopting a geopolitical perspective will also help fulfill our broader mission as business schools: to develop our students' capability to generate sustainable value in business and society.

Paper is NOT Available. Please contact the author(s).

CMS: **“No One Treated it as a Crime”: An Empirical Study of Corruption Rationalization**

Author: **Caio César Coelho Rodrigues**, *Fundação Getulio Vargas - EAESP*

Rationalization of corruption relieves oneself from moral imperatives. It comes from the concept of moral disengagement, the cognitive misperception that some inhuman or immoral activity is not wrong, nor against the moral principles of the agent. These concepts are empirically understudied due to the difficulties of acquiring qualitative reliable data of corrupt agents. The research question that underlies this study is: How do corruption perpetrators rationalize corruption? We aim to empirically explain these mechanisms and understand how organizations can foster or prevent corruption rationalization. To achieve these goals, we conducted a content analysis of the testimony of 49 Odebrecht executives, a large Brazilian construction and energy company, who pled guilty to an international corruption scheme. These executives described and deconstructed the rationalization approach they used to commit the crimes over the years in plea bargains. This research summarized previous rationalization studies in eight categories to which we found empirical evidence. Moreover, executives in different hierarchical levels use different mechanisms, impacting organizational prevention and corruption combat.

Paper is Available to Meeting Registrants Only.

CMS: **Risking the Planet. How Finance Understands the Natural Environment**

Author: **Matthias Taeger**, *The London School of Economics and Political Science*

This paper employs the concept of cognitive frames to answer the question of how financial market actors understand the natural environment. It argues that financial risk serves as frame making the environment meaningful within finance. Advancing the concepts of frames and framing, the notion of nested frame structures is introduced to show how this risk frame relies on a series of subframes in instructing and shaping financial market actors' behaviour, action and judgement. While making the natural environment more meaningful within finance, this nested frame structure decouples thinking about the planet's climate from ideas of environmental sustainability. The paper also shows, however, how the preliminary nature of this frame structure can facilitate partially emancipatory interventions into its structure and use. Thus, this paper contributes to the literature mapping the limitations of environmental risk as vehicle for 'green' finance.

Paper is Available to Meeting Registrants Only.

CMS: **Animals' Roles and Relations with Humans in Organizations**  

Author: **Katja Dlouhy**, *U. of Mannheim*

Author: **India Jana Kandel**, *Leibniz U. Hannover*

Author: **Antje Schmitt**, *U. of Groningen*

Animals (i.e. all species except humans) are mostly disregarded in management research. However, the enormous numbers of animals in organizations and of humans working with animals call for scholarly attention. By introducing a typology of roles that animals are assigned within organizations, we highlight the presence of animals and the significance of human-animal relations in organizations. We explain how organizations reinforce and institutionalize speciesism in human society, and how this affects animals and humans who work with animals through joint exploitation, stigmatization, and suffering. On the other hand, we also outline when human-animal interactions in organizations can be beneficial for humans and animals. We argue that a scholarly perspective on human-animal relations in organizations can help to make animals visible, explain and prevent negative effects on humans, and improve organizational and societal life.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Symposium**

Program Session: **519** | Submission: **14692** | Sponsor(s): **(GDO, MOC, OB)**

Session Format: **In-person Only: Seattle**

Scheduled: **Saturday, Aug 6 2022 3:30PM - 5:00PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Dashpoint**

Perceiving and Disrupting Discrimination in Organizations *Perceiving and Disrupting Discrimination*



Session Chair: **Serenity Lee**, *The Wharton School, U. of Pennsylvania*

Session Chair: **Rachel Arnett**, *The Wharton School, U. of Pennsylvania*

Presenter: **Rachel Arnett**, *The Wharton School, U. of Pennsylvania*

Presenter: **Serenity Lee**, *The Wharton School, U. of Pennsylvania*

Presenter: **Lumumba Seegars**, *Harvard Business School*

Presenter: **Sa-kiera Hudson**, *Yale U.*

Presenter: **Chade Darby**, *Cornell U.*

Discussant: **Modupe Akinola**, *Columbia U.*

Despite the increasing demographic diversity in the workforce, discrimination against marginalized social groups remains a prevalent issue for many modern organizations (Hebl et al., 2020). However, the nature of discrimination is constantly evolving. While overt and explicit animus is often taboo, biases continue to creep into daily interactions in subtler ways and seep into the fabric of organizations in a manner that can be harder to detect. These challenges lead to questions about how discrimination can be overcome. In some cases, individuals who are subjected to discrimination respond at an individual level through confronting biased behaviors (Czopp & Monteith, 2003) or pushing back on organizational practices (Meyerson & Scully, 1995). Marginalized employees also attempt to engage in collective action with similarly situated individuals who are motivated to push back on the status quo (Scully & Segal, 2002). Finally, enlisting the help of allies from historically advantaged groups can be another tactic to shift the system (Droogendyk et al., 2016). While each of these approaches to fighting discrimination has promise, the present symposium investigates the obstacles that prevent these tactics from reaching their full potential. Drawing upon multiple methods (qualitative, survey, and experimental) and theoretical lens (identity management, collective action, allyship, intersectionality), we highlight issues in each of the above domains of individual action, collective action, and allied action. Collectively, these studies shed light on the experiences of employees navigating and responding to discrimination in the workplace, the barriers that undermine these efforts, and what may offer hope of effectively disrupting organizational discrimination and inequality.

Navigating Race at Work: A Two-Dimensional Framework of Minority Racial-Identity Management

Author: **Rachel Arnett**, *The Wharton School, U. of Pennsylvania*

Author: **Keana Richards**, *U. of Pennsylvania*

Author: **Serenity Lee**, *The Wharton School, U. of Pennsylvania*

Author: **Patricia Faison Hewlin**, *McGill U.*

Sanctioned Radicals: Comparing employees' collective organizing around race versus gender

Author: **Lumumba Seegars**, *Harvard Business School*

The Divergence Between Descriptive and Prescriptive Expectations for Gay Men and Lesbian Women

Author: **Sa-kiera Hudson**, *Yale U.*

Author: **Asma Ghani**, *Harvard U.*

Author: **Aeriel Allen**, *New York U.*

Marginalized Workers' Allyship Perceptions of Workplace Friends and Managers

Author: **Chade Darby**, *Cornell U.*

Author: **Courtney Lynn McCluney**, *ILR at Cornell*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**

Program Session: **520** | Submission: **10149** | Sponsor(s): **(IM, RM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Saturday, Aug 6 2022 3:30PM- 6:00PMPT (UTC-7)** at **Sheraton Grand Seattle in University**

Advancing Neo-configurational Theorizing and Analysis in International Management Research
Neo-configurational Theorizing and Analysis in IM



Organizer: **Stav Fainshmidt**, *Ivey Business School*
Organizer: **Michael A. Witt**, *INSEAD*
Panelist: **Luciano Ciravegna**, *INCAE Business School*
Panelist: **Donal Crilly**, *London Business School*
Panelist: **Peer Fiss**, *U. of Southern California*
Panelist: **Thomas Greckhamer**, *Louisiana State U.*
Panelist: **Gregory Jackson**, *Freie U. Berlin*
Panelist: **Krista Lewellyn**, *Florida Southern College*
Panelist: **Ursula Ott**, *Nottingham Business School*
Panelist: **Martin Schneider**, *U. of Paderborn*

Following the recent emergence of neo-configurational theorizing and Qualitative Comparative Analysis in management studies, we are seeing their growth in international management scholarship as well. However, although many of the phenomena international management researchers examine are inherently configurational, configurational approaches to theorizing and empirical analysis are still scarce. The neo-configurational approach – with its focus on equifinality, conjunctural causation, and causal asymmetry – provides promising opportunities to revisit core theoretical notions in international management literature as well as to break new ground in our understanding of phenomena of interest, including cross-national Grand Challenges often characterized by causal complexity. In this PDW, we seek to support the diffusion of configurational theorizing and methods specifically tailored to the needs of international management researchers. As such, this PDW is a specialist extension, or complement, to the main QCA PDW typically sponsored by the Research Methods Division. We plan to bring together scholars with strong expertise in configurational research and international management scholars seeking to leverage configurational perspectives and analytical techniques. The PDW would be structured around two main components: Presentations by senior scholars on the potential applications for international management research, and collective brainstorming in small groups with subsequent debrief on novel future research opportunities culminating in a table (similar to that found in a literature review paper) that can be circulated among IM division members. Ultimately, our aim is to help international management scholars develop impactful research using configurational theorizing and techniques as well as to share insights with interested scholars that could further the application of configurational research in international management scholarship

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **521** | Submission: **14960** | Sponsor(s): **(MC, MED, OB)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 3:30PM - 5:00PMPT (UTC-7)**

Honing Values and Developing Empathy in Times of Crisis:   
A Theater-based Approach
Honing Values and Developing Empathy with Theater

Organizer: **Marco Aponte**, *Saint Mary's College of California*
Organizer: **Mary Vradelis**, *St Mary's College & Sequoia Consulting Associates*

The COVID-19 pandemic has presented unprecedented economic and social challenges for people, organizations and governments. At the center of the crisis, managers, leaders, and other key decision makers have seen their values and empathy put to the test. In this context, creating an awareness of one's values and developing one's capacity for empathy have become essential skills to work effectively with others, end the divisions that have resulted from the crisis, and create a better world. This professional development workshop will provide consultants, coaches and educators with theater-based strategies, grounded in management theory, aimed at honing values and developing empathetic skills. Its main purpose is to give participants the opportunity to experience theater-based exercises that they can apply when working on their clients' and students' values and empathetic skills, as well as in their own development as leaders. The workshop's objectives include developing self-reflection habits, understanding the power of values to tackle divisions and bring people together, and using the imagination to strengthen empathy and improve teamwork. Participants will also have a chance to discuss ways to integrate these techniques into their own teaching and work. (186 words)

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **522** | Submission: **19384** | Sponsor(s): **(OB)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Saturday, Aug 6 2022 3:30PM - 5:00PMPT (UTC-7)**

Ideation, Innovation, and Work Passion



Session Moderator: **Velina Serafimova**, *Macquarie Business School, Macquarie U.*

OB: The Firm’s Role in Creating Work Passion

Author: **Velina Serafimova**, *Macquarie Business School, Macquarie U.*
Author: **Denise Mary Jepsen**, *Macquarie Business School, Macquarie U.*

Work passion has received increasing attention from scholars and practitioners who recognise its individual and organisational benefits. The work environment has been suggested as a major antecedent to work passion, however, its role in the creation process is significantly underexplored. Therefore, organisations may be missing out on opportunities to improve individual and organisational outcomes stemming from passion’s unique characteristics. This study focused on the role of leaders and human resource management (HRM) representatives as the main organisational actors shaping the work environment. The semi-structure interview design allowed leaders and HRM representatives to report their understanding of work passion, their role in creating and maintaining passion, and their perception of its possible negative effects. Analysis of 26 interviews revealed three key findings. First, leaders and HRM representatives demonstrated low awareness of the work passion concept. Second, the role of leadership in work passion was considered significant, while the relationship between HRM and work passion was perceived as distant and indirect. Third, having passion for a specific aspect of the job was seen to potentially cause an adverse effect on employee performance and well-being. These findings expand knowledge about work passion by providing the organisational perspective on work passion.

Paper is Available to Meeting Registrants Only.

OB: More Innovative, More Delay? A Self-Control Model of the Effect of Creativity on Procrastination

Author: **Jing-hao Zhang**, *Faculty of Economics and Business, U. of Groningen*
Author: **Onne Janssen**, *U. of Groningen*
Author: **Yan Zhang**, *Peking U.*

Existing research on creativity mainly investigates abundant antecedents of creativity to reveal how to foster it, which is based on the assumption that creativity is always beneficial. Recently, several scholars indicated that creativity might result in potentially negative consequences. However, the research line of the dark side of creativity only focused on morality- and interpersonal issues, whereas task-related behavioral consequences at work rarely attracted attention. Drawing on the integrative self-control theory, the present research hypothesized that creativity leads to disinhibition and then undermines self-control, which in turn results in self-control failure as well as more procrastination at work. Besides, we also proposed the boundary condition of this relationship. We conducted two experimental studies, one multi-wave survey study, and one diary study to examine our theoretical model. Cross-cultural experimental studies revealed that induced creative mindset had a causal influence on state self-control and intention to procrastinate. The survey study revealed that creativity had a negative effect on state self-control and a positive effect on procrastination at work, and that job autonomy strengthened such effects. The diary study revealed that within-person creative engagement had a negative effect on state self-control and a positive effect on procrastination at work within the same day, and that job autonomy strengthened such effects. Our research provides a novel perspective on the dark side of creativity and empirical evidence for the hypothesis of creative disinhibition. Theoretical and practical implications are also discussed.

Paper is NOT Available. Please contact the author(s).

OB: Team Cognitive Composition and Innovation: The Role of Leader Behavior and Ambidextrous Learning

Author: **Kai Zhao**, *School of Labor and Human Resources, Renmin U. of China*
Author: **Shanshan Zhang**, *School of Labor and Human Resources, Renmin U. of China*

Integrating the theoretical perspective of innovation ambidexterity and the complementarity theory, this study elaborates a complementary approach between team cognitive composition and leader behaviors to reconcile the creation–implementation tension at the team level. Using the multi-time and multi-source data gathered from 702 team members in 116 teams across six Chinese high-tech companies, we found that when team at relatively low levels of systematic-intuitive cognitive composition, that is, the proportion of members with systematic cognitive style is higher than that of members with intuitive cognitive style, the weaker management control and stronger power sharing from the team leader would promote team ambidexterity. In contrast, when team at relatively high levels of systematic-intuitive cognitive composition, that is, the proportion of members with intuitive cognitive style is higher than that of members with systematic cognitive style, the stronger management control and the weaker power sharing from the team leader would enhance team ambidexterity. Additionally, we integrated the above findings to examine two moderated mediation models, which suggest that team ambidexterity mediated the interactive effects between team cognitive compositions and two team leadership behaviors-leader management control and leader power sharing on team innovation. The theoretical and practical implications of these findings, the limitations of our study, and future research directions are discussed as well.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **523** | Submission: **19539** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 3:30PM - 5:00PMPT (UTC-7)** at **Seattle Convention Center in Room 606**

Social Comparison and Well-Being

Session Moderator: **Kristine Kuhn**, *Washington State U.*

OB: Upward Social Comparison toward Proactive and Reactive Knowledge Sharing

Author: **Yixin Li**, *Nanjing U.*

Author: **Sun Young Sung**, *Nanjing U.*

Author: **Jin Nam Choi**, *Seoul National U.*

Integrating knowledge management and social comparison literature, the present study provides a nuanced perspective on the socio-emotional processes underlying knowledge sharing based on the proactive-reactive framework. We theorize that upward social comparison indirectly predicts proactive and reactive knowledge sharing of employees by eliciting benign and malicious envy, respectively. We further hypothesize that learning and performance goal orientations moderate the indirect effects of upward social comparison on the two types of knowledge sharing. Two studies based on data collected from 176 employee-supervisor dyads in various industries and a scenario-based online simulation supported most of the hypotheses. For employees with high learning goal orientation, upward social comparison had a significant positive indirect effect on proactive knowledge sharing through benign envy. For employees with low performance goal orientation, upward social comparison exhibited a significant negative indirect effect on reactive knowledge sharing via malicious envy. The current analysis revealed mostly positive implications of upward social comparison toward employees' emotional reactions and knowledge sharing, which highlight the distinct function of the social comparison of abilities and performance in workplaces.

Paper is Available to Meeting Registrants Only.

OB: Does Political Savviness Enhance Employee Voice? Speaking Up when Coworkers are Ostracized 

Author: **Amy Yaimai Wang**, *The Hang Seng U. of Hong Kong*

Author: **Eko Yi Liao**, *Hang Seng U. of Hong Kong*

Given that organizations are functions of intricate and interpersonal systems, the severity and pervasiveness of workplace ostracism—defined as the extent to which an individual perceives he or she is being ignored in the workplace—can have devastating effects on both employee and organizational outcomes. Much of the literature has largely established workplace ostracism to be a dyadic event between the perpetrator and the target by mainly examining targets' reactions from a need-threat perspective. Yet, as individual employees interact with and are often nested within a team environment, ostracism may impact not only the target but also the other individuals that share the same social context (i.e., group members, coworkers). To address the understudied indirect effects of workplace ostracism on third parties, this study adopts a social information processing approach to examine how the ostracism of an employee's coworkers affects his or her own work outcomes such as voice behavior. We contend that individuals are not merely passive recipients of the social environment but can utilize their abilities and knowledge (i.e., political savviness) to successfully navigate socially disruptive environments. A study was conducted involving a sample of 154 employees and their supervisors from a large biotechnology firm in China. The results showed that employees were less likely to engage in voice behaviors when their coworkers were ostracized in the workplace. The study also revealed a significant three-way interaction effect between political understanding and political skill on the relationship between coworkers' ostracism and employee voice, supporting the notion that political savviness is a valuable resource in mitigating ostracism's negative effects. Organizational implications, recommendations and future research ideas are also discussed.

Paper is Available to Meeting Registrants Only.

OB: Stepping Back to See What Matters: Reducing Diagnosticity Neglect in Social Comparison 

Author: **Daniel Alexander Yudkin**, *The Wharton School, U. of Pennsylvania*

People frequently compare themselves to others, and these comparisons have important affective and organizational consequences. Social comparisons differ in their diagnosticity—the degree to which they are attributable to features of the person versus the situation. While logic suggests people should give more credence to diagnostic than nondiagnostic comparisons, research shows they may overlook diagnosticity when comparing themselves to others. This tendency, which we call “diagnosticity neglect,” can lead them to draw inaccurate conclusions about themselves. Here we test whether psychological distancing strategies can mitigate diagnosticity neglect. Because diagnosticity neglect may come from people's tendency to overestimate the self-relevance of social information, adopting a distanced perspective may increase the salience of causal sources outside the self, thereby reducing diagnosticity neglect. Four experiments (three preregistered, total N = 4,008) test and support this prediction. Experiment 1 shows that people exhibit less diagnosticity neglect when imagining participating in an anagrams task than when actually doing so. Experiment 2 shows that people who are prompted to take a distanced (versus immersed) perspective exhibit less diagnosticity neglect in response to a poorly attended birthday, and Experiment 3 suggests this effect is mediated by internal versus external attribution. Experiment 4 shows that this observation also holds for favorable comparisons. Overall, this research highlights interventions that may provide people a more balanced understanding of where they stand relative to others.

Paper is Available to Meeting Registrants Only.

OB: Should We Talk About the Government? Politicized News and Employee Affective Well-Being 

Author: **Kristine Kuhn**, *Washington State U.*

Author: **Teng Iat Loi**, *U. of Minnesota - Duluth*

Author: **Leah Sheppard**, *Washington State U.*

Breaking news often elicits emotions. In an increasingly crisis-ridden and fractured society, we propose politicized news can cause employees' state affect to diverge along ideological lines. Integrating theory on social sharing of emotions with evidence from political science and related disciplines, we explore the proximate workplace consequences of politicized events external to the organization. Our novel methodological approach incorporates national level events in conjunction with experience sampling methodology that assesses within-person change; 132 employees in the United States were surveyed over fifteen working days surrounding the highly contentious 2020 election. Questions did not reference the election, yet results indicate significant changes in state positive and negative affect that varied according to political orientation and corresponded to daily lead news. Although many organizations discourage discussion of political or societal issues due to fear of conflict, our results challenge this conventional understanding. We find apparent affective benefits from an observed increase in coworker communication linked to emotionally-charged politicized news. These results are the first to show meaningful divergent effects of external events for a broad cross-section of employees in real time, and highlight the need for management research to address societal factors as relevant to employee well-being.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **524** | Submission: **11073** | Sponsor(s): **(OB, CAR, GDO, HR, IM, MOC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 3:30PM - 5:30PMPT (UTC-7)** at **Seattle Convention Center in Room 4C2**

OB Research Roundtables Forum

OB Research Roundtables Forum

Organizer: **Edwyna Theresa Hill**, *U. of South Carolina*
Organizer: **Semin Park**, *U. of Iowa*
Organizer: **Troy Smith**, *U. of Nebraska, Lincoln*
Organizer: **Manuel J. Vaulont**, *Hong Kong U. of Science and Technology*
Facilitator: **Jennifer Nahrgang**, *U. of Iowa*
Facilitator: **Hudson Sessions**, *Southern Methodist U.*
Facilitator: **Emily D. Champion**, *U. of Iowa*
Facilitator: **Matthew B. Perrigino**, *Iona College*
Facilitator: **Amy Y. Ou**, *Department of Management & Marketing, Faculty of Business, Hong Kong Polytechnic*
Facilitator: **Chad Hartnell**, *Georgia State U.*
Facilitator: **Yaping Gong**, *The Hong Kong U. of Science and Technology*
Facilitator: **Jing Zhou**, *Rice U.*
Facilitator: **Spencer Harrison**, *INSEAD*
Facilitator: **Michelle K. Duffy**, *U. of Minnesota*
Facilitator: **Sandra Robinson**, *U. of British Columbia*
Facilitator: **Alexis Nicole Smith**, *Oklahoma State U.*
Facilitator: **Erika V. Hall**, *Emory U., Goizueta Bus Sch*
Facilitator: **Tiffany Dawn Johnson**, *Georgia Institute of Technology*
Facilitator: **Neal M. Ashkanasy**, *U. of Queensland*
Facilitator: **Sigal Barsade**, *The Wharton School, U. of Pennsylvania*
Facilitator: **Shimul Melwani**, *U. of North Carolina, Chapel Hill*
Facilitator: **Elizabeth Eve Umphress**, *U. of Washington*
Facilitator: **David Welsh**, *Arizona State U.*
Facilitator: **Michael Baer**, *Arizona State U.*
Facilitator: **Blake E. Ashforth**, *Arizona State U.*
Facilitator: **David Sluss**, *ESSEC Business School*
Facilitator: **Fadel Khalil Matta**, *U. of Georgia*
Facilitator: **Lauren D'Innocenzo**, *Drexel U.*
Facilitator: **Gilad Chen**, *U. of Maryland*
Facilitator: **Mo Wang**, *U. of Florida*
Facilitator: **Niels Van Quaquebeke**, *Kühne Logistics U.*
Facilitator: **Rebecca Lee Greenbaum**, *Rutgers U., New Brunswick*
Facilitator: **Maureen L. Ambrose**, *U. of Central Florida*
Facilitator: **Amy E. Colbert**, *U. of Iowa*
Facilitator: **Ji Koung Kim**, *Texas A&M U.*
Facilitator: **Brian W. Swider**, *U. of Florida*
Facilitator: **Lauren Simon**, *U. of Arkansas*
Facilitator: **Scott Sonenshein**, *Rice U.*
Facilitator: **Jessica Rae Method**, *Rutgers U., School of Management and Labor Relations*
Facilitator: **Christopher C. Rosen**, *U. of Arkansas*
Facilitator: **Corinne Bendersky**, *U. of California, Los Angeles*
Facilitator: **Chris Reina**, *Virginia Commonwealth U.*
Facilitator: **Amy Bartels**, *U. of Nebraska, Lincoln*
Facilitator: **Mikhail Alexander Wolfson**, *U. of Kentucky*
Facilitator: **Stephen Humphrey**, *Pennsylvania State U.*
Facilitator: **John Mathieu**, *U. of Connecticut*
Facilitator: **Bradley L. Kirkman**, *North Carolina State U.*
Facilitator: **Abbie J. Shipp**, *Texas Christian U.*
Facilitator: **Karen Jansen**, *Henley Business School, U. of Reading*
Facilitator: **Giuseppe Labianca**, *U. of Massachusetts, Amherst*
Facilitator: **Travis Grosser**, *U. of Connecticut*
Facilitator: **Ethan Burris**, *U. of Texas at Austin*
Facilitator: **Elad Netanel Sherf**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Facilitator: **Daniel Newton**, *U. of Iowa*
Facilitator: **David T. Wagner**, *U. of Oregon*
Facilitator: **Kelly Schwind Wilson**, *Purdue U., West Lafayette*

This PDW was created especially for members to feel “at home” in the Organizational Behavior (OB) Division by expanding their network of scholars interested in similar research areas. We designed the forum to provide members a platform to meet leading scholars in specific OB research topic areas, get to know other members of the Division, and discuss research ideas. The PDW will include three rounds of discussion that are moderated by accomplished scholars who serve as experts in a particular topic area of OB research. As a participant in the forum, members can self-select into three research themes of their choice, one choice for each round of discussion. The research themes will span a wide range of OB topics, including: alternative work arrangements; contextual aspects of work (e.g., socialization, culture, & climate); creativity & innovation; dark side of OB; diversity; emotions, affect and attitudes; ethics, justice/fairness, and trust; identity & identification; leadership (tables for relational leadership, behavioral leadership, destructive leadership); motivation and engagement; personality and individual differences; power, politics, and social influence processes; stress and well-being; team composition and diversity; team processes and dynamics; time and temporal dynamics; social networks; voice and proactivity; and work-life interface. As in years past, we anticipate in-depth research discussions and the facilitation of many meaningful connections among the participants and members of the OB Division. This session was previously titled “Research Networking Forum” but was renamed to clarify its focus on research-related conversations and distinguish it from other sessions such as social hours.

The number of participants for this PDW is limited. Pre-registrations will be accepted on a first-come, first-served basis. Please register by using the following link: https://uiowa.qualtrics.com/jfe/form/SV_5gWjZHFYHaghf0. Please email OBRoundTables@gmail.com with any additional questions.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **525** | Submission: **13587** | Sponsor(s): **(OB, HR, CAR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 610**

Alternative Work Arrangements: Understanding the Experience of the Modern Worker *Alternative Work Arrangements of Modern Workers*



Organizer: **Sujin Jeong**, *U. of Iowa*
Organizer: **Jennifer Nahrgang**, *U. of Iowa*
Presenter: **Sherry E. Moss**, *Wake Forest U.*
Presenter: **Elizabeth Nguyen Trinh**, *U. of Michigan, Ross School of Business*
Presenter: **Hudson Sessions**, *Southern Methodist U.*
Presenter: **Emily D. Champion**, *U. of Iowa*
Presenter: **Sujin Jeong**, *U. of Iowa*

In recent years, technological advancements have fundamentally changed how, when, and where individuals work. An increasing number of modern workers have jobs outside of the 9-to-5 traditional work arrangement and instead seek work through alternative work arrangements, such as gig work or multiple jobholding. This trend has accelerated during the COVID-19 pandemic and will likely continue due to the benefits inherent in these alternative work arrangements such as increased income and flexibility. This symposium focuses on both the benefits and challenges of alternative work arrangements. Throughout this proposed symposium, we elaborate on the experiences of workers with alternative work arrangements face. More specifically, the papers in the symposium focus on the work identities and relational strategies of the modern worker, the status inconsistencies between the types of work they perform, the freedom they receive from the alternative work arrangements, and whether or not they disclose their alternative forms of work and how their alternative work arrangements impact important work outcomes. Thus, each paper offers insights into what the future of work will look like and what organizations and managers should consider to successfully retain talent and cooperate with new types of workers. With this symposium, we see the potential to bridge the perspectives of organizations and individual workers so that both parties can benefit from these new types of work arrangements.

A Comparison of the Relational Challenges of Organizational Workers Versus Gig Workers.

Author: **Elizabeth Nguyen Trinh**, *U. of Michigan, Ross School of Business*
Author: **Brittany Lambert**, *Indiana U. - Kelley School of Business*
Author: **Brianna Barker Caza**, *U. of North Carolina at Greensboro*
Author: **Susan J. Ashford**, *U. of Michigan*

Is Multiple Jobholding Depleting or Enriching?

Author: **Sherry E. Moss**, *Wake Forest U.*
Author: **Brianna Barker Caza**, *U. of North Carolina at Greensboro*
Author: **Arran Caza**, *U. of North Carolina, Greensboro*

The Effects of Psychological Reactance on Side-hustlers' Daily Hostility and Initiative

Author: **Hudson Sessions**, *Southern Methodist U.*
Author: **Michael Baer**, *Arizona State U.*
Author: **Jennifer Nahrgang**, *U. of Iowa*

A Self-Regulation Perspective on How Adult Content Creators Achieve Multiple Job Coherence

Author: **Emily D. Champion**, *U. of Iowa*
Author: **Kathleen Keeler**, *Ohio State U.*

Do You Want to Know a Secret? Disclosure and Concealment of Multiple Job Holding

Author: **Sujin Jeong**, *U. of Iowa*
Author: **Jennifer Nahrgang**, *U. of Iowa*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**

Program Session: **526** | Submission: **18350** | Sponsor(s): **(ONE)**

Session Format: **In-person Only: Seattle**

Scheduled: **Saturday, Aug 6 2022 3:30PM - 6:00PMPT (UTC-7)** at **Offsite** in **Hyatt Regency Hotel Lobby**

Walk with ONE! Guided Walk to Olympic Sculpture Park and Elliott Bay *Walk to Olympic Sculpture Park and Pocket Beach*

Organizer: **Nicole West**, *U. of Washington*

Organizer: **Sanjana Prabhu**, *U. of Washington*

Join us for some fresh air on a guided walk from the Hyatt Regency Seattle Main Lobby to Olympic Sculpture Park, then on to Pocket Beach on Elliott Bay, and back. The walk will include a discussion about local environmental and coastal preservation. Please dress for the weather (bring sunscreen and hat, an extra layer, or an umbrella according to the day's forecast). The walk is a 2.8 mile walk round trip, so wear your walking shoes and bring water. To join us, meet us 5-10 minutes before the starting time at the 8th street entrance of the Hyatt Regency Seattle main lobby.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **527** | Submission: **11223** | Sponsor(s): **(RM, OB, HR, STR, ENT, IM, CAR, GDO, MOC, OMT, OSCM, TIM, AFAM, CMS, HCM, IAM, INDAM, ODC, SAP, PNP)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 3:45PM - 5:15PMPT (UTC-7)** at **Seattle Convention Center in Room 204**

Ask the Qualitative Experts

Ask the Qualitative Experts

Organizer: **Le Zhou**, *U. of Minnesota*
Panelist: **Charlotte Cloutier**, *HEC Montreal*
Panelist: **Santi Furnari**, *City, U. of London*
Panelist: **Thomas Greckhamer**, *Louisiana State U.*
Panelist: **Bryant A. Hudson**, *IÉSEG School of Management*
Panelist: **Sanjay Jain**, *California State U., Northridge*
Panelist: **Jane Kirsten Le**, *WHU - Otto Beisheim School of Management*
Panelist: **Gerardo Okhuysen**, *U. of California, Irvine*
Panelist: **Anne D. Smith**, *U. of Tennessee, Knoxville*

This PDW has a long-standing tradition as a crowd favorite. It is a great opportunity to ask experts any questions you might have about qualitative research methods, such as ethnography, grounded theory, discourse analysis, interpretative phenomenological analysis, participant observations, case studies, interviews, focus groups, conversation analysis, narrative inquiries, coding, content analysis, and computer-assisted qualitative data analysis. No preregistration is required and the format is very laid back. Attendees are encouraged to come and go as they please to have their questions answered by qualitative method experts in the field.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **528** | Submission: **12597** | Sponsor(s): **(CAR, OB, HR, GDO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 4:00PM - 5:30PMPT (UTC-7)** at **Seattle Convention Center in Room 609**

Getting Your Foot in the Door: Behind the Scenes of an Academic Job Search



Behind the Scenes of An Academic Job Search

Panelist: **Susan J. Ashford**, *U. of Michigan*
Panelist: **Scott Graffin**, *U. of Georgia*
Coordinator: **Kanu Priya**, *Missouri State U.*
Coordinator: **Jason D. DeBode**, *Missouri State U.*
Panelist: **Saul Valdiviezo**, *U. of Texas at El Paso*
Panelist: **Michelle Ruiz**, *Saint Mary-of-the-Woods College*
Panelist: **Angela K. Miles**, *North Carolina Central U.*
Panelist: **Sally Sledge**, *Norfolk State U.*

This is a two-part PDW designed to help both late-stage doctoral students preparing for and mid-career academics going back on the job market. We understand few doctoral programs provide specific guidance and preparation to their students before they enter the job market in search of academic jobs. Thus, we feel such a workshop is an essential aspect of career building for academics at any level. The goal of this PDW is to provide insight into what people on the other side of the table (i.e., search committee members) have experienced that can better prepare job candidates for the search process. Panelists representing research, balanced, and teaching universities, and HBCUs will give their unique insights. Part 1 will consist of a panel discussion led by the co-organizers focusing on do's and don'ts of the job application process including application materials, screening interviews, and campus visits. We will also include anecdotes from prior searches, lessons learned, and information from Career Services about the current job market. Part 2 will include breakout sessions where participants can ask the panelists questions specific to their institution type.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



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Diversity-oriented



Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **529** | Submission: **18358** | Sponsor(s): **(CTO)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 4:00PM - 6:00PMPT (UTC-7)** at **Seattle Convention Center in Room 2A**

Paper Development Workshop *Paper Development Workshop*

Participant: **Michael Barrett**, *U. of Cambridge*

Participant: **Jennifer Gibbs**, *U. of California, Santa Barbara*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **PDW Workshop**

Program Session: **530** | Submission: **14904** | Sponsor(s): **(ENT)**

Session Format: **In-person Only: Seattle**

Scheduled: **Saturday, Aug 6 2022 4:00PM - 6:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **512 Willapa**

The Scholar Practitioner's Role in the Entrepreneurial Ecosystem As We Emerge from Covid-19 Constraints
Becoming an Entrepreneurship Scholar Practitioner



Host: **Kenneth A. Grant**, *Ted Rogers School of Management, Toronto Metropolitan U.*

Presenter: **Sean Evan Wise**, *Ryerson U.*

Participant: **Lincoln Brown**, *Southwestern Oklahoma State U.*

Participant: **Thomas J. Mierzwa**, *U. of Maryland*

Participant: **John Martin Mueller**, *St. Edward's U.*

Participant: **Gilberto Sarfati**, *FGV-EAESP*

This Professional Development Workshop will help entrepreneurship scholars and industry practitioners investigate potential roles as Scholar Practitioners. It supports the overall theme of this year's conference by considering how we can engage in the wider entrepreneurial ecosystem to help develop a better world in a post COVID-19 economy. Participants will first hear about, and then investigate through roundtable discussion, how they can identify appropriate Scholar Practitioner roles for their background and future interests. This workshop should be useful to both scholars who aim to be more engaged with entrepreneurship activities and practitioners who aim to become more scholarly in their work.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



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Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **531** | Submission: **11492** | Sponsor(s): **(HCM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 4:00PM - 5:30PMPT (UTC-7)** at **Seattle Convention Center in Room 607**

HCM Teaching Incubator: Becoming More Effective Instructors *HCM Teaching Incubator*



Organizer: **Patrick Shay**, *Trinity U.*
Organizer: **Peter F. Martelli**, *Suffolk U.*
Moderator: **Nitish Patidar**, *Quinnipiac U.*
Moderator: **Lihua Dishman**, *A. T. Still U.*
Facilitator: **Nancy Borkowski**, *U. of Alabama, Birmingham*
Facilitator: **Joanna Veazey Brooks**, *U. of Kansas Medical Center*
Facilitator: **Deirdre McCaughey**, *U. of Calgary*
Facilitator: **Nir Menachemi**, *Indiana U., Indianapolis*
Facilitator: **Laura McClelland**, *Virginia Commonwealth U.*
Facilitator: **Stephen O'Connor**, *U. of Alabama, Birmingham*
Facilitator: **Victoria Parker**, *U. of New Hampshire*
Facilitator: **Peter Rivard**, *Suffolk U.*
Facilitator: **Geoffrey Silvera**, *U. of Alabama, Birmingham*

The purpose of this PDW is to provide a forum and foster a community in which health care management scholars can discuss pertinent issues about teaching, from common questions and challenges that educators confront to helpful practices, tips, and ideas to becoming more effective instructors. The PDW will be conducted as a series of discussions, with participants receiving advice and helpful guidance on challenges and issues confronted in a range of educational settings. Each discussion will focus on a specific theme and include assigned "teaching mentors" who can provide expert guidance and feedback on topics relating to a variety of themes.

Potential attendees are encouraged (but not required) to complete the following optional form in advance, in which they can note their areas of interest and teaching-related questions so that they can have their specific questions incorporated in the facilitators' planned topics to address. The form can be accessed at: <https://forms.gle/oUaovxridHvTBow5A>

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Online Teaching: Using Digital Differently

Session Moderator: **Emilee Lauran Simmons**, *U. of Strathclyde Business School*

MED: Sexual Harassment Bystander Training Effectiveness: Experimentally Comparing 2D Video to VR Practice

Author: **Shannon Rawski**, *Ivey Business School*
Author: **Joshua Foster**, *Ivey Business School*
Author: **Jeremy Bailenson**, *Stanford U.*

Sexual harassment (hereafter, SH) is a dysfunctional workplace behavior, resulting in negative outcomes for individuals, workgroups, and organizations. Since #MeToo, companies have been innovating to increase the effectiveness of SH training by incorporating new content (e.g., bystander intervention skills) and new technology (e.g., virtual reality, hereafter VR). However, research has yet to determine the best practices or the effectiveness of these new innovations. The current study hypothesizes that SH bystander intervention training will be more effective when VR practice scenarios are used rather than 2D video practice scenarios. We argue that the increased presence (i.e., the perception that people and places in a virtual simulation are real) afforded by VR should better replicate bystander experiences in real SH situations, thereby allowing trainees to develop bystander skills in a more realistic practice experience than 2D video provides. We experimentally test our hypothesis in a laboratory setting (N = 100). Our results show that the VR practice condition outperformed the 2D video condition by increasing trainees' intentions to engage in indirect, non-confrontational, and widely applicable interventions (e.g., intervene by removing the target from the situation, approach the target to offer support later). However, our manipulation showed a negative effect on practice engagement (i.e., those in the VR condition explored fewer response options) and no effect on other operationalizations of training effectiveness (e.g., motivation to learn, knowledge, attitudes toward the training, intentions to directly confront the harasser, and intentions to formally report the harassment). Implications, limitations and directions for future research are discussed.

Paper is Available to Meeting Registrants Only.

MED: Equity and Equality Perspectives to Promoting Digital inclusion in Higher Education

Author: **Geraldine Hardie**, *U. of Wollongong*
Author: **Mario Fernando**, *U. of Wollongong*
Author: **Jan Turbill**, *13847*

Given the continuing pandemic context, examining the issue of digital inclusion is both timely and significant. Using equity and equality perspectives, we examine the extent to which digital inclusion policies have improved students' access to digital technologies and promoted digital inclusion in an Australian university. Grounded in Adams' Equity Theory and Espinoza's, Equality and Equity Conceptual Model, we share our findings from a mixed methods study of a survey of 284 undergraduate students and interviews with 15 staff members and 9 students. While students shared their experiences of undertaking an undergraduate university degree, teaching and support staff shared their views on the design, development and support experience of undergraduate students' digital literacy. The findings suggest the critical need to promote a better understanding of equity and equality perspectives across key stakeholders in higher education institutions during policymaking, particularly on resource allocation to promote digital inclusion.

Paper is Available to Meeting Registrants Only.

MED: “On-Screen” Versus “In-Person” Learning Related Student Expectations and Apprehensions

Author: **Patturaja Selvaraj**, *Gettysburg College*
Author: **Jerome Joseph**, *Independent Researcher*

Instructors handling courses during the sudden onset of the Covid-19 pandemic had to display the Senge (1990) learning agility to respond swiftly to student concerns following the abrupt change from dorm and campus to home and screen. Based on 55 combined years of teaching in business management programmes, we believe that the real questions go beyond the in-person versus on-screen debate. The fortuitous circumstances provided an action research opportunity to deeper concerns through the lens of what Freire (1993, p.52) conceptualized as the “narration sickness” of the “banking concept of education” Data was collected via Zoom using semi-structured conversational interviews from twenty six under-graduate students majoring in Business Management from a college in Pennsylvania. Four sources of narration sickness - learning delivery, social isolation and loneliness, student disconnect from learning content and organizational-managerial process constraints – suggest that the debate goes beyond the in-person versus on-screen preoccupation. The four insights suggest that the mitigation of narrative sickness could be achieved through the organization of in class experiences which engage with the world through problemposing methodologies, dialogic modes of shared exploration, point of engagement autonomy and responsive agility, and an atmosphere of continuous experimentation and innovation. The design of learning engagements as dialogic opportunities transcending the teacher-student contradiction, and as an exploration of the world together with students as co-learners and co-creators of deeply compassionate understanding of problems, could bring the romance of learning back into the class room irrespective of mode of delivery. Narration sickness can indeed be mitigated.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **PDW Workshop**
Program Session: **533** | Submission: **13070** | Sponsor(s): **(MOC, HR, OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 4:00PM - 5:15PMPT (UTC-7)** at **Seattle Convention Center** in **Room 612**

Evolutionary Theory's Practical Relevance for Management Research, Teaching, and Action



Evolutionary Theory's Practical Relevance

Organizer: **Kevin M. Kniffin**, *Cornell SC Johnson College of Business*
Participant: **Mark Van Vugt**, *Vrije U. Amsterdam*
Participant: **Katinka J.P. Quintelier**, *Vrije U. Amsterdam, School of Business and Economics*
Participant: **Charleen R. Case**, *U. of Michigan, Ross School of Business*
Participant: **David Sloan Wilson**, *Binghamton U.-State U. of New York*
Discussant: **Reggie Fils-Aime**, *Reggie Fils-Aimé Network LLC*

Evolutionary theory offers a framework for researching and teaching a wide range of management topics. In this boundary-spanning Professional Development Workshop (PDW), an overview of prior applications of evolutionary theory to management will be integrated with a presentation of four use-cases, commentary from a leading senior executive, and two waves of roundtable discussion. Use-cases will cover core management topics including the nature of mentoring relationships, the importance of stakeholder and profit orientations, the relevance of organizational design, and the varied responses of individuals and organizations to major crises such as the COVID-19 pandemic. Commentary from a veteran chief operating officer promises to identify areas where evolutionary theory offers particular value. Similarly, through two waves of roundtable discussion, this PDW will actively engage attendees to (i) identify their initial “priors” regarding the relevance of evolutionary theory for management and, later, (ii) their reaction to the use-cases and commentary as well as their consideration of future directions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **534** | Submission: **12888** | Sponsor(s): **(MSR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 4:00PM - 5:30PMPT (UTC-7)** at **Seattle Convention Center in Chelan 2**

Instant Buddhism for Managers
Instant Buddhism for Managers



Coordinator: **Eric Gautier**, *IRG, U. Gustave Eiffel, U. Paris-Est Créteil, F-77454 Marne-la-Vallée*
Speaker: **Patrick Mathieu**, *Patrick Mathieu Singularity*
Speaker: **Richard Jackson Major**, *Institut de Gestion Sociale Paris*
Session Chair: **Catherine Voynnet Fourboul**, *U. Pantheon-Assas (Paris II)*

Unethical behavior in business increasingly calls for higher levels of consciousness, reflection and action. Furthermore, to satisfy the search for lasting solutions to our society’s current problems, we see growing interest in alternative philosophies and ethical systems (Marques, 2012). From this standpoint, this workshop, developed since 2020, seeks to discover and explore a model of singular consciousness (Gautier, Voynnet-Fourboul, 2019) that provides the means to decrypt one’s singularity scenario (Mathieu & Monneyron, 2015). After modeling the leadership of a world-renowned entrepreneur in the 2021 PDW, this 2022 edition seeks to deepen the spiritual component of one’s singularity process. It attempts to examine the element of consciousness from a Buddhist perspective, based on a singular analysis of the four noble truths: Suffering; The Origins of Suffering; The possibility of Cessation of suffering; Applying Methods to Cure Suffering. It offers a process developing ownership and application in management. How can the noble truths constitute a form of spiritual practice? How can they be inspiring for a manager? The workshop enables participants to apprehend the four stages. For this we will analyze and offer a new reading of the Buddha’s path, thanks to the singularity model -identifying enlightenment as a point of singularity-, and show how these stages can be modeled independently of any Buddhist affiliation. This workshop can be useful for students, teachers, researchers and practitioners who are considering a transdisciplinary approach to human well-being in personal and professional environments.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **535** | Submission: **18511** | Sponsor(s): **(NEU)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 4:00PM - 5:00PMPT (UTC-7)** at **Seattle Convention Center in Room 604**

NEU Business Meeting
NEU Business Meeting

Session Chair: **Stefan Volk**, *U. Of Sydney*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Perceptions of Job Seekers and the Consequences

Session Moderator: **Ee Hwee Lau**, *London Business School*

OB: **The Unanticipated Consequences of Hiring Favorites**   

Author: **Kun Wang**, *UCL School of Management*
Author: **Sunyoung Lee**, *UCL School of Management*
Author: **Martin J. Kilduff**, *UCL School of Management*

We investigate how an individual's favorable perception of a colleague who was hired based on the individual's referral drives deference to the colleague's opinions. Through three experiments with 603 employed adults, we found that the heightened likability toward referral hires led referrers to overestimate the referral hires' competence. As a result of the inflated competence perceptions, namely the competence perception bias, referrers were more likely to compromise with referral hires than with other hires. Whereas prior research has consistently highlighted the benefits of referral hiring, our findings demonstrate that post-hire interactions between employees and their referred workers can instead stifle healthy disagreement. Overall, our findings extend the field's understanding of referral hiring by exploring referrers' post-hire outcomes.

Paper is Available to Meeting Registrants Only.

OB: **#Happy: Job Seekers' Personality, Happiness on Instagram, and Recruiters' Evaluations of Hireability** 

Author: **Kristie Joy Neff Moergen**, *U. of Arkansas, Fayetteville*
Author: **Andrew B. Blake**, *U. of Arkansas*
Author: **Tsutomu Doiguchi**, *U. of Arkansas, Fayetteville*
Author: **Oleg V. Petrenko**, *U. of Arkansas*
Author: **Ryne Sherman**, *Hogan Assessment Systems*

As organizations increasingly use cybervetting as a tool in personnel selection, scholars have begun to consider how the information derived from social media sites (e.g., pictures of excessive drinking or demographic characteristics) shape perceptions of job seekers' hireability. Still, we know less about how more subtle forms of information, such as emotional expressions, influence this process and if any of these subtle cues indicate traits relevant to hiring. Thus, we argue how a job seeker's extraversion, emotionality, and openness to experience relates to the intensity of happiness (a valued emotion in organizations and personnel selection) expressed on their social media site. To measure the intensity of happiness presented, we utilize an open-source deep learning algorithm to capture the facial expressions on 241 Instagram profiles. Next, we argue and show how the presentation of happiness on a job seeker's social media site shapes recruiters' assessments of hireability. Our findings support our hypotheses, extending knowledge on personnel selection in the age of social media.

Paper is Available to Meeting Registrants Only.

OB: **Why is Incivility Making Job Seekers Worse? A Time-Lagged Research** 

Author: **Qingxiang Weng**, *U. of Science and Technology of China*
Author: **Xiujuan Wang**, *U. of Science and Technology of China*
Author: **Wenyang Gao**, *U. of Science and Technology of China*
Author: **Liyan Xi**, *U. of Science and Technology of China*

The phenomenon that job seekers experience incivility in job search is becoming more and more common, but the consequences are still limited. In light of this gap, we integrate affective events theory with job search literature to examine how job seekers experienced incivility in job search influences affective and job search behavior. In a 4-weeks longitudinal cross-lagged investigation, we sought to test the time-lagged relationship between incivility and haphazard job search; additionally, we examined negative affect as a process that mediates this time-lagged relationship. The result indicated that experienced job search incivility led to job seekers' negative affect, which in turn led to haphazard job search, negative affect mediated the time-lagged association between experienced job search incivility and haphazard job search. The results highlight the need for more attention to be paid to the negative consequences of uncivilized behavior in job search context.

Paper is Available to Meeting Registrants Only.

OB: **Do People Always Prefer Revealers over Hiders? Role of Perceived Immorality** 

Author: **Ee Hwee Lau**, *London Business School*

Do observers assume the worst when people hide potentially unfavorable information? Some research has found that revealing unfavorable information is advantageous, whereas other research has found that hiding unfavorable information is better. We identified a boundary condition to bring together these contradictory findings: When people can readily infer the target's immorality from the missing information, they assume the worst about the missing information, and hence prefer targets who reveal. Specifically, across three experiments, we found that it is better to reveal information when targets failed to engage in good behaviors, engaged in bad behaviors unintentionally, or engaged in other behaviors that can serve as diagnostic cues to fill in the missing information. Whereas, it is better to hide information when targets engaged in morally bad behaviors, engaged in bad behaviors intentionally, and when no other diagnostic information is available.

Paper is Available to Meeting Registrants Only.

Author: **Xue Zhang**, *Shanghai Normal U.*

Author: **Chao Ma**, *Australian National U.*

Author: **Zhongqiu Li**, *Northeast Agricultural U.*

Overqualification has become a prominent phenomenon in modern society. Despite the growing research on the effects of individual perception of overqualification, the linkage between perceived overqualification and career outcome has been largely overlooked. In this study, we draw from the competency-based view of careers to clarify how, why, and when employees who feel overqualified can achieve favorable career outcomes. To be specific, we predict that employees having a perception of overqualification tend to emphasize the value of their personal brand (i.e., they have greater personal brand equity), which contributes to their career success (i.e., career ambition, career role performance, and promotability). Across one experiment (N = 389) and one multi-wave and multisource field study (N = 220), we found evidence that perceived overqualification is positively related to personal brand equity, and perceived overqualification has a positive indirect effect on career ambition, career role performance, and promotability through the mediating effect of personal brand equity. In addition, our results reveal that the self-promotion motive plays a key moderating role in strengthening the positive relationship between perceived overqualification and personal brand equity. Our study makes several important contributions to the literature on perceived overqualification and career as well as to practice.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **537** | Submission: **10047** | Sponsor(s): **(OB, HR, MOC)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 4:00PM - 5:45PMPT (UTC-7)** at **Seattle Convention Center in Ballroom 6E**

Navigating Grief in Organizations: Managing Chronic Illnesses

Navigating Grief in Organizations



Organizer: **Yu Tse Heng**, *U. of Virginia*
Organizer: **Jessi Hinz**, *Case Western Reserve U.*
Panelist: **Reut Livne-Tarandach**, *Manhattan College*
Panelist: **Hooria Jazaieri**, *Leavey School of Business, Santa Clara U.*
Panelist: **Elizabeth E. Stillwell**, *London School of Economics and Political Science*
Panelist: **Nancy Isenberg**, *Swedish Neuroscience Institute*
Panelist: **Allison Fine**, *Center for Chronic Illness*

This PDW brings together an expert panel of grief scholars and practitioners to continue an important and timely conversation on grief in organizations. Grief is a ubiquitous human experience resulting from a profound loss. Whereas conversations involving grief typically revolve around the death of a close other, grief can also be a result of other forms of losses (e.g., divorce, job loss, pet loss). Following a successful initial PDW on grief in the workplace at AOM 2021, we plan to organize a series of panels on grief in the years to come, with each panel taking on a specific lens to understanding grief at work. For AOM 2022, we plan to focus on grief with respect to experiences with chronic illnesses (e.g., hypertension, mood disorders, diabetes) which result in the loss of health and functioning. Given the prevalence of chronic illnesses in the United States, and the growing conversation around the long-term consequences of COVID-19, this PDW aims to discuss how organizations can better support employees' management of their chronic illness and resultant grief. To maximize the audience experience, prior to AOM, the organizers will update the PDW-dedicated website, which is a platform for prospective participants to engage with the panelists and pose questions. During the PDW, panelists will weigh in on a set of discussion questions from various perspectives (e.g., research-focused, on-the-ground experiences). Thereafter, panelists will answer questions from the audience. Finally, the organizers will collate valuable insights from the panel discussions and share them on the PDW website.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Reactions and Adaptations to Change from Employee, Consultant, and Manager Perspectives

Session Moderator: **Herbert Nold**, *Polk State College*

ODC: **The Dunning-Kruger Effect on Organizational Agility**  

Author: **Herbert Nold**, *Polk State College*
Author: **Lukas Michel**, *Management Insights AG*

Designing organizations to quickly adapt to changing conditions, agility, has become a key dynamic capability for success in the 21st century. The Dunning-Kruger effect suggests that people overestimate their ability and that of the organization because they are ignorant of unknown, unknowns. Said another way, people tend to overestimate their ability because they don't know what they don't know. Conversely, executives tend to underestimate the ability of subordinates in the organization. This research project used the Performance Triangle model and accompanying diagnostic instrument to analyze the difference in perceptions between executives and workers in 374 organizations to identify possible disconnects in important capabilities of organizational agility: success, leadership, systems, culture, people, and resilience, along with 27 underlying individual elements. The results show that executives consistently, and significantly, overestimate the ability of themselves and their organization to adapt a change while underestimating the capabilities of workers. Executives were significantly overconfident in the dimensions of success, culture, people, and resilience. Differences in trust emerged as the single most statistically significant element that drives organizational agility. The authors conclude with a discussion of the managerial implications on how this condition influences the ability of organizations to quickly adapt to changing conditions ...agility.

Paper is Available to Meeting Registrants Only.

ODC: **Modes of Processing Change: How Organizations' Actions Cause Employee Reactions to Fluctuate**

Author: **Goh E-yang**, *National U. of Singapore*

Organizational change triggers a period of processing, wherein employees attempt to make sense of the change and determine how they should respond. During this process, employees may fluctuate between experiencing a sense of loss about the past, excitement about the future, or even simultaneous experiences of both. Yet how employees process change is typically construed as largely static and impervious to fluctuations after their initial reactions. This view limits the ability to explain growing empirical observations of dynamic fluctuations in how employees process change across time. The purpose of this article is hence to highlight how both the temporal directionality and emotional valence of employees' reactions can shift in response to actions by organizations throughout the period of processing change. Specifically, I suggest employees can enter three distinct modes of processing change – loss, restoration, or oscillation – each mode comprising distinct cognitions, emotions, and behaviours. I further postulate how an organization's actions can shift employees across the three modes of processing, which in turn have implications on employees' reactions in the new equilibrium. Through this model, I suggest that viewing how employees process change as a more dynamic process which can be constantly influenced by organizational (in)actions enriches understanding of employee reactions to change. In doing so, I take steps towards reconciling conflict within and introducing a more dynamic perspective to organizational change and meaning-making literatures.

Paper is Available to Meeting Registrants Only.

ODC: **The Dynamicity of Legitimacy and Sensemaking by Top Management and Consultants During Complex Change** 

Author: **Rahul Chandra Sheel**, *XLRI-Xavier School of Management*
Author: **Shivin Tikoo**, *XLRI-Xavier School of Management*

We examine how organizational consultants shape the change process in a large-scale and complex organizational change and establish legitimacy by studying a longitudinal change process in a large automotive company in India. We study legitimacy tactics used by the consultants, the implementation team and change sponsors from the perspective of institutional theory and understand the temporal dynamics of the tactics as used by these actors. We show that the consultants and the implementation team often operate with a single identity during the change process and study the loss and repair of legitimacy during the change process.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Improvisation and the New Normal (Including a Paper on the Circular Economy)



Session Moderator: **Kim Louisa Dillenberger**, *Frankfurt School of Finance and Management*

ODC: **Between Old and New Normal: Reconciling Improvisational and Routinized Action in Pulsating Normality**

Author: **Kim Louisa Dillenberger**, *Frankfurt School of Finance and Management*

Numerous organizations around the world currently operate between old and new normal. In face of routine breakdown, organizations are challenged to improvise novel solutions, while they face yet another challenge as routines become (partially) executable again: they need to decide to go “back to normal” or “towards a new normal”. That raises the question how existing routines change in face of improvised solutions. Although the complementing role of improvisational and routinized action has been invoked in research, it has hardly been assessed. We have yet to understand how actors reconcile improvisational and routinized action embracing organizational change. To find an answer to this question, we study improvisational and routinized action in an in-depth processual case study of a higher education organization during the Covid-19 pandemic, drawing on 70 interviews and ethnographic insights from 66 meetings. Our findings show that the formation of normality is a pulsating process, continuously challenging actors’ perceptions of what is considered “normal”. In drawing out six mechanisms of normality formation which generate, stabilize or refuse novelty, we introduce a pulsating normality as the dynamic reconciliation of improvisational and routinized action. Our study speaks to both organizational improvisation and routine dynamics literature contributing to a better understanding of how improvisational action turns into routinized action, changing routines over time. In particular, we show how normality forms as actors allow for imperfection, holding the potential of creating a better normal.

Paper is Available to Meeting Registrants Only.

ODC: **Improving the New Normal: A Processual Perspective on Improvisational Tuning of Collective Action**

Author: **Kim Louisa Dillenberger**, *Frankfurt School of Finance and Management*

Author: **Matthias Waldkirch**, *EBS Business School*

Understanding how organizations improvise in face of routine breakdown has gained increasing attention in organizational research during past decades and has shown to be particularly relevant during the Covid-19 pandemic, in which immediate design and execution of novel solutions was required. Yet, to which degree actors improvising collectively relate their improvisation to existing and novel referents has received little attention. To find an answer to this question, we study improvisational enactments in an in-depth processual case study of a higher education organization during the Covid-19 pandemic, drawing on 33 interviews and ethnographic insights from meetings. Our findings depict three phases of grooving, which we conceptualize as familiarization, negotiation, and pursuance. We introduce grooving as a concept explaining how actors tune their actions to shared referent(s) allowing for collective action. Our study contributes to a better understanding of the role of improvisational referents in improvisational organizing, providing guidance for organizations improvising the new normal.

Paper is Available to Meeting Registrants Only.

ODC: **Organizational Change towards the Circular Economy: A Systematic Review of the Literature**

Author: **Sophie Felicia Graessler**, *Maastricht U. School of Business and Economics*

Author: **Hannes Guenter**, *Maastricht U.*

Author: **Simon Barend De Jong**, *Maastricht U., School of Business & Economics*

Scholars have long studied how organizations respond to climate change but have only recently begun to investigate a fundamentally new stream in sustainability thinking, that is, the circular economy paradigm. Instead of the “make-use-dispose” approach of a linear economy, a circular economy aims at closing resource loops, reducing waste, and lowering damage to the environment. Given the recent surge of research interest in the ways in which organizations change towards a circular economy, it is important and timely to verify what we have learnt, what remains contested, and what to do next. To this end, we review the literature on the emerging field of “Organizational Change towards a Circular Economy” (OCCE). We identify and analyze research that sits at the interface of organizational change theory and circular economy and provide a systematic literature review. Our review reveals common themes and discrepancies along three main dimensions of organizational change (i.e., content, process, and context). We develop a novel and encompassing definition of OCCE, highlight shortcomings in the literature, and outline research opportunities. Overall, our study brings together the growing, but fragmented, OCCE research and outlines scientific and practical avenues for making progress in a more unified and systematic way.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **540** | Submission: **18491** | Sponsor(s): **(PUBS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 4:00PM - 5:00PMPT (UTC-7)** at **The Westin Seattle** in **Whidbey**

Annals Outgoing Editors Meeting and Awards *Annals Outgoing Editors Meeting and Awards*

Organizer: **Susan Zaid**, *Academy of Management*
Presenter: **Stuart Bunderson**, *Wash U.*
Presenter: **Carrie R. Leana**, *U. of Pittsburgh*

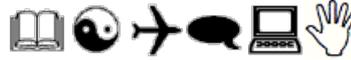
By Invitation Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **541** | Submission: **13419** | Sponsor(s): **(RM, CTO)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 4:00PM - 6:30PMPT (UTC-7)**

Meta-Science and Technology (Meta-ST)
Meta-Science and Technology



Organizer: **Victor Zitian Chen**, *Fidelity Investments*
Organizer: **Kai R. Larsen**, *U. of Colorado, Boulder*
Organizer: **Benjamin Mueller**, *U. of Lausanne, HEC Lausanne*
Organizer: **Sebastian K. Boell**, *U. of Sydney Business School*
Organizer: **Roland M. Mueller**, -
Organizer: **Frank A. Bosco**, *Virginia Commonwealth U.*
Organizer: **Mayank Kejriwal**, *U. of Southern California Viterbi School of Engineering*
Organizer: **Brian Fisher**, *Simon Fraser U.*
Organizer: **Carina Hallin**, *IT U. of Copenhagen*

This PDW serves as a platform to showcase the current advancements in meta-science and technology (meta-ST) for knowledge synthesis, integration, and engineering (KnISE). It is organized by the new Connect@AOM working group on KnISE. The cumulation of scientific knowledge is difficult to implement in the absence of a convergent and integrated knowledge ecosystem. The current technologies, outlets, and incentives of business and management scholarship emphasize discipline-based, reductionist research, and are relatively incapable of solving complex social problems concerning management (Chen & Hitt, 2021). As an unintended consequence, the universe of data, knowledge, and communities is becoming exceedingly fragmented. Organized by champions who devote their works to advancing meta-science, meta-methods, and technologies and have built exemplar infrastructures, this PDW provides a unique platform for the audience to learn and discuss the current advances in synthesizing and cumulating management research into timely, widely accessible, and actionable collective wisdom. This PDW proposes to have two sessions. In the meta-science session (1 hour), the focus will be on current topics of concept synthesis, theory synthesis, and empirical synthesis. In the meta-technology session (1 hour), the focus will be on knowledge graphs, visualization and human-computer interaction (HCI), and collective/hybrid intelligence platforms.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **542** | Submission: **12703** | Sponsor(s): **(TIM, CTO)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 4:00PM - 7:00PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 1**

From Digital Economy To Digital Civilization: Exploring a Full Landscape of Digital Transformation
From Digital Economy To Digital Civilization



Session Chair: **Ke Rong**, *Tsinghua U.*
Discussant: **Feng Zhu**, *Harvard U.*
Panelist: **Hang Weng**, *Tencent*
Discussant: **Ronaldo C. Parente**, *Florida International U.*
Panelist: **Danxia Xie**, *Tsinghua U.*
Panelist: **Tony Tong**, *U. of Colorado, Boulder*
Panelist: **Liang Chen**, *U. of Melbourne*
Panelist: **Di Zhou**, *School of Economics & Management, Tongji U.*
Discussant: **Xinwei Shi**, *Capital U. of Economics and Business*
Panelist: **Longtian Zhang**, *Central U. of Finance and Economics*

This workshop aims to better understand a full landscape of digital transformation from Digital Economy towards Digital Civilization. Emerging Information and Communications Technologies (ICT) (e.g., AI, 5G, internet of things) are more or less affecting and disrupting traditional economy, despite the COVID-19 is still threatening the economy of countries around the world. The boom of digital economy is backed by the widespread use of ICT across all industry sectors in order to further boost its productivity, which it is the key to prospering our economic future and securing recovery from COVID-19. Digital transformation of the economy is shaping how businesses are structured, how nations need to address new regulatory challenges. With the increasing development of ICT, we are becoming more digital society, more empowered, and nations are becoming borderless, which is rightly the times of digital civilization. In such case, it is imperative for the international community to work more closely to seize opportunities and meet challenges by following the trend of digitalization. In this workshop, we will mainly discuss four aspects of digital economy which will be not limited to, including ‘Digital Transformation to Consumer’, ‘Digital Transformation to Business’, ‘Digital Infrastructure-driven Innovation Ecosystem’ and ‘Data Ecosystem’. These topics are quite in accordance with the AOM 2022 conference theme “Creating a Better World Together”. In addition, this workshop will specifically advocate the Journal of Digital Economy (JDE) and welcome any scholars who are interested in digital economy related topics to submit their manuscripts.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **543** | Submission: **10057** | Sponsor(s): (AFAM, CMS, IM, MOC, OMT, OSCM, SIM)
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 4:30PM - 6:30PMPT (UTC-7)** at **Seattle Convention Center in Room 2B**

Africa, Management, and Theory Development
Africa, Management, and Theory Development



Session Chair: **John Matthew Amis**, *U. of Edinburgh*
Session Chair: **Greg Fisher**, *Indiana U.*
Session Chair: **Joerg S. Hofstetter**, *Kedge Business School*
Session Chair: **Romel S. Mostafa**, *U. of Western Ontario*
Session Chair: **Sherry M. B. Thatcher**, *U. of Tennessee, Knoxville*
Session Chair: **Baniyelme D. Zoogah**, *DeGroote school of business*
Speaker: **Brian Silverman**, *U. of Toronto*
Discussant: **Helena C. Barnard**, *GIBS / U. of Pretoria*
Discussant: **Constant D. Beugre**, *Delaware State U.*
Discussant: **Amon Chizema**, *Loughborough U.*
Discussant: **Stefan Dimitriadis**, *U. of Toronto, Rotman School of Management*
Discussant: **Ralph Hamann**, *U. of Cape Town*
Discussant: **Geoffrey Kistruck**, *Schulich School of Business*
Discussant: **Mike W. Peng**, *U. of Texas at Dallas*
Discussant: **Andrew Sarta**, *York U.*
Discussant: **Angelique Slade Shantz**, *U. of Alberta School of Management*

Despite increasing awareness of differences in management among world regions, management theory still provides little specific understanding of the African context and has taken even less benefit from this culturally rich continent in developing new theory. The Africa Academy of Management (AFAM) and the Academy of Management Review (AMR) call for “development of theories of management and organization that are indigenous to Africa. The aim is to develop indigenous theories not necessarily with a capital “I” (i.e. to be purely African, devoid of all external influences, as if it is at all possible), but indigenous with a small “i” (i.e. to be primarily drawing on and accounting for African experiences)” (AMR, 2021). This PDW intends establishing three interrelated conversations: One to develop a deeper understanding on generalizing from African specificity, which has been broadly ignored for the vast majority of today’s management theory developed based on the Global North context; another to concretely understand theorizing based on the African experience and phenomena; and a third to discuss such theory development in action. Given that various scientific communities investigating business organizations in the African context contribute different perspectives to this conversation, with promising opportunities for research, we envisage participants in this workshop to work with senior editors and prominent scholars from different disciplines to develop ways to address these challenges. The PDW ends with a future research-oriented discussion with all participants, based on results generated in three parallel roundtables.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **PDW Workshop**
Program Session: **544** | Submission: **18317** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 4:30PM - 6:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 502 Cowlitz**

ENT Division New Member Meeting Point  
New Member Meeting Point

Session Chair: **Wadih Mohamed Lamine**, *Telfer School of Management, U. of Ottawa*

The New Member Meeting Point exciting event that gives new members the opportunity to meet other new members and senior ENT members in round tables to discuss research and to find out more about our division.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Social Event**
Program Session: **545** | Submission: **19722** | Sponsor(s): **(GOV)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 4:30PM - 6:00PMPT (UTC-7)** at **Sheraton Grand Seattle in Grand Ballroom D**

AOM Fellows Responsible Research Award *AOM Fellows Responsible Research Award*

Organizer: **Jacqueline A-M. Coyle-Shapiro**, *London School of Economics*
Organizer: **Cristina Gibson**, *Pepperdine Graziadio Business School*
Organizer: **Sydney Finkelstein**, *Dartmouth College*
Organizer: **Carrie R. Leana**, *U. of Pittsburgh*
Organizer: **Michael Lounsbury**, *U. of Alberta*
Organizer: **Alan D. Meyer**, *U. of Oregon*
Organizer: **Frances J. Milliken**, *New York U.*
Organizer: **Roy R. Suddaby**, *U. of Victoria*
Organizer: **Howard Thomas**, *U. of Warwick*
Facilitator: **Alyson Gounden Rock**, *McGill U. - Desautels Faculty of Management*
Facilitator: **Purushothaman Padmanabhan**, *U. of Oregon*
Facilitator: **Sadek Showkat**, *U. of Louisville*

This ceremony will announce and celebrate the winners of the 2022 Responsible Research in Management (RRM) Award, sponsored by AOM Fellows Group. Selected authors of the 10 winning papers and one book will reflect on the challenges and rewards of conducting research that is beneficial to society and useful to practitioners. Executives who helped select the winners will be invited to explain what makes these research studies valuable to them. Since its founding in 2018, the RRM Award has assembled a canon of “responsible research” which now contains 70 exemplary articles and 13 books that are academically credible, practically useful, and beneficial to society. Click here <https://bit.ly/3naBluO> to view the list of 2022 winners, along with brief descriptions of each work. Amidst the drumbeat of calls for research that is relevant to practice, RRM is the one award signifying that practicing executives regard the research findings as actionable. Please join us to celebrate management research that can move the world. Sponsored By: OB, OMT and STR

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **546** | Submission: **10499** | Sponsor(s): **(MOC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 4:30PM - 7:00PMPT (UTC-7)** at **Seattle Convention Center in Ballroom 6C**

MOC Social (In-Person) *MOC Social (In-Person)*

Organizer: **Beth Ann Livingston**, *U. of Iowa*
Participant: **Pauline Schilpzand**, *Oregon State U.*
Participant: **Teresa Cardador**, *U. of Illinois at Urbana-Champaign*
Participant: **Naomi Beth Rothman**, *Lehigh U.*

Come catch up with longtime friends and meet new ones at the MOC Social reception. We hope to see you there!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **547** | Submission: **19157** | Sponsor(s): **(OMT)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Saturday, Aug 6 2022 4:30PM - 6:00PMPT (UTC-7)**

**Corporate Governance: Effects on Strategic Behavior, Leadership
Change, and Market Response**

Session Moderator: **Joris Berns**, *Tilburg U.*

OMT: [How Incongruence Between Managers' Tone of Voice and Word Sentiment Influences Security Analysts](#) 

Author: **Joris Berns**, *Tilburg U.*

Author: **Tal Simons**, *Erasmus U. Rotterdam*

Maintaining favorable analyst recommendations is important to organizations and their management, as these recommendations provide stakeholders with expert opinions about organizations' well-being. Hence, there is a strong impetus for managers to prevent analysts downgrading their organization. In verbal communication, such as in earnings calls, managers not only try to influence analysts via the words that they use, but also via the tone in which they speak (i.e., paraverbal communication). Paraverbal communication is both an extra channel of information for analysts, and a strategic tool managers may use to exert influence. On the one hand, management wants to signal trustworthiness through congruency in their communication, but on the other hand is inclined to offset negative information by speaking positively, or downplay expectations by using a negative tone when discussing positive information. Leveraging several state-of-the-art Natural Language Processing algorithms, using earnings calls' audio and textual data, we analyze the incongruence in managers' communication. We find that paraverbal communication affects analysts' recommendations and show which paraverbal strategies characterize organizations that are least likely to get downgraded. Our study therefore contributes to the literature on corporate communication, demonstrating the importance of verbal tone in managing the relationship with market intermediaries (analysts). Furthermore, this is one of the first studies in management that utilizes audio data quantitatively.

Paper is Available to Meeting Registrants Only.

OMT: [Changing Regimes: CEO Succession with Change in Political Ideology and New CEO Early Departure](#)  

Author: **Dimitrios Georgakakis**, *U. of York*

Author: **Albert Cannella**, *Texas A&M U., College Station*

We advance theory on CEO succession by examining the effects of strategic leadership transitions coupled with change in political ideology—i.e., when a conservative CEO is replaced by a liberal, or vice-versa. Drawing on the organizational-disruption theory of succession, we postulate that value-related ideological differences between the new CEO and the predecessor amplify succession-related disruption and increase the likelihood of new CEO early departure. We further conjecture that the effect of shifting CEO ideology on successor's early departure strengthens when (a) the predecessor remains board chair after succession, (b) the new CEO ideologically misfits the incumbent executive group, and (c) the shift in CEO ideology occurs under conditions of poor pre-succession firm performance and low industry munificence. Survival analyses of 1,699 CEO succession events in S&P 1500 firms support our predictions. Based upon our findings, we offer a mid-range theory on the disruptive nature of shifting CEO ideology in strategic leadership, and highlight a set of parameters that organizations should consider in the CEO succession process.

Paper is Available to Meeting Registrants Only.

OMT: [The Elephant-Donkey Divide: Ideology-Based Faultlines and Strategic Renewal in Turnaround Situations](#)  

Author: **Dimitrios Georgakakis**, *U. of York*

Author: **Priyanka Dwivedi**, *Texas A&M U., Mays Business School*

Author: **Albert Cannella**, *Texas A&M U., College Station*

Research on political psychology suggests that ideological differences among individuals in groups become salient in situations characterized by 'uncertainty and threat'. We integrate faultlines theory with the uncertainty-threat principle from political psychology to introduce the notion of ideology-based top management team (TMT) faultlines – and examine its effects on strategic renewal in an uncertainty-threat context (i.e., turnaround situations). We argue that, in turnaround situations, differences in political ideology can fracture the TMT into distinct ideological factions (i.e., conservatives vs. liberals) with divergent attitudes toward the adequate management of 'uncertainty and threat'. Such divergent attitudes cause decision-making fragmentation in the executive group, and thereby reduce the TMT's ability to swiftly enact strategic renewal. Further, our research also considers the contingency impact of external environmental factors (i.e., shareholder unrest and industry performance decline) that may strengthen the job demands and uncertainty-threat facing executives in turnaround firms and further hamper renewal response. Building upon our findings, we offer a midrange theory of ideological separation in organizational upper echelons and highlight its impact on corporate strategic responses to situations requiring swift and adaptive action.

Paper is Available to Meeting Registrants Only.

OMT: [Expropriation or Coinsurance? Legal Environment and Stock Market Responses to RPTs](#)  

Author: **Lisha Liu**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

How does the legal environment influence investors' distinguishing between related-party transactions that are part of the 'coinsurance' strategy of a business group and those enabling the ultimate controller to expropriate minority shareholders? Using a longitudinal (2008–2015) dataset of loan guarantees offered by Chinese publicly listed firms to their parent firms or subsidiaries and stock market responses, I find an exacerbated negative effect on the stock price of corporate governance structures, incentivizing the ultimate controller to expropriate minority shareholders, and stronger positive effect of corporate governance structures, indicating the monitoring of controlling shareholders in regions where the legal environment is less developed. The results reveal the important role of the local institutional environment in influencing how investors interpret related-party transactions.

Paper is Available to Meeting Registrants Only.

OMT: [The Effects of the Degree of Internationalization on the Market Value of Cash](#) 

Author: **Aviner Augusto Silva Manoel**, *USP*

In this paper, we advance the literature on cash holdings and international business by analyzing whether the degree of internationalization influences the value investors place on cash holdings in Latin American companies. Consistent with the research hypothesis, we find strong and robust evidence that investors do not perceive the cash holdings of multinational corporations from Latin America or Multilatinas as providing greater benefits relative to the cash of their domestic peers. As a consequence, we document that investors do not place a higher value on the cash of Multilatinas than on that of Latin American domestic companies, despite the fact that the former has higher growth opportunities. This paper is an important step in understanding Latin America and the multinational corporations from this region. Furthermore, our research has implications for managers of multinational corporations that have subsidiaries in countries with valuable growth opportunities, but the risk of cash expropriation is substantial due to the poor protection of shareholders rights. Finally, our study also highlights the relevance of considering the mandatory disclosure of foreign cash, in location and amount, to improve efficiency in stakeholder decision-making and also to advance the understanding the effects of foreign cash on Multilatinas' investment decisions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **548** | Submission: **18907** | Sponsor(s): **(OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 4:30PM - 6:00PMPT (UTC-7)** at **The Westin Seattle in Cascade I-A**

New Thinking About Communities In Organization Studies

Session Moderator: **Andreas Georgiou**, *U. Ramon Llull, ESADE Business School*

OMT: **Communities, Organizing and Organizations: A Review and an Institutional Logics Perspective** 

Author: **Andreas Georgiou**, *U. Ramon Llull, ESADE Business School*
Author: **Daniel Arenas**, *ESADE Business School*

Almost a decade ago, community was conceptualized as a distinctive institutional logic, providing social and cultural resources to its members, influencing organizations, and determining community-organization relationships. However, some more recent studies challenge this view, stating that the community logic does not exist, or exposing that it is not even followed by community groups themselves. Acknowledging the implications of this theoretical puzzle for organization theorists, we review 172 papers published in highly ranked organization and management journals during the past 30 years and summarize insights on four types of communities for which discussion has flourished: communities of place, of practice, of users, and of firms. Next, we conduct pattern matching to explore whether these four types adhere to the community logic. Our findings reveal the existence of a unique community logic, which is consistent across different types of communities and forms the basis for a comparative research agenda. Furthermore, we show that multiple logics compete for influence and primacy against the community logic and create instances of institutional complexity. In doing so, we specify the unique principles and categorical elements coming from the community logic and those coming from conflicting institutional logics and draw implications for communities and community-organization relationships. The paper ends by emphasizing the benefits of applying the institutional logics lens to communities and points to future research avenues.

Paper is Available to Meeting Registrants Only.

OMT: **Isomorphic Symbolic Value of Community-Oriented Names for U.S. Community Foundations**

Author: **Shinwon Noh**, *U. of St. Thomas*

This study examines the effects of community-oriented names on the amount of donations received by U.S. community foundations. Drawing upon the symbolic management perspective, this study focuses on the word 'community' as a symbol that carries isomorphic symbolic value which derives from the desirable contextual meaning ascribed to the symbol. The longitudinal analysis of panel data of U.S. community foundations for a 22-year period (1989-2010) finds that the presence of the word 'community' in an organizational name led to more donations over time. This study identifies two other community-related name attributes that increased the symbolic value of the foundation's name: presence of specific geographic label and absence of business-related label. The analysis finds that a specific geographic label in a foundation's name had a positive influence on donations received by the foundation whereas a business-related label had an opposite influence. This study also reveals that community wealth and the number of community foundations in the same community are significant moderators of the relationships between the three name attributes and donations.

Paper is NOT Available. Please contact the author(s).

OMT: **Certifying Need: Can Expanding Certification Access Help Ventures in Impoverished Communities?** 

Author: **Daniel Erian Armanios**, *Oxford U., Saïd Business School*
Author: **Lauren Lanahan**, *U. of Oregon*
Author: **Amol M. Joshi**, *Wake Forest U.*
Author: **Ouafaa Hmaddi**, *U. of Oregon*

Prevailing theory assumes certifications signal quality. However, ventures that most require certifications are frequently constrained from generating such signals. Thus, extremely few can ever access certifications. Critically, this marginalizes ventures from impoverished communities. Alternatively, we surmise that certifications can improve venture performance in such communities through signaling need rather than quality. In so doing, we consider the implications of certifying the geographic place where a firm is located. We argue that place-based (as opposed to firm-based) certification is useful in detaching certification from a particular venture and, when signaling need, jolts audience members to widen their social gaze and include otherwise marginalized ventures. Our empirical context is the U.S. Historically Underutilized Business Zone program. This place-based certification flags need in specific places. Analyzing a nationwide sample of 77,241 U.S. ventures founded between 2014 to 2017, we find evidence that place-based certifications indeed improve firm performance and help audience members avoid conflating their own contextual unfamiliarity with venture quality. We offer guidance for rethinking and advancing organizational theory to direct attention towards marginalized contexts. We make theoretical contributions that unshackle certification from its dependency on quality in hopes of broadening access to those who can acquire and benefit from certifications.

Paper is Available to Meeting Registrants Only.

OMT: **The Enduring Effect of Cultural Brokerage: From Merchants and Missionaries to Foreign Firms (WITHDRAWN)**

Author: **Sonja Opper**, *Department of Management and Technology, Bocconi U.*
Author: **Enying Zheng**, *Peking U.*

This study explores the largely neglected long-term effect of cultural brokerage on local community cultures and international business. We argue that communities with a rich history of cross-cultural exchange between locals and foreigners developed a local culture that continues to influence international business today. Drawing on a matched sample of 68 colonial cities and 80 neighboring cities in China, we connect local variation in central domains of cultural brokerage—trade and missionary activities in the late 19th and early 20th century—with foreign production today. Our results demonstrate the long-term implications of socially-built cultural capacities on local strategies of action and challenge the dominant legalistic approach in colonial heritage research.

Paper is NOT Available. Please contact the author(s).

Author: **Yi Zhao**, *Stanford U.*

How are exchange partners matched to each other in the market given a great amount of uncertainty facing these actors about the match quality? Different from prior studies that focus mostly on the actor and dyadic level factors, I argue that the process of matching is embedded in the concrete social and geographic settings, and the social contexts—especially the level of social capital—of local communities can mitigate the uncertainty facing exchange partners and therefore facilitate their resource exchanges. I test my theory in the nascent but fast-growing market of impact investing. In addition to financial returns, impact investors explicitly seek to create social and environmental impacts but often must face great uncertainties in selecting investment targets due to the difficulty of measuring the social and environmental impacts of their investments. Empirical results support my argument showing that to mitigate uncertainty, “impact-first” investors that are nonprofits and less concerned about financial returns, in contrast to “financial-first” investors that are forprofits and more concerned about financial returns, select target companies located in geographic communities rich in social capital. The findings of this study contribute to organization literature on the matching problem and growing research on impact investment and have practical implications regarding the important role of the local community in social innovations.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **549** | Submission: **15497** | Sponsor(s): **(OMT, SIM, STR, ENT)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 4:30PM - 6:00PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 2**

Doing Organizational Research in Developing Country Contexts



Organizational Research in Developing Contexts

Organizer: **Stefan Dimitriadis**, *U. of Toronto, Rotman School of Management*
Organizer: **Leena Kinger Hans**, *Indian School of Business*
Participant: **Natalie Carlson**, *The Wharton School, U. of Pennsylvania*
Participant: **Solene Delecourt**, *Haas School of Business, UC Berkeley*
Participant: **Angelique Slade Shantz**, *U. of Alberta School of Management*
Participant: **Jose Uribe**, *U. of Michigan*
Participant: **Megan Elisa Gabruk**, *U. of Michigan, Ross School of Business*
Participant: **Tim Weiss**, *Imperial College London*
Participant: **Christopher B. Yenkey**, *Darla Moore School of Business, U. of South Carolina*

Management scholars are increasingly seeking to understand organizational phenomena in developing countries. Yet, extending organization theory to these new contexts is often challenging and poses novel theoretical and empirical hurdles related to the design, execution, and publication of research set in these contexts. This PDW seeks to create a platform for a wide-ranging discussion on these issues by bringing together eminent scholars at the forefront of organization research in developing country contexts, and those who seek to undertake such research in the future. Ultimately, this PDW aims to build a community of scholars interested in developing economies, who will help globalize organization theory and articulate an ambitious agenda for the future of organization theory in those contexts.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **550** | Submission: **15917** | Sponsor(s): **(SIM, CTO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 4:30PM - 6:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 304 Calawah**

**Loneliness in Organizations: Why It's Skyrocketing and What We
Can Do About It**
Loneliness in Organizations



Session Chair: **Anthony Silard**, *LUISS Business School*
Session Chair: **Sarah Wright**, *U. of Canterbury*
Panelist: **Peter Harms**, *U. of Alabama*
Panelist: **Alaric Bourgoin**, *HEC Montreal*
Panelist: **Anna Topakas**, *U. of Sheffield*

In this symposium, we will examine questions such as “What is loneliness?”, “Why has loneliness increased so rapidly, especially since the outbreak of the COVID-19 pandemic of 2020-21?”, “What is the link between technology and loneliness?”, “What are the intrapersonal, dyadic, group and organizational outcomes associated with loneliness in the workplace?” and “How can leaders manage their own loneliness and the loneliness of their followers as they lead their organizations through digital transformation?” Please join us for a fascinating exploration of why and how loneliness is skyrocketing as organizations reinvent themselves vis-à-vis their own and society’s digital transformation.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **551** | Submission: **18349** | Sponsor(s): **(CM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 5:00PM- 6:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 611**

Conflict Management Division Open Business Meeting *CM Open Business Meeting*

Program Chair: **Pri Pradhan Shah**, *U. of Minnesota*
Division Chair: **Kristin Jackson Behfar**, *London Business School*
Division Chair-Elect: **Deborah A. Cai**, *Temple U., Klein College of Media and Communication*
Past Director: **Jennifer R. Overbeck**, *Melbourne Business School*
Professional Development Workshop Chair: **M. Audrey Korsgaard**, *U. of South Carolina*

All are welcome to the conflict management business meeting. Join us to find out the latest CM division developments and celebrate the accomplishments of our members.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **552** | Submission: **14192** | Sponsor(s): **(GDO, IM, RM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 5:00PM - 6:00PMPT (UTC-7)** at **Sheraton Grand Seattle in Cirrus**

**Social Hour for Global Ambassadors and Emerging
International Members**
Global Connections Social Hour



Organizer: **Anna Katherine Ward**, *Virginia Tech*
Organizer: **Joy E. Beatty**, *Eastern Michigan U.*

This Social Hour is intended to accompany the PDW “Global Connections: GDO’s Global Ambassadors Broadening the AOM Experience for Emerging International Members”. Between the Social Hour and PDW, our broad goal is to connect and integrate emerging international members from emerging economies, the global South, and other geographies where our GDO membership is under-represented. We will invite GDO Global Ambassadors and PDW participants to a one-hour on-site social event on the evening prior to the PDW. Our intention is to provide an opportunity for participants to begin to network with Global Ambassadors early in the conference so that later interactions are less intimidating. Through casual socializing at this Social Hour, we hope participants will begin to identify Global Ambassadors who might mentor them over the next year in developing paper submissions for AOM 2023. Key take-aways to participants of the Social Hour and PDW include stronger (1) connection to and support within the GDO community, and (2) honing of paper development skills, making future AOM attendance more likely.

Please pre-register for this event by emailing your name, university, job title, and country to akward@vt.edu.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **PDW Workshop**
Program Session: **553** | Submission: **12134** | Sponsor(s): **(MED, HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 5:00PM - 7:00PMPT (UTC-7)** at **The Westin Seattle** in **Vashon II**

The New Normal Management: Teaching Lessons from COVID-19 to Circle Back to In-person
Teaching Lessons from COVID-19



- Coordinator: **Daniel M. Peat**, *U. of Cincinnati*
- Participant: **Marcia Lensges**, *Xavier U.*
- Participant: **Jaclyn Perrmann**, *Northern Kentucky U.*
- Participant: **Harshad Girish Puranik**, *U. of Illinois at Chicago*
- Participant: **Therese Sprinkle**, *St. John Fisher College*
- Participant: **Nathan Tong**, *ESSCA School of Management*
- Participant: **Michael Joseph Urick**, *St. Vincent College*
- Participant: **Jeremy Woods**, *California State U., Bakersfield*
- Participant: **Mariah Yates**, *Western Kentucky U.*

The coronavirus disease 2019 (COVID-19) pandemic has had a profound impact on both businesses and higher education, sending many courses into often underdeveloped online environments with minimal notice (Spicer, 2020). Throughout the pandemic, courses remained in synchronous, asynchronous, and hybrid formats, necessitating re-engineering of delivery, assessments, and other course components. Although online courses are not new, many lessons were learned during the COVID-19 pandemic from the volume of alternate format courses that can be carried over into the new normal environment and positively impact management education. Management courses have the additional utility and benefit of creating and exhibiting professional best practices to future organizational leaders, increasing the value of these lessons learned (Brammer & Clark, 2020). This PDW is designed to engage participants in discussions of these lessons learned, facilitated by experienced management faculty with significant teaching experience before, during, and “after” COVID-19. After listening to brief panel presentations on specific focus areas, participants will choose three areas for further discussion in a roundtable setting. Topics will include mechanisms for engagement (e.g., polling and feedback using Google suite); replicating professional hybrid working environments (e.g., developing virtual and hybrid etiquette); alternate communication mechanisms and techniques (e.g., using discussion boards to stimulate brainstorming); auxiliary or substitute assignment types (e.g., interactive video introductions); and asynchronous design, wellness checks, and flexibility (e.g., exam flexibility and delivery options). Participants are encouraged to bring their own lessons learned in these areas and will be encouraged to ask questions from area experts using a small group, roundtable discussion format.

KEY TO SYMBOLS

 Teaching-oriented	 Practice-oriented	 International-oriented	 Theme-oriented	 Research-oriented	 Diversity-oriented
 Selected as a Best Paper					

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Session Type: **PDW Workshop**

Program Session: **554** | Submission: **16052** | Sponsor(s): **(MSR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Saturday, Aug 6 2022 5:00PM - 6:30PMPT (UTC-7)** at **Hyatt Regency Seattle** in **407 Satsop**

Dance Meditation: An Experiential Workshop for Exploring Dance as Mindfulness Practice

Dance Meditation



Facilitator: **Lasse Lychnell**, *Stockholm School of Economics*

Facilitator: **Rebecka Arman**, -

Facilitator: **Catarina Ahlvik**, *Hanken School of Economics*

Facilitator: **Judith A. Neal**, *Edgewalkers International*

Facilitator: **Louis W. Fry**, *Texas A&M U. Central Texas*

This experiential workshop invites you to explore dance as a mindfulness practice and reconnect with your body and yourself between sessions and presentations. No previous experience is needed, and everyone is welcome to join the inclusive space held by the facilitators. You may bring a water bottle and an extra T-shirt if you feel for it. Kabat-Zinn (1994) suggests that “mindfulness practice means that we commit fully in each moment to being present. There is no ‘performance’. There is just this moment.” We usually think about mindfulness practice as silent sitting, but there is no limit to our mindful practices. This is a moment to entirely turn your attention inwards as there is no choreography to remember and nothing to achieve. While we move our bodies to the rhythms of tunes from all over the world, we simply observe thoughts, feelings, and physical sensations from moment to moment without reacting and without judging. Compared to mindfulness meditation (Kabat-Zinn, 1990/2009), dance and movement in clinical and applied settings have received little scholarly attention. A recent literature review, however, suggests that “engaging in musical and dance activities can make people feel trust and connectedness, promote pro-social behavior within a group, and also reduce prejudices between groups” (Bojner Horwitz, 2021, p. 1). Other studies suggest dance may reduce depression equally effective as mindfulness meditation (Pinniger et al., 2012), and contribute to improvements in emotional and spiritual well-being (Marich & Howell, 2015), as well as pro-social behaviors, stress management, and communication skills (Barton, 2011).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **555** | Submission: **18512** | Sponsor(s): **(NEU)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 5:00PM - 6:30PMPT (UTC-7)** at **Seattle Convention Center in Room 610**

NEU Social
NEU Social

Professional Development Workshop Chair: **David A. Waldman**, *Arizona State U.*
Session Chair: **Stefan Volk**, *U. Of Sydney*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **556** | Submission: **19404** | Sponsor(s): **(OB)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Saturday, Aug 6 2022 5:00PM - 6:30PMPT (UTC-7)**

Antecedents of Innovative Behaviors

Session Moderator: **Xianhui Ning**, *Southwestern U. of Finance and Economics*

OB: Role of a Sense of Urgency in Driving Employees' Innovative Behavior: Empirical Evidence from Japan  

Author: **Hao Anh Nguyen**, *Yokohama National U.*

Author: **Kodo Yokozawa**, *Yokohama National U.*

Author: **Toru Takagi**, *IT Management Institute*

Author: **Tim Wolput**, *Lean Consultancy Group*

This study investigates antecedents of a sense of urgency and its effect on innovative behavior. Data from 481 employees working in Japanese manufacturing companies were collected by administering an online questionnaire survey, then were analyzed using structural equation modeling and moderation analysis. The findings suggest that a sense of urgency among employees can significantly improve innovative behavior, including idea generation, promotion, and realization. Moreover, the effect of a sense of urgency on idea realization will be more substantial if there is a higher level of trust in management. Furthermore, our results indicate that a sense of urgency is triggered by managerial actions of external benchmarking and challenging goals setting, but it is hindered by reducing bonuses. Additionally, change leadership behavior was found to strengthen the positive impact of benchmarking and the negative impact of bonus reduction on a sense of urgency. As an early work that empirically tests the antecedents and outcomes of a sense of urgency, this study contributes to change management and behavioral operations literature. Furthermore, it guides managers to utilize motivation from a sense of urgency to leverage employees' innovative behavior.

Paper is Available to Meeting Registrants Only.

OB: The role of ambivalence for innovative work behavior during crisis: A longitudinal quasi-experiment   

Author: **Ann-Carolin Ritter**, *TUM School of Management, Technical U. of Munich*

Author: **Theresa Treffers**, *TUM School of Management, Technische U. München*

A crisis can cause a firm's demise or catalyze employees' innovative work behaviors (IWB), enabling the firm to thrive. Crises are complex, generating perceptions of both threat and challenge (i.e., ambivalence) and eliciting multifaceted behavioral reactions. We evaluate how ambivalence influences IWB during a crisis, taking the extreme case of the COVID-19 pandemic as a research setting. In a longitudinal quasi-experiment with 216 employees, we explore the relationship between ambivalence and IWB as the crisis unfolded through the first two government-mandated crisis phases of the COVID-19 pandemic, and how this relationship depends upon whether workers were classified as critical or non-critical. Our findings show that high ambivalence has both positive and negative effects on IWB that depend upon government mandated worker classification and crisis phases. In addition, we find that ambivalence has different effects on IWB over time. Based on our results, we explore differences and similarities between four different combinations of classification and work phase taking place in our quasi-experiment, and develop a conceptual model which suggests that during crisis, work phases of productivity enhance the relationships between ambivalence and IWB, but work phases of sensemaking and exhaustion reduce the relationship between ambivalence and IWB. Our study contributes to theory about the dual nature of ambivalence and drivers of IWB in crisis.

Paper is NOT Available. Please contact the author(s).

OB: Value of ESG in the Time of COVID-19 Crisis: How Corporate ESG Promotes Employee Innovative Behavior  

Author: **Jeong-won Lee**, *Kyonggi U.*

Environmental, social, and governance (ESG) has emerged as an important pillar in integrating corporate business and social responsibility. However, as existing studies have focused on external stakeholders or corporate-level performance, we have a very limited understanding of the impact of corporate ESG performance on organizational members, important internal stakeholders of companies. In addition, the role that corporate ESG can play in uncertain crisis situations such as COVID-19 remains largely unexamined. To fill the gaps, this study explores the effect of corporate ESG on employees in crisis situations. Specifically, based on corporate reputation and the conservation of resources theory (hereafter, COR), this study investigates whether corporate ESG evaluation can act as a positive reputation of a company during the COVID-19 crisis, lowering psychological stress of members and promoting their innovative behavior. Furthermore, this study examines whether team cohesiveness can act as a social resource for employees in a crisis and interact with corporate ESG to reduce their stress. Data were collected from 980 employees of 51 companies in Korea and analyzed through multilevel structural equation modeling. Results showed that employees with high corporate ESG evaluation experienced less psychological stress during the COVID-19 crisis, and as a result, they put more effort into workplace innovation. In addition, the effect of ESG evaluation on lowering employee stress was stronger for employees who perceived high levels of team cohesion. These results suggest that a company's pursuit of social values through ESG can increase employees' well-being and innovation efforts in crisis situations, ultimately increasing the company's likelihood of overcoming the challenges of a crisis.

Paper is Available to Meeting Registrants Only.

OB: Demonstrating Talents! A Self-Determination Perspective of Employee Hubris and Innovative Behavior 

Author: **Jih-Yu Mao**, *Southwestern U. of Finance and Economics*

Author: **Xianhui Ning**, *Southwestern U. of Finance and Economics*

Author: **Jing Quan**, *Southwestern U. of Finance and Economics*

Author: **Li Guo**, *U. of International Business and Economics*

Hubris is generally considered an undesirable personality trait that hinders organizational functioning. However, we suggest that hubristic employees can potentially contribute to organizational development by being innovative. Adopting a self-determination framework, we argue that employee hubris is positively related to innovative behavior and that this relationship is mediated by ability-demonstration strivings. In addition, we propose perceived intraorganizational competition to be an important boundary condition. Specifically, the indirect relationship is likely strengthened when employees perceive stronger than weaker intraorganizational competition. The results of a scenario experiment and a survey support all of the hypotheses. Insights into the literature, practice, and future research are discussed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **557** | Submission: **11120** | Sponsor(s): **(OMT, MH, ODC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 5:00PM - 6:30PMPT (UTC-7)** at **The Westin Seattle** in **Cascade I-B**

**Facts, Fictions, or Something in Between: The
Constructive and Destructive Power of History Work**
The Constructive and Destructive Power of History



Organizer: **Milo Shaoqing Wang**, *W. P. Carey School of Business, Arizona State U.*
Session Chair: **Jan Stephen Lodge**, *Rotterdam School of Management, Erasmus U.*
Discussant: **Eero Vaara**, *U. of Oxford*
Discussant: **Harry Liebersohn**, *U. of Illinois at Urbana-Champaign*
Presenter: **Tina Dacin**, *Queen's U.*
Presenter: **Majken Schultz**, *Copenhagen Business School*
Presenter: **David A. Kirsch**, *U. of Maryland*
Presenter: **Peter Dacin**, *Queen's U.*
Presenter: **Joel Mohr**, *Smith School of Business, Queen's U.*
Presenter: **Runjia Zhang**, *Peking U. Guanghua School of Management*

Drawing on the social-symbolic work perspective, we define “history work” as purposeful, reflexive efforts intended to change or maintain the history of an organization, a field, or a society for and among critical audiences. In particular, history work involves intentional efforts to shape or reshape a combination of discursive, relational, and material elements that constitute a meaningful presentation of the past. Building upon existing studies that regard history as socially constructed, we seek to develop this research agenda by reflecting on three distinct characteristics of history work: First, while previous studies tend to see history as strategically used by executives or entrepreneurs, history work in our view may be employed both in a top down fashion and from the bottom up. In other words, history work is not necessarily a deliberate product of firm strategy, as it can be emergent from organizational processes. Second, while previous studies often focus on the discursive aspect of constructing history, involving cultural framing and interpretation of the past, history work in our view also entails a material aspect that attends to the discovery, recovery, and recreation of historical artifacts. Thus, the construction and maintenance of history might entail a more comprehensive set of activities than previously assumed. Lastly, history work is often not just about history. Instead, the purpose of history work is often connected to the construction or destruction of other social-symbolic objects, including identities, strategies, and institutions. In other words, history work is adopted for its power to change or maintain other important objects in organizational life.

Maintaining Craft: Knowledge Transfer, Collective Custodianship, and History Work

Author: **Joel Mohr**, *Smith School of Business, Queen's U.*
Author: **Peter Dacin**, *Queen's U.*
Author: **Tina Dacin**, *Queen's U.*

Episodic Continuity as History Work in Organization Change

Author: **Majken Schultz**, *Copenhagen Business School*

History Work in History Books: How the History Is Strategically Reconstructed

Author: **Milo Shaoqing Wang**, *W. P. Carey School of Business, Arizona State U.*
Author: **Runjia Zhang**, *Peking U. Guanghua School of Management*

Historical Drift: When the Present Becomes Unmoored from the Past

Author: **David A. Kirsch**, *U. of Maryland*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **558** | Submission: **11979** | Sponsor(s): **(OSCM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 5:00PM - 6:30PMPT (UTC-7)** at **Seattle Convention Center in Skagit 2**

Journal of Operations Management (JOM) Session
Journal of Operations Management (JOM) Session

Program Chair: **Kai Dominik Foerstl**, *EBS U. für Wirtschaft und Recht*
Session Chair: **Suzanne De Treville**, *U. of Lausanne*
Session Chair: **Tyson Browning**, *Texas Christian U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **559** | Submission: **19500** | Sponsor(s): **(SIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 5:00PM - 6:30PMPT (UTC-7)**

Perspectives on Sustainability Reporting

Session Moderator: **Martina K. Linnenluecke**, *Macquarie U.*

SIM: Planetary Boundaries: Disclosure Quality of Sustainability Reports   

Author: **Chanyuan Ge**, *Macquarie Business School, Macquarie U.*

Author: **Martina K. Linnenluecke**, *Macquarie U.*

Author: **Rui Xue**, *Macquarie Business School, Macquarie U.*

This study develops a new framework to analyze the disclosure quality of planetary boundary information in firms' sustainability reports. Specifically, we construct a comprehensive disclosure index by mapping each planetary boundary to existing Global Reporting Initiative (GRI) standards, and by deriving a set of criteria to measure the quality of disclosure. Next, we employ a text mining technique to apply the disclosure index to analyze the sustainability reports lodged by the top 100 companies listed on the Australian stock exchange (ASX100) over the period from 2016 to 2020. We find an increase in reporting quality across the nine Planetary Boundaries over the five years of our analysis. A cross-sectoral analysis shows that firms in industries with a higher environmental impact, such as those in the Materials and Energy sector, tend to have a higher reporting quality. We validate our text-mining results against a manual analysis and examine the robustness of the results by showing positive associations of our disclosure scores with environmental performance measures from other data sources. This is the first academic study to examine planetary boundary disclosures of large, listed companies. Researchers and decision-makers may consider using the framework and method to identify potential planetary boundary risks for decision-making purposes.

Paper is Available to Meeting Registrants Only.

SIM: The Influence of Directive 2014/95/EU on the CSR Reporting of Stock-Listed European Companies

Author: **Christian Hüning**, *Goethe U.*

Author: **Eva Maria Katharina Koscher**, *Goethe U.*

Author: **Mehdi Hosseinkouchack**, *EBS U.*

Purpose – Even though CSR reporting has recently received considerable scholarly attention, far too little consideration has been paid to the contextual factors affecting reporting quality. This paper, therefore, aims to investigate how Directive 2014/95/EU influences the CSR reporting behavior of large, stock-listed European companies, especially concerning CSR reporting credibility and comparability. **Design/methodology/approach** – We use two different panel data models on variables derived by computer-aided textual analysis and human coding to uncover the effects of Directive 2014/95/EU on the credibility and comparability of CSR reports. Our analysis is based on a sample of 2,650 CSR reports from stock-listed European companies published between 2010–2019. **Findings** – The findings indicate that the introduction of Directive 2014/95/EU had a mixed influence on the credibility of CSR reporting as it reduced the analytic sentiment in CSR reports and led to a more distanced and less positive presentation of CSR engagement, but at the same time also to a more confident reporting language. In addition, we find a negative effect of the Directive on the comparability of CSR reports. **Originality/value** - This study contributes to the literature on CSR by investigating CSR reporting behavior beyond the firm level and within wider institutional settings. By examining the influence of the institutional environment on the credibility and comparability of CSR reports in a European setting, this paper provides new input for the scholarly and practical debate regarding further CSR reporting regulations.

Paper is Available to Meeting Registrants Only.

SIM: Once A Conformist, Always A Conformist? The Discontinued Conformity to Sustainability Norm 

Author: **Yahan Hu**, *Fudan U. School of Management*

Author: **Qinjin Zheng**, *Fudan U.*

Although institutional scholars have well established the value of conformity to institutionalized norms, researchers have paid limited attention to the subsequence of the norm-conforming behaviors. Motivated by the abnormal phenomenon that some organizations deviate from the sustainability norm after their original conformity – which is described as discontinued conformity, we identify institutional immunity as a key mechanism to explain the inconsistent responses. We then introduce the distinction between ascribed and achieved immunity based on their different origins. While ascribed immunity is predetermined by organizations' structural attributes, achieved immunity can be enhanced by intentional actions. Both types of immunity filter institutional pressures and reduce legitimacy loss, which enable the deviation afterward. We further argue that institutional quality moderates the relationship between institutional immunity and discontinued conformity. We test our hypotheses with 22,949 global observations covering 2012–2017 and find solid support. Our work enriches the conformity literature by adopting a dynamic view and advances the institutional perspective in sustainability and CSR researches.

Paper is Available to Meeting Registrants Only.

SIM: Crowding out Morality: How the Commensuration of Sustainability Reporting Sidelines Moral Reflection   

Author: **Koen Van Bommel**, *Vrije U. Amsterdam*

Author: **Andreas Rasche**, *Copenhagen Business School*

Author: **Andre Spicer**, *City U. London*

Drawing on extensive case study evidence, this study unpacks sustainability reporting's evolution from a moral values-based practice towards a financialized value-based one. We argue that this transition can be seen as a commensuration project. We examine the dynamics of this process and its implications for sustainability related outcomes. We find that increased levels of commensuration have moved sustainability reporting away from an original emphasis on morality and values to a focus on strategic value creation for the firm. We theorize this process as a 'crowding out of morality' that is enabled by a rigid cognitive framing of social and environmental issues (objectification) and the monetized coordination of relevant social interactions (marketization). We outline implications of our analysis for the scholarly debates on the institutionalization of sustainability reporting and commensuration.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□
Session Type: **Social Event**
Program Session: **560** | Submission: **18403** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 5:45PM- 7:15PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Grand Ballroom A**

Social for TIM Consortia Classes of '20, '21, and '22 *Social for TIM Consortia*

Host: **Sonali Shah**, *U. of Illinois at Urbana-Champaign*

Host: **Elena Novelli**, *Bayes Business School*

Host: **Colleen Cunningham**, *London Business School*

Host: **Annamaria Conti**, *U. of Lausanne*

Host: **Susan L. Cohen**, *U. of Georgia*

Host: **Tiona Zuzul**, *Harvard Business School*

Were you a participant in the TIM Junior Faculty or TIM Doctoral Consortium held in 2020, 2021, or 2022? If yes, please join us for an in-person networking event. We look forward to seeing you in person (both mentors and mentees are welcome).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



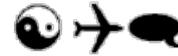
Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **561** | Submission: **11266** | Sponsor(s): **(CAR, HR, OB, GDO)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Saturday, Aug 6 2022 5:30PM - 7:00PMPT (UTC-7)**

Transitioning from a Faculty to an Administrator Role
Transitioning from Faculty to Administrator Role



Organizer: **I. M. Jawahar**, *Illinois State U.*
Distinguished Speaker: **Steve H Barr**, *North Carolina State U.*
Distinguished Speaker: **Sharon Oswald**, *Mississippi State U.*
Panelist: **Gillian Warner Soderholm**, *U. of South-Eastern Norway School of Business*
Panelist: **Julia Richardson**, *Curtin U.*

The purpose of this Professional Development Workshop (PDW) is to help faculty moving into administrative roles, such as a department chair or head of school, program director, an associate dean. Faculty members selected or asked to serve in administrative roles have very little formal training or background and often struggle through the assignment. In this PDW, we will discuss key issues that confront administrators and provide participants with the opportunity to share experiences with - and learn from - other experienced administrators.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Social Event**
Program Session: **562** | Submission: **14902** | Sponsor(s): **(HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 5:30PM - 7:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 702 Clearwater**

HR Division Executive Committee Business Social
HR Division Executive Committee Business Social

Session Chair: **Jill Ellingson**, *U. of Kansas*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **563** | Submission: **16582** | Sponsor(s): **(MED, HR, OB, CTO)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 5:30PM - 7:00PMPT (UTC-7)**

Teaching with Technology: Preparing Managers for the Future
Teaching with Technology PDW



Organizer: **Stuart A. Allen**, *Robert Morris U.*
Facilitator: **Jordan Paul Mitchell**, *U. of Houston, Clear Lake*
Presenter: **Stuart A. Allen**, *Robert Morris U.*
Presenter: **Jordan Paul Mitchell**, *U. of Houston, Clear Lake*
Presenter: **Mai P. Trinh**, *Arizona State U.*
Presenter: **Martin R. Fellenz**, *Trinity Business School, Trinity College Dublin*
Presenter: **David Lefevre**, *Imperial College Business School*
Presenter: **Mairead Brady**, *Trinity Business School, Trinity College Dublin*
Presenter: **Sumeet Jhamb**, *Southern Illinois U. Carbondale*
Presenter: **Xiao Li**, *U. of Texas Health Science Center at Houston School of Public Health*
Presenter: **Jae Man Park**, *U. of Texas Health Science Center at Houston School of Public Health*

The COVID-19 pandemic accelerated teaching with technology as management educators rapidly adapted to the risks of face-to-face learning. In-person classes were transitioned to online courses in either synchronous or asynchronous formats using technologies like learning management systems, social media, online resources (e.g., YouTube), and video conference platforms. Educators have engaged technology in new and additional ways with lasting effects on management education practices. Many organizations similarly shifted to remote work, creating a seemingly permanent move to the increased use of virtual and remote technologies in the workplace, and creating new demands on the education of future managers. While many students have adjusted, others continue to struggle given issues like their preferred learning styles or challenges with accessing and using technology. In the Annual Meeting theme of “Creating a Better World Together”, this professional development workshop (PDW) will focus upon improving educators’ use of technology to meet students’ needs and ensure that those struggling with the use of technology in learning are not disadvantaged, thereby enabling a better balance between the costs and benefits of teaching with technology. This PDW is now in its 24th year at AOM (since 1998). For 2022, we will showcase new technologies and techniques for teaching with technology in management. This PDW is relevant to novice and experienced educators and focuses upon technology’s practical applications through demonstrating and sharing teaching techniques and technologies in an interactive presentation format. The PDW includes five presentations by nine experienced management educators.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**

Program Session: **564** | Submission: **18327** | Sponsor(s): **(OB)**

Session Format: **In-person Only: Seattle**

Scheduled: **Saturday, Aug 6 2022 5:30PM - 7:30PMPT (UTC-7)** at **Seattle Convention Center** in **Ballroom 6B**

Organizational Behavior Division Awards Ceremony and Social
OB Awards Ceremony and Social

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **565** | Submission: **19640** | Sponsor(s): **(NDSC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 6:00PM - 9:00PMPT (UTC-7)** at **Seattle Convention Center in Room 4C3**

New Doctoral Student Consortium Networking Evening *New Doctoral Student Consortium Networking Evening*

Organizer: **Joseph Richard Schaefer**, *U. of Mississippi*

This networking event, following the New Doctoral Student Consortium, is intended for participants to further engage with each other, speakers and panelists, and the NDSC planning committee in a relaxed atmosphere.”

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **566** | Submission: **18519** | Sponsor(s): **(RM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 6:00PM - 8:00PMPT (UTC-7)** at **Seattle Convention Center** in **Ballroom 6A**

RM Division-CARMA Consortium/PDW Social
CARMA Consortium/PDW Social

Organizer: **Andreas Schwab**, *Iowa State U.*
Organizer: **Larry J. Williams**, *Texas Tech U.*
Professional Development Workshop Chair: **Le Zhou**, *U. of Minnesota*

Join us for the Research Methods Division Consortium/PDW social hour sponsored by the Consortium for the Advancement of Research Methods and Analysis (CARMA).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **567** | Submission: **16661** | Sponsor(s): **(SIM, OB, MOC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 6:00PM - 7:30PMPT (UTC-7)** at **Hyatt Regency Seattle in 403 Cispus**

New Frontiers in (Un)ethical Leadership Research

New Frontiers in (Un)ethical Leadership Research



Session Chair: **Ke Michael Mai**, *National U. of Singapore*
Session Chair: **Feng Qiu**, *U. of Massachusetts, Amherst*
Discussant: **Linda K Trevino**, *Pennsylvania State U.*
Presenter: **Ke Michael Mai**, *National U. of Singapore*
Participant: **Feng Qiu**, *U. of Massachusetts, Amherst*
Participant: **Brian J. Lucas**, *Cornell U.*
Presenter: **Wei Jee Ong**, *National U. of Singapore*
Presenter: **Lei Huang**, *Auburn U.*
Participant: **Ted A. Paterson**, *Oregon State U.*
Participant: **Joel B. Carnevale**, *Syracuse U.*
Participant: **Michael Phillipich**, *Auburn U.*
Presenter: **Mengjie Xu**, *U. of Massachusetts, Amherst*
Participant: **Orlando C. Richard**, *UMass Amherst*

While researchers have identified a variety of situations when leaders engage in morally hazardous behaviors at work such as abusing subordinates, engaging in unethical behaviors that benefit the organization and/or its members, and requesting subordinates to engage in unethical behaviors as well as the antecedents and outcomes of those unethical leader behaviors, there are still many unknowns when it comes to when those unethical leader behaviors occur and what the consequences are. This symposium includes four papers that approach the above questions using diverse theoretical perspectives and thus contributes the (un)ethical leadership literature.

The Source of Sin: How and Why Creative People Get More Unethical Requests

Author: **Ke Michael Mai**, *National U. of Singapore*
Author: **Feng Qiu**, *U. of Massachusetts, Amherst*
Author: **Brian J. Lucas**, *Cornell U.*

How Leaders' Past Misconduct Affects Leniency towards Subordinates

Author: **Wei Jee Ong**, *National U. of Singapore*

Contextualizing the Influence of Leader Unethical Pro-Organizational Behavior

Author: **Lei Huang**, *Auburn U.*
Author: **Ted A. Paterson**, *Oregon State U.*
Author: **Joel B. Carnevale**, *Syracuse U.*
Author: **Michael Phillipich**, *Auburn U.*

The Effects of Observed Abusive Supervision on Third Parties

Author: **Mengjie Xu**, *U. of Massachusetts, Amherst*
Author: **Feng Qiu**, *U. of Massachusetts, Amherst*
Author: **Orlando C. Richard**, *UMass Amherst*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**

Program Session: **568** | Submission: **18355** | Sponsor(s): **(CTO)**

Session Format: **In-person Only: Seattle**

Scheduled: **Saturday, Aug 6 2022 6:30PM - 9:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **Regency B**

CTO PhD Poster Presentation and Opening Reception *CTO Poster & Reception*

Participant: **Michael Barrett**, *U. of Cambridge*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **569** | Submission: **18443** | Sponsor(s): **(HCM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 6:30PM - 8:30PMPT (UTC-7)** at **Offsite in Aerlume**

Health Care Management Division PDW Social
Health Care Management Division PDW Social

Participant: **Cheryl Rathert**, *Saint Louis U.*
Organizer: **Geoffrey Silvera**, *U. of Alabama, Birmingham*
Organizer: **Nicholas Edwardson**, *U. of New Mexico*

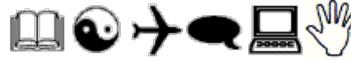
Health Care Management Division PDW Social -Due to COVID safety recommendations, we are limited to HCM registrants and guests.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **570** | Submission: **16801** | Sponsor(s): (MC)
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 6:30PM- 8:00PMPT (UTC-7)** at **Seattle Convention Center in Room 210**

Is Digital Transformation Creating a Better World? An International Collaboration Between Academics and Managers
Digital Transformation



Organizer: **Emmanuel Monod**, *UCMT and Paris-Dauphine U.*
Organizer: **John Mooney**, *Pepperdine Graziadio Business School*
Organizer: **Fred Niederman**, *Saint Louis U.*
Organizer: **Alan B. Eisner**, *Clark U.*
Organizer: **Eric Sanders**, *Elmhurst U.*
Session Chair: **Jui Ramaprasad**, *U. of Maryland*
Session Chair: **Elisabeth Joyce**, *Edinboro U.*
Session Chair: **Uzonna Olumba**, *U. of Illinois at Urbana-Champaign*
Distinguished Speaker: **Aaron Qian Tingrong**, *Aaron*
Distinguished Speaker: **Mabel Hua**, *UCMT, Montpellier Management, U.of Montpellier, Shanghai Hefenglai.Ind*
Distinguished Speaker: **Jian Zhao**, *UCMT, NEOMA, BANA Shanghai Branch*
Distinguished Speaker: **Xin Ye**, *UCMT, Montpellier Management, U. of Montpellier, Children's Hospital of Shanghai*
Distinguished Speaker: **Shirley Sun**, *UCMT, NEOMA, Shanghai Changling Telecommunication Equipment*
Distinguished Speaker: **Doreen Dai Yuan**, *UCMT, ISTE, Xiamen Lacaveduvin9 Imp & Exp*
Distinguished Speaker: **Xiaohua Fan**, *ENPC, UCMT*
Distinguished Speaker: **Wenting Yu**, *-*
Distinguished Speaker: **Mary Beth Watson-Manheim**, *U. of Illinois at Chicago*
Distinguished Speaker: **Niki Panteli**, *Royal Holloway Uni of London & NTNU, Norway*
Distinguished Speaker: **Manju K. Ahuja**, *U. of Louisville*
Distinguished Speaker: **Matti Rossi**, *Aalto U. School of Business*
Distinguished Speaker: **Helmut Kremer**, *TUM School of Management, Technische U. München*
Discussant: **Bihai She**, *-*
Discussant: **Yanfei Zhang**, *UCMT, ParisTech Ecole Des Ponts Business School, Hikvison (China)*
Discussant: **Soen (Joyan) HAYASHI**, *UCMT, U. of Montpellier, MIDEA-SIIX*
Discussant: **Li Li**, *UCMT, U. of Montpellier, Qingdao United Family Hospital*
Discussant: **Yue ZHANG**, *ENPC, UCMT, Shanghai Building Materials Group*
Discussant: **Caiyan Nie**, *-*
Discussant: **Zien Huang**, *-*
Discussant: **Aijun Allen Zhou**, *UCMT, NEOMA, LUOLOGY Advanced Equipment Technology*
Participant: **Peijun Duan**, *-*
Participant: **Shunsong Gong**, *UCMT, NEOMA Business School, Country Garden Services Co., Ltd*
Participant: **Yanli Che**, *-*
Discussant: **Xiaoming Li**, *UCMT, NEOMA Business School, ShangHai Xufeng Technology Co., Ltd*
Participant: **Xiaoxia Zhu**, *-*
Participant: **Annella Yan**, *-*
Participant: **Wenjia Ni**, *-*
Participant: **Zhou Pin**, *-*
Participant: **Yingyi (Vicky) Xu**, *UCMT, ISTE, C and Shanghai Starriver Bilingual School*
Participant: **Xiaoyi Chu**, *UCMT, ISTE, C and Singapore Arts Pte Ltd*

This PDW is a response to the AOM 2022 call, “To what extent is there a need to create future institutions, relationships, systems, and processes that are different from the past?” (p. 1). First, practitioners from China will describe how to they face the problems related to digital transformation in their companies. Then, Academics will compare the potential responses of two methods: hidden costs /Socio-Economic Approaches to Management (SEAM) and Business Process management (BPM). This PDW is an invitation to collaboration and free exchange of ideas between AOM divisions. The goals and desired outcomes are to create a cross-divisional collaboration and to provide researchers with approaches and methods to evaluate the effects of digital technologies at the workplace of the future that can be used for further publications in academic journals. Through this cooperation between practitioners and academic, this PDW also intends to contribute to “Creating A Better World Together.”

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Social Impact Assessment and Investing for a Better World

Session Moderator: **Deike Schluetter**, *Heinrich-Heine U. of Dusseldorf*

SIM: **Forward-Looking Impact Assessment – An Interdisciplinary Systematic Review and Research Agenda**

Author: **Kiia Strømmer**, *Maastricht U.*

Author: **Jarrod Ormiston**, *U. of New South Wales*

Both new and established ventures are under increasing pressure to consider how their current actions impact our future world. Whilst many practitioners are paying greater attention to the future impact of their activities, the majority of impact assessment research focuses on the retrospective measurement of impact, with only limited insights on how impact assessment is used as a tool to forecast or predict the intended impact of organisational action. This study aims to overcome this gap by exploring forward-looking approaches to impact assessment. We conduct an interdisciplinary systematic review of the impact assessment literature to answer the question: “How and why do organisations incorporate forward-looking, future-oriented approaches to impact assessment?”. In our findings we elaborate on the common research themes, challenges, and gaps in understandings of forward-looking impact assessment. We develop an organising framework to show how research on forward-looking impact assessments has explored various antecedents, processes and outcomes. Based on our review, we put forward a research agenda to provoke further inquiry on forward-looking, future-oriented approaches to impact assessments related to four research themes: uncertainty, values and assumptions, stakeholder cooperation, and learning. Our study contributes to the impact assessment literature by providing an overview of how the current literature comprehends forward-looking approaches, and providing insights on how the field can develop a more holistic view of temporality in impact assessment.

Paper is Available to Meeting Registrants Only.

SIM: **Mechanisms of Impact Investing – From a literature Review to a Multistage and Multilevel Model**

Author: **Deike Schluetter**, *Heinrich-Heine U. of Dusseldorf*

Author: **Lena Schätzlein**, *Heinrich-Heine U. of Dusseldorf*

Author: **Rüdiger Hahn**, *Heinrich-Heine U. of Dusseldorf*

Impact investing (II) aims at achieving an intentional social impact next to a financial return, thus embracing a high level of hybridity and potentially conflicting goals of different actors. We find that a growing academic literature on II is currently scattered across a variety of disciplines, topics, and levels of analysis with inconsistencies in terminology and concepts and a lack of theoretical explanations and frameworks. Our systematic and integrative literature review of 99 articles clarifies conceptual ambiguities by developing a typology of II differentiating a weak and strong interpretation. We analyze research based on antecedents, management and outcomes of II to provide an overview of common research areas and point to inconsistencies in the overall scholarly contribution. We develop a mechanisms-based multistage and multilevel model of the II market to link diverse current theoretical contributions and elaborate future research avenues.

Paper is Available to Meeting Registrants Only.

SIM: **Impact Investing Firms and Institutionalization in High-Risk Countries**

Author: **Gilbert Kofi Adarkwah**, *BI Norwegian Business School*

Author: **Birgitte Groggaard**, *BI Norwegian Business School*

Author: **Sverre Tomassen**, *BI Norwegian Business School*

We build on institutional work theory to examine the association between impact investments and institutional development. We extend prior work that focuses on the purposive and practical actions to change institutional and argue that institutional work is not only carried out by skillful insiders but also by outsiders with nonpecuniary intent to change prevailing taken-for-granted institutions. While earlier work shows that institutional work is performed by actors associated with the institution, we introduce a new type of institutional work, catalytic institutional work, and actor, the impact investor, that engages in this type of institutional work. Analyzing a comprehensive hand-collected sample of 1,029 impact investments from 7 European countries in Africa, we find support for our hypotheses.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**

Program Session: **572** | Submission: **18347** | Sponsor(s): **(CM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Saturday, Aug 6 2022 7:00PM- 9:00PMPT (UTC-7)** at **Offsite in Pikes Place Market**

Conflict Management Division Reception *CM Reception*

Division Chair-Elect: **Deborah A. Cai**, *Temple U., Klein College of Media and Communication*

Program Chair: **Pri Pradhan Shah**, *U. of Minnesota*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Plenary Session**
Program Session: **573** | Submission: **18516** | Sponsor(s): **(CMS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 7:00PM - 8:00PMPT (UTC-7)** at **The Westin Seattle in Grand Crescent**

CMS Plenary: Being Critical Today - Creating a Better World Together
Being Critical Today

Organizer: **Marcos Pereira Fernandes De Barros**, *Grenoble Ecole de Management*
Organizer: **Patrizia Zanoni**, *Hasselt U. & Utrecht U.*
Organizer: **Fernanda Filgueiras Sauerbronn**, *U. Federal do Rio de Janeiro - UFRJ*
Organizer: **Amon Barros**, *FGV EAESP Sao Paulo School of Business Administration*
Organizer: **Alison Pullen**, *Macquarie Business School, Macquarie U.*
Organizer: **Ozan Nadir Alakavuklar**, *Utrecht U., School of Governance*
Organizer: **Caroline Clarke**, *The Open U. Business School*
Organizer: **Richard Longman**, *U. of the West of England*
Organizer: **Ghazal Zulfiqar**, *Lahore U. of Management Sciences*
Organizer: **Alexandra Bristow**, *The Open U. Business School*
Organizer: **Kristin Samantha Williams**, *UEF Business School, U. of Eastern Finland*
Organizer: **Paulina Segarra**, *U. Anáhuac México*
Organizer: **Elina Riivari**, *U. of Jyväskylä*
Organizer: **Liela A. Jamjoom**, *Dar Al-Hekma U.*
Organizer: **Arturo E. Osorio**, *Rutgers U.*

In this session, members of the Critical Management Studies Executive Committee will facilitate a discussion around 'being critical today'. Mindful that, across the Academy, there are conversations about Creating a Better World Together, this is a chance for us to pause, reflect, and renew ourselves, focusing on what being critical today means. We warmly invite members of the Division - old and new - to join our plenary discussion as we connect up our past, present, and look to the future.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **574** | Submission: **18333** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 7:00PM - 11:00PMPT (UTC-7)** at **Offsite** in **Museum of Pop Culture (MoPOP)**

Entrepreneurship Division Social *Entrepreneurship Division Social*

Host: **Jon C. Carr**, *North Carolina State U.*
Host: **Rachida Justo**, *IE Business School*

This session is only open to members of the ENT Division. This session requires an additional fee of US \$100. Please use this link to register: <https://secure.aom.org/PDWReg/> This event will be taking place at the Museum of Pop Culture, located at 325 Fifth Ave N Seattle, Washington 98109

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **575** | Submission: **19492** | Sponsor(s): **(SIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 7:00PM - 8:30PMPT (UTC-7)**

Rethinking Corporate Political Activism

Session Moderator: **Douglas A. Schuler**, *Rice U.*

SIM: Corporate Sociopolitical Activism and Stakeholder Influences: A Conceptual Framework

Author: **Douglas A. Schuler**, *Rice U.*
Author: **Moritz Appels**, *U. of Mannheim*

Corporate Sociopolitical Activism (CSA) is the public involvement, predominantly via speech, of companies in controversial social and political issues. The predominant models of CSA draw heavily from upper echelons, agency, and other CEO-centric theories of organizational behavior, as well as managerial perceptions of issue alignment with employees and customers. While instructive, these models fail to explain both the increased incidence of CSA as well as its concentration primarily in the USA over other countries. We offer a stakeholder-centric model of CSA, specifically examining the influences of government, non-governmental organizations, and the media on CSA. The model establishes a set of testable propositions that we believe better explains CSA than existing frameworks.

Paper is Available to Meeting Registrants Only.

SIM: Corporate Activism and Organizational Authenticity

Author: **Lambert Zixin Li**, *Stanford U.*
Author: **Sarah A. Soule**, *Stanford U.*

Corporate activism is when a firm takes a public stance on a social or political issue. Although the public increasingly expects corporations to engage in activism, public support varies across individual corporate activist campaigns. While social movement theories would predict that the public will support corporate activism in general, organizational authenticity theory suggests that corporate activism may backfire if firms lack type or moral authenticity. Using semi-structured interviews with diverse stakeholders, a national survey on 525 corporate activist statements, and two pre-registered experiments, we find that the public generally supports corporate activism, but that a firm's type and moral authenticity substitute each other in shaping both attitudes (support for and intention to join) and behaviors (donation and writing letters of support). We contribute to social movement theory by bringing in organizational theories of authenticity to add nuance to our expectations about public support for corporate activism, and we extend research on organizational authenticity by showing an interaction between type and moral authenticity.

Paper is Available to Meeting Registrants Only.

SIM: Riskier Business? How Consumer Perceptions of Corporate Political Advocacy have Evolved

Author: **Candace Esken**, *Bradley U.*
Author: **Laurence Weinzimmer**, *Bradley U.*

In the past, companies have largely avoided taking sides on political issues due to their risky polarizing nature and focused their efforts on business operations and controlling what impacts the bottom line. However, there has been a shift in the past decade where companies have increasingly taken very public stances on politically charged social issues, referred to as corporate political advocacy (CPA). With the increasingly polarized political nature of the population coupled with the consumer's desire for organizations to help drive social change, abstaining from engaging in CPA is becoming less of an option for organizations. The purpose of this research is to investigate how consumer perceptions of CPA have changed and which social issues have the strongest influence and impact on consumers' purchasing decisions. Using comparative analyses from two datasets collected nearly 10 years apart, we find that CPA has had an increasingly significant impact and influence on consumer purchase decisions but mostly when an organization takes a stand on a social issue they care about. Ultimately, the data revealed that COVID-19 and healthcare are by far the most influential social issues currently impacting consumer perceptions.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**

Program Session: **576** | Submission: **10543** | Sponsor(s): **(HR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Saturday, Aug 6 2022 7:15PM - 8:15PMPT (UTC-7)** at **Hyatt Regency Seattle in Columbia D**

HR Division Welcome/Welcome Back Social *HR Division Welcome/Welcome Back Social*

Organizer: **Liza Castro Christiansen**, *U. of Reading*

Organizer: **Crystal M. Harold**, *Fox School of Business, Temple U.*

Join us as we say “Welcome!” to our new members and “Welcome back!” in person to our returning members! Come help us kick off our in-person meeting HR Division-style!

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Social Event**
Program Session: **577** | Submission: **18386** | Sponsor(s): **(MED)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 7:15PM - 8:15PMPT (UTC-7)** at **The Westin Seattle** in **Grand Ballroom II**

MED Mentoring Launch Social Event
MED Mentoring Launch Social

Participant: **Mairead Brady**, *Trinity Business School, Trinity College Dublin*
Participant: **Brett Paul Matherne**, *Georgia State U.*
Participant: **Claudia J. Ferrante**, *U.S. Air Force Academy*
Participant: **Beverly J Demarr**, *Ferris State U.*
Participant: **Alan B. Eisner**, *Clark U.*
Participant: **Gerard Beenen**, *California State U., Fullerton*
Participant: **Arran Caza**, *U. of North Carolina, Greensboro*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Social Event**
Program Session: **578** | Submission: **12176** | Sponsor(s): **(CAR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 7:30PM - 9:30PMPT (UTC-7)** at **Offsite in Pike Brewing Company**

Careers Division Social *CAR Division Social*

Participant: **Serge P. Da Motta Veiga**, *EDHEC Business School*

Come mix and mingle to celebrate the Careers Division! This is a social event for meeting, reconnecting, and networking with Careers Division's members and friends. The session will be held offsite. For questions, contact Serge da Motta Veiga at serge.damottaveiga@edhec.edu

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Social Event**
Program Session: **579** | Submission: **18343** | Sponsor(s): **(MED)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 8:00PM - 11:00PMPT (UTC-7)** at **The Westin Seattle** in **Grand Ballroom III**

MED and MOBTS Joint Social Evening Event
MED/MOBTS Joint Social

Division Chair: **Alan B. Eisner**, *Clark U.*
Program Chair: **Mairiad Brady**, *Trinity Business School, Trinity College Dublin*
Division Chair-Elect: **Gerard Beenen**, *California State U., Fullerton*
Professional Development Workshop Chair: **Arran Caza**, *U. of North Carolina, Greensboro*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **583** | Submission: **12984** | Sponsor(s): **(CAR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 4:00AM - 6:00AMPT (UTC-7)**

Careers Division Virtual Social *CAR Division Virtual Social*

Participant: **Serge P. Da Motta Veiga**, *EDHEC Business School*

In the spirit of promoting camaraderie amongst our members to help us all feel more connected, we plan an additional (virtual) social gathering where you can catch up and chat with your CAR friends via Gather.town. This is an informal social event that is open for everyone who wants to join - even if you are also going to our other social! For questions, contact Serge da Motta Veiga at serge.damottaveiga@edhec.edu

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Open Innovation Track: Novel Empirical Approaches to the Drivers of Innovation

Session Moderator: **Oscar Bustinza**, *U. de Granada*

TIM: Are You Listening?: Sentiment Diffusion in GitHub

Author: **Swagatam For Sinha**, *ETH Zürich*

Do expressed sentiments affect remote-workers? My paper addresses this question in the important context of open innovation, using extensive online communication data on GitHub. I use the VADER sentiment analyzer to determine latent sentiment in open source software developer communication, and study the correlation of individual sentiments within developer teams. I employ an instrumental variable identification strategy to identify peer effects in sentiment diffusion. I find significant, positive correlation within in-group sentiments, which suggests potential channels through which sentiments can propagate. I also find sentiments expressed by an individual does not affect the entire team, and this suggests expressed sentiments tend to attenuate rather than magnify via propagation. These findings provide useful lessons to managers of remote working teams regarding ways to manage employee morale and team cohesion.

Paper is Available to Meeting Registrants Only.

TIM: Treble Innovation Firms: Implications for Open Innovation Strategies and Profitability

Author: **Ferran Vendrell-Herrero**, *U. of Birmingham*

Author: **Oscar Bustinza**, *U. de Granada*

Author: **Marco Opazo-Basaez**, *Deusto Business School*

Author: **Emanuel Gomez**, *Nova School of Business and Economics, U. Nova de Lisboa*

Manufacturing firms can develop three forms of technological innovation: process, product, and service. While previous research has primarily analyzed service innovation in isolation, this study compares the profit position of firms adopting all technological innovations simultaneously (treble innovation firms) to firms that “only” adopt process and product innovation (dual innovation firms). Drawing on the premises of the resource-based view (RBV), we argue that treble innovation firms can build on innovation cross-fertilization to develop valuable, rare, and inimitable resources that translate into higher profitability. Consistently with the RBV, we also expect treble innovation firms to benefit more from open innovation because they can save considerably more in internal R&D investment while maintaining differentiated supply. We test our hypotheses on a random and representative survey of 423 Spanish manufacturing firms, of which 62% are dual innovators and 22% treble innovators. The results support our hypotheses. Based on propensity score matching and doubly robust estimations, we find causal evidence supporting the conclusion that treble innovation firms are more profitable than dual innovation firms. Our results also confirm that open innovation positively moderates the relationship between treble innovation firms and performance, but this moderation is statistically significant only when internal R&D investment is low.

Paper is Available to Meeting Registrants Only.

TIM: Sources of Innovation Revisited: Patterns in Firms’ Usage of Internal and External Search

Author: **Wenjing Lyu**, *Massachusetts Institute of Technology*

Author: **Neil Thompson**, *MIT Computer Science and Artificial Intelligence Laboratory*

Author: **Keld Laursen**, *Copenhagen Business School - Department of Strategy and Innovation*

Recent open innovation literature has emphasized external knowledge search and the use of a diverse set of external innovation sources. But firms also have a diverse set of internal innovation sources, and we show that there are distinct patterns across external and internal sources that reflect differences in how firms create and capture value. Our analysis of the innovative activities of 256 large firms from seven countries and across seven industry sectors reveals two distinct innovation search strategies: “tech-focus,” which emphasizes exploration and is associated with more innovative outcomes, and “market-focus,” which emphasizes exploitation and is associated with higher market value. Finally, we show that characterizing innovation sourcing as tech-vs.-market better explains differences in firm performance than traditional measures such as openness.

Paper is Available to Meeting Registrants Only.

TIM: SMEs and Open Innovation: Challenges and Costs of Collaborating

Author: **Alessandra Costa**, *U. of Messina*

Author: **Antonio Crupi**, *U. of Messina*

Author: **Chiara Eleonora De Marco**, *Haas School of Business, UC Berkeley*

Author: **Alberto Di Minin**, *UC Berkeley*

Traditional literature in terms of Open Innovation broadly explored the potential benefits firms might achieve in collaborating with external partners. However, in such a recognized framework, the investigation of the costs firms face remains an underexplored field. Understanding the immediate economic impact of Open Innovation strategies is crucial, especially for SMEs that usually suffer from a structural lack of financial resources. To fill this gap, the present study explores the costs sustained by SMEs in the short run while implementing Open Innovation strategies. Moreover, in line with the new challenges introduced by new technologies, the study explores how Open Innovation costs vary for digital- and non-digital-oriented SMEs. In doing so, the study relies on a sample of 377 digital- and non-digital-oriented European SMEs. In general terms, results show that Open Innovation represents a short-term cost for both types of SMEs. However, in investigating the different Open Innovation challenges addressed by SMEs, findings reveal that especially digital-oriented SMEs may limit costs by reducing their external activities and keeping their activity focused on the core business. These findings have implications for both SMEs and scholars, which are expected to lead to further investigations.

Paper is Available to Meeting Registrants Only.

Author: **Shilpam Dubey**, *Indian School of Business*

Author: **Deepak Jena**, *Indian School of Business*

Understanding the determinants of repeat collaboration and its effect on creative performance has long been a subject of research in innovation studies. Do teams generate more novel and useful productions when they share a history of interactions on several projects? Or do the pre-existing ties erode creative performance over time? While the literature has addressed this tension, not enough emphasis has been placed on disentangling correlation and causality in this relationship. We perform a granular examination of this question by using dyadic interactions of inventors and systematically address endogeneity by employing coherent framework with diverse model specifications and identifying assumptions using an extensive set of controls. Our empirical evidence shows that repeated interaction is detrimental to innovative performance.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

-  Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
-  Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **585** | Submission: **19119** | Sponsor(s): **(TIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 5:00AM - 6:30AMPT (UTC-7)**

Technology Strategy and Competition Track: New Perspectives on Business Models

Session Moderator: **Fathiro Hutama Reksa Putra**, *U. of Cambridge*

TIM: Get Ready for Quantum Age: The Implications of Quantum Technologies for Business Model Innovation 

Author: **Chander Velu**, *U. of Cambridge*

Author: **Fathiro Hutama Reksa Putra**, *U. of Cambridge*

Quantum technologies (QT) are nearing a phase of commercialization where technology adoption and business model design are becoming a major topic among practitioners and policymakers. This paper explores the potential impact of QT in transforming the way firms create and capture value. We identify the key properties of quantum mechanics and explain their potential in enabling new applications around computation, communication, and sensing. We propose that the application of QT has the potential to enable business model innovation by generating new market demand through novel customer value propositions, changing the structure of transaction costs, and enabling unique capabilities. This study aims to highlight the theoretical challenges and opportunities for management scholars and help organizations prepare for the quantum-enabled economy by analyzing the impact of QT on business models.

Paper is Available to Meeting Registrants Only.

TIM: How to Boost Business Model Evaluation? Interpersonal Configurations and the Role of the Environment   

Author: **Caroline Kettner**, *Chair for Technology & Management, TU Dortmund U.*

Author: **Bastian Kindermann**, *Chair for Technology & Management, TU Dortmund U.*

To establish or maintain competitive advantage, firms need innovative business models. One way to develop innovative business models is to evaluate different alternatives during new product and service development. This team-level business model evaluation capability can help to proactively initiate innovation. However, managers and their teams lack knowledge about the necessary structures they need to establish to successfully build business model evaluation capabilities. Thereby, team interpersonal configurations could play a major role in deploying the capabilities. However, various conditions in firms' environments could impact developing these capabilities, which has largely been disregarded in the literature to date. This is problematic because variances in teams' compositions and structures can impact how they identify and leverage opportunities. We investigate our research model and related hypotheses by using cross-sector survey data from 238 heads of R&D and innovation departments. We thereby highlight the value of team interpersonal configurations for business model evaluation and reveal the interacting effects of internal and external factors. We contribute to research on innovation and business models by unravelling a fine-grained understanding of the driving and conditional forces on business model evaluation, and thereby set out to further uncover the boundary conditions of business model innovation.

Paper is Available to Meeting Registrants Only.

TIM: Industry 4.0 Base Technologies and Business Models: A Bibliometric Analysis    

Author: **Giulio Ferrigno**, *Catholic U. of the Sacred Heart, Milan*

Author: **Nicola Del Sarto**, *Scuola Superiore Sant'Anna*

Author: **Andrea Piccaluga**, *Scuola Superiore Sant'Anna*

Author: **Alessandro Baroncelli**, -

Industry 4.0 base technologies allow firms to develop technological innovations that revitalize their innovation processes and reshape their business models. Many studies have been published showing the potential of these technologies in firm's business model and this number has grown exponentially in the last decade. However, extant research on the topic is particularly fragmented and this huge number of studies calls for a systematic approach to analyse the overall trend in this research field. Therefore, this study presents a bibliometric analysis of scientific publications investigating industry 4.0 base technologies and business models in the business and management fields. We collected 368 documents from the Scopus database and conducted a cocitation analysis to provide an overview of the research about the impact of these technologies on business models. The results reveal the existence of five research themes: smart products (cluster 1); business model innovation (cluster 2); technological platforms (cluster 3); value creation and appropriation (cluster 4); and digital business models (cluster 5). Moreover, this analysis is complemented through bibliographic coupling clustering techniques to track trends and trajectories. Drawing on these analyses, we submit a useful baseline for developing industry 4.0 base technologies and considering their implications for business models.

Paper is Available to Meeting Registrants Only.

Author: **Sara Moqaddamerad**, *OBS - Oulu Business School Finland*

Author: **Efstathios Tapinos**, *U. of Strathclyde*

It is well established that technology—and particularly the uncertainty caused by disruptive emerging technologies—has an impact on industrial dynamics, forcing organizations to reimagine their business models. This paper investigates the way in which uncertainties arising from the imminent disruption caused by 5G technology are influencing business model innovation. This in-depth qualitative case study of a Nordic telecom organization shows that the uncertainty created by disruptive technologies initiates a parallel process of sensemaking and business model innovation. The newly developed business model has three dimensions, reflecting value-centric activities, internal changes in the organization and its attempt to capitalize on external opportunities. By investigating the way in which managers deal with uncertainties associated with 5G, this research characterizes business model innovation as a future-oriented sensemaking process, revealing three distinct phases which entail five underlying novel mechanisms explaining this process model. The present study advances our understanding on the impact of future uncertainty on the business model innovation process.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **586** | Submission: **18886** | Sponsor(s): **(HR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 6:00AM - 7:30AMPT (UTC-7)**

Innovation and Creativity

Session Moderator: **Zita Katharina Lucius**, *Hamburg U. of Technology*

HR: [Internal CSR Under Constraints: When Working from Home Hurts the CSR-Creativity Link](#)  

Author: **Zita Katharina Lucius**, *Hamburg U. of Technology*
Author: **Martin Meinel**, *Friedrich-Alexander U. of Erlangen-Nürnberg*
Author: **Svenja Damberg**, *Hamburg U. of Technology*
Author: **Christian M. Ringle**, *Hamburg U. of Technology*

The COVID-19 pandemic situation hit companies worldwide unexpectedly and created a momentum of tremendous change when governmental restrictions of social distancing caused an increase in employees suddenly working from home. To address this uncertainty and provide companies with measures to face identification crisis, diminishing creativity, and overall reduced well-being among employees, we conducted this study based on current research trends in human resource practices and emphasized the newly established research interest on the impact that internal corporate social responsibility (CSR) actions have on creativity. Further, we theorize that internal CSR actions not only influence creativity but also lead to threatening stress when mal established. We analyze these relationships via an empirical model using partial least squares structural equation modeling (PLS-SEM). Our results show that companies should focus on internal CSR for two main reasons. First, it increases employees' creativity. Second, it reduces one severe aspect of stress namely threat followed by a capacitive liberation for more creativity. Emphasizing internal CSR actions may also prevent employees to distract from the company and lose their identification in times of uncertainty, as working from home as working from home reduces the positive effect of internal CSR on creativity which can be grounded in social identity theory.

Paper is NOT Available. Please contact the author(s).

HR: [How Leader Creativity May Undermines Follower Creativity: A Dominance Complementarity Approach](#) 

Author: **Yuqing Sun**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Author: **Xin-an Zhang**, *Shanghai Jiao Tong U.*

Research on leadership has long hinted that followers benefit when they work under a creative leader. Drawing upon dominance complementarity theory, we developed and tested a model in which leader creativity undermines rather than facilitates follower creativity. Specifically, we propose leader creativity promotes follower dependency on the leader, which in turn reduces the likelihood of followers engaging in creative work. Moreover, this indirect inhibiting effect is particularly stronger for male than for female leaders because creativity of male leaders is more likely to stimulate follower dependency. Paired data from 98 leaders and 549 followers supported our hypotheses and implications were discussed.

Paper is Available to Meeting Registrants Only.

HR: [Why Do They Come Back? Returnees' Presence, Talent Management and Firms' Innovative Capabilities](#)

Author: **Maria Shagalkina**, *Graduate School of Management, St. Petersburg State U.*
Author: **Marina Latukha**, *Graduate School of Management, St. Petersburg State U.*
Author: **Vyacheslav Telov**, *Graduate School of Management, St. Petersburg State U.*

Investigation of returnees from developed countries and their effects for firms from emerging markets receives much attention in international business field. In particular, due to obtained international human and social capital, returnees contribute to economic and non-economic performance, internationalization, corporate social responsibility activities, innovativeness, and competitive advantage of companies in emerging markets where those returnees work. Returnees' effect on innovative capabilities, i.e. antecedents of innovativeness, is dependent on the extent to which these individuals can share their knowledge and experience. As highly-skilled returnees may be considered talents, talent management (TM) system may facilitate knowledge sharing and eliminate possible issues in cross-cultural adaptation and integration. Using a sample of 80 Russian companies with returnee employees at different management levels, we show that TM practices aimed at attraction, development, and retention of returnees are positively associated with innovative capabilities and innovativeness of companies. Moreover, TM for returnees moderate positively the relationship between innovative capabilities and innovativeness in firms with returnee employees.

Paper is Available to Meeting Registrants Only.

HR: [Enhancing Innovation Performance. How do IC-enhancing HR Practices Work?](#)

Author: **Hossein Heidarian Ghaleh**, *Phd candidate at allameh tabataba'i U.*
Author: **Azadeh Pazouki**, *teesside U.*
Author: **Mohammad Moradi**, *Graduate Student*
Author: **Gholamhossein Mehralian**, *Nottingham Business School*

Scholars debate over departing away from the standard and human capital-centered HR practices and paying attention in social and organizational side of a HR system, highlighting the concept of intellectual capital (IC)-enhancing HR practices. To improve our understanding of how IC-enhancing HR practices help firms achieve innovation performance, we develop and empirically test a framework investigating the joint effects of IC-enhancing HR practices, innovative work behavior (IWB), and transformational leadership (TL), and innovation performance. We designed rigorous time-lagged research with three waves of data gathering from CEOs, R&D employees, and R&D managers. Analysis of 279 manufacturing companies in the healthcare industry demonstrates that individual-level IWB positively and significantly mediates the relationship between IC-enhancing HR practices and innovation performance. More conspicuously, we found that the effect of IC-enhancing HR practices on IWB is higher when TL exists. We discuss outright novel theoretical and empirical insights that our study offers.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Ethics and Corporate Social Responsibility Issues in the Workplace

Session Moderator: **Bryan W. Husted**, *Tecnologico de Monterrey*

SIM: **How Stakeholders' CSR Attribution is Formed: The Role of Workplace Incivility among Employees**

Author: **NAIDAN ZHANG**, *U. of Nottingham Ningbo China*
Author: **Alim J. Beveridge**, *U. of Nottingham, China*

Although numerous studies have examined that CSR is associated with stakeholders' favorable attitude and behavior to the company, the benefits brought by CSR can be undermined if stakeholders have an unfavorable CSR attribution. Yet, how and why stakeholders form favorable or unfavorable CSR attribution, remain open questions. CSR is becoming an ambiguous signal to stakeholders because of increasing greenwashing and corporate scandals. Hence, stakeholders are would likely search for other information related to a company and form more reliable CSR attribution. Drawing on attribution theory and signaling theory, we develop and test an attributional model and confirm that workplace incivility among employees can be a signal to external stakeholders and affect their CSR attribution via influencing their perception of corporate prosocial identity and perceived company warmth. Moreover, we find that external stakeholders who received proactive CSR signals can compensate for the negative effect of workplace incivility on external stakeholders' CSR attribution. Overall, this study highlights the importance of a company's internal signals in understanding external stakeholders' CSR attribution.

Paper is Available to Meeting Registrants Only.

SIM: **Skilled Workforces and Law-abiding Organizational Climates in Emerging Markets**

Author: **Bryan W. Husted**, *Tecnologico de Monterrey*
Author: **Shoeb Mohammad**, *Lakehead U.*

Scarcity of skilled workers in the emerging market context is considered a severe challenge facing organizations since it limits the quality and depth of their labour force. Despite the prevalence of the issue, and the wide-spread illegality that often characterizes emerging markets, the relationship between skilled workers at the organizational-level and law-abiding climate, a measure of an organization's adherence to the rule of law, has not been examined. In this paper, we investigate this relationship, hypothesizing that skilled workforce negatively affects law-abiding organizational climate, by reducing an organization's ability to adapt to its environment. Furthermore, we explain the impact that managerial ties have on this relationship, hypothesizing how ties with industry firms and ties with government influence a firm's adherence to law-abiding norms. Hypotheses were tested with survey data collected from 150 Mexican companies.

Paper is Available to Meeting Registrants Only.

SIM: **Shifting to Generation 'We': How Gen Z's Foci of Ethical Concerns Differ from Previous Generations**

Author: **Jennifer Franczak**, *Pepperdine U.*
Author: **Doreen E. Shanahan**, *Pepperdine U.*

As a whole new generation begins to enter the workforce, it is important to understand the ethical concerns of these emerging professionals, who represent the future leadership of organizations. It is particularly crucial because forces such as technology, globalization, and social responsibility are transforming the business environment and impacting the new generations of working professionals. The present study defines ethical concerns as topics of ethics that are important to oneself that are influenced by the social context and affect attitudes and behaviors. This research replicates previous work to examine a four-decade historical perspective of ethical concerns spanning distinct generational cohorts. Our findings indicate that concern for business-related ethical issues remain high among incoming professionals, but the foci of concern have significantly shifted. Consistent with Generation Z cohort shaped ethical ideology, survey participants expressed high ethical concern related to the environment and society. However, reported increased pressure to act unethically to succeed and pressure to overlook ethical concerns related to application of new technologies raise future questions about business ethics, ethical climate, and workplace voice and silence as emerging leaders join company ranks.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Ecosystems and Platforms Track: The Dynamics of Business Ecosystems

Session Moderator: **Dize Dinckol**, *Oxford U., Saïd Business School*

TIM: Control Point Dynamics in Emerging Digital Business Ecosystems: The Case of the Digital Agriculture

Author: **Carolin Block**, *U. of Bonn*
Author: **Rene Bohnsack**, *Catolica Lisbon School of Business and Economics*
Author: **Michael Wustmans**, *U. of Bonn*
Author: **Stefanie Bröring**, *U. of Bonn*

With the emergence of digital technologies, companies move from vertically integrated value chains towards digital business ecosystems. In such ecosystems, companies leave their original bargaining position, where they are aware of who creates how much value and how much control they have in negotiating value capture. In digital business ecosystems, however, the control over value creation is dispersed among multiple actors, across different industries and encompassing different layers (e.g. physical devices, networks, services and content). As a consequence, tension between value creation and value capture increases, as value creation occurs by means of cooperation and value capture is determined by a bargaining relationship. Prevailing theories and concepts such as Porter's five forces or the resource-based view provide an insufficient explanation of how companies manage to achieve a competitive advantage in a digital business ecosystem. This paper sheds light on the less explored concept of control points reflecting the dynamic bargaining situation in emerging digital business ecosystem. Therefore, we conduct a multiple-case study with 15 companies, industry associations and consultancies in the digital agricultural ecosystem. We identify nine different control point categories emerging on the way from the traditional linear value chain towards digital business ecosystems. Subsequently, we derive six exemplary strategies based upon various control point constellations and thus actor's superior power in e.g. having digital or physical customer access or being able to provide the necessary infrastructure to connect various actors in the ecosystem.

Paper is Available to Meeting Registrants Only.

TIM: Platform Enablement: How do Platform Firms Enable Users with Governance Mechanisms?

Author: **Xuanqi Ji**, *School of Business, Renmin U. of China*
Author: **Fang Su**, *Management School of Jinan U.*
Author: **Bing Wang**, *Chongqing U.*

Platform enablement is an increasingly important research topic in management domain. Although existing research have identified two kinds of platform enablement, there is still a gap between a platform's value offerings and a user firm's value capture because of insufficient capabilities of user firm. By incorporating perspectives of platform enablement and governance, we focus on understanding how platform firms can effectively enable users. We adopt a single case study of Nxin and find three enablement mechanisms (data enablement, structure enablement and process enablement) that enable users through the process of "Implementing digitalization – Providing linkages – Facilitating reconfiguration". Two governance mechanisms facilitate this process. We make three contributions: 1) we identify a new mechanism called process enablement, which refers to improving users' process management capabilities by integrating resources and business processes. 2) We expand the definition of structure enablement, emphasizing that platform firms could eliminate barriers between competitive resources in addition to that of cooperative resources. 3) We introduce the perspective of platform governance into platform enablement research, providing a new perspective for research on platform enablement.

Paper is Available to Meeting Registrants Only.

TIM: Platform Competition: Boundary Conditions of the Winner-Take-All Hypothesis

Author: **YANG LI**, *Nanyang Business School*
Author: **Seung Ho Park**, *Nanyang Technological U.*

This study explores the validity of the Winner-Take-All (WTA) hypothesis and the underlying mechanisms that condition the relationship between the installed base of a platform and the platform's performance in the context of emerging markets. We propose a positive relationship between the existing user base of a platform and the platform's performance and explore the moderating effects of two boundary conditions: existing users' evaluation ambiguity and economic policy uncertainty (EPU). By utilizing a longitudinal sample of 124 Chinese peer-to-peer lending (P2P) platforms from 2017 to 2019, we confirm the positive relationship between the installed base of a platform and the platform's performance, however, the positive relationship will be weakened when the existing users provide ambiguous evaluation information and will be strengthened when the level of EPU is high in the external environment.

Paper is Available to Meeting Registrants Only.

TIM: Regulatory Standards and Consequences for Industry Architecture: The Case of UK Open Banking

Author: **Dize Dinckol**, *Oxford U., Saïd Business School*

In this inductive qualitative study, we analyze the standardization efforts in the UK banking sector via Open Banking regulations. We examine the role of regulatory standards and how these standards evolve, highlight key decisions and factors in the process of standardization, and show how the standards implementation can lead to changes in the industry architecture and emergence of new roles within it. We find that standardization is a continuous, multi-stakeholder process where not only formulation decisions, but also the adjustment of industry players to roadblocks in implementation cause recalibration of standards and shifts in industry architecture.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **589** | Submission: **19237** | Sponsor(s): **(MOC)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 7:00AM - 8:30AMPT (UTC-7)**

Contemporary Topics in Organizational Identity and Identification Research

Session Moderator: **Ina Toegel**, *International Institute for Management Development*

MOC: [Grounded Model of Personal Rivalry and Covert Politics in Field-Identity Formation](#) 

Author: **Ina Toegel**, *International Institute for Management Development*

Author: **Shubha Patvardhan**, *Indian Institute of Management Bangalore*

Existing literatures by and large portray field-identity formation as an organic, distributed, and democratic meaning-making process—with members across the field negotiating to arrive at a consensus on shared meanings that constitute collective identity. Our inductive study of the formative years (1890-1920) of a century-old academic-professional field revealed however an unobserved dimension of field-identity formation—one marked by personal conflict and collusion to manipulate the field's identity. Our emergent grounded model, pivoted around an episode of identity contestation in the emerging field, maps how a soured personal relationship and growing rivalry spurred the nascent field's founder to employ covert politics to mount an overt contestation against his successor in defense of the central feature of the field's founding identity—ultimately, forcing his successor out of the field and manipulating a consensus over the founding identity. Effectively, we theorize field identity construction as potentially Janus-faced in that it involves actions unfolding, in a complementary and recursive manner, across two levels: an overt level marked by open discourse and debates, to create an illusion of emergence of consensus over the field's identity; and a covert level marked by personal rivalry and collusion to secure control over the field's identity. Overall, beyond advancing theory on the hitherto underrecognized psychological and political dimensions of field-identity, our model uncovers the underexplored, dark side of institutional entrepreneurship, and reveals how micro, individual-level interactions inform macro-, field-level processes.

Paper is Available to Meeting Registrants Only.

MOC: [Is my Organization is “Good” or “Bad”? An Examination of Ethical Organizational Anthropomorphism](#) 

Author: **Felix Martin**, *Lancaster U.*

Author: **Davide Secchi**, *U. of Southern Denmark*

We elaborate the meaning of organisational anthropomorphism from an ethical perspective. We propose that organisational anthropomorphism is mediated by members' evaluation of the organisational legitimacy. An organisation that has legitimacy from all relevant audiences has a strong organisational identity (through the alignment of personal, relational and social identity levels) and exemplifies “good individualism”, as opposed to “bad individualism”. Members ought to use positive anthropomorphism to describe good individualism and negative anthropomorphism to describe bad individualism. However, in practice, members may be prevented from recognising bad individualism through the effect of organisational identification on their moral's self conceptions. When this happens, they will use positive anthropomorphism to describe bad individualism. We account for this by distinguishing between “organisational” self esteem and self continuity from “moral” self esteem and self continuity, and arguing that the latter will be overlooked in situations of loss aversion

Paper is Available to Meeting Registrants Only.

MOC: [“Despite the Lockdown, the University Has a Lot to Offer”: Exploring University Identity During Crisis](#) 

Author: **Toma Pustelnikovaite**, *U. of Abertay Dundee*

Author: **Margarita Nyfoudi**, *U. of Birmingham*

Author: **Hannah Williams**, *Cardiff Business School, Cardiff U.*

Author: **Marcus Vinicius Peinado Gomes**, *Cardiff Business School, Cardiff U.*

Author: **Constantine Manolchev**, *U. of Exeter Business School*

Universities are some of the most stable institutions, surviving over centuries and maintaining a lot of their structure and functions while numerous other organisations ceased to exist. The global Covid-19 pandemic, however, has presented universities with a major crisis, rapidly shifting the mode of operation and serving as a critical juncture to consider not only short-term survival, but also long-term development and societal role. Our paper examines universities' adaptation to crisis through the lens of organisational identity, seeking to understand to what extent and how did universities deviate from, or accentuate, their espoused identity in the early stages of the pandemic. We analysed 130 publicly available communications from 8 Vice-Chancellors of UK's Russell Group universities and from the Russell Group, uncovering the diverging priorities of elite universities in adapting to the crisis. Presented in a typology of identity archetypes, our findings extend the understanding of organisational identity endurance and distinctiveness.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **590** | Submission: **19240** | Sponsor(s): **(MOC)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Sunday, Aug 7 2022 7:00AM- 8:30AMPT (UTC-7)**

Individual Identity Processes and Meaning-Making

Session Moderator: **Shuwei Hsu**, *Department of Business Administration, National Chengchi U.*

 **MOC: From Under-Institutionalized to Self-Guided Liminality: The Role of Situational Meaning-Making**  

Author: **Shuwei Hsu**, *Department of Business Administration, National Chengchi U.*

Author: **Jennifer Hui-Han Gao**, *U. of Melbourne*

Finalist for MOC Division Best Paper Award

Carolyn Dexter Award Nominee

Liminality, defined as an uncertain and ambiguous state of being betwixt and between, has become more and more prevalent in contemporary career landscapes. So far, scholars have suggested that liminality in the contemporary precarious and fluctuating careers differs from its original highly-institutionalized anthropological focus; liminality could become under-institutionalized and unfold in a self-guided manner. However, the connection between under-institutionalized and self-guided liminality is not self-evident and remains unclear. To examine this theoretical void, we conduct qualitative research to examine the mechanism that bridges under-institutionalized and self-guided liminality. Our findings suggest that self-guidance in under-institutionalized liminality emerges via situational meaning-making. Moreover, we identify two varied forms of situational meaning-making—open-ended and closed-ended justifications—that pave different but equally purposeful meanings for liminal workers to enact, and in turn, feed individuals with different lived experiences to shape their identities.

Paper is NOT Available. Please contact the author(s).

MOC: The Negative Interpersonal Consequences of Demeaning Extrinsic Motivation

Author: **Liuxin Yan**, *National U. of Singapore*

Author: **Valentino Chai**, *National U. of Singapore*

Author: **Kai Chi Yam**, *National U. of Singapore*

People who are extrinsically motivated are negatively stereotyped and are viewed less positively compared to those who are intrinsically motivated. As a result, individuals can strategically express their intrinsic motivation as an impression management tactic to gain more favorable evaluations from others. Aside from direct expressions, one can also achieve the same goal of signaling his or her intrinsic motivation through demeaning extrinsic motivation (e.g., “being motivated by money is meaningless!”). In the present research, we document this prevalent yet understudied phenomenon and investigate its effectiveness across different contexts. Although being extrinsically motivated is found to be negatively stereotyped, we posit that demeaning extrinsic motivation leads to even worse interpersonal outcomes, which are driven by perceptions of hypocrisy. We further find that these effects are strengthened when the focal actor is higher in socioeconomic status. In sum, although people often demean others’ extrinsic motivation in order to gain social approval, such a strategy often backfires.

Paper is NOT Available. Please contact the author(s).

MOC: The Prodigy: Mastering Multi-Role Identity Management to Obtain a Behavioral Competitive Advantage  

Author: **Nicole Alexandra Rosenkranz**, *EHL Hospitality Business School, HES-SO*

Author: **Georg Windisch**, *TUM School of Management, Technical U. of Munich*

A prevalent phenomenon in modern organizational contexts is for individuals to operate in multi-role environments that drive them to define themselves through multiple, often simultaneously salient role identities. These role identities function as filters of appropriateness, as to how individuals as well as their social context would expect them to behave in a role. In a context where individuals adopt multiple role identities, they need to evaluate which role identities are most appropriate to enact for that given situation, potentially forcing them to move between different role identities frequently, also referred to as micro role-transitions. Prior research highlights many potential cognitive, emotional, and performance-related effects on the enactment of multiple role identities in the organizational context. Our qualitative case study of CarCorp (Technical Vehicle Testing Company - name changed for reasons of anonymity), one of the four nationwide accredited car inspection organizations in Germany, adds to these insights by pointing to the creation of a ‘behavioral’ competitive advantage that allows CarCorp operating in a highly regulated market to generate above-average performance as a result of successful role identity management. These findings provide insights that complement recent studies that have looked into the micro-foundations of strategy as to how identity may drive individual and ultimately organizational performance. Specifically, we develop a theoretical model of how multi-role identity management may provide flexibility and empowerment to individuals, which ultimately allows them to drive superior organizational performance.

Paper is Available to Meeting Registrants Only.

Author: **Ben Nanfeng Luo**, *Renmin U. of China*

Author: **Ziwen Nie**, *Renmin U. of China*

Author: **Fang Li**, *Renmin U. of China*

Author: **Erica Wen Chen**, *Renmin U. of China*

Author: **Jinzhao Qu**, *School of Labor and Human Resources, Renmin U. of China*

Author: **Ying Zhang**, *Renmin U. of China*

Author: **Zhen Wang**, *Renmin U. of China*

Individuals constantly live in contradictory yet competing roles, values, and demands at work. Tensions arise and accompany individuals' everyday work practice, sparking destructive or constructive responses. While previous studies have offered some insights on how individuals experiencing paradoxical tensions perform their job, the empirical evidence is rare and limited to in-role performance and creativity. How individuals take ownership and exert agency to shape, mold, and redefine the paradoxes within their work boundaries remains uncovered and urges exploration. In a three-wave study of 256 employees, we followed the job demands-resources approach of job crafting to examine why and how employees' experience with organizational paradoxes influences their avoidance and approach crafting behavior. Results showed that employees' experiencing tensions has positive effects on both avoidance resource crafting and approach resource crafting, showing a double-edged sword effect. Furthermore, ego depletion and proactive motivation mediated employees' experiencing tensions on avoidance resource crafting and approach resource crafting respectively. We also found that paradox mindset (i.e., individuals' general propensity to be comfortable and embrace the paradoxes) negatively moderated the tensions-ego depletion-avoidance crafting path, so that the mediated relationship is mitigated among employees with a high paradox mindset.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **591** | Submission: **18361** | Sponsor(s): **(MSR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 7:00AM - 8:00AMPT (UTC-7)**

Yoga for Creating a Better World Together from the Inside Out *Yoga*

Participant: **Julia Storberg-Walker**, *George Washington U.*

Host: **Tracy F. Chang**, *Rutgers U.*

Host: **Tulsi Chase**, *SCCP BIDMC Harvard Medical School*

Host: **Sepideh Hariri**, *Sadhguru Center for a Conscious Planet, Beth Israel Deaconess Medical Center, Ha*

Join us for online yoga and meditation sessions in support of creating a better world together from the inside out! Learn a series of simple but powerful practices and experience their potential benefits. Physically, these practices exercise the muscles, lubricate the joints, activate energy, and improve flexibility. At the mental level, these practices improve focus, memory, awareness, and intellectual sharpness. Overall, these practices can enhance your overall wellbeing, productivity, and sense of inclusiveness. After learning these practices, you will be equipped to do them on your own wherever (e.g., travel, office, home) and whenever you need a boost of physical energy and mental clarity. These practices can be done while you travel and while you work in the office or at home. The instructors for the workshops are academics and researchers who are also certified Isha Hatha Yoga Teachers, completing an intensive and rigorous 21-week (1,750 hours) of training in Coimbatore, India.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **592** | Submission: **18847** | Sponsor(s): **(STR)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Sunday, Aug 7 2022 7:00AM- 8:30AMPT (UTC-7)**

Innovation and Search: Antecedents and Consequences

Session Moderator: **J.P. Eggers**, *New York U.*

STR: Unpacking The Search Process: The Role of Managerial Experience 

Author: **Petteri Leppänen**, *IE Business School*

Author: **J.P. Eggers**, *New York U.*

Organizational search is central to essential management tasks, including the creation of new strategies, development of new products, and pursuit of promising opportunities. Yet models of the underlying process of search are relatively limited. We respond to this need with a conceptual model identifying search intensity (degree of response to stimulus), search decline (decline of search over time), and search duration (time to reversion to pre-stimulus levels) as defining characteristics of the search process. To study heterogeneous patterns of search, we then take a cognitive perspective on the offline and online search process and use our model to offer theory around the role of managerial experience in organizational search behavior. Our core suggestion is that more experienced managers both have high quality ex ante theories that direct search and are more willing to engage in search when the need arises, leading to specific and measurable search behavior. We demonstrate the overall model of search and validate our theory using data on 376 changes of teams' resource configurations (player trades, injuries, and returns from injury) in the National Basketball Association (NBA). Our study contributes to the burgeoning literature on the process of search and to a theoretical perspective on the role of managerial experience in the search process.

Paper is Available to Meeting Registrants Only.

STR: Individual-Level Routinization and Exploration-Exploitation Choice: An Experimental Study 

Author: **Luigi Mittone**, *U. of Trento*

Author: **Azzurra Morreale**, *LUT U., School of Business and Management*

Author: **Paavo Ritala**, *LUT School of Business and Management*

The question of why individuals choose to explore or exploit as their routines accumulate remains largely unexplored in the organizational literature in a strict causal sense. To bridge this gap, we conducted an experimental laboratory study of individual decision-making sequences using a real-effort task and a two-phase procedure involving a training phase and an active phase. The former involved a learning process in which participants used their own skills to solve the same task across eight rounds to simulate the development of individual-level routines. In the active phase, we observed sequential choices to exploit an established routine, explore a new routine, or exploit a new routine. Participants were financially incentivized to abandon an established routine by providing higher performance-related payoffs for exploring unknown task environments. Our findings show that initial conditions related to task environment complexity matter; we found that when individuals are initially exposed to simpler tasks, they were more likely to continue exploiting an established routine. When initially exposed to more complex tasks, they were more likely to explore new and more profitable tasks, and then to continue exploiting the new routines they learned. Interestingly, we find not only that different kinds of performance feedback lead the exploration-exploitation choice, but our results also show how the feedback-choice linkage is contingent upon the task environment, i.e. the context (simple or complex) in which initial routines are formed. These findings contribute to the literature on individual search by demonstrating the important role of routinization and initial conditions in exploration and exploitation behavior.

Paper is Available to Meeting Registrants Only.

STR: Resource Complexity and Technology Development Decisions

Author: **Nianchen Han**, *U. of Colorado, Boulder*

Although resource-based theory long counsels that firms constantly update their resource base by developing new knowledge, research rarely examines where such development effort should be directed. We argue that in making knowledge development decisions, firms consider how knowledge complexity, built on the interdependence between new and existing knowledge, may act as an imitative barrier to help sustain their competitive advantage. A firm's decision to enter a new knowledge domain therefore is shaped by the extent to which the entry increases such interdependence, up to a certain level. Further, we theorize how different organizational structures, in the form of hierarchy and divisionalization, may moderate such decisions. We find supporting evidence by building a novel dataset linking firms' patents with their organizational structures in computer devices industries. (125 words)

Paper is NOT Available. Please contact the author(s).

STR: Power Consumption Efficiency in Multiunit Firms   

Author: **Sergei Musaji**, *U. of New Brunswick*

Strategic management literature suggests that business units/subsidiaries have learning benefits from their intra-organizational knowledge networks. In this paper, we continue exploring those benefits by examining the contingent effect of the network size on the business units' resource consumption efficiency in the context of power consumption. We argue that by facing a wider range of power consumption practices within their structure, multiunit organizations can develop better power consumption practices and then share those with their business units. However, building on the attention-based view, we contend that the internalization of that knowledge would require the units' managerial attention. We suggest that such managerial attention is more likely to be provided when a business unit is facing higher competition, experiences financial problems, and when its management's employment risks are stronger tied to that business unit. Our findings from a multilevel analysis of the power consumption efficiency in 2,347 subsidiaries of Canadian private firms in 2012-2016 support those contentions. The implications for theory and practice are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **593** | Submission: **19716** | Sponsor(s): **(GOV)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 7:30AM - 8:30AMPT (UTC-7)** at **Sheraton Grand Seattle** in **Madrona**

Past Presidents' Breakfast *Past Presidents' Breakfast*

Organizer: **Lucy Leety-Wheeler**, *Academy of Management*
Participant: **Quinetta M. Roberson**, *Michigan State U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **594** | Submission: **11978** | Sponsor(s): **(OSCM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 7:30AM - 9:00AMPT (UTC-7)** at **Offsite in The Westin Seattle Hotel Lobby**

OSCM Division Morning Run *OSCM Division Morning Run*

Program Chair: **Kai Dominik Foerstl**, *EBS U. für Wirtschaft und Recht*
Session Chair: **John Gray**, *Ohio State U.*

Please meet in the hotel lobby of the Westin Hotel.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**

Program Session: **595** | Submission: **18338** | Sponsor(s): **(SAP)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 7:30AM - 9:00AMPT (UTC-7)** at **Offsite in Bacco Café**

**Strategizing Activities and Practices Interest Group Breakfast Sunday 7th
August 2022**

SAP Breakfast - Sunday 7th August - 7.30am-9.00am

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Social Event**
Program Session: **596** | Submission: **18306** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 7:30AM- 8:30AMPT (UTC-7)** at **Sheraton Grand Seattle** in **Grand Ballroom D**

STR 2022 Coffee with Distinguished Scholarship and Irwin Outstanding Educator Award Winners
STR Coffee with Winners

Organizer: **Michael J. Leiblein**, *Ohio State U.*
Participant: **Kathleen Eisenhardt**, *Stanford U.*
Participant: **Daniel Levinthal**, *U. of Pennsylvania*
Participant: **Margarethe F Wiersema**, *U. of California, Irvine*

Please join us for coffee and light breakfast with this year's Distinguished Scholarship and Irwin Award Winners.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **597** | Submission: **19676** | Sponsor(s): **(SVC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 7:30AM - 5:30PMPT (UTC-7)** at **Seattle Convention Center in Atrium Lobby**

Information Booth

Info Booth

The Information Booth, will be available Friday 7:00am-5:30pm and Saturday- Tuesday from 7:30am-5:30pm. The booth will be staffed with personnel who can assist you with navigating the Conference Program, finding your sessions and providing basic local information. A lost & found is also located at the Information Booth.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **598** | Submission: **19702** | Sponsor(s): **(AAA)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 8:00AM - 5:00PMPT (UTC-7)** at **Seattle Convention Center** in **Exhibit Hall 4A**

Conference Exhibits

Conference Exhibits

Visit this year's Exhibit Hall to explore all of the latest products and services from our Annual Meeting exhibitors. The Exhibit Hall offers opportunities for networking, raffle prizes, coffee breaks and technology centers.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **599** | Submission: **19696** | Sponsor(s): **(AAA)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 8:00AM - 8:00PMPT (UTC-7)** at **Seattle Convention Center in Suite A**

Mother's Nursing Room
Mother's Nursing Room

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **600** | Submission: **19681** | Sponsor(s): **(AAA)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 8:00AM - 8:00PMPT (UTC-7)** at **The Westin Seattle in Glacier Peak**

Speaker Ready Room (Westin) *Speaker Prep*

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **601** | Submission: **19686** | Sponsor(s): **(AAA)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 8:00AM - 8:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **308 Quilcene**

Speaker Ready Room (Hyatt) *Speaker Prep*

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **602** | Submission: **19691** | Sponsor(s): **(AAA)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 8:00AM- 8:00PMPT (UTC-7)** at **Sheraton Grand Seattle in Redwood B**

Speaker Ready Room (Sheraton) *Speaker Prep*

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **603** | Submission: **18458** | Sponsor(s): **(AFAM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 8:00AM - 9:30AMPT (UTC-7)** at **Sheraton Grand Seattle** in **Alki Boardroom**

AFAM Executive Meeting *AFAM Executive Meeting*

Organizer: **Moses Acquah**, *U. of North Carolina, Greensboro*
Participant: **Eileen Kwesiga**, *Bryant U.*
Participant: **Judy Muthuri**, *International Centre for Corporate Social Responsibility*
Participant: **Benson Honig**, *McMaster U.*
Participant: **Ncku Nyathi**, *School of Business and Management, Royal Holloway, U. of London, UK*
Participant: **Samuel Aryee**, *U. of Surrey*
Participant: **Amanuel G. Tekleab**, *Wayne State U.*
Participant: **Dorothy Mpabanga**, *U. of Botswana*
Participant: **Elham Kamal Metwally**, *Adjunct Faculty*
Participant: **Abeba Beyene Mengistu**, -

AFAM Executives meet to plan future activities and events of the organization.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Caucus**
Program Session: **604** | Submission: **15016** | Sponsor(s): **(CAU)**
Session Format: **Not Provided**
Scheduled: **Sunday, Aug 7 2022 8:00AM - 9:30AMPT (UTC-7)**

Coping Strategies of (Social) Entrepreneurs in Times of Change (CANCELLED)
Coping Strategies of (social) Entrepreneurs



Discussant: **Julia Bahlmann**, *U. St. Gallen*

Discussant: **Caroline Schweizer-Schätzle**, *U. St. Gallen*

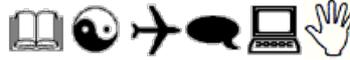
This project employs the COVID19-pandemic to examine the differences and implications of coping strategies of (Social) Entrepreneurs in the presence of insecurities. Primary results show that during the pandemic first reliable partnerships and solidarity, second flexibility and fast adaptation were the most important pillars to tackle challenges.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **605** | Submission: **18430** | Sponsor(s): **(CMS)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom "meeting" style**
Scheduled: **Sunday, Aug 7 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 204**

Doctoral Student and Early Career Scholar Consortium: Fostering Critical Scholars and Scholarship



Doctoral and Early Career Consortium

Organizer: **Marcos Pereira Fernandes De Barros**, *Grenoble Ecole de Management*

Organizer: **Patrizia Zanoni**, *Hasselt U. & Utrecht U.*

Organizer: **Paulina Segarra**, *U. Anáhuac México*

Organizer: **Liela A. Jamjoom**, *Dar Al-Hekma U.*

Organizer: **Elina Riivari**, *U. of Jyväskylä*

Organizer: **Kristin Samantha Williams**, *UEF Business School, U. of Eastern Finland*

Organizer: **Ozan Nadir Alakavuklar**, *Utrecht U., School of Governance*

Organizer: **Amon Barros**, *FGV EAESP Sao Paulo School of Business Administration*

Organizer: **Alexandra Bristow**, *The Open U. Business School*

Organizer: **Caroline Clarke**, *The Open U. Business School*

Organizer: **Richard Longman**, *U. of the West of England*

Organizer: **Arturo E. Osorio**, *Rutgers U.*

Organizer: **Alison Pullen**, *Macquarie Business School, Macquarie U.*

Organizer: **Fernanda Filgueiras Sauerbronn**, *U. Federal do Rio de Janeiro - UFRJ*

Organizer: **Ghazal Zulfiqar**, *Lahore U. of Management Sciences*

The Critical Management Studies Division Doctoral Student and Early Career Scholar Consortium is aimed at meeting the needs of both doctoral students and early career scholars interested in critical research. The consortium provides a great opportunity for participants to connect with like-minded individuals, from varied nationalities and backgrounds, and explore ideas, share knowledge and contribute to the discussion on a diverse range of topics and issues. Also, the consortium affords participants the opportunity for one-on-one discussion with more experienced critical management scholars.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **606** | Submission: **14376** | Sponsor(s): **(CTO, TIM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 8:00AM - 10:30AMPT (UTC-7)** at **Seattle Convention Center in Room 211**

AI in the Wild

AI in the Wild

Organizer: **Aron Lindberg**, *Stevens Institute of Technology*
Organizer: **Kevin Woojin Lee**, *U. of British Columbia*
Organizer: **Hila Lifshitz-Assaf**, *New York U.*
Organizer: **Alan Zhang**, *MIT Sloan School of Management*
Presenter: **Jochem T. Hummel**, *Warwick Business School*
Presenter: **Katherine C. Kellogg**, *MIT*
Presenter: **Joe Nandhakumar**, *U. of Warwick*
Presenter: **Zhewei Zhang**, *Temple U.*

Artificial intelligence (AI) is increasingly common and important across multiple domains of work and leisure such as design, medical diagnosis, law, music composition, video games, and farm crop management. AI has begun to informate, automate, augment, and alter many forms of knowledge practices. Due to complex algorithms feeding on vast data stores, AI-based technologies are often opaque and difficult to understand, and therefore require new approaches, whether they concern the development of AI-infused products and services, or the practices required to use such artifacts. Hence, we need to understand how AI is developed and used in the wild. While the expectation that incorporating AI into practice will improve the quality of decisions and eventual outcomes is widespread, it may also fundamentally alter how practitioners engage with tools, technologies, and information systems. Therefore, research is necessary to understand how AI technologies are developed and used practically in various, idiosyncratically structured settings. In this PDW, we seek to examine the development and use of AI in several different industry settings and practice domains to identify commonalities and differences. Through presentations of empirical work, group discussions, and conversations with a panel of senior scholars, this workshop is intended to contribute a nuanced and grounded view of the opportunities and obstacles to using AI in practice.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **607** | Submission: **14027** | Sponsor(s): **(ENT, SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 8:00AM - 11:00AMPT (UTC-7)** at **Hyatt Regency Seattle** in **303 Bogachiel**

**Future Literacy Lab for Social Impact of Digital
Entrepreneurship**
FLL for Social Impact of Digital Entrepreneurship



Participant: **Tatiana Iakovleva**, *U. of Stavanger*
Participant: **Jill R. Kickul**, *USC Marshall School of Business*
Participant: **Elin Merethe Oftedal**, -
Participant: **Elisa Thomas**, *U. of Stavanger*

The future is uncertain. Climate change, pandemics, economic crisis, social exclusion, gender issues, inter-generational conflict, and more, shatter the conventional images of the future that humans use to plan, to feel secure, to be confident enough to invest in tomorrow. Digital presence becomes a must for any business that certainly changes their business practices. How will these changes affect the role of entrepreneurs and businesses in society? What future do we create? Futures literacy laboratories (FLLs) are co-creative learning- by- doing processes with the objective to enable participants to reveal, reframe and rethink the assumptions they use to imagine the future. The approach was developed within the UNESCO network on anticipation. Futures Literacy (FL) is a «capability and a skill that allows people to better understand the role that the future plays in what they see and do. According to Riel Miller, «FL is important because imagining the future is what generates hope and fear, sense-making and meaning. The futures we imagine drive our expectations, disappointments and willingness to invest or to change» (Miller, 2018). During a three-hour long workshop, we will together create three future scenarios for development of entrepreneurship field of research with social impact of digital entrepreneurship in mind. This will allow participants to see new research opportunities, practice anticipation and reflexivity. Participants will have a chance to develop “future literacy” skills.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **608** | Submission: **18611** | Sponsor(s): **(GDO)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 8:00AM - 9:30AMPT (UTC-7)** at **Sheraton Grand Seattle in University**

Board Diversity and Firm Performance

Session Moderator: **Felix Hoch**, *U. of Münster*

 **GDO: How Institutions Moderate the Effect of Board Gender Diversity on Firm Performance** 

Author: **Felix Hoch**, *U. of Münster*
Author: **Lilo Seyberth**, *WWU Münster*

Using data on 7,642 firms in 71 countries, we employ a multilevel linear regression with fixed effects to examine the moderating effect of formal as well as informal institutional characteristics on the relationship between board gender diversity and firm performance. Research investigating this relationship has so far reported conflicting evidence: Some studies find firm performance to benefit from gender diversity, others find negative results or no effect at all. Taking this inconclusive evidence as a sign for moderators influencing the effect of gender diversity on firm performance, we investigate the moderating influence of institutions on this relationship. We find that institutions indeed moderate the relationship between gender diversity and firm performance. In particular, informal institutions seem to moderate the effect of diversity on market valuation (Tobin's Q), while formal institutions moderate the effect of gender diversity on firm financial performance (ROA). These results have important theoretical implications for the academic debate on gender diversity and firm performance as well as practical implications for both businesses and lawmakers.

Paper is Available to Meeting Registrants Only.

GDO: The Influence of Diverse Board on Cooperative Performance: The Mediating Effect of Conflict

Author: **Hyunju Kang**, *Sungkonghoe U.*
Author: **Sunhee Lee**, *Sungkonghoe U.*
Author: **Sangyoun Lee**, *Sungkonghoe U.*

This study examines the relationship between board diversity and performance through the mediating effects of conflict in consumer cooperatives. Cooperative boards play a dual role, stimulating business activity and helping boards democratically controlled by their members. We argue that decision making, policy, and performance depend on the composition of a board. Analyzing 423 questionnaires submitted by 66 local cooperatives, this study shows that diverse boards can have a negative effect on performance, even though their functional diversity may be positive, while conflicts over performing tasks may mediate background diversity and performance.

Paper is NOT Available. Please contact the author(s).

GDO: Endosymbiosis in the Boardroom and ESG Performance: A Generational Perspective 

Author: **Emmanouil Papavasileiou**, *Hellenic Open U.*
Author: **Panagiotis Tzouvanas**, *U. of Sussex Business School*
Author: **Renatas Kizys**, *Southampton Business School, U. of Southampton*

This paper introduces an endosymbiotic framework for studying the role board's generational composition on firm's ESG performance. The board and the generations comprising the board are conceptualised as two distinct organisms with the firm (the third "parent" organism), all with mutual dependencies. Accordingly, we frame the ESG performance (dependent variable) as the outcome of the symbiotic relationships among the generational diversity of the board (independent variable), the characteristics of the board (control variable; e.g., board size, education level, female representation and cultural diversity) and the characteristics of the firm (control variable; e.g., industry, ROA, sales growth, total assets, intangible assets, and leverage). The framework has been empirically tested with three propositions following the three outcomes of endosymbiosis: \textit{parasitism} (significant negative ESG) \textit{commensalism} (insignificant ESG) and \textit{mutualism} (significant positive ESG). In total we used complete financial, ESG and board data for an unbalanced panel of 24,202 firm-year observations containing 4,364 firms publicly traded in the Anglo Saxon cultural cluster; namely the United States, United Kingdom, New Zealand, Canada, and Australia between the fiscal years 2005 and 2019. Using panel data regressions and various robustness checks, (e.g., sensitivity analysis, placebo tests and endogeneity controlling) we found that generational composition has a parasitic effect on ESG performance composite score, the Environmental (E) performance score, the Social performance score (S) as well as the ESG controversies score. Only the Governance score was insignificant signifying a commensalism effect. Further interaction tests revealed that this parasitic effect stems from the members of Generation X. However, when the generational diversity of the board interacts further with female participation, thus increasing the diversity, the effect shifts to mutualism signifying the need for further inclusion of females in board decision making.

Paper is Available to Meeting Registrants Only.

GDO: The Double-Edged Effects of Institutional Deviance

Author: **Fatemeh Askarzadeh**, *U. of Houston Downtown*
Author: **Alireza Askarzadeh**, *PhD student at Old Dominion U.*

Previous studies acknowledge the importance of isomorphic institutional norms to explain performance implications of the gender profiles of board of directors, leaving the variation within the same national or industry context unexplored. Building on insights from resource dependence theory, we examine whether and how deviating above the industry norms (i.e., over-conformity) for female representation on boardrooms has different performance consequences for firms, depending on the stakeholder group influenced. Specifically, we find that accounting performance is reinforced as perceived by the managers and employees within the firm; market performance is unaffected as perceived by shareholders, and innovation performance is decreased as perceived by innovation resource providers. Hence, the performance effect of over-conformity depends on the stakeholder group considered. Overall, we contribute to resource dependence theory by emphasizing the role of various stakeholders in valuation of women's presence. Moreover, this study extends our understanding of the boundary conditions for value creation by female directors by focusing on corporate governance deviance literature.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **609** | Submission: **10625** | Sponsor(s): **(GDO, IM, RM, SIM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 8:00AM - 11:00AMPT (UTC-7)** at **Seattle Convention Center in Tahoma 1**

Inclusive and Reflexive Research with International Migrants
Research with International Migrants



Organizer: **Viktoriya Voloshyna**, *York U., Canada*
Organizer: **Katja Wehrle**, *Justus-Liebig U. Giessen*
Organizer: **Minna Marinova Paunova**, *Copenhagen Business School*
Discussant: **Alexander Newman**, *Deakin U.*
Panelist: **Jelena Zikic**, *York U.*
Panelist: **Karen Dunwoodie**, *Deakin U.*
Panelist: **Miguel Morillas**, *Stockholm School of Economics*
Panelist: **Renate Ortlieb**, *U. of Graz*
Panelist: **Sebastian Reiche**, *IESE Business School*
Panelist: **Sheila M. Puffer**, *Northeastern U.*
Panelist: **Stacey Fitzsimmons**, *U. of Victoria*

As multiculturalism is on the rise, and the number of people resettling abroad continues to increase, researchers and practitioners alike have turned their attention to the inclusion of international economic and humanitarian migrants into local organizations and society. Connectedly, research endeavors have become more complex as scholars face new dilemmas related to conducting and disseminating research with highly mobile and sometimes disadvantaged populations. The aim of this PDW is to draw together scholars of diverse backgrounds and methodological orientations to engage in conversation about the complexities involved in research with international migrants, ranging from issues of access to making an impact. Through interactive panel debates and roundtable activities, this workshop will unpack extremely important yet rarely discussed topics related to the entire process and intricacies of research with globally mobile populations. Topics include traditional research designs (e.g., surveys, interviews, archival data), less common methodologies (e.g., ethnography, art-based methods, action research), as well as considerations of justice and ethics, the role of the researcher, empathetic research techniques, managing the emotional context of the research situation, and triangulation through the integration of qualitative and quantitative research designs. In small groups facilitated by the panelists, attendees will be invited to explore context-suitable practices and tools for conducting inclusive and reflexive research with international migrants and refugees.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **610** | Submission: **18452** | Sponsor(s): **(HCM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 8:00AM - 9:00AMPT (UTC-7)**

Health Care Management Division Business Meeting *Health Care Management Division Business Meeting*

Division Chair: **Brian Hilligoss**, *U. of Arizona*
Division Chair-Elect: **Kristine Ria Heard**, *U. of Alabama, Birmingham*
Program Chair: **Cheryl Rathert**, *Saint Louis U.*
Professional Development Workshop Chair: **Nicholas Edwardson**, *U. of New Mexico*
Past Chair: **Sara Singer**, *Stanford U.*

All members of the Health Care Management Division and those interested in the division are encouraged to attend. This meeting features reports on the state of the division, presentation of division awards, discussion of involvement opportunities, and more.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Digital HRM

Session Moderator: **Luyuan Jiang**, *Sun Yat-sen Business School, Sun Yat-sen U.*

HR: Effects of Electronic Performance Monitoring on Employee Work Engagement: A Multilevel Investigation

Author: **Shuaib Ahmed**, *Sukkur IBA U.*
Author: **Yasir Mansoor Kundli**, *Institute of Business Administration, Karachi*
Author: **Nasib Dar**, *Sarhad U. of Science and Information Technology Peshawar*

This study investigates the effects of electronic performance monitoring (EPM) on individual work engagement. It draws on a data set consisting of 277 employees from 11 higher education institutions in Pakistan. Multilevel analyses demonstrate that EPM is positively related to employee work engagement, not only directly, but also indirectly through a sequential mediating mechanism of perceived organizational justice and organizational identification. We argue that when employees' performance is monitored electronically, they will be more likely to perceive the performance monitoring process as fair and just. As a result, they will be more likely to identify themselves with their organizations, ultimately enhancing their work engagement. Our study extends the knowledge on EPM, perceived organizational justice, organizational identification, and work engagement.

Paper is Available to Meeting Registrants Only.

HR: Twittering on Digital HRM: Social Media Communication as a Form of Institutional Work

Author: **Kalliopi Platanou**, *Aalto U. School of Business*
Author: **Maria Sdraka**, *National Observatory of Athens*
Author: **Hertta Vuoremaa**, *Aalto U. School of Business*

The digital human resource management (HRM) has attracted considerable attention from practitioners and mass media channels alike, but we still lack an understanding of what kind of institution it will become in the end and more specifically, what kind of tactics individual and organizational actors adopt in building the new institution. By identifying a discursive space of 472 actors around digital HRM on a social media platform, Twitter, we find three different types of institutional work in which these actors are involved whilst working to create an institution of digital HRM: advocating, educating, and virtual networking. In addition, we elaborate the specific strategies used by these groups of actors when building the digital HRM institution and illustrate that promoters of digital HRM tap into multiple types of institutional work selectively and pick and mix them thus employing a broader than usual discursive strategy. Overall, our study contributes by illustrating how social media communication expands the traditional institutional work by crossing the physical, local, and geographical boundaries of a discursive space as well as bridging the physical and local boundaries with the virtual ones thereby allowing the actors to reach a wider HR community which, in turn, collectively and in turn shapes the emerging institution of digital HRM. Keywords: digital human resource management; institutional work; social media communication; topic modeling

Paper is Available to Meeting Registrants Only.

HR: Linking Digital HRM Practices with HRM Effectiveness: The Moderate Role of HRM Capability Maturity

Author: **Lijun Wang**, *Renmin U. of China*
Author: **Guoyang Zheng**, *Renmin U. of China*

In recent years, increasing attention has been paid to digital human resource management (HRM) practices. Nonetheless, the impact of digital HRM practices is not yet fully understood by practitioners and researchers. Drawing from adaptive structuration theory (AST), we suggest that HRM capability maturity is a key boundary condition for understanding the effectiveness of digital HRM practices. By employing a path analysis approach on a sample of 1,770 enterprises in China, this study found that the use of digital HRM practices impacts HRM effectiveness through internal consistency of HR practices and external social networking of HR managers with line managers. The positive or negative effects of digital HRM practices depend on the enterprise's HRM capability maturity. While the majority of previous studies have explored the impact of digital HRM on organizations, including the effects on cost reduction and organizational performance, our study expanded the focus on the outcomes of digital HRM to include employees' perceptions of HRM effectiveness, which can further influence employees' attitudes and organizational behaviors. The implications of our findings for research and practice are discussed.

Paper is Available to Meeting Registrants Only.

HR: How and When AI-Human Order Influences Procedural Justice in a Multistage Decision-Making Process

Author: **Luyuan Jiang**, *Sun Yat-sen Business School, Sun Yat-sen U.*
Author: **Xin Qin**, *Sun Yat-sen Business School, Sun Yat-sen U.*
Author: **Xiaowei Dong**, *Sun Yat-sen Business School, Sun Yat-sen U.*
Author: **Chen Chen**, *Sun Yat-sen Business School, Sun Yat-sen U.*
Author: **Wanqi Liao**, *Sun Yat-sen Business School, Sun Yat-sen U.*

Artificial intelligence (AI) has fundamentally changed the way people live and has largely reshaped organizational decision-making processes. Particularly, AI decision making has become involved in almost every aspect of human resource management, including recruiting, selecting, motivating, and retaining employees. However, existing research only considers single-stage decision-making processes and overlooks more common multistage decision-making processes. Drawing upon person-environment fit theory and the algorithm reductionism perspective, we explore how and when the order of decision makers (i.e., AI-human order vs. human-AI order) affects procedural justice in a multistage decision-making process involving AI and humans. We propose and found that individuals perceived a decision-making process arranged in human-AI order as having less AI ability-power fit (i.e., the fit between the abilities of AI and the power it is granted) than when the process was arranged in AI-human order, which led to less procedural justice. Furthermore, perceived AI ability buffered the indirect effect of the order of decision makers (i.e., AI-human order vs. human-AI order) on procedural justice via AI ability-power fit. Together, our findings suggest that the position of AI in collaborations with humans has profound impacts on individuals' justice perceptions regarding their decision making.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **612** | Submission: **18988** | Sponsor(s): **(HR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 8:00AM - 9:30AMPT (UTC-7)**

Recruitment and Selection

Session Moderator: **David Kaplan**, *Saint Louis U.*

HR: Perceptiveness and Confidence of Politically Skilled Raters  

Author: **David Kaplan**, *Saint Louis U.*

Author: **Robyn A. Berkley**, *Southern Illinois U., Edwardsville*

This paper takes a novel approach to the study of political skill during the selection process. Specifically, it focuses on the political skill of raters who assess applicants rather than the political skill of applicants trying to influence raters. Participants were presented with, and asked to respond to, a scenario involving the hiring of a prospective hotel manager. Two characteristics of politically skilled individuals form the basis of the study's hypotheses. First, consistent with prior research, the study proposed that individuals high in political skill would be more perceptive than those low in political skill when faced with contextual nuances. In addition to finding support for a direct effect for political skill, political skill also mediated the relationship between sources of knowledge and rater decisions. Second, based on prior research that politically skilled individuals exhibit greater resilience, the study proposed and found support that this relates to their rating of job applicants. Further, political skill mediates rater decisions when asked about placing applicants into positions of power. Implications for practice and directions for future research are provided.

Paper is Available to Meeting Registrants Only.

HR: Improving Assessment Center Criterion Validity for Salesperson Selection: A Socioanalytic Approach (WITHDRAWN) 

Author: **Bastian Paul Kückelhaus**, *U. of Bonn*

Author: **Julia Leonore Titze**, *Rückenwind Health Care & Business Consulting*

Assessment centers (AC) are one of the most common selection and recruitment methods in today's business world, with very high acceptance in practice. The AC research literature, however, has focused on managerial performance and neglected sales performance. Therefore, we assessed the features of ACs for sales positions. The results indicated that AC ratings designed for sales positions exhibited good interrater agreement and were distinct. The criterion-related validity of AC observer ratings was in the normal range of ACs designed for managerial jobs in terms of overall assessment rating scores. Additionally, we tested a new approach to ACs for salesperson selection based on the socioanalytic theory of personality. We hypothesized and found that motivation for sales success combined with social competence predicts field sales performance one year later. This interaction effect explained incremental variance in objective performance above and beyond exercises and overall assessment rating scores. Operational validity compared to the traditional approach increased by 24%. The true score criterion validity of the new approach was .49. We discuss implications and limitations.

Paper is NOT Available. Please contact the author(s).

HR: Validity and Reliability of Virtual Versus Face-to-Face Assessment Center   

Author: **Eynav Avni**, *U. of Haifa, Department of Human Services*

Author: **Gil Luria**, *U. of Haifa*

Technological advances in the last decade have changed personnel selection processes. This study compares virtual assessment centers (VACs) and face-to-face assessment centers (FTF-ACs) in terms of validity, reliability and psychometrics. It reports two closely-related studies. The first is a field study that included 11,157 candidates participating in an FTF-AC or a VAC in a selection process for military positions. The study compared the assessments of the candidates in these two ACs while focusing on the assessment distributions, reliability, and structural validity. Many similarities between these two ACs: their distributions were similar; the average assessments were similar, or slightly higher in some of the VACs' dimensions; reliability between the assessors was high in both ACs, and the validity appeared similar. The second study tests the validity of a VAC by having 85 employees perform a VAC, and checking the correlation between the VAC's assessments and measures of outcomes (leadership emergence and job success indicators). The study shows predictive validity for only some of the VAC's assessed dimensions. These results point to similarities in psychometric aspects between VACs and FTF-ACs. Recommendations for human resource managers and for further research are discussed.

Paper is Available to Meeting Registrants Only.

HR: Employer Branding and Talent Recruitment: A Systematic Literature Review

Author: **Xia Chen**, *Organizational behavior and human resource management*

Author: **Michal K. Lemanski**, *Nottingham U. Business School China*

Author: **Cong Cao**, *U. of Nottingham Ningbo China*

In the contemporary highly competitive business environment, employer branding is of greatest importance to talent attraction. However, studies on employer branding and talent recruitment are scattered in diverse disciplines due to the multidisciplinary nature of the problem, and a synthesis is needed to understand what we know, and what we should know about this important problem. This study aims to systematically and comprehensively review extant literature, map out the state of research, and propose avenues for future research on this important subject. Using the method of systematic literature review, we conducted both a descriptive analysis and a thematic analysis of 79 relevant studies. Descriptive analysis was adopted to present research trends in employer branding and recruitment. Thematic analysis was organized in a heuristic model of antecedents, moderators and outcomes of employer branding. Further, dimensionality of employer branding was also examined in this study. We discuss results and implications of our findings, to suggest promising avenues to advance research on employer branding and recruitment. Keywords: employer brand, employer branding, talent, recruitment

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **613** | Submission: **18435** | Sponsor(s): **(MBR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 8:00AM - 5:00PMPT (UTC-7)** at **Seattle Convention Center in Room 3A**

New Attendee Welcome Room *New Attendee Welcome Room*

Coordinator: **Julia Vesei**, *Academy of Management*

Membership staff are here to greet all new attendees and help to answer any of your questions, from program and logistical help, to how to make the most of your membership. Enjoy a relaxing atmosphere, the opportunity to meet new friends, and a quiet respite between your sessions!

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **614** | Submission: **18494** | Sponsor(s): **(MBR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 8:00AM - 5:00PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Fremont**

Career Services Center
Career Services Center

Coordinator: **Wendy A. Kramer**, *Academy of Management*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **615** | Submission: **15079** | Sponsor(s): **(MC, ODC, PNP)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 8:00AM- 10:00AMPT (UTC-7)**

Creating Supportive Environments for Consulting and Service Learning
Supporting Consulting and Service Learning



Presenter: **Daphne DePorres**, *United States Air Force Academy*
Presenter: **Claudia J. Ferrante**, *U.S. Air Force Academy*

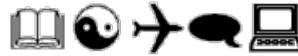
Capstone courses in higher education curricula are quite common, as is the utilization of service learning as an educational approach for both facilitating learners’ integration of the content of their degree programs and benefitting the organizations they serve through service learning projects. This PDW focuses upstream of the literature that often emphasizes the techniques and processes utilized in service learning and targets the support mechanisms consultants (both students and academics) need to successfully undertake service learning. This aligns with the conference theme, “Creating a Better World Together” as humans’ lived experiences of the current environment demands that those who want to contribute to making the world a better place through their consultative efforts, have the skills and support to do so. In pursuing the development of these skills, it is critical that learning environments enable the rapid development of consulting competence. Keenly aware that there are many approaches to this work, the PDW is structured to welcome diverse perspectives and interests. As such, it will be highly interactive, and emphasize sharing knowledge and conceptualizing ideas, processes, and practices for supporting learners as they undertake service learning projects, especially those that require the learner to embrace a consultative role. Collaterally, this PDW would be of interest to academics who also want to explore the importance of, and structures for, support as they themselves consult to create a better world.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **616** | Submission: **10054** | Sponsor(s): **(MED)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 8:00AM - 9:30AMPT (UTC-7)** at Seattle Convention Center in Room 305

Synchronous and Asynchronous Teaching: Realigning Teaching Approaches to a VUCA World



Realigning Teaching Approaches to a VUCA World

Session Chair: **Jacob Eisenberg**, *UCD*
Session Chair: **Payal Kumar**, *Indian school of hospitality*
Presenter: **Ruth Puhr**, *Les Roches Global Hospitality Education*
Presenter: **Rachel Germanier**, *Les Roches Global Hospitality Education*
Presenter: **Melanie Ann Robinson**, *HEC Montreal*
Presenter: **Marine Agogue**, *HEC Montreal*
Presenter: **John Edward Fiset**, *Memorial U. of Newfoundland*
Presenter: **Chantale Mailhot**, *HEC Montreal*
Presenter: **Kathy Dee Geller**, *Fielding Graduate U.*
Presenter: **Kristine Lewis Grant**, *Drexel U.*
Presenter: **Joy C. Phillips**, *Drexel U.*
Presenter: **Vasanthi Srinivasan**, *Indian Institute of Management, Bangalore*
Presenter: **Sourav Mukherji**, *Indian Institute of Management, Bangalore*

MED Global Forum Best Symposium Award for the symposium that best creates the opportunity to address global issues of significance to management education and/or development.

The pandemic brought many challenges, stress and difficulties and, for many individuals and institutions, an unprecedented uncertainty levels. Many countries are still moving from relaxing to tightening lock-downs. While causing major disruptions, VUCA situations provide important and acute lessons. Our symposium brings together an international group of authors whose four papers (spanning quantitative, qualitative and case study methodologies) that investigated how students, academics and business schools responded to the challenges brought by the pandemic. The four papers discuss complimentary issues: Swiss school faculty emotional reactions and gaining resilience; the challenges that lecturers in Canadian business schools using Experiential Learning faced when attempting to translate those methods to the virtual classroom; how lecturers used a Transformative Learning Pedagogy approach to design a doctoral research methods course delivered online in the US; and an analysis of several ethical dilemmas that faced a leading Indian business school and how they were met. The insights that these scholars bring are relevant not only for the changes in teaching modes brought about by the pandemic but for a host of unexpected situations faced in an increasingly VUCA world.

Exploring the Lived Experiences of Faculty Negotiating the Challenges of Remote and HyFlex Delivery

Author: **Ruth Puhr**, *Les Roches Global Hospitality Education*
Author: **Rachel Germanier**, *Les Roches Global Hospitality Education*

The Experience of Integrating Experiential Learning into Online Courses amid the Covid-19 Pandemic

Author: **Melanie Ann Robinson**, *HEC Montreal*
Author: **Marine Agogue**, *HEC Montreal*
Author: **John Edward Fiset**, *Memorial U. of Newfoundland*
Author: **Chantale Mailhot**, *HEC Montreal*

On Becoming a Qualitative Researcher: Transformative Learning Pedagogy in an Online Research Course

Author: **Kathy Dee Geller**, *Fielding Graduate U.*
Author: **Kristine Lewis Grant**, *Drexel U.*
Author: **Joy C. Phillips**, *Drexel U.*

Moral and Ethical Dilemmas during the Rapid Transition to Synchronous Online Teaching

Author: **Vasanthi Srinivasan**, *Indian Institute of Management, Bangalore*
Author: **Sourav Mukherji**, *Indian Institute of Management, Bangalore*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **617** | Submission: **19175** | Sponsor(s): **(MED)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 8:00AM - 9:30AMPT (UTC-7)** at **The Westin Seattle in Orcas**

**Teaching Managerial and Leadership Skills:
Challenges and Opportunities**



Session Moderator: **Susan S. Case**, *Case Western Reserve U.*

MED: “Do I Have the Right?” The Process Model of Identity Work in a Leadership Development Program

Author: **Andrey Shapenko**, *Moscow School of Management Skolkovo*

Through a qualitative study of thirty Russian managers and entrepreneurs who graduated from an eighteen-month Master of Business Administration Program (MBA) in Moscow, Russia, the research proposes a process model of leadership identity work and leader efficacy development within a management education program. Key research findings reveal that the leadership identity work in a leadership development program is fuelled by people's efforts to promote their leader efficacy, and the institution helps them in this process as a holding environment. The study proposes that the identity work in a leadership development program unfolds in four phases: preparation, orientation, experimentation and confirmation. In this process, an institution serves as a supporting community, training camp, exploratory journey and a confirmation agent.

Paper is Available to Meeting Registrants Only.

MED: Reframing Teaching: Interdependent Reflexivity for Developing Student Self-Awareness and EI Leaders    

Author: **Susan S. Case**, *Case Western Reserve U.*

Author: **Hyacinthe Michael Schwartz**, *Organizational Behavior Case Western Reserve U.*

Author: **Sharon F. Ehasz**, *Organizational Behavior Case Western Reserve U.*

REFRAMING TEACHING: INTERDEPENDENT REFLEXIVITY FOR DEVELOPING STUDENT SELF-AWARENESS AND EMOTIONALLY INTELLIGENT LEADERS Developing self-awareness as a management instructor and modeling this process for students' similar awareness has notable benefits on the overall learning environment in a classroom. In this paper, we reframe faculty and student selves in terms of usual roles and responsibilities, providing an iterative, holistic process of embedded interdependent self-awareness development with a flexible, changeable instructional design where students experience a sense of empowerment and control over their learning, integral to mutual success. Our experiences about teaching and learning draw on aspects of experiential learning, Gestalt psychology, and self-determination theory. We explore reframing teaching including the approach to designing a course, centering the autonomy of students, co-creating cultures of psychological safety, and the instructor's use of self as a tool for creating an intrinsically motivating student-centered learning environment in an undergraduate leadership course. This evidence-based reflective paper uses three team profiles from one class, drawing on student reflection assignments. Each team developed self-awareness through different experiences, facilitated by their choices, which enabled their learning about self, group process skills, and emotional management for future success as emotionally intelligent leaders. The team profiles illustrate methods of modeling, use of self, and the importance of student and faculty reflexivity for self-awareness of patterns of behaviors, feelings, and thinking. Finally, we discuss practical applications, identifying reflexivity, psychological safety, modeling, iterative feedback, and student autonomy as key to the process.

Paper is Available to Meeting Registrants Only.

MED: Authentic Leader(ship) Development and Psychological Well-being: An Outcome-Wide Analysis    

Author: **Ayse YEMISCIGIL**, *Harvard Kennedy School*

Author: **Dana H Born**, -

Author: **Scott A Snook**, *Harvard U.*

Author: **Emily Pate**, *MIT Sloan School of Management*

Despite a growing interest in leadership development, there is limited research on the impacts of leadership development and a narrow focus on changes in professional skills and competencies as outcomes. In this research, we propose and test whether identity-based leadership development approaches, such as authentic leadership development (ALD), may improve leaders' psychological functioning and well-being. In a large sample of leaders (N = 532) across five different ALD programs, we conducted a pre-registered outcome-wide analysis of within-person changes in psychological well-being and explored individual differences moderating these changes. Results showed significant increases in self-concept clarity, sense of purpose in life and personal growth, and some decreases in perceived stress. These changes did not differ across socio-demographic status (gender, age), work-related factors (leadership, tenure) and most personality factors (extraversion, agreeableness, and openness to experience). Individuals with higher baseline self-concept clarity (i.e., those with higher income and conscientiousness) experienced less beneficial changes. Those with high emotional variability reported greater reductions in stress. This study demonstrates identity-based leadership development as a potential well-being intervention in support of employees' mental health which is growing in importance during the COVID-19 pandemic and concurrent social-economic challenges.

Paper is Available to Meeting Registrants Only.

MED: Lost but Found: Bringing Strategy Practice Back into Strategy Teaching   

Author: **Duncan Angwin**, *U. of Nottingham*

Author: **Robert Demir**, *Lancaster U. Management School*

Author: **Monique Steijger-Storm**, *U. of Nottingham*

In this paper, we contend that what may have been lost in strategy teaching, through over emphasis on theory and plunging-in biases, is an attention to the 'practices' of strategy. Many of the critiques of strategy teaching, and the current demands upon practitioners, can be addressed by more explicit recourse to a practice perspective on strategy teaching. Through identifying five core practice concepts and using an abductive method, we report on a longitudinal comparative video graphic analysis of two outstanding masters level strategy modules, to identify strategy practices in use. Each strategy module teaches very similar strategy content and with similar stated objectives, but comparison reveals that core strategy practice pillars are deployed very differently to very different effects. In addition, additional practices are identified (immersed repetition and professionalization) that extend the pillars of strategy practice. These findings show how a practice perspective can go a long way to advance the theory and practice of strategic management teaching.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Affect and Emotions Research: New Directions

Session Moderator: **Zahra Heydarifard**, *Bryant U.*

MOC: Linking Creative Self-efficacy and Emotional Exhaustion

Author: **Na Yoon Kim**, *Wilkes U.*

This study suggests that creative self-efficacy?belief in one’s own creative ability?protects individuals from emotional exhaustion through the mediating effects of cognitive reappraisal and positive affect. The results of Study 1 demonstrated a causal relationship between creative self-efficacy and cognitive reappraisal. Individuals who have higher creative self-efficacy are more likely than those have lower creative self-efficacy to engage in cognitive reappraisal because they reinterpret potentially emotion-eliciting situations in a way that reduces their emotional impact. Study 2, which was conducted at an organization operating in the Electronics industry, reaffirmed that creative self-efficacy leads to cognitive reappraisal. Further, creative self-efficacy was found to drive the mechanism that reduces emotional exhaustion. Cognitive reappraisal enhanced by creative self-efficacy promotes positive affect which, in turn, reduces emotional exhaustion. Finally, the indirect effect of creative self-efficacy on emotional exhaustion was confirmed.

Paper is Available to Meeting Registrants Only.

MOC: Late-night Smartphone Usage and Job Performance: Roles of Work Withdrawal and Emotional Regulation

Author: **Shazia Nauman**, *Riphah International U.*

Author: **Connie Shao-mei Zheng**, *U. of South Australia*

Author: **Ahsan Ali**, *School of Economics and Management, Zhejiang Sci-Tech U.*

Author: **Hina Yaqub**, *Riphah International U.*

Applying the dual theories of stressor-strain-outcome and ego-depletion in the technology-based working environment, this study examines how late-night smartphone usage for work could impact on employee’s job performance. Using two-waves of data collected from 373 valid responses by supervisor-subordinate dyads, we test the mediating effect of work withdrawal and moderating role of self-emotional regulation ability on the relationship between late-night smartphone usage and job performance. Results reveal that more late-night smartphone usages by employees lead to a higher level of withdrawal behavior, which in turn lower their job performance. However, employees’ self-emotion regulation ability help mitigate the negative impact of late-night smartphone usage on their withdrawal intentions. The second stage moderation result shows that people with a higher level of self-emotion regulation ability tend to better manage their late-night smartphone usage with less work withdrawal behavior, which enables them to achieve better job performance. Implications of the findings to research and practice especially under the changing technology and work patterns are discussed.

Paper is Available to Meeting Registrants Only.

MOC: Self-Distancing Moderates the Effect of Incidental Fear vs. Anger on Risk Taking and Loss Aversion

Author: **Lewend Mayiwar**, *BI Norwegian Business School*

Author: **Thorvald Haerem**, *BI Norwegian Business School*

Studies have shown that incidental and normatively irrelevant emotions can carry over and bias decisions. However, people respond to and manage their emotions in different ways. Thus, incidental emotional influences might depend on how individuals regulate their emotions. In a preregistered experiment, we examined how the regulation of fear and anger impacts risk-taking and information processing in a task that mimics complexity and uncertainty. Drawing on the appraisal tendency framework, we propose that fear and anger lead to opposite effects on risk-taking and that these effects are moderated by decision makers’ use of a tactic of emotion regulation known as self-distancing. Participants were asked to recall and describe a fear-inducing or anger-inducing event from either an immersed or self-distanced perspective. Next, they completed the Iowa Gambling Task for our measure of risk-taking. A series of linear mixed random-effects models supported our hypotheses. First, incidental fear reduced risk-taking relative to incidental anger, and this effect reversed among participants who engaged in self-distancing. Second, self-distancing reduced reliance on intuitive information processing during the task. Third, analytical (but not intuitive) processing was negatively related to risk-taking. Finally, exploratory analyses revealed that fearful and angry people’s choices were driven more by their sensitivity to losses and gains than their sensitivity to risk. Incidental fear led to an aversion to decks associated with frequent losses.

Paper is Available to Meeting Registrants Only.

MOC: Effects of Social Media Feedback on Proactive Behaviors: The Role of Affect and Cognitions

Author: **Zahra Heydarifard**, *Bryant U.*

Author: **Dina Krasikova**, *U. of Texas At San Antonio*

In this study, we examine how feedback received by employees on social media affects their proactive behaviors at work. Drawing from the broaden-and-build theory of positive emotions, we posit that employees who receive favorable feedback on social media posts will experience elevated positive affect, energy, and relational self-efficacy, which will ultimately prompt their engagement in more proactive behaviors at work. To test this model, we surveyed 123 employees twice a week for eight weeks. The results indicated that the receipt of favorable feedback in the form of written comments (but not in the form of likes) on social media posts had an indirect effect on workplace proactive behaviors via increased positive affect, energy and relational self-efficacy.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **619** | Submission: **19624** | Sponsor(s): **(MSR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 8:00AM - 9:30AMPT (UTC-7)** at **Hyatt Regency Seattle** in **305 Chelais**

Leading and Mindfulness: Implications for Managers and Organizations



Session Moderator: **Aldijana Bunjak**, *U. of St. Gallen*

The papers in this session present various perspectives on the connections between mindfulness, engagement, performance, and creating a better world.

MSR: **Better to Be Optimistic, Mindful, or Both? Interaction between Optimism, Mindfulness, & Engagement**

Author: **Aldijana Bunjak**, *U. of St. Gallen*
Author: **Andrew Hafenbrack**, *U. of Washington*
Author: **Matej Cerne**, *U. of Ljubljana*
Author: **Johannes Friedrich Walter Arendt**, *UMIT Tirol*

This paper investigates the relationships between optimism, mindfulness, and task engagement. Specifically, we hypothesized that optimism, mindfulness, and their interaction would facilitate individuals' task engagement. We tested our research model in four studies: two surveys among gig workers and two experiments. The results of the two surveys among gig workers indicated that optimism predicted higher task engagement, but trait mindfulness did not, and that a multiplicative interaction existed between high optimism and high mindfulness in stimulating task engagement. Our two experiments confirmed a significant interaction between optimism and induced state mindfulness and showed that the most engaging situation is being high in both mindfulness and optimism. Although optimism predicted task engagement, the experiments indicated the effect of the state mindfulness manipulation was above and beyond that of optimism. Finally, we discuss the nuances of the interaction between optimism and mindfulness in predicting task engagement.

Paper is Available to Meeting Registrants Only.

MSR: **"Mindformance" Putting Mindfulness in Practice in a Performance-Oriented Finance World**

Author: **Kamila Moulai**, *Rotterdam School of Management, Erasmus U.*
Author: **Gazi Islam Islam**, *Grenoble Ecole de Management*
Author: **Marie Holm**, *INSEEC Business School*

The implementation of humanistic movements and approaches in the workplace has drawn critical attention to control and performance management as distortions of the goals of mindfulness. Most work in this area continues to focus on the positive and productivity related features of mindfulness practices. However, attention is increasingly given to the appropriation of spiritual practices in work settings and its relation to capitalistic the objectification of workers. Through an empirical case study of the implementation of a Buddhist-inspired mindfulness program in a bank, we examine negotiations over the meaning of mindfulness, its appropriation by workers, corporate stakeholders, and coaches, and its envisioned promises. Through multi-source collection of data, including ethnographic material, we go beyond assumptions and "a priori" to analyze how finance workers actually internalize and reshape a mindfulness program. Through this study, we theorize a four-component process of meaning-making by the participants, according to a mental, temporal, spatial, and social dimensions. On this basis, we theorize how mindfulness interventions – and by extension, broader humanistic interventions – can lead to complex negotiations over their meanings in practice.

Paper is NOT Available. Please contact the author(s).

MSR: **Creating a Better World Through Oneness**

Author: **Tom Elwood Culham**, *Beedie School of Business Simon Fraser U.*

Addressing alienation of the individual from their innate universal given Self is necessary to relieve our alienation from others, our communities, and nature. The process of realizing our innate Self results paradoxically in achieving a sense of oneness that is often considered spiritual and is described in Daoist and Buddhist literature. These traditions hold that brief moments of Oneness are a part of everyday human experience and only need to be cultivated. The view, expressed herein, is that the experience of sustained oneness is a human phenomenon often thought of as mystical not because it hasn't occurred in the past to many people but because it doesn't align with current socially accepted rational ways of thinking and being. Oneness is achieved through cultivating equanimity or tranquility in the presence of change. It is particularly important to be tranquil in the presence of positive and negative emotions as they are indicators of who we are at heart. In addition, the process of cultivating tranquility, conceptual thought gradually slips away enabling direct awareness of phenomena. How meditation is applied in a third-year business class for the purpose of developing ethics is discussed. Some students' statements indicated that they experienced phenomena related to Oneness. Therefore, it is proposed that it is possible to design Oneness education under the right conditions. It is argued that the hyper-individualism witnessed in society today can be shifted towards a broader view of the self and hypothesized that this result in a deeper sense of connection to others, and the environment creating a better world.

Paper is Available to Meeting Registrants Only.

Author: **Parijat Lanke**, *Indian Institute of Management, Tiruchirappalli*

Author: **Papri Nath**, *Indian Institute of Management, Tiruchirappalli*

Author: **Bal Krishna Upadhyay**, *Indian Institute of Forest Management*

This study has a twofold purpose: to provide an overview of mindfulness research in management literature and trace future research directions. It uses the bibliometric review technique to empirically analyze the data on extant literature of mindfulness specific to management available on the Web of Science database. Three hundred fifty-nine articles and 20010 references are analyzed using citation and co-citation analysis. The study results reveal the intellectual structure of the field of research on mindfulness in the management domain. A total of 10 clusters have been identified that relate to different sub-fields of research, thereby contributing to the overall growth of the field to date. The study also identifies the influential articles and authors, along with publications that gained popularity within the domain via citations in a smaller span of time. The network analysis of the topics also reveals the centrality measures, which aid in understanding the overall research network of mindfulness in management. Mindfulness and ethics research has also been discussed. Apart from tracing the evolution of the research on mindfulness in management, directions for future research are also explored.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

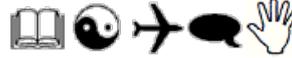
Session Type: **PDW Workshop**

Program Session: **620** | Submission: **17530** | Sponsor(s): **(MSR, GDO)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Sunday, Aug 7 2022 8:00AM- 9:30AMPT (UTC-7)** at **Seattle Convention Center** in **Chelan 4**

**Christian Identity and the Management Scholar:
Bringing an Authentic Spiritual Self to the
Forefront**



Christian Identity and the Management Scholar

Organizer: **Sunny Jeong**, *Wittenberg U.*

Organizer: **Orneita Burton**, *Abilene Christian U.*

Organizer: **Joon Hyung Park**, *KwangWoon U.*

Facilitator: **Seong-jin Choi**, *Hanyang U.*

Panelist: **Tae-Yeol Kim**, *China Europe International Business School (CEIBS)*

Panelist: **Myeong-gu Seo**, *U. of Maryland*

Panelist: **Jae C. Jung**, *U. of Missouri, Kansas City*

Panelist: **Mitchell J. Neubert**, *Baylor U.*

Panelist: **Kathryn Pavlovich**, *Waikato Management School*

Panelist: **Lee Robbins**, *Golden Gate U.*

The MSR community has an extensive research history that makes a distinction between Religion and Spirituality. In recent years, this research has become critical in explaining societal trends and, more recently, declines in the number of individuals choosing to associate with organized religion. In this PDW, we share both practical (experiential) and theoretical insights to this departure as panelists and members from the MSR community share stories and perspectives that define the true nature of this distinction. To better understand this trend, we propose this PDW series as an ongoing discussion of ways to bring forth the authentic spiritual self to the scholarly research community.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leadership: Charismatic and Transformational

Session Moderator: **Dustin Maneethai**, *U. of Houston*

OB: A Coin Needs Both Sides: Transformational Leadership, Cognitive Work Engagement and Creativity 

Author: **Yushen Shi**, *Currently a PhD student at Shanghai Jiao Tong U., Shanghai, China*
Author: **Yuqing Sun**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Author: **Xin-an Zhang**, *Shanghai Jiao Tong U.*

Although many studies have established that transformational leadership promotes creativity, the variability in the strength of this relationship calls for more clarity in this area, especially when considering the dual-focused nature of transformational leadership (encompassing group-focused and individual-focused TFL). Drawn on motivated information processing theory, we propose that the relationship between group-focused TFL and creativity is promoted by the self-oriented cognitive processes. Cognitive work engagement, as generated by individual-focused TFL, guides employees to produce ideas that are novel as well as useful. In two studies, we found that individual-focused TFL strengthened the association between group-focused TFL and individual creativity. Moreover, cognitive work engagement mediated this moderating effect. Our findings provide a more nuanced perspective on understanding how transformational leaders promote individual creativity.

Paper is Available to Meeting Registrants Only.

OB: Is Transformational Leadership Past its Prime or Increasingly Useful? A Temporal Meta-Analysis

Author: **Dustin Maneethai**, *U. of Houston*
Author: **Thomas Rockstuhl**, *Nanyang Technological U.*
Author: **Robert Eisenberger**, *U. of Houston-Main Campus*
Author: **Blaine Austin Lewis**, *U. of Houston*

Transformational leadership (TL) is one of the most studied leadership constructs found in the literature and has been related to positive follower outcomes (i.e., performance, job satisfaction, and organizational commitment). However, as the nature of work and employees continually change in the modern era, scholars have questioned the extent to which the relevance and importance of TL has strengthened or weakened over time. Using a sample of U.S. based studies consisting of 105 studies, 173 effect sizes, and a total sample size of 44,566 between the years of 1987 and 2018, we examined changes in the use of TL and the strength of the relationship between TL and the organizationally relevant outcomes of follower in-role performance, extra-role performance, job satisfaction, organizational commitment, satisfaction with leader, and leader effectiveness. Our results show that over the past thirty years, supervisor usage of TL behaviors, as indicated by mean level changes, has increased over time. Furthermore, the relationships between TL and follower job satisfaction, organizational commitment, satisfaction with leader, and leader effectiveness have remained stable over the past thirty years. In contrast, preliminary evidence suggests that the relationship between TL and supervisor rated follower in-role and extra-role performance has increased over time.

Paper is Available to Meeting Registrants Only.

OB: Emotional Development of Transformational Leaders: Emotional Regulation Efficacy and Engagement 

Author: **Yan Qiao**, *Xi'an Jiaotong U.*
Author: **Fuli Li**, *Xi'an Jiaotong U.*
Author: **Jinglin Bai**, *Xi'an Jiaotong U.*
Author: **Tingting Chen**, *Lingnan U.*
Author: **Zhiyuan Yan**, *Yashili International Group Co.,Ltd.*

A leader-centric perspective on transformational leadership suggests that this leadership approach benefits employees, teams, and organizations, but may bring mixed emotional consequences for leaders themselves. Extending the self-regulatory resource depletion perspective, we integrate the learning and adaptation perspective with social cognitive theory to present a model examining how the process that transformational leadership develops their self-efficacy for emotional regulation and work engagement unfold. Using a cross-lagged panel design with four-wave, multisource field data from 243 leaders and 1807 followers, we found that transformational leadership had a positive cross-lagged effect on leader self-efficacy for emotional regulation, which in turn had a positive cross-lagged effect on leader work engagement. The indirect effects with reversed directionality were also significant, suggesting the reciprocal feature of these effects. Theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

Author: **Gergely Czukor**, *Istanbul Bilgi U.*

Author: **Martina Pasini**, *Istanbul Bilgi U.*

Author: **Selin Çulcuoğlu**, *Bogazici U.*

Author: **Cemre Çinar**, *Istanbul Bilgi U.*

This study aims to contribute to clarifying a dilemma in the perspective of signaling concerning the paradoxical role of charismatic leadership as an evolutionary tool to enhance chances of group survival. A challenge to the evolutionary perspective involves charismatic leaderships that resulted in their groups' deterioration, rather than their development. We provide a theoretical, three-phase, motivational model of leader-follower relations to outline how an initial charismatic elevation may remain on a constructive track or turn into destructive outcomes. Our model centers on the idea that charismatic elevation is a desirable but provisional experience, which, we argue, triggers collective motives that underly destructive and constructive outcomes. Phase 1, charismatic bliss, refers to an ephemeral, emotionally elevated, euphoric leader-follower relationship including a strong bond, admiration, identification, and trust in the pursuit of achieving a collective aim. Phase 2, trials, following goal attainment, stands for events that signal de-escalation in charismatic elevation, which the group may perceive as a threat or opportunity. Phase 3, juncture, qualifies leader and follower motives in response to closure of charismatic bliss as (a) leaderthink or (b) followerthink. Leaderthink is destructive charismatic leadership, an egoistic, collective threat response, in which the motive to maintain collective elevation overrides critical judgement of the leader. In leaderthink, the group preserves elevation by engaging in destructive behavior, such as expelling a critical minority, initiating its versus the leader's thinking, and participating in excessive self-sacrifice. Or (b), constructive followerthink, a collective, prosocial response, in which the leader and the followers assent closure of charismatic bliss and are motivated to constructively respond to trial events as opportunity to foster individual and collective growth. **Key words:** constructive charismatic leadership; destructive charismatic leadership; charismatic bliss; leaderthink; followerthink

Paper is Available to Meeting Registrants Only.

Session Type: **Paper Session**
Program Session: **622** | Submission: **19403** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 309**

Gossip, Anxiety, and Awe

Session Moderator: **Shanshan Zhang**, *School of Labor and Human Resources, Renmin U. of China*

OB: **Superficial Harmony and Negative Workplace Gossip: Resulting from Social Anxiety in the Workplace**  

Author: **Zhe Shang**, *Department of human resources, School of Government, Beijing Normal U.*
Author: **Ziyan Cui**, *School of Economics and Management Tsinghua U.*
Author: **Shanshan Kong**, *School of Government, Beijing Normal U.*

Individual value on superficial harmony is especially common and prevailing in Chinese culture in which people tend to avoid direct confrontations and pretend to be inclusive and harmonious in a group, which is more socially desirable. However, drawing on uncertainty reduction theory, this research proposed that superficial harmony can lead to undesirable negative gossip. Based on a multi-wave survey data of 481 civil servants in China, we found that employees' value of superficial harmony had an indirect relationship with negative workplace gossip, mediated by social anxiety. Employees' uncertainty avoidance not only moderated the effect of superficial harmony on social anxiety but also the effect of social anxiety on negative workplace gossip. Furthermore, employees' uncertainty avoidance moderated the indirect effect of superficial harmony on negative workplace gossip via social anxiety, such that this indirect positive relationship was stronger when their uncertainty avoidance was high. We also discussed the theoretical and practical implications of this research.

Paper is Available to Meeting Registrants Only.

OB: **How and When Leader Anxiety Expression Elicits Subordinate Emotional and Behavioral Reactions**

Author: **Diwan LI**, *Hong Kong Polytechnic U.*

Extant research has focused on the leader dominant emotion (i.e., anger, pride) and demonstrated their functions. However, little is known about how leader emotions that signal weakness and limitation (i.e., anxiety) impacts subordinates' consequences. Drawing on the emotional as social information (EASI) theory and the framework about interpersonal anxiety, this research builds a theoretical model that depicts both the dark side and bright side of leader anxiety expression from subordinates' perspective. This study proposes that, when the subordinate has the cooperative goal with the supervisor, leader anxiety expression elicits subordinate's empathic concern, which, in turn, increases organizational citizenship behavior towards leader (i.e., comfort-seeking pathway); besides, it arouses subordinate's attentiveness, then leading to improved job performance (i.e., alerting pathway); finally, it triggers subordinate's similar anxiety, resulting in lower job performance (i.e., emotional contagion pathway). Results of the experience sampling study of 2333 responses from 281 subordinate-supervisor dyads provide support largely for hypothesized relationships. Theoretical and practical implications derived from this work are discussed.

Paper is NOT Available. Please contact the author(s).

OB: **A Crisis of Global Scale: How Threat-based Awe Affected Performance During the COVID-19 Pandemic** 

Author: **Leonie Jolanthe Hentrup**, *U. of Zurich*

When in awe, individuals often feel small and insignificant compared to the world around them. Although awe is often studied as a positive emotion, it can also be negative, based on a threat. Yet, little is known about how threat-based awe affects individuals. We study the emotion in the context of the COVID-19 pandemic which awed people given its sheer scale. We propose that threat-based awe impaired self-management during the crisis and, in turn, lowered performance. We further suggest that emotional intelligence acts as a buffer against these aversive consequences of awe. In a study of Swiss business students we show that individuals struggled to meet the increased self-management demands at the beginning of the crisis regardless of the degree to which they were in awe of the pandemic; however, as the crisis progressed, only those for whom the emotion persisted continued to struggle to self-manage. Emotion regulation abilities offset this aversive effect, suggesting that this component of emotional intelligence may be particularly important for coping with threat-based awe during crisis. The findings contribute to the growing literature on awe, self-management, and performance showing how and for whom threat-based awe affects self-management and performance.

Paper is Available to Meeting Registrants Only.

OB: **The Ripple Effect: How Leader Workplace Anxiety Shapes Follower Job Performance** 

Author: **Shanshan Zhang**, *School of Labor and Human Resources, Renmin U. of China*
Author: **Lifan Chen**, *Renmin U. of China*
Author: **Aaron McCune Stein**, *Ipsos*

Although the dominant view in the literature suggests that work-related anxiety experienced by employees affects their behavior and performance, little research has focused on how and when leaders' workplace anxiety affects their followers' job performance. Drawing from Emotions as Social Information (EASI) theory, we propose dual mechanisms of cognitive interference and emotional exhaustion to explain the relationship between leader workplace anxiety and subordinate job performance. Specifically, cognitive interference is the mechanism which best explains the link between leader workplace anxiety and follower task performance, while emotional exhaustion is the mechanism which best explains the link between leader workplace anxiety and follower contextual performance. Additionally, we examine how follower epistemic motivation serves as a boundary condition for the effect of leaders anxiety on follower performance outcomes. Results from a 2-wave study of 228 leader-follower dyads in a high-tech company mostly supported our theoretical model. We conclude the study with a discussion of the theoretical and practical implications of our findings.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Symposium**

Program Session: **623** | Submission: **10063** | Sponsor(s): **(OB, GDO)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Sunday, Aug 7 2022 8:00AM- 9:30AMPT (UTC-7)** at **Seattle Convention Center** in **Chelan 5**

Can’t We Just Talk about This? New Insights into Difficult Conversations *New Insights into Difficult Conversations*

Session Chair: **Katherine Qianwen Sun**, *Columbia Business School*

Session Chair: **Olivia Foster-Gimbel**, *New York U.*

Presenter: **Mindy Truong**, *Northwestern Kellogg School of Management*

Presenter: **Kristina Wald**, *U. of Chicago Booth School of business*

Discussant: **Alison Wood Brooks**, *Harvard U.*

The current symposium provides new insights into difficult conversations. We first highlight which conversations people find difficult, looking at whether people want to initiate sensitive conversations or wait to confess something. We then discuss other factors beside the topic of the conversation that can make conversations difficult. Different class backgrounds might create anxiety for the interlocutors and having different mindsets in a conversation might lead to different outcomes. However, with all these difficulties of having a conversation with someone who is different from you, we show that people still try to find opportunities to talk about difficult topics.

What Are You Waiting For? Delaying a Confession Does Not Help

Author: **Katherine Qianwen Sun**, *Columbia Business School*

Author: **Michael Slepian**, *Columbia Business School*

Interacting Across Class Lines: Who is Threatened in Cross-Class versus Same-Class Interactions?

Author: **Mindy Truong**, *Northwestern Kellogg School of Management*

Author: **Sarah S M Townsend**, *U. of Southern California*

Author: **Nicole Stephens**, *Northwestern U.*

Dialogue vs. Debate: Causes and Consequences of Two Approaches to Disagreement

Author: **Kristina Wald**, *U. of Chicago Booth School of business*

Author: **Anastasiya Apalkova**, *U. of Chicago Booth School of business*

Author: **Xuan Zhao**, *Stanford U.*

Author: **Heather M. Caruso**, *UCLA Anderson School of Management*

Author: **Jane Risen**, *U. of Chicago Booth School of business*

“If it’s easy, you’re doing it wrong:” Managing discomfort in conversations about allyship

Author: **Olivia Foster-Gimbel**, *New York U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **624** | Submission: **13213** | Sponsor(s): **(OB, HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 214**

**Shaping Work Design in the Future: The Role of
Macro, Meso, and Micro Antecedents**
Shaping Future Work Design



Organizer: **Sharon Parker**, *Centre for Transformative Work Design / Curtin U.*
Organizer: **Haijiang Wang**, *School of Management, Huazhong U. of Science and Technology*
Participant: **Peter Norlander**, *Loyola U. Chicago*
Participant: **Christopher Erickson**, *U. of California, Los Angeles*
Participant: **Irina Nikolova**, *Maastricht U. School of Business and Economics*
Participant: **Sut I Wong**, *BI Norwegian Business School*
Participant: **Jing Wu**, *BI Norwegian Business School*
Participant: **Xuejing Song**, *Huazhong U. of Science and Technology*
Participant: **Yuanxin Tang**, *Huazhong U. of Science and Technology*
Participant: **Lirong Long**, *Huazhong U. of Science and Technology*
Participant: **Xianwei Shi**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Participant: **Tom Barratt**, *School of Business and Law, Edith Cowan U.*
Participant: **Caleb Goods**, *U. of Western Australia*
Participant: **Anne Keegan**, *U. College Dublin, Ireland*
Participant: **Jeroen Meijerink**, *U. of Twente*
Participant: **Alex Veen**, *U. Of Sydney*
Participant: **Xavier Parent-Rochelleau**, *HEC Montreal*

The future of work design is a topic that is receiving increasing attention from management scholars. Parker and Grote (2020) propose that new technologies (e.g., AI, Robots, Algorithms) can have positive or negative impacts on work design, depending on various macro, meso and individual factors. In the current symposium, we unpack these multi-level factors that shape future work design (Parker, Van Den Broeck, & Holman, 2017). Including five empirical studies that explore the macro (institutional and technological influences), meso (leadership and HRM activities) and micro (individual perceptions of and proactive actions towards algorithmic management) antecedents of work design, this symposium provides an integrative discussion of how organizations, leaders and individuals prepare for a changing world of work from a work design perspective.

Institutional and Technological Predictors of Remote Work Before and After the Covid-19 Pandemic

Author: **Peter Norlander**, *Loyola U. Chicago*
Author: **Christopher Erickson**, *U. of California, Los Angeles*

Leaders' Cognitive Framework and Employees' Autonomy during Digital Organizational Change

Author: **Irina Nikolova**, *Maastricht U. School of Business and Economics*
Author: **Sut I Wong**, *BI Norwegian Business School*
Author: **Jing Wu**, *BI Norwegian Business School*

International HRM Activities of Food Delivery Platforms: Hyper Global, Hyper Local

Author: **Tom Barratt**, *School of Business and Law, Edith Cowan U.*
Author: **Caleb Goods**, *U. of Western Australia*
Author: **Anne Keegan**, *U. College Dublin, Ireland*
Author: **Jeroen Meijerink**, *U. of Twente*
Author: **Alex Veen**, *U. Of Sydney*

Development and validation of the Algorithmic Management Questionnaire

Author: **Xavier Parent-Rochelleau**, *HEC Montreal*
Author: **Sharon Parker**, *Centre for Transformative Work Design / Curtin U.*

Examining Gig Workers' Job Crafting Activities in Food Delivery Platforms

Author: **Haijiang Wang**, *School of Management, Huazhong U. of Science and Technology*
Author: **Xuejing Song**, *Huazhong U. of Science and Technology*
Author: **Yuanxin Tang**, *Huazhong U. of Science and Technology*
Author: **Xianwei Shi**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Author: **Lirong Long**, *Huazhong U. of Science and Technology*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **625** | Submission: **15057** | Sponsor(s): **(OB, HR, MOC)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 611**

Employee Experiences Across Their Multiple Teams: New Theoretical Directions in MTM Research



Employee Experiences Across Their Multiple Teams

- Organizer: **Ozias Moore**, *Lehigh U.*
 Organizer: **Tammy L. Rapp**, *Ohio U.*
 Organizer: **Sal Mistry**, *U. of Delaware*
 Discussant: **Gilad Chen**, *U. of Maryland*
 Participant: **Stefan Berger**, *U. of Groningen*
 Participant: **Hendrik Johan Van De Brake**, *U. of Groningen*
 Participant: **Heike Bruch**, *U. of St. Gallen*
 Participant: **Yehuda Salhov**, *Bar Ilan U.*
 Participant: **Raveh Harush**, *Bar-Ilan U.*
 Participant: **Gilad Chen**, *U. of Maryland*
 Participant: **Elisa Mattarelli**, *San Jose State U.*
 Participant: **Fabiola Bertolotti**, *U. of Modena and Reggio Emilia*
 Participant: **Valerio Incerti**, *SKEMA Business School, U. Côte d'Azur (GREDEG)*
 Participant: **Francesca Bellesia**, *Dep. of Sciences and Methods for Engineering, U. of Modena and Reggio Emilia*
 Participant: **Oana Fodor**, *Babes-Bolyai U.*
 Participant: **Petru Curseu**, *Babes-Bolyai U., Romania*
 Participant: **Sal Mistry**, *U. of Delaware*
 Participant: **Tammy L. Rapp**, *Ohio U.*
 Participant: **Ozias Moore**, *Lehigh U.*
 Participant: **Andrew A. Hanna**, *U. of Nebraska, Lincoln*

There are indicators we are entering a new era for MTM research, by moving beyond the structural approach that has characterized MTM research to date, to focus on important and under-researched issues, such as the nature of employees' experiences in an MTM context. Although team research suggests that the experiences of members impact team functioning, these lines of reasoning have not, until recently, made their way to MTM research. To overcome this limitation, this symposium showcases five papers that use a variety of theoretical perspectives, research designs, contexts, methodologies, and analytical methods (i.e., archival, field-based, laboratory) to extend theory and examine critical individual and firm-level outcomes (e.g., firm performance, individual proactivity, individual learning, individual turnover, and individual career-related outcomes) in the experiences of MTM employees across their teams (e.g., identification, learning, etc.). We hope to provide a forum to advance unanswered questions that offer fruitful directions for MTM research.

Together Alone? The Benefits and Downsides of Flexible Team Arrangements

Author: **Stefan Berger**, *U. of Groningen*

Status Dynamics in MTM Context: Implication for Employees' Identification and Proactivity Choices

Author: **Yehuda Salhov**, *Bar Ilan U.*

Many Teams, One Better Career? A Study on the Impact of MTM on Individual Career Trajectories

Author: **Francesca Bellesia**, *Dep. of Sciences and Methods for Engineering, U. of Modena and Reggio Emilia*

Multiple Team Membership and Learning: The Mediating Role of Knowledge Hiding

Author: **Oana Fodor**, *Babes-Bolyai U.*

Examining the Impact of MTM Identity Strain and Emotional Control on Cognitive Depletion & Turnover

Author: **Sal Mistry**, *U. of Delaware*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **626** | Submission: **18892** | Sponsor(s): **(ONE)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 8:00AM - 9:30AMPT (UTC-7)**

Sustainable Development and the SDGs (Virtual Live)



Session Moderator: **Gift Garikai Dembetembe**, *PhD Candidate, U. of St. Gallen*

ONE: Testing the Economic Strength of a Sustainable Base of the Pyramid

Author: **Gift Garikai Dembetembe**, *PhD Candidate, U. of St. Gallen*

Author: **Lize Duminy**, *U. of Bern*

The mining industry has abundant leverage points as well as the potential to contribute to all the 17 United Nations Sustainable Development Goals (SDGs). To date, significant efforts have been made to mitigate the negative impacts of mining and enhance its positive contributions, especially by large scale mining (LSM) houses. Nonetheless, a lot remains to be done in mining areas where people at the base of the pyramid operate. These areas are exploited by Artisanal and Small-Scale Mining (ASM) actors who constitute 80% of the global mining workforce. The ASM industry is responsible for widespread negative environmental, social, and economic impacts. A lot of research has been done in ASM, but sustainable development remains far from being realized. In this study, we apply the institutional complexity lens to investigate forces impeding sustainability in this sector. Furthermore, we avoid applying any existing method of analysis and rather try synthesis as a methodological path in search for the missing knowledge. The results include identification of leverage points for sustainable development in fields where no large-scale mining houses exist; development of suitable business models; and a methodological contribution of holism to cases of institutional complexity.

Paper is Available to Meeting Registrants Only.

ONE: The Nexus between Cultural Heritage and the Sustainable Development Goals: A Network Perspective

Author: **Yang Gao**, *HEC Montreal*

Author: **Ekaterina Turkina**, *HEC Montreal*

Author: **Ari Van Assche**, *HEC Montreal*

The sustainable development goals (SDGs) were adopted by UN in 2015 as a framework to guide collective efforts towards sustainability globally. More recently, it has been argued that we also need to explore sustainable development from a more localized lens since regions and cities face their own specific challenges. It is also necessary to obtain comprehensive empirical evidence of local business networks collectively contribute to the SDGs since the very last goal of the SDGs is about partnership. We engage these topics by analyzing the nexus between cultural heritage and sustainability through local cultural and creative industries. By analyzing business investment networks around 1355 cultural heritage sites composed of 66473 organizations in 293 cities in China, we found evidence that a city's investment network structure and composition matter for a city's progress in SDGs. Specifically, the network structure of many cohesive communities contributes to progress in local SDGs, and more frequent local knowledge sharing (compared to trans-city knowledge sharing) strengthens this relationship. As one of the first studies exploring the nexus between cultural heritages and the SDGs of cities through network analysis, it provides new insights on importance of integration of local actors in achieving the SDGs.

Paper is Available to Meeting Registrants Only.

ONE: A Grounded Theory Study of Sustainable Innovations Created by the UNEP Young Champions of The Earth

Author: **Nakita N. Bruno**, *Maharishi U. of Management*

In recent years there has been increased dialogue on the urgency of grand challenges and the role of sustainable innovation in facilitating sustainable development. Individuals are central to this phenomenon in that they provide the ideas and actions which build innovations for sustainable development. Nonetheless, many scholars agree that the sustainable innovation literature is limited by a restricted epistemology which lacks a multilevel approach to the phenomenon as well as a theoretical understanding of how individuals pioneer sustainable development. A more refined understanding of this phenomenon at the individual and multi-level can offer the insights necessary for mankind to transcend existing grand challenges. Hence, this paper presents a grounded theory study on why and how the United Nations Environmental Program (UNEP) Young Champions of the Earth (YCE) award winners create innovations for a flourishing planet. The UNEP YCE have successfully tackled several of the UN's Sustainable Development Goals (SDGs). The data from this research has culminated into a 4 E Model which explains that sustainable innovations are created through four different stages – Entangling, Enlightening, Enacting and Evolving. These findings illuminate how macro level conditions trigger micro level processes on the intellect and feeling level that then propel individual actors to create synergy at the mesal level and innovate responsibly for social and environmental evolution.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **627** | Submission: **19202** | Sponsor(s): **(ONE)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 8:00AM - 9:30AMPT (UTC-7)**

Firm Political Strategy, Environmental Responsibility and Self-Regulation (Virtual Live)



Session Moderator: **Emmanuelle Reuter**, *U. of Neuchatel*

ONE: Firms’ Policy Reference Frames and Political Strategy Choices in Environmental Policy Transitions     

Author: **Emmanuelle Reuter**, *U. of Neuchatel*

Prior research has not yet sufficiently explained why firms with similar organizational characteristics – i.e. comparable incumbents – may still vary in their political strategy choices when faced with (environmental) policy transitions. Based on comparative case studies of the four leading Swiss electricity utilities’ political strategies during Switzerland’s EnergieStrategie 2050 development, we find that firms’ selected policy reference frames critically explain variations in their political strategy choices via the induced loss aversion. When the firm selected a reference frame with a narrow (broad) problem reference and a close (distant) temporal reference, it was more likely to identify certain threats (probable opportunities) and as a result to engage in political influence (compliance) and value maintenance (creation). Further, we find that threat-mitigating policies may reduce certain threats’ salience, without which opportunity-creating policies may fail to succeed. We contribute to the literatures on business-government relationships, managerial cognition, (environmental) policy transitions, and derive policy implications.

Paper is Available to Meeting Registrants Only.

ONE: Environmental Self-Regulation and Firm Survival: Evidence from China    

Author: **Yanying Chen**, *Dalian U. of Technology*

Author: **Jingke Liu**, *Dalian U. of Technology, School of Economics and Management*

Author: **Feng Liang**, *Western Kentucky U.*

Environmental self-regulation (ESR) is an increasingly important instrument to solve environmental problems. Although ESR is linked to improved firms’ environmental performance, it is unclear whether ESR benefits firms’ long-term survival. We use environmental certifications, an externally certified form of ESR, and operation data of Chinese manufacturing firms from 1999 to 2013 to examine the impact of ESR on firm survival. We find that ESR participation significantly improves firm survival, and this effect is more evident on heavy-polluting firms and non-state-owned firms and in regions and periods with more stringent environmental regulations. Mediating effect analysis shows that this enhanced survival effect is mainly from favorable governmental treatment including lower regulatory cost and higher subsidies, instead of from market factors including cost reduction, higher demand, and technology improvement. This study contributes to our understanding of the performance consequences of firm environmental conduct and the underlying mechanisms.

Paper is NOT Available. Please contact the author(s).

ONE: A Practitioner’s Definition of Corporate Environmental Responsibility  

Author: **S.M. Ramya**, *Indian Institute of Technology, Madras*

Organizations are partly responsible for the pollution in the world and are expected to contribute towards curbing climate change. Despite the growing importance of the environmental aspect of CSR, i.e., corporate environmental responsibility (CER), current literature focuses more on its antecedents and outcomes rather than drilling deeper into the essential elements of the concept. This has resulted in conceptual confusion as researchers use different aspects to define, understand and measure CER. Hence, this study aims to identify the key dimensions of CER from a practitioners’ point of view. Twenty-eight interviews with senior sustainability professionals reveal encompassing environmental responsibility mindset, optimized resource consumption, neutral water, energy, and air status, multi-level environmental responsibility approach and targets, compliance, disclosure and reporting and policy formation, and green supply chain as the key dimensions of CER. This study builds on the extensive practical knowledge and foresight of experts in the field to provide conceptual clarity on CER, thereby bridging the gap between research and practice.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **628** | Submission: **13840** | Sponsor(s): **(ONE)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 2B**

**Step ONE: Starting Your Sustainability PhD
Journey with ONE**
Step ONE



Organizer: **Kevin Chuah**, *London Business School*
Organizer: **Ash Ganzoury**, -
Organizer: **Sara Graves**, *Simon Fraser U.*
Organizer: **Anja Grill**, *WU Vienna U. of Economics and Business, Institute for Managing Sustainability*
Organizer: **Lucrezia Nava**, *Cambridge Judge Business School*
Speaker: **Ivan Montiel**, *City U. of New York, Baruch College*
Speaker: **Katrin Heucher**, *U. of Michigan*

Step ONE is a moderated PDW to support early-stage sustainability PhD students to begin and bolster their journey with the Organizations and the Natural Environment (ONE) Division. It complements and is a precursor to the ONE Doctoral Consortium, which is targeted at later-stage students. In times of hybrid meetings, it is especially challenging for these early-stage PhD students to not only get involved with academic communities, but also to stay involved, while sustaining their own resilience and well-being. Thus, as a group of five doctoral researchers and early-career scholars, we wish to create a vibrant and inclusive space to welcome these individuals, as they navigate their first moments with AOM in the ONE Division. Building on the success of its first edition during AOM 2021, we aim to help (1) cultivate a sense of confidence and community, particularly through shared insights and advice; (2) guide early-stage PhD students in navigating, participating in, and thriving at AOM and in the ONE Division; and (3) develop their interests in ONE-related topics, while helping them articulate their interests and impact in sustainability, as well as to identify potential theoretical lenses, collaborators, and pathways that might amplify that purpose. With Ivan Montiel and Katrin Heucher as invited keynote speakers, we offer opportunities for participants to find and build their home, within an inclusive, open-minded, and open-hearted global academic community.

Participation will be based on pre-registration. We will pre-register participants on a first-come, first-served basis. Please register at this link: <https://forms.gle/pRvBwTRAsHqko3af7>. Please contact Kevin if you have any additional questions: kchuah@london.edu.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **629** | Submission: **19182** | Sponsor(s): **(RM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 8:00AM - 9:30AMPT (UTC-7)**

Advanced Analysis of Firm Performance



Session Moderator: **S. Trevis Certo**, *Arizona State U.*

Author: **S. Trevis Certo**, *Arizona State U.*

Author: **Chunhu Jeon**, *Morgan State U.*

Author: **Kristen Raney**, *Arizona State U.*

Author: **Wookyung Lee**, *Arizona State U.*

Sage Publications/RM Division Best Paper Award Nominee

We know very little about the performance measures executives use to make decisions. To fill this void, we investigate the performance variables that executives reference in corporate filings with the SEC. Our analyses suggest that executives refer to monetary variables (i.e., revenue, profit, and cash flow) in over 98 percent of filings. In contrast, executives refer to the unitless performance measures scaled by size (i.e., return on assets, return on equity), which are favored by organizational scholars, in less than 15 percent of filings. We find that this preference for unscaled measures remains across market capitalization and actual firm performance. In other words, even observations with the highest levels of ROA and ROE prefer monetary measures as opposed to ratios. In fact, we find that almost every observation that references ratios also includes monetary measures of firm performance. Stated differently, our findings suggest executives use ratios in addition to—and not instead of—monetary measures. We discuss research opportunities for scholars to further align with the practitioner perspective and to revisit conceptualizations of firm performance.

Paper is Available to Meeting Registrants Only.

Author: **Natalie Smith**, *U. of Queensland*

Author: **Sivarama Krishnan Sankaran**, *U. of Technology Sydney*

Author: **Bob Dick**, *U. of Queensland*

Problematizing is vaunted in the literature for developing interesting and influential theories but the role of problem-solving in research is much more contentious. Some argue it is merely a form of consulting, others that problem-solving leads to impactful research but at the expense of theoretical contribution, and yet others contend that it develops theories that are interesting, influential and impactful (Strübing, 2007). The canonical method for problem formulation and solution is Van de Ven's grouping of methods under the banner of engaged scholarship. Developed over 15 years ago, Van de Ven outlined a four-step method of problem formulation, theory building, research design and problem solution, but it is more often espoused than it is used. Similarly, action research, a commonly used form of engaged scholarship, often adopts Van de Ven's principles, but not necessarily the processes of engaged scholarship. We represent three generations of scholars (two of whom are project management scholars) who believe in the power of engaged scholarship and action research for researching complex phenomenon and helping solve wicked problems. In particular, we have found these methods suit the research of complex domains such as project management, but have found methodological and epistemological confusion and challenges in doing so. This paper explores the potential and challenges with these methods, and explains the techniques and strategies we have developed to overcome the challenges.

Paper is Available to Meeting Registrants Only.

Author: **Camille Pedersen**, *Aarhus U.*

Author: **Jesper Wulff**, *Aarhus U.*

Author: **Anders Ryom Villadsen**, *Aarhus U.*

Innovation is of crucial importance for firms and a vivid area of research. In empirical studies firms' innovation is often measured as the proportion of sales that can attributed to new products or services. In a review of 20 years of research on innovation, we find this variable to be used in 141 studies providing a useful common ground to compare and contrast findings. We argue that two-part models are attractive when modelling innovation as they separate the decision to innovate from the amount sales generated by an innovation. Our review shows that only a minority of studies employ two-part models and most often in sub-optimal ways. We develop a two-part modelling framework suitable for innovation research and provide a worked example of how it can be implemented. The paper contributes with new knowledge about two-part models for innovation research and hope to lay the ground for new theorizing in the future.

Paper is Available to Meeting Registrants Only.

Author: **Elizabeth Demissie Degefe**, *Fuqua School of Business, Duke U.*

Recent decades have seen a rapid increase in migration around the world. How migrant employees influence firm efficiency is an important area of inquiry for organizational scholars. In theory, migrant employees may improve firm efficiency through knowledge transfer. In practice, such transfer involves uncertainty and often requires time. Because deductive approaches may prove inadequate in discovering the true relationship, we use an abductive approach to learn about the effect of migration on firm efficiency. We do so by using a machine learning method to identify the effect of migration on firm efficiency across a wide range of time lags and discovered that migration's effects are strongest at two specific time points: in the initial year and six years later. Firms headquartered in states receiving more international migrants show greater efficiency at both time points; however, the strength of the effect is much stronger after six years. These findings imply that while migration positively affects firm efficiency, its greatest benefits are only realized after a few years. Our paper highlights the importance of considering abductive approaches when evaluating the effect of migration on firm efficiency.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **630** | Submission: **11307** | Sponsor(s): **(RM, STR, OMT, SIM, OB, HR, ODC, IM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 8:00AM - 10:30AMPT (UTC-7)** at **Seattle Convention Center in Tahoma 3**

Qualitative Comparative Analysis (QCA): A Set-Analytic Approach to Studying Configurations *QCA & Set-Analytics*



Organizer: **Johannes Meuer**, *Kühne Logistics U.*
Organizer: **Peer Fiss**, *U. of Southern California*
Organizer: **Joanna Tochman Campbell**, *U. of Cincinnati*
Organizer: **Donal Crilly**, *London Business School*
Organizer: **Santi Furnari**, *City, U. of London*
Organizer: **Thomas Greckhamer**, *Louisiana State U.*
Organizer: **Rodney Lacey**, *Arizona State U.*
Organizer: **Ruth V. Aguilera**, *Northeastern U.*
Organizer: **Vilmos F. Misangyi**, *Pennsylvania State U.*

During the past decade, interest in set-analytic methods such as Qualitative Comparative Analysis (QCA) and configurational thinking in management research has grown exponentially. QCA’s more widespread use has been driven by both growing scholarly interest in capturing causal complexity as well as improvements in its methodological application and software. By now, QCA has become a more established approach in management researchers’ toolbox, and we have designed this year’s proposed PDW to serve the needs of three different audiences. Part 1 serves management researchers and practitioners with no or only little knowledge of, and experience with, QCA who want to learn the basic “nuts and bolts” of QCA and configurational logic and understand if this might be the right tool for their research project. Part 2 serves more advanced management researchers and practitioners interested in current methodological issues and advances in QCA. Part 3 serves all participants who seek to discuss their ongoing QCA research with other participants and the experienced PDW organizers. Participation in this PDW is open to all conference attendees and requires no registration except for Part 3, for with researchers should submit an extended abstract. Participants who wish to receive a list of recommended pre-readings and resources may contact Johannes Meuer (johannes.meuer@the-klu.org) before the meeting.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **631** | Submission: **18447** | Sponsor(s): **(SIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 8:00AM - 10:00AMPT (UTC-7)**

SIM Executive Governance Meeting
SIM Executive Governance Meeting

Program Chair: **Cristina Neesham**, *Newcastle U.*

By invitation only

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **632** | Submission: **11809** | Sponsor(s): (STR, ENT)
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 8:00AM - 9:30AMPT (UTC-7)**

Second Acts: Giving Back through Social and Serial Entrepreneurship

Second Acts



Presenter: **Balagopal Vissa**, *INSEAD*
Participant: **Leena Kinger Hans**, *Indian School of Business*
Presenter: **Hyeonsuh Lee**, *West Virginia U.*
Participant: **Sonali Shah**, *U. of Illinois at Urbana-Champaign*
Presenter: **Esther Leibel**, *Boston U.*
Participant: **Denise Falchetti**, *George Washington U.*
Presenter: **Ming zhu Wang**, *Washington U. in St. Louis, Olin Business School*
Participant: **Daniel Walter Efenbein**, *Washington U. in St. Louis*
Discussant: **Matthew Grimes**, *Cambridge Judge Business School*
Discussant: **Sekou Bermis**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

The last two decades have seen increasing calls for commercial enterprises to create value beyond that which can be captured by their shareholders. While effective approaches to generating stakeholder value at the organization level are increasingly well-understood, relatively little empirical research examines the factors that influence how direct social impact can be generated at the individual level, i.e., by private sector founders, managers, and employees acting outside their corporate affiliations. The papers in this symposium address this gap through two lenses. First, they explore how individual-level characteristics, either formed in early life or developed through earlier career experiences, shape entrepreneurs' choices about how to create public and/or private value at a later stage in their careers. Second, they focus on critical events in the entrepreneurial process and examine how they facilitate action-taking by individuals with philanthropic preferences to make social impact. Collectively, the papers in this symposium highlight different pathways on which entrepreneurs might embark at an advanced stage in their careers to create value beyond their current for-profit entrepreneurial endeavors, including engaging in philanthropy, and supporting the larger entrepreneurial ecosystem as experienced founders, joiners, and impact investors.

Who Gives Back? Evidence from India on Successful Entrepreneurial Exit & Involvement in Philanthropy

Author: **Leena Kinger Hans**, *Indian School of Business*
Author: **Balagopal Vissa**, *INSEAD*

Spinning an Entrepreneurial Career: The Role of Motivation & Attribution in Entrepreneurial Careers

Author: **Hyeonsuh Lee**, *West Virginia U.*
Author: **Sonali Shah**, *U. of Illinois at Urbana-Champaign*

Forming Ties for Impact: Cognitive and Emotional Resonance between Entrepreneurs and Investors

Author: **Esther Leibel**, *Boston U.*
Author: **Denise Falchetti**, *George Washington U.*

The Making of Social Entrepreneurs: Big Tech Acquisitions & Founder Mobility into Social Initiatives

Author: **Ming zhu Wang**, *Washington U. in St. Louis, Olin Business School*
Author: **Daniel Walter Efenbein**, *Washington U. in St. Louis*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **633** | Submission: **12506** | Sponsor(s): **(STR, TIM, OMT)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Sunday, Aug 7 2022 8:00AM - 9:30AMPT (UTC-7)**

Gaining Influence within Ecosystems and Platforms *Gaining Influence within Ecosystems and Platforms*



Discussant: **Carmelo Cennamo**, *Copenhagen Business School*
Presenter: **Juan Santalo**, *IE Business School*
Presenter: **Aija Elina Leiponen**, *Cornell U.*
Organizer: **Natalie Jane Burford**, *INSEAD*
Organizer: **Qingqing Chen**, *The Wharton School, U. of Pennsylvania*
Participant: **Llewellyn D W Thomas**, *IESE Business School*
Participant: **Qian Wang**, *Cornell SC Johnson College of Business*
Participant: **Eduardo Boada**, *IE Business School*

Research on organizational ecosystems and multi-sided platforms has recently attracted a lot of scholarly interest. The structure of technological interdependencies varies across ecosystems, resulting in different governance and market structures. In this symposium we will not present a dichotomy between “decentralised” ecosystems and “centralised” platforms. Instead, we bring together ecosystems and platforms research by highlighting different types of interdependencies and by examining how organizations gain influence within these different ecosystem structures.

Decentralized Innovation Platforms

Author: **Aija Elina Leiponen**, *Cornell U.*
Author: **Llewellyn D W Thomas**, *IESE Business School*
Author: **Qian Wang**, *Cornell SC Johnson College of Business*

Dominant Complementors: The Problem and a Solution

Author: **Natalie Jane Burford**, *INSEAD*

The Impact of Aggregators on the Performance of Companies Inside a Platform

Author: **Eduardo Boada**, *IE Business School*
Author: **Juan Santalo**, *IE Business School*

Technology Disclosure Restrictions, Structural Holes, and Firms' Influence in Innovation Ecosystems

Author: **Qingqing Chen**, *The Wharton School, U. of Pennsylvania*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **634** | Submission: **19671** | Sponsor(s): **(SVC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 8:00AM - 5:00PMPT (UTC-7)** at **Seattle Convention Center in Atrium Lobby**

Conference Registration

Conference Registration

Pre-Registration Badge Pick-up, Onsite Registration and Exhibitor/Press Registration

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **635** | Submission: **19661** | Sponsor(s): **(SVC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 8:00AM - 8:00PMPT (UTC-7)** at **Seattle Convention Center** in **Atrium Lobby**

Express Self Check-In Kiosks (Seattle Convention Center) *Self Check-In*

KIOSKS ONLY- The express self-check-in kiosks will be available for pre-registered attendees to print your badge and pick up other registration materials. The kiosks will be open the following times: Friday 7:30AM-8PM, Saturday-Monday 8AM-8PM and Tuesday 8AM-3PM. The kiosks are located in Exhibit Hall 4A foyer.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



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Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **636** | Submission: **19666** | Sponsor(s): **(SVC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 8:00AM - 8:00PMPT (UTC-7)** at **The Westin Seattle in Baker**

Reflection Room

Reflection Room

This space is designated as a non-denominational room for attendees to use for prayer or quiet reflection amidst the busy backdrop of the meeting. Use of this space requires tolerance for all faiths, spiritual beliefs and practices. In order to make this space available to attendees, the following rules apply: Only registered Academy of Management attendees are permitted. No candles, incense burning or other smoke, fragrance or flame is allowed. The space is open to registrants at all scheduled times. Conversation and music are prohibited and noise is to be kept to the strictest minimum. Use is restricted to purposes of personal reflection, meditation or prayer. No sleeping is permitted.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **637** | Submission: **16083** | Sponsor(s): **(TIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 8:00AM - 12:00PMPT (UTC-7)**

Research in R&D Management: Past Experiences and Future Trends

Research in R&D Management



Organizer: **Giulio Ferrigno**, *Catholic U. of the Sacred Heart, Milan*
Organizer: **Alberto Di Minin**, *UC Berkeley*
Organizer: **Paavo Ritala**, *LUT School of Business and Management*
Facilitator: **Elias George Carayannis**, *George Washington U.*
Organizer: **Emanuel Gomez**, *Nova School of Business and Economics, U. Nova de Lisboa*
Facilitator: **Thomas Clauss**, *U. of Witten/Herdecke*
Facilitator: **Letizia Mortara**, *Institute for Manufacturing, Engineering Department, U. of Cambridge*
Facilitator: **Andrea Urbinati**, *LIUC U. Cattaneo, Castellanza (VA), Italy*

The field of research on R&D management has substantially evolved over the last 50 years, especially in terms of main topics and themes. What started as a focus on corporate research and development labs has evolved to a diverse investigation of innovation activities across different organizational forms, networks, and ecosystems. Currently R&D management research covers a wide range of topics in research, development, design and innovation, and related strategic and human resource issues - from exploratory science to commercial exploitation – with a broad outlook to social, economic and environmental implications. The PDW “Research in R&D Management: Past Experiences and Future Trends” will bring together the most cited scholars and editors that have contributed to the latest evolution of R&D and innovation management, grounding on their experience of the R&D Management (a journal with over a 50-year track record, published by Wiley) and RADMA (the R&D Management Association). The PDW provides a forum through which researchers, together with people who have an active editorial and influencer role in this area, can share reflections, solicit feedback, and develop a better understanding of the directions that this discipline is taking. Participants will join the session with a preliminary draft of their research, including a well-defined set of research questions, as well as an idea about methods and intended contribution. In the end of, the participants will leave the session with insightful feedback to advance their study, as well as potential new co-authorship and publication opportunities and ideas.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **638** | Submission: **19714** | Sponsor(s): **(AAA)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 8:30AM - 9:00AMPT (UTC-7)** at **Sheraton Grand Seattle** in **Grand Ballroom A-C**

All-Academy Networking Breakfast
All-Academy Networking Breakfast

Please join us at this event where you can network, reconnect with old friends, and make new ones. Do all of this over a cup of coffee and pastries! The Presidential Address and Awards Ceremony, hosted by the AOM President, Herman Aguinis, will immediately follow.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

The Individual and the Organization in Women’s Leadership

Session Moderator: **Ximing Yin**, *School of Management and Economics, Beijing Institute of Technology*

GDO: Gender-Differences in Affective Motivation to Lead. The Roles of Risk Propensity & Self-Stereotyping

Author: **Marie-Therese Wiese**, *U. of Hamburg, Germany*
Author: **Kira Conen**, *U. of Hamburg*
Author: **Dorothea Alewell**, *U. of Hamburg, Germany*

Compared to men, women are still underrepresented in top leadership positions. With regard to gender differences, empirical research lacks studies examining “want-to-factors”, i.e., motivational factors. This study closes this research gap by investigating affective motivation to lead (AFF-MTL), i.e. an individual’s desire to lead. By examining the influence of the individual characteristics (1) gender stereotypical self-characterization and (2) domain-specific risk propensity (career, financial, health, and social risk propensity), this study contributes to the understanding of gender differences in AFF-MTL. The empirical analysis is based on an online survey of German employees in 2020 (N = 651). The results show, that on average, men have higher AFF-MTL than women. For both men and women higher self-described agency assertiveness is related to higher AFF-MTL. Scoring higher on self-described communion morality is related to lower AFF-MTL only for women. While financial risk propensity does not relate to an individual’s AFF-MTL, for men both higher health and social risk propensity are related to higher AFF-MTL. For women higher career risk propensity relates to higher AFF-MTL. Further, we find that the largest part in women’s and men’s difference in AFF-MTL can be explained by gender differences in agency assertiveness, and the control variables leadership responsibility and leader self-efficacy. Theoretical and practical implications are derived.

Paper is Available to Meeting Registrants Only.

GDO: Are You as Effective a Leader as You Think? The Impact of Gender and Personality Traits

Author: **Wendy Farrell**, *Management Center Innsbruck*
Author: **Hafsa El Kamous**, *Africa Business School, Mohammed VI Polytechnic U., Benguerir, Morocco*
Author: **Lydia Karnadi**, *i3L School of Business*
Author: **Lucia Farriss**, *Saint Leo U.*
Author: **Dhruv Pratap SINGH**, *NEOMA Business School*
Author: **Marc Idelson**, *HEC Paris*

This research proposes differences between how males and females are perceived as displaying leadership characteristics in self-organized global virtual teams (GVTs). This longitudinal study analyzes participant responses to questions of leadership characteristics over a nine-week period during March and April of 2019, incorporating the responses of 2,516 individuals from 90 countries. Perceived leadership was analyzed, both in self and peer evaluations, with each team member rated along a five-point Likert scale. Both parametric and nonparametric tests were conducted, indicating that females are perceived as showing more leadership characteristics than males. Furthermore, a significant difference exists between how individuals rate themselves as leaders and how peers perceive that individual. Females exhibit a smaller gap between self and peer evaluations in their perceptions of leadership. Partial Least Squares (PLS-SEM) equation modeling further revealed that when considering the big five personality traits, conscientiousness and extroversion mediate the relationship between females and self-perception of leadership. Furthermore, conscientiousness and extroversion also mediate the relationship between females and peer-perception of leadership. This research adds to the body of literature by addressing gender differences in perceptions of leadership with an understanding of the importance of certain personality traits.

Paper is Available to Meeting Registrants Only.

GDO: A Review and Future Research Agenda on Female Leadership & Organizational Context Factors

Author: **Lioba Gierke**, *WHU - Otto Beisheim School of Management*
Author: **Sofia Schlamp**, *Vrije U. Amsterdam*
Author: **Fabiola Heike Gerpott**, *WHU - Otto Beisheim School of Management*

Scholars have begun to study different organizational context factors (i.e., organizational variables that could affect behavior occurring in the organization) that may impact whether women obtain and retain leadership positions. So far, scientific insights in this field lack an overarching framework that contextualizes existing research findings and points out overlooked themes as well as promising future research areas. To provide an overview of the current state of research, we conducted a systematic literature research and identified 91 articles studying organizational context factors and female leadership. Using VOSviewer, we extracted three clusters representing underlying areas: (1) structures & workforce composition, (2) career & development, (3) second-generation gender bias. The first cluster includes articles on HRM processes, gender diversity of board members or industry types. The second and smallest cluster consists of articles on leadership development programs. The third and largest cluster contains articles on stereotypes and invisible barriers in organizations that characterize corporate cultures and negatively impact female leaders, as well as initiatives to overcome these obstacles. We suggest future theoretical and methodological research directions such as overlooked contextual factors (e.g., company reputation), introducing an intersectionality perspective, and field (intervention) studies. We end with a systematic overview summarizing practical implications.

Paper is Available to Meeting Registrants Only.

GDO: **Cooperative Organizational Cultures: A Factor Promoting Equal Gender Representation in Leadership**  

Author: **Nora Elena Daher Moreno**, *Faculty of Business Administration, Memorial U., Canada*
Author: **Kara Anne Arnold**, *Memorial U. of Newfoundland*

The present study investigates the relationship between feminine gender identity and leadership intention. Based on the theory of planned behaviour and social role theory, the indirect relationship between feminine gender role identity and leadership intention was analyzed through affective motivation to lead and perceived leadership self-efficacy. Additionally, drawing on person-environment fit theory, feminine gender role identity was examined as a moderator of the relationship between cooperative organizational culture and leadership intention. A cross-sectional survey was administered among a sample of 183 full-time employees and results demonstrated that, controlling for sex, perceived leadership self-efficacy mediated the relationship between feminine gender role identity and leadership intention. In addition, feminine gender role identity acted as a moderator strengthening the relationship between cooperative organizational culture and leadership intention, such that highly feminine individuals in high cooperative organizational cultures showed higher intentions to become leaders than individuals with less feminine identities. Limitations of the study and future research suggestions are discussed.

Paper is Available to Meeting Registrants Only.

GDO: **Friend or Foe? Institutional Investors and Firm R&D: The Moderating Effect of Female Executives**   

Author: **Ximing Yin**, *School of Management and Economics, Beijing Institute of Technology*
Author: **Su Yaxin**, *School of Management and Economics, Beijing Institute of Technology*
Author: **Jin Chen**, *School of Economics and Management Tsinghua U.*
Author: **Victor Cui**, *U. of Waterloo*

Innovation financing is crucial to the firm's technological advancement and sustainable development, yet how does institutional investors affect firm innovation behaviors, and the contingent impact of top management team (TMT) diversity on this relationship, are still on debating. Drawing from literature on institutional investors, firm innovation, and the upper echelons theory, we empirically investigate the impact of institutional shareholding on firm's R&D, and the moderation effect of female executives by employing a multiple panel dataset covering 2,066 China's A-share listed companies from 2011 to 2019. Results show that 1) introducing institutional investors significantly improves firm's R&D, while when the shareholding ratio passes a certain point (17.79%), it turns to inhibit R&D, and 2) the presence of women in the TMT mitigates this relationship. Additional analysis finds that 3) the curvilinear impact of institution ownership is consistent regarding on firm's innovation performance, and furthermore 4) institutions are more effective in stimulating R&D in state-owned enterprises (SOEs) than that of private-owned enterprises (POEs). This study reveals the double-edged sword impact of institutional investors on firm R&D investment, reconciles controversial arguments on their role in corporate management. It also fills the gap between female executives on institutional shareholders and firm's R&D, providing meaningful context-based evidence for the upper echelons theory and gender research. Practically, this paper suggests that government from emerging markets should continue encouraging institutions to participate in the capital market as a powerful tool to promote innovation and the reform of SOEs, while keep watch its dark side; and firms need to further embrace diversity in strategic management, and leverage the important value of female leadership in utilizing multiple sources for technological innovation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **640** | Submission: **16913** | Sponsor(s): **(IM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 8:30AM - 3:00PMPT (UTC-7)** at **Seattle Convention Center in Room 4C2**

2022 International Management Division Doctoral Student Consortium
2022 IM Division Doctoral Student Consortium

Session Chair: **Anna Lamin**, *Northeastern U.*
Session Chair: **Mirko Benischke**, *Erasmus U. Rotterdam*
Panelist: **Tatiana Kostova**, *U. of South Carolina*
Panelist: **William Newbury**, *Florida International U.*
Panelist: **Klaus Meyer**, *Ivey Business School*
Panelist: **Jordan Siegel**, *U. of Michigan, Ross School of Business*
Panelist: **Rekha Krishnan**, *Simon Fraser U.*
Panelist: **Stephanie L. Wang**, *Indiana U., Bloomington*
Panelist: **Sinziana Dorobantu**, *NYU Stern School of Business*
Panelist: **Mona V Makhija**, *Ohio State U.*
Panelist: **Ajai Singh Gaur**, *Rutgers U.*
Panelist: **Ilya Cuypers**, *Singapore Management U.*
Panelist: **Gabriel R.G. Benito**, *BI Norwegian Business School*
Panelist: **Charles Dhanaraj**, *Daniels College of Business, Department of Management*
Panelist: **Timothy Michael Devinney**, *Alliance Manchester Business School, U. of Manchester*
Panelist: **Prithwiraj Choudhury**, *Harvard U.*
Panelist: **J. Myles Shaver**, *U. of Minnesota*
Panelist: **Olga Hawn**, *U. of North Carolina, Chapel Hill*
Panelist: **Elena Kulchina**, *North Carolina State U.*
Panelist: **Mercedes Delgado**, *Copenhagen Business School and MIT*
Panelist: **Valentina Marano**, *Northeastern U.*

The International Management Doctoral Student Consortium is designed for current PhD students with an interest in international management as either the primary or secondary field of inquiry. We welcome participants from all areas related to international management and all stages of the PhD program to attend. The consortium will offer both structured and informal discussion between participants and faculty panelists on research, job opportunities, and early stage career strategies. A substantial amount of time will also be set aside for dissertation development, featuring feedback from faculty in small groups. This is both an excellent opportunity to get valuable feedback on your work and a chance to network with fellow doctoral students and leading scholars in the International Management field.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **641** | Submission: **16242** | Sponsor(s): **(IM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 8:30AM - 3:00PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 5**

2022 International Management Division Junior Faculty Consortium *2022 IM Division Junior Faculty Consortium*

Session Chair: **Elizabeth L. Rose**, *Indian Institute of Management Udaipur*

Session Chair: **Irina Minodora Surdu**, *Warwick Business School*

Panelist: **Kristin Brandl**, *Gustavson School of Business, U. of Victoria*

Panelist: **Tailan Chi**, *U. of Wisconsin, Milwaukee*

Panelist: **Raveendra Chittoor**, *U. of Victoria*

Panelist: **Jesper Edman**, *Waseda U.*

Panelist: **Peder Greve**, *Henley Business School, U. of Reading*

Panelist: **Klaus Meyer**, *Ivey Business School*

Panelist: **Chang Hoon Oh**, *U. of Kansas*

Panelist: **Tazeeb Rajwani**, *U. of Surrey*

Panelist: **A Rebecca Reuber**, *U. of Toronto, Rotman School of Management*

Panelist: **Charles Edward Stevens**, *Lehigh U.*

Panelist: **Arjen Van Willettoostuijn**, *WU Amsterdam*

Panelist: **Davina E. Vora**, *State U. of New York at New Paltz*

Panelist: **Ivo Zander**, *Uppsala U.*

The International Management Junior Faculty Consortium is designed for junior colleagues who have defended their dissertation in the last 1-5 years and are building their academic careers in the field of IM. It will provide a unique opportunity for junior faculty to engage in a conversation around the key issues of careers, research, publishing, teaching, and service with leading IM scholars from around the world. The senior faculty panel includes a diverse and international group of scholars in with a variety of academic, leadership and editorial experience. Through a combination of structured panels, round table discussions, and informal interactions, we will tackle the questions of risks and opportunities of choosing a career in IM, getting tenure, building a scholarly reputation, developing a research/publishing strategy for greater impact on the field, and maintaining a healthy balance between research, teaching, and service.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **642** | Submission: **15136** | Sponsor(s): **(INDAM, IM, HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 8:30AM- 10:30AMPT (UTC-7)** at **The Westin Seattle** in **Vashon II**

**Net Zero and Employee-centric Transformation in
Indian SMEs Post COP26: Research Framework**
Recovery Renewal and Resilience (RRR)



Organizer: **Prasanta Dey**, *Aston U.*
Organizer: **Vijay Edward Pereira**, *NEOMA Business School*
Distinguished Speaker: **Delphine GODEFROIT-WINKEL**, *Toulouse Business School, TBS Education*
Distinguished Speaker: **Amrik Sohal**, *Monash U.*
Distinguished Speaker: **Jinia Mukerjee**, *Montpellier Business School*
Distinguished Speaker: **Yama Temouri**, *Khalifa U., Abu Dhabi, UAE*
Discussant: **Camilla Barbarossa**, *Toulouse Business School, TBS Education*
Discussant: **Suneetha Kandi**, *GITAM School of Gandhian Studies*
Discussant: **Amelie Abadie**, *Toulouse Business School, TBS Education*
Speaker: **Chrysovalantis Malesios**, *Academician and Researcher*
Organizer: **Soumyadeb Chowdhury**, *Toulouse Business School, TBS Education*
Facilitator: **Chloe Cohen**, *Toulouse Business School, TBS Education*

Climate change is a grand challenge affecting every country across the globe, disrupting life on earth and under water, affecting national economies, and resulting in extreme weather events, amidst the pandemic. While all the focus in the past few years has been on green strategies, which has increasingly featured in country-specific government policies and United Nations Sustainability Development Goals (COP26), the covid-19 pandemic has led to the emergence of a complex and challenging environment for business organisations, managers and human resource management practitioners who must find ingenious solutions to sustain their company's business, competitiveness, resilience, green goals and simultaneously help their employees to cope with the challenges resulting from this unprecedented situation. This workshop will present a multidisciplinary research agenda, framework and conceptual model that will facilitate development and co-creation of new knowledge, evidence-based research recommendations, roadmap and digital tools to mutually support low carbon productivity (LCP) and employee wellbeing (EWB), which will catalyse sustainable and employee-centric socio-economic business transformation. This will pave the way forward to develop interdisciplinary, transnational collaborations and cooperation between researchers in developed and developing economies driving the direction of international and national dialogue in the thematic area. Bringing together recent conceptualisations and perspectives we envisage developing research networks that will create impact through empirical studies, joint research publications, research projects, and engagement with businesses and policymakers which will be instrumental in building a more resilient, inclusive, and sustainable society.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **643** | Submission: **14567** | Sponsor(s): **(MED)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 8:30AM- 10:30AMPT (UTC-7)** at **The Westin Seattle** in **Grand Ballroom III**

**Technology, the Fourth Industrial Revolution, and the
Continual Flux Faculty Face**
Technology and the Continual Flux Faculty Face



Organizer: **Nathan S. Hartman**, *Illinois State U.*
Participant: **Scott Jeffrey Allen**, *John Carroll U.*
Presenter: **Flavia Cavazotte**, *Pontificia U. Catolica de Rio de Janeiro*
Presenter: **Thomas Arthur Conklin**, *Georgia State U.*
Presenter: **Joy Humphries Karkiker**, *East Carolina U.*
Presenter: **Joseph M. Goodman**, *Illinois State U.*

This workshop will explore how educators should prepare themselves to develop students' skills for tech literacy in the face of dramatic changes in how managers go about their work. Management education, like organizations, are experiencing challenges they have never encountered before. While technology has put organizations and educators in a continual state of flux for quite some time, many researchers have concluded that society is now in the fourth industrial revolution where both the business models and the model of management education are dramatically shifting. Using technology to teach is not new. For example, utilizing technology as a mechanism to receive instructional content is familiar to students, but how the latest technology will be applicable in their future managerial work remains unfamiliar to students. Preparing students will inevitably include enhancing our understanding of technological disruptions, our students, and the context of shifting relationships between technology, corporations, and universities. In a round table setting, facilitators will introduce technological influences, and faculty will facilitate conversations intended to address Allen, Edelson, and Stratton's (2020) Journal of Management Education Special Issue Call for Papers "From Taylor to Tableau: Technology as a Tool, Topic, and Differentiator in Management Education." Participants will hear about instructional strategies to address a technology disrupting management education delivery and student preparation. Participants will then discuss the appropriateness of the approach, ideas for further improvements (brainstorm better delivery methods during the workshop), and ways faculty can continually develop strategies for preparing students for the new world of work. In this format, each table facilitator presents a delivery method while discussing ideas with participants who can go back to their courses to improve course outcomes. The workshop facilitators will share materials to easily implement experiential tools when they return to their home institutions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **644** | Submission: **19239** | Sponsor(s): **(MOC)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Sunday, Aug 7 2022 8:30AM- 10:00AMPT (UTC-7)**

Authority, Leadership, and Influence: Novel Directions

Session Moderator: **Stephanie J. Creary**, *The Wharton School, U. of Pennsylvania*

 **MOC: Access for All? Custodial Authority in Legitimizing Places of Social Inclusion**   

Author: **Stephanie J. Creary**, *The Wharton School, U. of Pennsylvania*
Author: **Boram Do**, *Yonsei U.*

Finalist for MOC Division Best Paper on Diversity and Cognition Award

The current scholarly view of places of social inclusion in management scholarship positions the societal-level tenet of “open accessibility” as taken-for-granted by local actors who are committed to maintaining citizens’ access to these places. Little is known about instances in which custodians differ in supporting the values of places of social inclusion and, consequently, question one another’s rights to uphold these values. In this paper, we conducted an inductive, qualitative, and sequential, comparative case study of two US community hospital emergency departments (EDs) to examine authority dynamics in places of social inclusion. We found that although federal and private health insurance companies in the US were tying patient satisfaction scores to financial reimbursement, the value of open access to ED care was not taken for granted in these places nor was asking patients to make judgments about their access to services. Our findings reveal how these dynamics triggered different authority dynamics and custodial work in the two EDs we studied, which ultimately shaped whether patients’ access to care improved. In doing so, we bring together and elaborate recent research on heterogeneous custodianship, places of social inclusion, and authority in organizations. We also offer practical solutions to health care challenges based on our research.

Paper is Available to Meeting Registrants Only.

MOC: How to Promote Effectiveness of Dual Leadership: Perspectives from Power Distribution

Author: **Shengming Liu**, *Fudan U.*
Author: **Wei Hu**, *Renmin U. of China*
Author: **Zhang Yue**, *Fudan U., School of Management*
Author: **Gengzi Peng**, *Fudan School of Management, Fudan U.*
Author: **Jiayi Du**, *Fudan School of Management, Fudan U.*

In a dual leadership condition, two leaders share formal power in team decision-making. How to distribute the power between dual leaders in the decision-making process determines team effectiveness. Our research proposes a new perspective to solve the tension between the unity of command and the shared command in a dual leadership condition. We advance and distinguish between decision-participation power and decision-making power. Furthermore, we posit that the decision-participation power gap has a negative effect on team performance through decision-making comprehensiveness whereas the decision-making power gap has a positive effect on team performance through the decision-making speed. A multi-time and multi-source data of 127 dual leader pairs provide support for our hypotheses. Our research discusses the theoretical and practical implications for dual leadership and power distribution.

Paper is Available to Meeting Registrants Only.

MOC: Morality Not Identified: Leader Moral Identity Symbolization and Follower Perceived Moral Hypocrisy 

Author: **Qianyao Huang**, *Peking U.*
Author: **Hui Wang**, *Peking U.*
Author: **Ying Wang**, *U. of International Business and Economics*
Author: **Yuqing Liu**, -

This article utilizes behavioral integrity theory to examine when and why leader moral identity symbolization might fail. Specifically, we propose a model wherein leader moral narcissism influences the relationship between leader moral identity symbolization and follower perceived moral hypocrisy, and the downstream implications for follower helping and deviant behaviors toward leader. We suggest that leader moral identity symbolization is particularly likely to be perceived as moral hypocrisy when leader hold a high level of moral narcissism, and that this perception of leader moral hypocrisy in turn reduces follower helping and increases follower deviant behaviors toward the leader. We test and find support for our hypothesized model using data from a multi-source, multi-wave survey. Implications for theory and practice are also discussed.

Paper is NOT Available. Please contact the author(s).

MOC: CEO Narcissism and Corporate Credit Risk 

Author: **Tsung-Kang Chen**, *National Yang Ming Chiao Tung U.*
Author: **Yijie Tseng**, *Fu Jen Catholic U.*

We investigate whether CEO narcissism affects a firm’s credit risk from bondholders’ perspective. We find that CEO narcissism is significantly and positively related to corporate bond yield spread (namely credit risk), indicating that bondholders care more about the increase on asset value volatility and financial constraint than the increase on asset value due to the risk-taking behaviors conducted by a narcissistic CEO. The implications are empirically supported by the path analyses. In addition, better corporate governance quality (especially internal governance), higher management team background homogeneity, and lower likelihood of future growth weaken the positive effect of CEO narcissism on bond yield spread while higher management team shared working experience, cash conversion cycle, and R&D intensity all enhance the CEO narcissism effect. Moreover, we also find that bondholders have less concern about a narcissistic CEO when the CEO simultaneously has the personality traits of conscientiousness and openness. Finally, our findings are robust when considering endogeneity issues and controlling for several well-known CEO-, firm-, and bond-level characteristics.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **645** | Submission: **18935** | Sponsor(s): **(OMI)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 8:30AM - 10:00AMPT (UTC-7)** at **The Westin Seattle** in **Cascade I-C**

The Cross-Level Effect of Individual Status and Reputation



Session Moderator: **Ali Radford**, *Aston Business School*

OMT: Should We Judge a book by its Cover? How TMT Social Status Impacts New Knowledge Generation    

Author: **Ali Radford**, *Aston Business School*
Author: **Luca Pistilli**, *UCD Dublin*

Scholars investigated the effect that Top Management Team (TMT) status has on several organizational dimensions, including strategic decision, risk propensity, and, ultimately, performance. However, the existing literature is relatively silent on the effect of TMT status on knowledge generation. Our scope is to cover that research gap. Grounding our reasoning on two different yet intertwined literature streams – the one on the TMT status and the one on knowledge generation – we predict that TMT status should be positively correlated with new knowledge generation and its market value, but not with its scientific value. Relying on a unique, hand-crafted dataset composed of 833 firm-years observations for the period 2005-2010, we are able to validate our hypotheses. Our study contributes to better understanding the relationship between TMT status and the knowledge generated by the respective firm. Limitations and hints for further research are finally discussed.

Paper is Available to Meeting Registrants Only.

OMT: Birthmark Effect: Founder Status and Firm Survival in Revolutionary Russia, 1861-1914

Author: **Daria Popova**, *Drexel U.*
Author: **Dali Ma**, *Drexel U.*
Author: **Thomas John Fewer**, *Georgetown U., McDonough School of Business*

Status research typically assumes that status hierarchy is legitimate and stable, but this assumption may not hold during social revolutions which destabilize political, economic, and social institutions. We predict that, during revolutionary times, businesses whose founders are linked to a declining “power elite” group have higher failure rates than businesses without such a “status birthmark.” Moreover, this status birthmark effect is stronger for larger businesses whose resources and salient identity could become their liability. We tested these hypotheses by examining business survival in late Imperial Russia (1861-1914), one of the major revolutionary times in world history. Results show that firms whose founders were from the declining “power elites” (nobles, government officials, and military officers) were more likely to fail during this period than other status groups (e.g., merchants), and this risk was stronger for larger firms. Our study highlights how a once coveted status symbol may become a liability for businesses during radical institutional changes. Keywords: Status; Founder; Social Revolution; Institutional Change; Organizational History

Paper is Available to Meeting Registrants Only.

OMT: Burden of Being Atypical: (A)typicality in Leader Biographical Profile and Organizational Reputation

Author: **Young-Chul Jeong**, *Concordia U.*
Author: **Jaegoo Lim**, *Hong Kong Polytechnic U.*
Author: **Donghoon Shin**, *U. of Wisconsin, Whitewater*
Author: **Saeid Bazmohammadi**, *John Molson School of Business, Concordia U.*

Despite growing interest in the advantages of appointing leaders with diverse profiles, most organizations follow typical expectations of what a leader’s profile should look like and avoid deviations from such expectations in their leader selection. This paper aims to answer why such changes are difficult by examining a major disadvantage of atypical over typical leader profiles—reputational penalties for an organization whose leader’s biographical profile is atypical. Drawing on the institutional theory of organizational reputation and leadership categorization theory, we propose that atypical components in a leader’s biographical profile will create credibility problems in the eyes of external observers, thereby having a negative impact on organizational reputation.

Paper is Available to Meeting Registrants Only.

OMT: Status and Consensus: Heterogeneity in Audience Evaluations of Female Lead Films

Author: **Bryan Kaiser Stroube**, *London Business School*
Author: **David Waguespack**, *U. of Maryland*

Research finds that status characteristics such as gender are frequently related to average quality evaluations by various external audiences. Yet little is known about whether such characteristics are also related to the level of consensus in quality evaluations. We examine 380 million film ratings by consumers to assess 1) whether female-led movies elicit more or less consensus in quality evaluations than male-led movies, and 2) the potential performance consequences for producers. We find that female-led movies elicit ratings distributions with higher standard deviations and more positive skew. This effect stems in part from how subsets of men and subsets of women differentially rate female-led movies compared to male-led movies. We also find evidence that producing female-led movies is a profitable and increasingly prevalent strategy for independent studios who target niche audiences.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **646** | Submission: **18928** | Sponsor(s): **(OMI)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 8:30AM - 10:00AMPT (UTC-7)** at **The Westin Seattle in Olympic**

Responses to Crisis 

Session Moderator: **Daniel Geiger**, *U. of Hamburg*

OMT: [From Coordinating in Space to Coordinating through Space](#) 

Author: **Daniel Geiger**, *U. of Hamburg*

Author: **Tania Ulrike Weinfurter**, *U. of Zurich*

Author: **David Nils Seidl**, *U. of Zurich*

In this study we examine the role of physical space in the coordination of crisis response operations. Drawing on Lefebvre's theory of spatial production, we build on a case study exploring the unfolding spatial coordination practices of relief organizations in a refugee camp in Uganda. Our study yielded three main results. First, we show how coordination happens not only in space but through space. The actors we observed both designed and enacted physical space in their efforts at coordinating the relief operations. Second, we identified three different practices of spatial coordination, which we termed authoritarian spatial coordination, responsive spatial coordination and collaborative spatial coordination. Third, building on a process model of spatial coordination practices we show how the successive combination of different spatial practices allow balancing coordinative complexity.

Paper is Available to Meeting Registrants Only.

OMT: [Transcending Mundane Struggles: How Mission-Reality Tension Shapes The Genesis of Founder Imprinting](#)

Author: **Meng Zhao**, *Nanyang Business School*

Author: **Wenpei You**, *Indiana U., Lilly Family School of Philanthropy*

How does the founder's initial impact become entrenched in employees' mindset and behavior when they encounter day-to-day tensions that challenge this impact? Extant research shows that the founder can generate a lasting impact on employees, indicating a founder imprinting effect. But the micro-dynamics underlying the formation of founder imprints have received less attention. This paper unpacks the genesis of founder imprinting through a case study of the seven-year struggle of establishing the founder's mission in Grameen China. We found that employees build faith in the mission through a multi-phase process where they continuously rationalize the tension between the mission and reality and ultimately transcend this tension. Those who fail to rationalize the tension experience mission decay and abandonment. Our analysis also identifies senior colleagues' role in disabling or enabling employees' preservation of the mission at individual and organization levels. Focusing on employees' mundane struggles at work, this paper offers new insights into the time frame, the unintended feature, and the secondhand imprinter's multi-level influence in the process of founder imprint formation. The paper also enriches the conversation about the tension between the value-laden and instrumental aspects of organizational life.

Paper is Available to Meeting Registrants Only.

OMT: [Institutional Voids and Entrepreneurial Responses to a Societal Crisis](#) 

Author: **Joakim Hans Netz**, *Jönköping U.*

Author: **Rob Jansen**, *Tilburg U.*

Author: **Patrick Reinmoeller**, *IMD*

Author: **Mattias Axelson**, *Stockholm School of Economics*

This paper assesses how societal disruptions lead to collective action that addresses institutional voids. Examining field data from Sweden's response to the Covid-19 outbreak, we track institutional voids related to four product market categories. We construct a process model and elaborate on what we conceptualize as entrepreneurial constellations, which consist of collaborating business firms, public organizations, and the government. These entrepreneurial constellations facilitate the functioning of markets or forming of new ones to deal with a disruption. Through collective action, constellations coordinate problems and self-interest to overcome regulatory obstacles. Findings point to institutional voids that relate to surges during the need to scale up existing critical product markets, creating and innovating new critical product markets. Recognizing such institutional voids helps constellations coordinate expertise that collectively enacts regulatory changes and innovation in coordinative functions. While emerging, they accomplish ongoing evaluative reflections that permit them to autocorrect. This new conceptual understanding of the surprising presence and consequences of institutional voids in market economies, where they are not expected to develop and cause insufficiencies and suffering, explains how entrepreneurial constellations improvise solutions to societal disruptions.

Paper is NOT Available. Please contact the author(s).

OMT: [Ambidextrous Meta-Organizing for Tackling Grand Challenges: Insights from Cairo's Housing Crisis](#)

Author: **Nuno Gil**, *U. of Manchester*

Making grand challenges seemingly intractable problems are difficulties to pursue goals that are jointly desirable, but which paradoxically have incompatible requirements. To further our understanding of the intricacies of overcoming this duality, this study examines foreign aid projects set up to tackle the housing crisis in Cairo, one of the world's fastest-growing megacities. To be effective, aid needs to quickly fill pressing gaps in basic infrastructure whilst helping to build robust institutions. But there is a duality in that it is hard to pursue both goals simultaneously because of the time it takes to get the power holders to agree to policy reforms. By deploying an organizational ambidexterity lens, I uncover a process by which three mechanisms are deployed concomitantly to go around the tensions caused by contradictory goals: 'temporal' ambidexterity, where one goal is tackled at a time; 'structural' ambidexterity, where the focus is on one goal at the expense of the other; and 'contextual' ambidexterity, where there is an effort to realize synergies between the tasks of the other two mechanisms to tackle both goals simultaneously. After discussing the boundary conditions for the realisation of meta-organizational ambidexterity, I conclude with a discussion on implications to management scholarship on spurring action after mobilizing broad support for a common goal.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **647** | Submission: **18313** | Sponsor(s): **(OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 8:30AM - 10:30AMPT (UTC-7)** at **The Westin Seattle in Stuart**

OMT Executive Committee Meeting *OMT Executive Committee Meeting*

Session Chair: **Martin J. Kilduff**, *UCL School of Management*
Session Chair: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*
Session Chair: **Eva Boxenbaum**, *Copenhagen Business School*
Session Chair: **Forrest Briscoe**, *Pennsylvania State U.*
Session Chair: **Emilio J. Castilla**, *MIT Sloan School of Management*
Representative-at-Large: **Marya Besharov**, *Oxford U., Saïd Business School*
Representative-at-Large: **Michel Anteby**, *Boston U. Questrom School of Business*
Representative-at-Large: **Danielle Logue**, *UTS Business School, Sydney*
Representative-at-Large: **Santi Furnari**, *City, U. of London*
Representative-at-Large: **Paul Tracey**, *U. of Cambridge*
Representative-at-Large: **Kisha Lashley**, *U. of Virginia*
Representative-at-Large: **Pablo Martin De Holan**, *HEC Paris*
Representative-at-Large: **Yutaka Yamauchi**, *Kyoto U.*
Representative-at-Large: **Srividya Jandhyala**, *ESSEC Business School*
Participant: **Konstantinos Andriopoulos**, *Cass Business School, City U. London*
Participant: **Shipeng Yan**, *U. of Hong Kong*
Participant: **Shelby Gai**, *Michigan State U.*
Participant: **Kevin Woojin Lee**, *U. of British Columbia*
Participant: **Christine Moser**, *Vrije U. Amsterdam*
Participant: **Melodie Cartel**, *UNSW Business School, Australia*
Participant: **Laure Cabantous**, *Bayes Business School (formerly Cass)*
Participant: **Mary-Hunter McDonnell**, *The Wharton School, U. of Pennsylvania*
Participant: **Richard Franciscus Johannes Haans**, *Erasmus U. Rotterdam*

This is an invitation-only meeting of the OMT Executive Committee

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Showcase Symposium**
Program Session: 648 | Submission: 15005 | Sponsor(s): (OMT, ENT, TIM)
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 8:30AM- 10:00AMPT (UTC-7)** at **The Westin Seattle** in **Cascade I-B**

Pivoting and its Challenges: Pushing the Frontiers of an Emerging Domain *Pivoting and its Challenges*



Organizer: **Alicia DeSantola**, *U. of Washington*
Organizer: **Christian E. Hampel**, *Imperial College Business School*
Organizer: **Cheng Gao**, *U. of Michigan, Ross School of Business*
Panelist: **Susan L. Cohen**, *U. of Georgia*
Panelist: **Rebecca Karp**, *Harvard Business School*
Panelist: **Timothy Ott**, *U. of North Carolina, Chapel Hill*
Panelist: **Sandeep Pillai**, *Department of Management and Technology, Bocconi U.*
Panelist: **Yuliya Snihur**, *TBS Education*
Discussant: **Suresh B Kotha**, *U. of Washington, Seattle*

This Symposium examines entrepreneurial pivoting and its challenges through the lenses of key theoretical conversations motivating research on this topic. While pivoting has become increasingly ubiquitous in new venture strategy, particularly with the rise of the Lean Startup approach, pivots can also be challenging to effectively execute. Yet, scholarly research on this topic is still nascent. This Symposium seeks to bridge this gap by providing a deep dive into key theoretical conversations related to pivoting research, with the aim of exploring key commonalities and differences between different “theoretical conversations” that can inform further research. To this end, the Symposium will bring together scholars doing frontier research on pivoting who will reflect on the state of entrepreneurial pivoting research and its implications for stakeholders from the perspective of different theoretical conversations (e.g. cognition and pivoting, learning and pivoting, the “historic turn” in pivoting, firm governance and pivoting, and business model innovation and pivoting). The symposium will start with an introduction of pivoting research, and then will feature insights from each of the panelists, followed by integrative comments from a distinguished scholar discussant, and finally, an Q&A discussion session with the audience. The Symposium intends to provide participants with a cross-cutting, multidisciplinary understanding of the frontier theoretical conversations on entrepreneurial pivoting and its challenges.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **649** | Submission: **13086** | Sponsor(s): **(OMT, ODC, SIM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 8:30AM - 10:00AMPT (UTC-7)** at **Seattle Convention Center in Room 304**

Gathering on the Bridge: Academic–Practitioner Boundaries and Boundary Work

Academic–Practitioner Boundaries and Boundary Work



Organizer: **Philip Gylfe**, *Aalto U. School of Business*
Organizer: **Matthias Wenzel**, *Leuphana U. Lüneburg*
Distinguished Speaker: **Jean M. Bartunek**, *Boston College*
Distinguished Speaker: **Yabome Gilpin-Jackson**, *Fraser Health Authority*
Distinguished Speaker: **Sandra Janoff**, *The Future Search Network*
Distinguished Speaker: **Malvina Klag**, *HEC Montreal*
Distinguished Speaker: **Ann Langley**, *HEC Montreal*

While the oftentimes uneasy relationship between academics and practitioners is a persistent theme in management research, it is less and less acceptable for management scholars to have no impact outside scholarly communities. However, despite considerable attention towards attempts to achieve both rigor and relevance in theory-building over the years, management scholars continue to observe little progress concerning the performance of more impactful research. We contribute to this debate by offering a “new way of seeing” academic–practitioner relationships in management research. Specifically, we draw attention to apparent “boundaries” between academic and practitioner communities, as well as the “boundary work” that can be performed in both rigorous and relevant management scholarship. We argue that understanding and embracing boundaries as constructions that seemingly divide academic practitioner communities enables management scholars to find ways to work through these boundaries so as to perform scholarship that is both rigorous and relevant. To do so, the session gathers an esteemed panel of distinguished academics and practitioners who engage in dialogues about (1) what the boundaries are that seem to inhibit impactful management scholarship through a division of academic and practitioner communities, and (2) how management scholars and practitioners can work through these boundaries.

Some of the panelists will participate through ZOOM.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **650** | Submission: **14270** | Sponsor(s): **(OSCM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 8:30AM - 10:00AMPT (UTC-7)** at **The Westin Seattle** in **Cascade I-A**

The Asset Durability Premium
The Asset Durability Premium



Presenter: **Chi-Yang Tsou**, *Alliance Manchester Business School, U. of Manchester*

This paper studies how the durability of assets affects the cross-section of stock returns. More durable assets incur lower frictionless user costs but are more "expensive", in the sense that they need more down payments making them hard to finance. In recessions, firms become more financially constrained and prefer "cheaper" less durable assets. As a result, the price of less durable assets is less procyclical and therefore less risky than that of durable assets. We provide strong empirical evidence to support this prediction. Among financially constrained stocks, firms with higher asset durability earn average returns about 5% higher than firms with lower asset durability. We develop a general equilibrium model with heterogeneous firms and collateral constraints to quantitatively account for such a positive asset durability premium.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **651** | Submission: **11685** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 8:30AM - 10:30AMPT (UTC-7)** at **Sheraton Grand Seattle** in **Grand Ballroom D**

STR 2022 Distinguished Scholarship and Irwin Outstanding Educator Award in honor of Kathleen Eisenhardt, Daniel Levinthal, and Margarethe F. Wiersema
STR Distinguished Scholarship and Irwin

Division Chair-Elect: **Michael J. Leiblein**, *Ohio State U.*

In this session we will honor this year's Distinguished Scholarship Award winners Kathleen Eisenhardt and Daniel Levinthal, as well as this year's Irwin Outstanding Educator Award winner Margarethe F. Wiersema. Please join us for coffee and breakfast with the award winners before the session starts.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Innovation Processes Track: Motivation and Determinants of Innovation Value

Session Moderator: **Jian Wang**, *Leiden U., The Netherlands*

TIM: The Emerging Role of Research-focused Rare Disease Foundations in Therapeutic Development

Author: **Caroline Marra**, *Harvard Business School*

TIM Division Best Student Paper Award Finalist

Several innovation incentives for rare disease product development exist, yet more than 90% of the 7,000 conditions have no treatment options. Over the last two decades, a novel type of nonprofit – the patient-led, research-focused rare disease foundation (RDF) – has emerged in many of these underserved markets with a singular goal to accelerate progress toward a cure. However, the collective role of RDFs in shaping product development for otherwise unattractive markets has been largely overlooked by the literature. In this paper, I assemble a new dataset to provide clarity around the role of RDFs and propose a conceptual framework to explain how RDFs lower the risk of therapeutic development for firms by proactively engaging in activities that build a research infrastructure within the disease. Empirically, I show that when an RDF adopts an active strategy characterized by generation of data, creation of research tools, and establishment of collaborations across stakeholders, new clinical trial activity in the disease increases at a faster rate than when an RDF takes a passive, grant-funding approach. I supplement this finding with a quantitative case study describing one RDF’s success engaging biopharmaceutical firms. These findings have implications for managers of foundations as they urgently pursue cure-seeking missions and biopharmaceutical firms as they decide which diseases merit investment.

Paper is Available to Meeting Registrants Only.

TIM: Circular Economy Actions on a Firm’s Performance: A Self-Determination Perspective

Author: **Viviana D’Angelo**, *U. Cattolica del Sacro Cuore*

The circular economy (CE) activities have positive effects on the production processes, on the environment and on society. However, the manner in which it affects a firm’s economic performance. has been overlooked by previous researches. To this end, using data from European SMEs, we empirically investigate, under the self-determination theory, to what extent the number of CE activities affects a firm’s economic performance. Our results show that the number of CE activities affect a firm’s economic performance in a dual manner, both positive and negative, showing an inverted U-shaped relationship. In particular, while increasing the number of CE activities positively affect a firm’s economic performance, a broader implementation may negatively impact operations and consequently the economic performance. This research advances the scientific understanding of the CE and provides managers with suggestions on how to maximize the benefits brought by the CE in terms of economic performance by implementing the right amount of CE activities.

Paper is Available to Meeting Registrants Only.

TIM: Two Tales of Science Technology Linkage: Patent In-text versus Front-page References

Author: **Jian Wang**, *Leiden U., The Netherlands*

Author: **Suzan Verberne**, *Leiden U., The Netherlands*

There is recurrent debate about how useful science is for technological development, but we know little about what kinds of science are more useful for technology. This paper fills this gap in the literature by exploring how the value of a patent (as measured by patent forward citations and the stock market response to the issuing of the patent) depends on the characteristics of the scientific papers that it builds on, specifically, basicness, interdisciplinarity, novelty, and scientific citations. Using a dataset of 33,337 USPTO biotech utility patents and their 860,879 in-text references to Web of Science journal articles, we find (1) a positive effect of the number of referenced scientific papers, (2) an inverted U-shaped effect of basicness, (3) an insignificant effect of interdisciplinarity, (4) a discontinuous and nonlinear effect of novelty, and (5) a positive effect of scientific citations for patent market value but an insignificant effect on patent citations. In addition, in-text referenced papers have a higher chance of being listed on the front-page of the same patent when they are moderately basic, less interdisciplinary, less novel, and more highly cited. Accordingly, using front-page reference yields substantially different results than using in-text references.

Paper is Available to Meeting Registrants Only.

TIM: Specialization in Different Innovation Tasks and the Generation of High-value Innovations

Author: **Lipeng Ge**, *U. of Groningen*

Author: **Jieyu Zhou**, *School of Management, Xiamen U.*

Building on the learning theory and technology landscape literature, this study examines how a firm’s specialization in different innovation tasks affects its ability to generate high-value technological innovations. Specifically, we argue that the specialization in invention patent projects contributes to generate high-value innovations through helping firms develop a holistic view about the technology landscape, while specialization in utility model patent projects generates valuable innovations by engaging firms in quick experimentation and adaptation. We further propose that specialization in invention patent projects and in utility model patent projects can complement each other to generate high-value innovations. Finally, we suggest that institutional contexts such as government intervention and technology market development serve as boundary conditions for these two specialization activities’ effects. Our hypotheses are supported by the empirical analysis of Chinese publicly listed firms’ patenting activity during the period of 1999-2011.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **653** | Submission: **19117** | Sponsor(s): **(TIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 8:30AM - 10:00AMPT (UTC-7)**

Organizational Learning and Search Track: Delving Into the Sources of Innovation

Session Moderator: **Herica Righi**, *Alma Mater Studiorum U. di Bologna*

TIM: Valuation of Early-stage Technology via Machine Learning: An Application to UK Pharmaceutical Firms 

Author: **Xiaolan Fu**, *U. of Oxford*

Author: **Du Liu**, *U. of Oxford*

We present a conceptual and analytical framework for valuing early-stage technology using machine learning and deep learning techniques, with a focus on UK pharmaceutical startups. We demonstrate that the value of technology can be quantified using technological novelty, market potential, risks, incentive regulation, and product lifecycle. Non-linear machine learning algorithms, such as tree and boosting methods, outperform traditional linear regression and can achieve over 90% predictive power. We also extend our framework to integrate hand-collected company descriptions in order to capture more details in technical content using deep learning. This paper gives implications for technology financing, transfer and decision making.

Paper is NOT Available. Please contact the author(s).

TIM: Innovation after Failure (WITHDRAWN)

Author: **A-Sung Hong**, *Aarhus BSS, Aarhus U.*

Although innovation failures are inevitable, common, and even praiseworthy, it remains unclear how an innovation failure affects a firm's innovation search. In this paper, we theorize when shareholders' monitoring is low and thus they are more likely to attribute bad luck to poor managerial skills, managers are driven to increase innovation intensity upon failure to compensate for the observed low performance. By exploiting late simultaneous patent applications as exogenous failures in the difference-in-differences framework, we find evidence consistent with our theory. We additionally document the direction, outcomes, and financial consequences of innovation search upon failure. In sum, we show that Thomas Edison's famous remark, "I have not failed 1,000 times—I've successfully found 1,000 ways that will not work," should mostly be applied to well-governed firms.

Paper is NOT Available. Please contact the author(s).

TIM: Multi-organisational Collaboration: Practices and Processes of Knowledge Work 

Author: **Ermal Hetemi**, *KTH Royal Institute of Technology, Dept of Industrial Economics and Management*

Author: **Anna Jerbrant**, *KTH Royal Institute of Technology, Dept of Industrial Economics and Management*

Over the last two decades, new forms of collaboration involving a network of a larger variety of actors across institutional settings have become more prevalent. These more fluid forms of collaboration as ecosystems and platforms allow organisations to collaborate at arm's length with organisations and individuals searching for knowledge, developing complementary products, and services in project patterns. In this paper, we provide an exploratory understanding of the process of knowledge-work in such a new multi-actor organising platform (CLOSER) in Sweden. Taking a process perspective, we explore how the actors in the transport sector and forest industry, find difficulties to search for and transform the program network-related knowledge in a cooperative context. Building on an in-depth longitudinal case study, we do that by shedding light on the High-Capacity Transport (HCT) program organizing and its (dis-) embeddedness in the platform. Based on the longitudinal analysis, the paper sets forth context features linking the search for and knowledge transformation activities within the multi-organisational network and among the participant organisation based on the interplay between industrial settings and the underlying conditions suggesting implications for practice in such new forms of collaboration and beyond.

Paper is NOT Available. Please contact the author(s).

TIM: Across Disciplines, to make an Impact. The Technological Impact of Boundary-spanning Research Projects 

Author: **Herica Righi**, *Alma Mater Studiorum U. di Bologna*

Author: **Federico Munari**, *U. of Bologna*

Boundary-spanning research is increasing recognition among scholars and policymakers due to its potential in generating novel and breakthrough scientific contributions. However, while previous studies investigated its effect on the scientific audience, less is known about how boundary-spanning approaches are related to technology transfer activities. To investigate this issue, we examine the relationship between boundary-spanning research projects, that integrate knowledge from diverse disciplinary fields, and their ability to generate technological impact. We analyze the set of scientific publications generated by 3,697 research projects funded by the European Research Council - the most important funding agency for frontier research in Europe - and identify the subsequent patents citing them in order to trace the linkages between science and technology. Our results show that boundary-spanning research projects and technological impact are linked through an inverted U-shape relation, thus recognizing both benefits and costs of this approach. Moreover, we hypothesize that this relationship changes according to the characteristics of the organizational context in which the scientific activity unfolds, by analyzing the moderating effect of the applied nature of the host institution of the project.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **654** | Submission: **14198** | Sponsor(s): **(TLC)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 8:30AM - 9:15AMPT (UTC-7)**

Active Digital Design In Practice   
Active Digital Design In Practice

Facilitator: **Anna Holland**, *U. of Surrey*
Facilitator: **Christine Rivers**, *U. of Surrey*

The necessity of moving to online and hybrid learning and teaching due to Covid-19 has created opportunities for a new approach that enhances learning and teaching at scale. Based on robust research in the area of blended learning, we developed such a unique approach called Active Digital Design. ADD is a philosophy and a practical methodology underpinned by the three “gogies”: pedagogy, andragogy and heutagogy. It utilises social and inclusive learning theory as well as web design practices. At the heart of ADD are the balance of consistency and individuality. This session will give attendees an insight into how to balance consistency and individuality through the creation of a distinct module personality and academic voice by means of narratives. Each module or learning unit space created in a virtual learning environment can be viewed as a supermarket with a particular structure. If each module follows a consistent structure, students feel safe and can orient themselves easier, enabling learning. However, it is important that modules are not rigid so to stifle learning and teaching. The creation of a distinct module personality and retention of academic voice are key in this process of balance but also to motivate student learning and engagement.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **655** | Submission: **11804** | Sponsor(s): (TLC)
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 8:30AM - 9:15AMPT (UTC-7)**

Assessing Climate Solutions to Create a Better World Together

Assessing Climate Solutions for a Better World



Coordinator: **Jennifer Leigh**, *Nazareth College*
Facilitator: **Petra Molthan-Hill**, *Nottingham Business School, Nottingham Trent U.*
Facilitator: **Lia Blaj-Ward**, *Nottingham Business School*
Facilitator: **Florian Kapmeier**, *ESB Business School, Reutlingen U.*

Using the lens of assessment this interactive session will provide attendees with resources on how to integrate climate solutions and climate change mitigation tools into any business school discipline and on every level including curriculum, program, or course. We illustrate how academic discipline areas without an explicit environmental or climate science focus can and have to play a fundamental part in transforming our societies to low carbon societies. We will also demonstrate how this transition will in turn benefit many other societal and economic challenges we care about such as reduced poverty, job security and/or inequality. The session will begin with a brief literature review of climate assessment resources. Next, we will offer several case study examples--: an established, award-winning undergraduate capstone module, in existence for over ten years, combining the assessment of climate solutions with a holistic understanding of how all disciplines in business such as accounting, marketing, etc. contribute to climate solutions; principles and tools for feedback and feedforward that help students derive the highest learning value from experiential learning activities; tried and tested guidance on meeting AACBS' Assurance of Learning (AoL) accreditation requirements and create lasting impact through the integration of climate leadership. We will share assessment tools, approaches, strategies, and good practices that gauge the level of learning at the individual and whole cohort levels. This session is designed for educators from any business school discipline and at any career stage.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **656** | Submission: **12125** | Sponsor(s): **(TLC)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 8:30AM - 9:15AMPT (UTC-7)** at **Seattle Convention Center in Room 616**

Creating Your Own Mini-Ethics Cases for the Classroom

Creating Your Own Mini-Ethics Cases



Participant: **Kelly A. Mollica**, *U. of Memphis*
Participant: **Nicole M. Coomber**, *U. of Maryland*
Session Chair: **Melissa L. Intindola**, *Bucknell U.*

Using cases when teaching ethics can be an effective approach to raise students’ awareness of ethical issues and expose them to situations and contexts they may not have previously experienced. In this session we focus on cases based on real-world situations, which allows students to apply ethical concepts and frameworks to actual situations. The purpose of this session is to provide guidance for participants who wish to create their own ethics mini-cases based on recent news events or highly newsworthy situations that will be interesting and engaging to students. Participants will work in small groups, guided by the facilitators, to outline learning objectives and ideas for an ethics mini-case based on recent news events. Takeaways include a complete example of an ethics mini-case authored by the facilitators along with discussion questions and teaching notes, and a framework for creating an ethics mini-case for use in classroom or online discussion or written assignments.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **657** | Submission: **13062** | Sponsor(s): **(TLC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 8:30AM - 9:15AMPT (UTC-7)** at **Seattle Convention Center** in **Room 617**

Socrative: A Student Engagement Tool

Socrative

Participant: **Ankur P. Nandedkar**, *Millersville U. of Pennsylvania*
Session Chair: **Ian Norris**, *Berea College*

The primary purpose of this presentation is to demonstrate the use of a web-based platform called Socrative. It is an application designed to aid instructors in formative assessment and student engagement. The presenter of this session will demonstrate the application of Socrative by involving the audience in the application. At the end of the session, the presenter will discuss various ways to integrate Socrative in the course, and Q&A will follow.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **658** | Submission: **13601** | Sponsor(s): **(TLC)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 8:30AM-9:15AMPT (UTC-7)** at **Seattle Convention Center in Room 618**

Finding and Creating Experiential Learning Activities for Your Classroom



Finding/Creating Experiential Learning Activities

Presenter: **Vicki L. Taylor**, *Shippensburg U.*

Presenter: **Karen MacMillan**, *Wilfrid Laurier U.*

Although many educators are convinced of the benefits of experiential learning and are interested in incorporating more such activities in the classroom, it can be a struggle to find exercises that adequately meet learning objectives. This can be a significant obstacle to instructors motivated to bring active learning to their students. This session is designed to help instructors either (1) find existing experiential material that meets their needs or (2) build customized experiential activities that promote precision learning. Presenters will offer information on where participants can source academically rigorous activities. In addition, the session itself will incorporate active learning by challenging participants to create (in real time) an experiential activity that fulfills a particular learning objective. Experienced experiential educators will guide participants working in groups through the process of creating, aligning, debriefing, and assessing experiential exercises. This session will be of interest to members from every division and interest group in the Academy – anyone motivated to create improved teaching outcomes through experiential learning.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

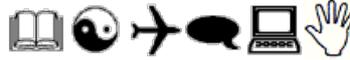
Session Type: **Symposium**

Program Session: **659** | Submission: **15721** | Sponsor(s): (TLC)

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 8:30AM - 9:15AMPT (UTC-7)** at **Seattle Convention Center in Room 619**

**The COVID-19 Creative Pedagogy: Doing It
Compassionately with First Time Cartoonists!**
Surviving in COVID-19 With One's Own Comic Books



Facilitator: **Saloni Sinha**, *Birla Institute of Management Technology, Greater Noida, Uttar Pradesh India*
Presenter: **Surbhi Cheema**, *Birla Institute of Management Technology, Greater Noida, Uttar Pradesh India*
Session Chair: **Madeleine Stevens**, 39122

The presenters aim to share the journey of a Comic Book Project, a virtual pedagogical experiment during COVID-19, 2020, on Gen –C business students at a leading Indian business school. In the scope of the session, they aim to showcase the global impact of a highly rigorous, beyond the classroom collaborative group project offered in Cross Culture Module in the core subject 'Business Communication'. This innovation was motivated by recommendations of future skills reports of OECD (2018, 2019) and McKinsey (2018, 2019, 2020). Intentionality, Learnability, Lifelong learning, Resilience, Compassion, Creativity, Storytelling, Spatial and Visual Thinking, Growth Mind-set, Curiosity Mind-set, Cultural Intelligence, Virtual Team Dynamics, Digital agility, adaptability etc. were cited as some of the fundamental skills for career advantage in the Post-COVID Era. The presenter was inspired to instil these employability skills in her students through a Comic book project on the theme "Coping with COVID-19 Across Cultures". It was designed to encourage the students to embrace adversities by making them research on various social problems faced by the globe (like suicide, job loss, domestic violence, fake news, fear, isolation, hunger, humour, death and inter-generational crisis etc.) and present their findings through a visual story (handmade or digitally created). The students had to present their findings in creative stories by developing comic book/graphic novel (either handmade or digitally created using new tools). The group also successfully achieved action research papers on future skills and a business case in comic format for a global publication as an outcome of this.

Dear attendees, Here are some prerequisites to the symposium- 1. You will need an active Canva Log in / in case you are an artist then your required stationery like drawing paper, color pens, sketching pencils etc. 2. It will be good if you carry a 1000 word case-let (not mandatory) in case you want to build the compact case with us 3. Please identify a course in which you wish to integrate this activity (Target students group should be clear) 4. Get familiar with 5DCR Curiosity Scale of Todd Kashdan (<https://toddkashdan.com/wp-content/uploads/2020/01/Curiosity-5DCR-measure-Kashdan-Disabato-Goodman-McKnight.docx>) 5. Explore the Comic book project sample here <https://www.flipbookpdf.net/web/site/6cf7ecd3e89866826745f20882d8e7b9dd887aaf202204.pdf-29d0adb991d0b26f55e7b7eb738d6d8baef4deb7.html#page/1> 6. Journey of the comic book project with a published case <https://doi.org/10.1108/EEMCS-01-2021-0016> For more information please contact: Saloni Sinha (salonisinha.india@gmail.com) +91-9582233537 Surbhi Cheema (surbhigahlan@gmail.com) +91-8178449638

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **660** | Submission: **18515** | Sponsor(s): **(AAA)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 9:00AM - 10:30AMPT (UTC-7)** at **Sheraton Grand Seattle** in **Grand Ballroom A-C**

Academy of Management Presidential Address and Awards Ceremony

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: **661** | Submission: **14395** | Sponsor(s): **(CMS, MH)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 9:00AM - 10:30AMPT (UTC-7)** at **The Westin Seattle** in **Whidbey**

Negotiating Better Worlds in the ‘Anthropocene’: Critical Histories and Future Livelihoods

The Anthropocene: Histories & Future Livelihoods



Organizer: **Damian O'Doherty**, *Critical Management Studies*
Organizer: **Marta Gasparin**, *Copenhagen Business School*
Distinguished Speaker: **Bobby Banerjee**, *Bayes Business School (formerly Cass)*
Distinguished Speaker: **Richard Marens**, *California State U. Sacramento*
Distinguished Speaker: **Bill Cooke**, *U. of York*
Discussant: **Rafael Alcadipani Da Silveira**, *FGV-EAESP*
Discussant: **Sheena Vachhani**, *Department of Management, U. of Bristol, UK*
Participant: **Seray Ergene**, *U. of Rhode Island*
Participant: **Shelley Price**, *Gustavson School of Business, U. of Victoria*

This symposium provides an opportunity to discuss, with a distinguished panel of scholars, some of the challenges for business and management arising from the epoch of the Anthropocene, developing things we have learned about organization from the experience of COVID-19. Presentations will address three principal challenges: (a) how to 'open up' negotiations with materials and practices (meat, plastics, animals, guns, food, clothing) that have been typically neglected in the standard histories of modern business and management in an effort to explain: how did we get here? (b) how management and organization studies can develop sustainable and cooperative models of working and living together in the Anthropocene based on these negotiations; and (c) assess what the future of work and management will look like in the Anthropocene by drawing on recent studies of contemporary but non-standard and non-modern business practices. The panel presentations are followed by interactive discussions and dialogues across the panel and with audience members. Each round-table is led by a chair and supported by a discussant. The round table sessions will allow participants to share ideas and critical reflections on living together in the Anthropocene.

Man v Meat: The Hidden Anthropocene of Three Fleshly Case Studies

Author: **Bill Cooke**, *U. of York*

These Lips are No Longer Sealed: Restorying Non-Corporeal Connections Through Seal Hunting

Author: **Shelley Price**, *Gustavson School of Business, U. of Victoria*

French absolutist military technology: Fossil fuels, guns, and military Keynesianism

Author: **Richard Marens**, *California State U. Sacramento*

Clothing Ourselves in Hot Climates: Oulipean Experiments and Crafty Practices

Author: **Marta Gasparin**, *Copenhagen Business School*

Researching Ocean Plastic Pollution: A patchy road to Anthropocene knowledge-making in MOS

Author: **Seray Ergene**, *U. of Rhode Island*

Dee Constructing Organization: Fermenting Ethno-geomorphology and Becoming Activist

Author: **Damian O'Doherty**, *Critical Management Studies*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **662** | Submission: **14614** | Sponsor(s): **(ENT, GDO, OB, HR, OMI)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 9:00AM - 11:00AMPT (UTC-7)** at **Seattle Convention Center in Room 201**

Crafting Predictive Organizations: Learning From the Challenges of Differently-abled Entrepreneurs *Venture Creation by Disabled Entrepreneurs*

Organizer: **Wilson Ng**, *IDRAC Business School*
Organizer: **Dianne HB Welsh**, *U. of North Carolina, Greensboro*
Organizer: **Norris F. Krueger**, *Entrepreneurship Northwest*
Organizer: **Felix Arndt**, *U. of Guelph*

Differently-abled entrepreneurship fits naturally with AOM 2022’s focus on “Creating a Better World Together” by addressing communal challenges in and beyond the pandemic, chiefly, sustainability, well-being, economic opportunity. These and other challenges are faced routinely by people with severe physical and/or mental impairments who create ventures despite or because of their impairments. In the pandemic, communities globally have been confronted with similar challenges that threaten their survival. Reactive strategies have failed to ease multiple pressures, for example, from an increasing number of unhealthy workers. As people with impairments- or “disabilities” in a few languages- commonly create ventures, the PDW seeks to build knowledge of predictive organizations by focusing attention on those entrepreneurs who build ventures by drawing on different abilities from those of abled entrepreneurs. To do so, the PDW will explore persistent questions on (dis)ability among researchers, entrepreneurs, and organizations. What may be learned from ventures created by differently-abled entrepreneurs? How will organizations benefit from their activities? Answers to these questions are expected to feed into organizations that can envision and prepare for business and society post-pandemic. This promise of differently-abled entrepreneurship is based on research of venture creation among entrepreneurs with physically-visible (Ng & Arndt, 2019) and mentally-invisible (Wiklund et al., 2017) impairments. The PDW’s principal takeaway will be at least six outline research proposals, with learning outcomes, on differently-abled enterprise. The cross-disciplinary nature of these proposals will invite follow-up research, which will be tracked by the PDW’s polling and activity tools.

For face-to-face attendees, please apply asap to be allocated to any table in this session by emailing wilson.ng@reseau-cd.fr & famdt@uoguelph.ca. Please specify your area of interest in entrepreneurship. Organizers at their discretion will allocate attendees to tables. Organizers will then email each attendee with the outcome of their application. Attendees who are not allocated to tables will observe the games played at tables and can post questions and comments virtually.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **663** | Submission: **18631** | Sponsor(s): **(GDO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 9:00AM - 10:30AMPT (UTC-7)** at **Sheraton Grand Seattle in Jefferson B**

Language-based Workplace Exclusion

Session Moderator: **Natalia Lorinkova**, *ESADE Business School / Ramon Llull U.*

GDO: **Double Jeopardy: Moderators and Mediators of Non-Native Speaker Status on Stress And Performance**   

Author: **Natalia Lorinkova**, *ESADE Business School / Ramon Llull U.*

Author: **Sara Jansen Perry**, *Baylor U.*

Author: **Gabriela Fernandez Castillo**, *Baylor U.*

We integrate arguments from the diversity, stress, and linguistics bodies of literature to specify the relationship between non-native speaker status and stress at work, and subsequent customer service performance. In two field studies, we find that non-native speakers who are also either female or older report the highest level of stress. In our first study, we also uncover a curvilinear mediated relationship with customer service performance via felt stress, such that performance improves as stress increases from low to moderate, then plateaus. Moderated mediation analyses in our first study further reveal that felt stress functions as a mediator of the effects of non-native speaker status on performance, but only for female or older employees. In our second study, we delineate three mediating mechanisms of the relationship between non-native speaker status and stress, finding that perceived discrimination based on accent or ethnicity as well as language anxiety each help explain why certain non-native speakers may experience more stress than native speakers. In particular, non-native speakers in general report higher levels of perceived discrimination based on accent or ethnicity, resulting in more stress. Further, female non-native speakers report more discrimination based on accent, leading to more stress. Finally, older female non-native speakers report more language anxiety, also leading to more stress. We conclude with a discussion of theoretical and practical implications.

Paper is Available to Meeting Registrants Only.

GDO: **The Workplace Bullying from the Perspective of Estonian and Russian-Speakers in Post-Soviet Country**

Author: **Maja Vadi**, *MaajaV*

Author: **Janika Sillamäe**, *U. of Tartu*

Author: **Merle Tambur**, *Levellab*

Workplace bullying is a negative deviant behaviour, which has gained little attention in the former Soviet countries. Soviet Union's policy created two distinct groups – Estonian- and Russian-speaking populations in Estonia. This study aims to investigate the prevalence of workplace bullying in Estonian organisations from the perspective of cultural background, which derives from belonging to the Estonian- or Russian-speaking population. The empirical research is based on a sample of 1707 respondents and two instruments were implemented: first, evaluating the perception of workplace bullying with the Negative Acts Questionnaire-Revised by Einarsen & Raknes (2009); and second, examining the values of the national cultures in question based on G. Hofstede's model (1980). The results demonstrated that cultural values and the degree of reported workplace bullying manifest differently in the Estonian- and Russian-speaking working environments. Power distance as a cultural value was shown to increase the probability to report workplace bullying. Employees from organisations having more than 20 per cent of speakers of Russian report a significantly higher degree of all kinds of workplace bullying when compared with those that work in a primarily Estonian-speaking company.

Paper is Available to Meeting Registrants Only.

GDO: **Masked in Virtuality: Subtle Discrimination of Migrant Professionals in Virtual Work**   

Author: **Hilla Back**, *Aalto U. School of Business*

Author: **Rebecca Piekkari**, *Aalto U. School of Business*

This empirical paper explores how migrant professionals experience subtle discrimination enacted by supervisors, co-workers and customers at a multilingual workplace. The minority status of these professionals of foreign descent stems from their inability to speak the language of their country of location. We undertake a case study of a multinational professional services company before and after the outbreak of the pandemic and combine it with a mixed method design. The results indicate that the shift to virtual work served as a mechanism to mask discriminatory behaviors. While migrant professionals experienced more open linguistic discrimination during face-to-face work, these discriminatory acts turned into covert exclusion during virtual work. The shift to virtual work thus further deepened the divide between employee groups and rendered the faultlines that were previously translucent more impenetrable. We contribute to research on the mechanisms of subtlety behind subtle discrimination and language-based exclusion in virtual work.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **664** | Submission: **18453** | Sponsor(s): **(HCM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 9:00AM- 10:00AMPT (UTC-7)**

Health Care Management Division Online Social
Health Care Management Division Online Social

Organizer: **Geoffrey Silvera**, *U. of Alabama, Birmingham*

An online social event to include those who are attending the conference virtually.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **665** | Submission: **18893** | Sponsor(s): (MH)
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Sunday, Aug 7 2022 9:00AM- 10:30AMPT (UTC-7)**

Global Perspectives in Management History

Session Moderator: **Ifeoluwa Tobi Popoola, McMurry U.**

MH: **Academic Athena?: ‘Writing In’ Africa In Management And Organization Science**

Author: **Baniyelme D. Zoogah, DeGroot school of business**

Journal of Management History Award for Best International Paper

Carolyn Dexter Award Nominee

Given the increasing globalization of management and organization science (MOS), it has been suggested that scholarly communities examine the contributions of their contexts to the discipline. Accordingly, the contributions from Africa to MOS across the pre-modern, modern, and post-modern eras are examined using generative theory. Evidence from historical, philosophical, anthropological, and sociological sources demonstrates that significant contributions to MOS have originated from Africa. Even so, those contributions have not been acknowledged especially in the post-modern era, due to the “writing out” of Africa. Several implications for the research and the pedagogy concerning MOS and Africa are considered given the current trend of decolonization.

Paper is Available to Meeting Registrants Only.

MH: **Do Historical Imprints Lead to Corporate Transgressions? A Study of Regulatory Transition in India**

Author: **Manish Popli, Indian Institute of Management, Indore**

Author: **Mehul Raithatha, Indian Institute of Management, Indore**

In this paper, we investigate the impact of history of an organization on its practices of corporate misconduct. Using the context of institutional transitions in India, we hypothesize that the protectionist and constraining economic policy regime of the closed economic era lead to a competitive deficit for incumbent firms and inscribe imprints in the form of organizational routines of rent-seeking and corruption. By virtue of the stamping of these routines, we find support that the degree of imprinting of incumbent firms positively impacts corporate misconduct of earnings manipulations in the post-liberalization period. By utilizing the historical data of the Indian economy during 1956-1991 and analyzing a sample of 2396 listed Indian manufacturing firms during 1994-2007, we find support for our baseline hypothesis. Furthermore, we find that this effect diminishes by the moderating effect of international exposure and internal innovation development by the focal firms. By foregrounding the effect of history on a firm’s contemporary actions, this study aims to contribute to the literature of determinants of corporate misconduct of emerging economies’ firms.

Paper is Available to Meeting Registrants Only.

MH: **A Progressive Turn on Corporate Ownership in the Second Republic of Korea**

Author: **Francis Kim, Chulalongkorn U.**

This study traces the evolution of corporate governance and state regulation in the context of Korean chaebols during and after the state led industrialisation of the 1960s. A description of changes in corporate ownership and control structures in response to progressive measures towards corruption and wealth concentration by the state reveals the establishment of new corporate and political networks which facilitated the persistence and growth of surviving chaebols. This study also illustrates the trajectory of family control of chaebols consequent to strong inheritance regulation and financial liberalization.

Paper is NOT Available. Please contact the author(s).

MH: **A Story of Historical Events: An Event-based Analysis of Ambidexterity in Family Firms**

Author: **Pilar Marques-Gou, U. de Girona**

Author: **Anna Arbussa, U. de Girona**

Author: **Andrea Bikfalvi, U. de Girona**

Historical events affect ambidexterity in family firms. This article distinguishes between critical and cumulative events along the time existence of firms finding that the first have a crucial role in driving exploitation, while the second have a crucial role in driving exploration. It also highlights the role of the family firm leader’s life cycle as a driver of the changes in ambidexterity by moving the initial focus from past and present (preserving the legacy) to future (attracting the next generation). These contributions uncover the adequacy of event-based research to study ambidexterity processes and confirm the need for history-oriented approaches on family firms.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **666** | Submission: **11254** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 9:00AM - 12:00PMPT (UTC-7)** at **Seattle Convention Center in Room 3B**

OB Division Junior Faculty Workshop *OB Division Junior Faculty Workshop*

Organizer: **Cecily Cooper**, *U. of Miami*
Organizer: **Payal N. Sharma**, *U. of Nevada Las Vegas*
Coordinator: **Cheng-Huan Liu**, *Rutgers U., School of Management and Labor Relations*
Coordinator: **Zhiying Ren**, *The Wharton School, U. of Pennsylvania*
Speaker: **Joyce Bono**, *U. of Florida*
Speaker: **Xiao-Ping Chen**, *U. of Washington*
Speaker: **Kurt T Dirks**, *Washington U. in St. Louis*
Speaker: **Nicole Gillespie**, *U. of Queensland*
Speaker: **Glen E. Kreiner**, *U. of Utah, David Eccles School of Business*
Speaker: **Marie S. Mitchell**, *U. of North Carolina at Chapel Hill*
Speaker: **Brad Paul Owens**, *Brigham Young U.*
Speaker: **Andreas Wilhelm Richter**, *U. of Cambridge*
Speaker: **Sherry M. B. Thatcher**, *U. of Tennessee, Knoxville*
Speaker: **Scott Wiltermuth**, *USC*

The Organizational Behavior (OB) Junior Faculty Workshop is held annually and is designed for faculty members who consider themselves junior (e.g., are untenured or within the first 4-5 years of an academic position). The goal of the workshop is to provide a forum for junior faculty members to cultivate meaningful relationships with each other and with senior Faculty Fellows as well as to receive useful insight into career-related issues facing junior scholars. Participants must attend in person. The program will begin with Faculty Fellows sitting on two different topic panels. In the following segment, Fellows will sit at tables and have more focused discussions with smaller groups of Junior Faculty participants around specific topics. These tables will rotate after 30 minutes so that each participant will join two different topic tables. The goal of the panels and topics tables is for junior faculty participants to learn from senior faculty members how to manage their careers in terms of research, teaching, and service but with a particular emphasis on research issues such as being a productive scholar and getting known the field. Fifty junior faculty members will be selected to participate; pre-registration through the PDW registration system is required.

This workshop is designed for junior scholars who are untenured or within the first 4-5 years of an academic position. Participation is limited; pre-registration is required by Wednesday, June 29th. To check availability and to register, please complete this form:
https://unlv.co1.qualtrics.com/jfe/form/SV_7VZe1fUE8otaK3Q

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **667** | Submission: **12118** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 9:00AM- 10:00AMPT (UTC-7)** at **Seattle Convention Center in Room 612**

Burnout and Work-Life Balance Reflection Gathering
Burnout and Work-Life Balance



Participant: **Anna Connors Lennard**, *Oklahoma State U.*
Participant: **Amy Bartels**, *U. of Nebraska, Lincoln*

Learning to balance work and life outside of work continues to be one of the largest challenges of academe. Amplified by the COVID-19 pandemic—it is easy to understand why we are currently facing a mental health crisis. In the face of these challenges, it is critical for members of the Organizational Behavior (OB) Division to hear from topic experts in the field regarding their academic discoveries and personal experiences, as well as connect with others, receive support, and develop personal strategies to maintain a healthy work–life interface. We have developed a hybrid program with two key components—an off-cycle virtual event in late spring hosted by the Making Connections Committee of the OB Division and in-person PDW event during the AOM 2022 Conference in Seattle, Washington. The off-cycle virtual event includes speakers’ presentations, provide networking opportunities through round table discussions, and help guiding participants in making their own action plan for managing burnout and implementing work–family balance in the coming summer (a time many academics struggle to balance recovery and productivity). The in-person PDW event focuses on informal socializing and debriefing on the work–life interface experiences as a follow-up to the virtual event. This submission is exclusively for the 1-hour in-person session at the Conference. This session will occur at the annual AOM conference with a “Making Connections Social Hour” where attendees can gather and meet one another in-person, discuss how their action plans unfolded over the summer, and support each other in making the appropriate course corrections to these plans for the fall. The presenters from the virtual event will attend to recap the main points from the off-cycle meeting and invite participants to ask follow-up questions, network, and share their personal experiences trying to find balance and fight burnout over the past few months. Our hope is that attendees will meet and network with one another and gain practical skills regarding work–life balance and how to prevent/ameliorate burnout.

Pre-registration is required; details will be shared on the AOM OB Listserv.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **668** | Submission: **10694** | Sponsor(s): **(ODC)**
Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**
Scheduled: **Sunday, Aug 7 2022 9:00AM - 1:00PMPT (UTC-7)** at **Seattle Convention Center in Room 203**

Junior Faculty Consortia 
Junior Faculty Consortia

Organizer: **Amit Nigam**, *City, U. of London*

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KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **PDW Workshop**
Program Session: **669** | Submission: **10695** | Sponsor(s): **(ODC)**
Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**
Scheduled: **Sunday, Aug 7 2022 9:00AM - 1:00PMPT (UTC-7)** at **Seattle Convention Center in Room 212**

Doctoral Student Consortium

Organizer: **Christine Benedicte Meyer**, *NHH Norwegian School of Economics*
Presenter: **Quy Nguyen Huy**, *INSEAD*

Students matter

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **670** | Submission: **18045** | Sponsor(s): **(PNP)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 9:00AM- 11:00AMPT (UTC-7)**

PNP Division Faculty Development Consortium
PNP Division Faculty Development Consortium



Participant: **Jaelyn Piatak**, *U. of North Carolina, Charlotte*
Participant: **Justin Michael Stritch**, *Arizona State U.*
Participant: **Adam Eckerd**, *Indiana U. / Purdue U., Indianapolis*
Participant: **Erynn Elizabeth Beaton**, *Ohio State U.*

This consortium provides concurrent discussions explicitly designed to customize the workshop experience for the needs of public and nonprofit faculty at various stages of professional development. The workshop will run two-tracks for participants: A pre-tenure and a post-tenure track. Pre-tenure topics include assembling research networks, work-life balance, pursuing teaching excellence, and the review and promotion process. Post-tenure topics include promotion to full professor, assuming an administrative position in your department, work-life balance, and becoming a journal editor.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Social Event**
Program Session: **671** | Submission: **18483** | Sponsor(s): **(PUBS)**
Session Format: **Not Provided**
Scheduled: **Sunday, Aug 7 2022 9:00AM- 10:00AMPT (UTC-7)**

AMP Editors Business Meeting (CANCELLED)
AMP Editors Business Meeting

Organizer: **Susan Zaid**, *Academy of Management*
Presenter: **Gideon D. Markman**, *Colorado State U.*
Presenter: **Geoffrey T. Wood**, *U. of Western Ontario*

By Invitation Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **672** | Submission: **14055** | Sponsor(s): **(SIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 9:00AM - 5:00PMPT (UTC-7)**

Social Issues in Management Division: Doctoral Student Consortium 2022 Academy of Management Annual
SIM Doctoral Consortium



Participant: **Jo-Ellen Pozner**, *Santa Clara U.*
Participant: **Julia Roloff**, *Rennes School of Business*
Discussant: **Bradley R. Agle**, *Brigham Young U.*
Discussant: **Miguel Angel Alzola**, *Fordham U.*
Discussant: **Shawn Berman**, *U. of New Mexico*
Discussant: **Jonathan Nicholas Bundy**, *Arizona State U.*
Discussant: **Frank G.A. De Bakker**, *IESEG School of Management*
Discussant: **Robert Edward Freeman**, *U. of Virginia*
Discussant: **Naomi A. Gardberg**, *City U. of New York, Baruch College*
Discussant: **Michelle Greenwood**, *Monash U.*
Discussant: **Michael E. Johnson-Cramer**, *Bucknell U.*
Discussant: **Jegoo Lee**, *U. of Rhode Island*
Discussant: **James F Weber**, *Duquesne U.*
Discussant: **Julia Grimm**, *Jönköping International Business School*
Discussant: **Benson Honig**, *McMaster U.*
Discussant: **Mollie Painter-Morland**, *Nottingham Trent U.*
Discussant: **Kam Phung**, *Simon Fraser U.*
Discussant: **Lori Verstegen Ryan**, *San Diego State U.*
Discussant: **Iteke Van Hille**, *Amsterdam U. of Applied Sciences*
Discussant: **Pushpika Vishwanathan**, *U. of Amsterdam*
Discussant: **Alice Mascena Barbosa**, *Ivey Business School*

Social Issues in Management Division: Doctoral Student Consortium 2022 Academy of Management Annual Meeting The goal of this PDW is to connect, inspire, and inform doctoral students about elements leading to success in their scholarship, teaching, service, and lives as academics, especially in the area of Social Issues in Management (SIM). We anticipate hosting this daylong, virtual event on Sunday, August 7, 2022. The PDW is designed to be interactive, with ample time for students to ask questions of the panellists and interact with each other, building the SIM community. SIM-affiliated scholars will share their knowledge, participate in panel discussions, and engage with students. Participating students will develop a toolkit for successfully finishing their doctoral programs and entering their professional career.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **673** | Submission: **10627** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 9:00AM - 4:30PMPT (UTC-7)** at **Seattle Convention Center** in **Room 4C1**

STR Junior Faculty Teaching Consortium 
STR Junior Faculty Teaching Consortium

Organizer: **John Mawdsley**, *HEC Paris*
Organizer: **Melissa Schilling**, *New York U.*
Panelist: **Juan Alcacer**, *Harvard U.*
Panelist: **Ethan Mollick**, *The Wharton School, U. of Pennsylvania*
Panelist: **Maciej Workiewicz**, *ESSEC Business School*
Panelist: **Elena Novelli**, *Bayes Business School*
Panelist: **Valentina Tartari**, *Copenhagen Business School*
Panelist: **Philipp Meyer-Doyle**, *INSEAD*

This consortium focuses on core business- and corporate-level strategic management teaching concepts, methods, and class management topics. The content will be most impactful to those early in their career, and the topics should be of particular interest to those relatively new to teaching strategic management. Our target audience is both research- and teaching-oriented Junior Faculty who are 0-5 years out. In particular, the consortium is organized around a series of topics: a) designing your syllabus; b) combining teaching and research; c) experiential teaching; d) online teaching; d) practical issues such as student engagement and class management; e) teaching with simulations; and f) teaching to different audiences.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **PDW Workshop**
Program Session: **674** | Submission: **10148** | Sponsor(s): **(STR, TIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 9:00AM- 11:00AMPT (UTC-7)**

Creating and Capturing Value with Platforms and Ecosystems: The Road Ahead

Value-oriented Lens on Platforms and Ecosystems



Organizer: **Georg Reischauer**, *WU Vienna & JKU Linz*
Organizer: **Jovana Karanovic**, *Rotterdam School of Management, Erasmus U.*
Distinguished Speaker: **Hans Berends**, *Vrije U. Amsterdam*
Distinguished Speaker: **Carmelo Cennamo**, *Copenhagen Business School*
Distinguished Speaker: **Annabelle Gawer**, *U. of Surrey*
Distinguished Speaker: **Tobias Kretschmer**, *LMU Munich*
Distinguished Speaker: **Pinar Ozcan**, *Oxford U., Saïd Business School*

More and more firms across industries create and capture value by leading or participating in platforms and ecosystems. This PDW provides a forum to reflect recent developments, learn from each other, and find novel ways to move forward. Two objectives are pursued. First, participants will learn key insights on value creation, value capture, and the interplay of value creation and value capture in platforms and ecosystems. Second, interactive roundtable discussions will nurture the next generation of value-oriented strategy and innovation research on platforms and ecosystems.

KEY TO SYMBOLS

-  Teaching-oriented
-  Practice-oriented
-  International-oriented
-  Theme-oriented
-  Research-oriented
-  Diversity-oriented
-  Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **675** | Submission: **12682** | Sponsor(s): **(STR, TIM, ENT, OMI)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Sunday, Aug 7 2022 9:00AM- 11:00AMPT (UTC-7)**

Making the Most of It: Insights from Pandemic Teaching for In-Person, Hybrid, & Online-Only Formats
STR Innovative Teaching Panel



Organizer: **Marlo Raveendran**, *U. of California, Riverside*

Organizer: **Johann Peter Murmann**, *U. of St. Gallen*

Distinguished Speaker: **Sekou Bermis**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

Distinguished Speaker: **Giada Di Stefano**, *Bocconi U.*

Distinguished Speaker: **Jeffrey H. Dyer**, *Brigham Young U.*

Distinguished Speaker: **Jan W. Rivkin**, *Harvard U.*

This professional development workshop (PDW) features innovative approaches to teaching strategy using in-person, hybrid, and online classes. After being thrown in the deep end almost two years ago, we seek to provide PDW participants with an overview of how the lessons learnt during the pandemic can enhance our teaching across formats as we transition back towards a post-pandemic world. The primary objectives of this PDW are twofold. First, it will introduce and provide short demonstrations of teaching, in-person “flipped” classrooms, hybrid, and online classes, distinguishing between undergraduate and masters/MBA level teaching as well as between synchronous and asynchronous content. Second, it will provide participants with the opportunity to engage with our highly experienced presenters during an interactive Q&A to learn how to replace seat time with online teaching in their own courses. The PDW will conclude with summary comments from the presenters and organizers.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **676** | Submission: **15528** | Sponsor(s): **(STR, TIM, OMT, ENT)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 9:00AM- 11:30AMPT (UTC-7)**

Best Practices for Formal Modeling in Management Research *Best Practices for Formal Modeling*



Organizer: **Elena Plaksenkova**, *The Ohio State U. Fisher College of Business*
Organizer: **Liyue Yan**, *BI Norwegian Business School*
Panelist: **Veronica Roberta Cappelli**, *Santa Fe Institute*
Panelist: **Olivier Chatain**, *HEC Paris*
Panelist: **Douglas Hannah**, *Boston U.*
Panelist: **Aseem Kaul**, *U. of Minnesota*
Panelist: **Michael D Ryall**, *U. of Toronto*

The purpose of this PDW is to enhance participants' understanding of formal modeling and how it can be used to contribute to management theory, to explore linkages between formal modeling and other methods in management research, and discuss the best practices of developing, writing, publishing, and reviewing formal model papers. The PDW aims to promote the effective use and consumption of formal modeling to a larger audience, provide practical tips and advice to those interested in this method, examine the role of formal modeling in management research alongside other methods, facilitate a conversation between experts and learners, and foster a community of researchers. To this end we invite panelists who have extensive experience in formal modeling as producers, editors, and reviewers, as well as with other research methods. The PDW consists of two parts: a 100-minute panel session and a 45-minute breakout room session (virtual format).

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **677** | Submission: **12816** | Sponsor(s): **(TIM, ENT, STR, OMT)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 9:00AM- 11:00AMPT (UTC-7)** at **Seattle Convention Center in Skagit 4**

Evolutionary Approaches to Innovation: New Developments *Evolutionary Theory*



Organizer: **Mariano Mastrogiorgio**, *IE Business School*
Organizer: **Silvia Rita Sedita**, *U. of Padova*
Organizer: **Andrea Ganzaroli**, *U. of Milan*
Distinguished Speaker: **Gino Cattani**, *New York U.*
Distinguished Speaker: **Teppo Felin**, *U. of Oxford*
Distinguished Speaker: **Saras Sarasvathy**, *U. of Virginia*
Distinguished Speaker: **Pierpaolo Andriani**, *Kedge Business School*
Session Chair: **Aldona Kapacinskaite**, *Department of Management and Technology, Bocconi U.*
Facilitator: **Isabel-Maria Bodas-Freitas**, *Grenoble Ecole de Management*

Evolutionary approaches have grown significantly over the last decades, and they have stimulated a variety of research trajectories in the fields of innovation, entrepreneurship, and strategy. The last few years have witnessed new developments: important advancements in biology—like punctuated equilibrium and speciation, exaptation, and niche construction, among others—have begun to challenge the dominant paradigm of evolutionary theory. By involving leading scholars in the field, the PDW will take stock of the current state of evolutionary theory, review these last developments, and explore avenues for future research. The PDW will last two hours and consist of two main parts: I) introduction of the PDW (organizers), followed by the presentations of the panelists; II) parallel roundtable debates, followed by a plenary discussion of key outcomes, and by the conclusions (organizers).

Please send us an email informing of your willingness to attend the PDW.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **PDW Workshop**
Program Session: **678** | Submission: **16694** | Sponsor(s): **(TIM, OMT, ENT, RM, IM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 9:00AM- 11:30AMPT (UTC-7)** at **Seattle Convention Center in Skagit 2**

Advances in Patent Research 
Advances in Patent Research

Organizer: **Elie J. Sung**, *HEC Paris*
Organizer: **Sina Khoshokhan**, *U. of Colorado, Boulder*
Speaker: **Deepak Hegde**, *New York U.*
Speaker: **Karin Hoisl**, *U. of Mannheim*
Speaker: **Maxim Sytch**, *Ross School of Business, U. of Michigan*
Speaker: **Ashish Arora**, *Duke U.*
Discussant: **Stuart Graham**, *Georgia Institute of Technology*

This workshop focuses on the empirical analysis of patent data, emphasizing the use of patents both as a measure of knowledge and innovation, and as an institutional phenomenon worthy of research in its own right. The goals of the PDW are twofold. First, it will provide an introduction to patent data for management scholars new to the field, including a discussion of data sources, data limitations, and methods for effectively analyzing patent data. Second, it will provide examples of in-depth analyses using patent research. The panelists will engage in discussions with the audience to address the current state of patent research and future directions for research.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **679** | Submission: **11828** | Sponsor(s): **(TIM, RM)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Sunday, Aug 7 2022 9:00AM- 10:30AMPT (UTC-7)**

Coding Causal and Process Models as Graphs for Enhanced Literature Reviewing and Knowledge Analytics *Coding Causal and Process Models as Graphs*



Presenter: **Yuanyuan Song**, *U. of Georgia*
Presenter: **Richard Thomas Watson**, *U. of Georgia*
Presenter: **Xia Zhao**, *U. of Georgia*

Scientific progress requires building upon many exponentially expanding foundations, and this massive combinatorial problem of synthesizing ideas across manifold publications needs a more efficient and effective methodology and supporting technologies. While citation indices and Google Scholar provide researchers with a wisdom of the crowd (Surowiecki 2004) perspective and accelerate the discovery of possibly pertinent research, these approaches do not encode knowledge, and scholars have to read the results of their search and extract the core knowledge. The failure to digitally encode knowledge inhibits the growth of many fields, including management. Casual and process models are the core of knowledge and the foundation of scientific reasoning (Pearl and Mackenzie 2018). In MIS, causal models are depicted in more than half of the more influential published articles in MIS Quarterly. The Theory Research Exchange (T-Rex) project is developing a new approach and supporting technologies that enable researchers to code causal and process models in publications as graphs and extract and synthesize ideas from the extant literature exhaustively and speedily. In this workshop, we will introduce the T-Rex project and invite Management scholars to apply and discuss the next generation of methodologies and tools for the accumulation, analytics, and synthesis of knowledge.

KEY TO SYMBOLS



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Selected as a Best Paper

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Session Type: **Social Event**
Program Session: **680** | Submission: **11975** | Sponsor(s): **(OSCM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 9:15AM - 10:15AMPT (UTC-7)**

OSCM Division New Member Cafe
OSCM Division New Member Cafe

Program Chair: **Kai Dominik Foerstl**, *EBS U. für Wirtschaft und Recht*
Session Chair: **Desiree Van Dun**, *U. of Twente*
Session Chair: **Henrik Franke**, *Swiss Federal Institute of Technology Zurich, ETH*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **681** | Submission: **19025** | Sponsor(s): **(CMS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 9:30AM- 11:00AMPT (UTC-7)** at **The Westin Seattle in Blakely**

Precarity and Pay

Session Moderator: **Caroline Clarke**, *The Open U. Business School*

CMS: **Fighting Precarity: The Liminal Experiences of Female Activists**    

Author: **Lucia Garcia-Lorenzo**, *London School of Economics and Political Science*
Author: **Lucia Sell-Trujillo**, *U. of Sevilla*
Author: **Paul Donnelly**, *Technological U. Dublin*
Author: **Agus Perez**, *U. of Sevilla*

Women are increasingly active in the public sphere fighting precarity. However, current research shows that women still encounter exclusions and barriers when it comes to activism and that their experience of becoming active(ist) is still poorly understood. We propose to look at female activism through the lenses of liminality and embodied identity work by exploring how a group of Spanish female activists experience their activist journey when fighting against precarity. We use a qualitative study conducted over 11 years in Spain. We focused on the experiences of participants of two collectives in Seville, southern Spain, that emerged in consequence of the Great Recession. Our analysis illustrates how our female activists' performances against precarity were carried out as 'public liminal' acts using the body and embodied non-linguistic practices as part of their identity journey. Our results expand current understanding of activism in liminal conditions, especially among female activists, by looking at their experiences of activism and at the tensions emerging between potentially new and customary identities and behaviours as an important aspect of activist experiences of fighting precarity. Keywords: Equality/inequality, female activism, gender, identity, liminality, precarity, social change.

Paper is Available to Meeting Registrants Only.

CMS: **Women Managers' Experiences of Work: Precarity and Overworking Under Neoliberalism**  

Author: **John S Hassard**, *U. of Manchester*
Author: **Catherine Farrell**, *Cardiff Business School, Cardiff U.*
Author: **Jonathan Morris**, *Cardiff U.*
Author: **Julie Wolfram Cox**, *Monash U.*

To answer the question 'does work have a future?' we must first understand the economic, political and social contexts of its recent past. We argue since the 1990s there has been a perceptible rise in employment precarity across professions, industries and economies, including for managerial grades. We contend this results from a neoliberal economic agenda promoting deepening career uncertainty amid a context of radical corporate restructuring and transformative digital innovation. Among the effects of such occupational, organizational and technological change have been managers experiencing longer working hours, greater work intensification, and worsening work-life balance – effects which we argue have been particularly acute for women managers, and notably under the coronavirus pandemic. Presenting information from three qualitative, interview-based, studies (conducted in 2002-2006, 2015-2019, and 2020-2021) we discuss the nature of women managers' work experiences since the millennium to frame discussion of their likely work prospects going forward. We claim, under neoliberalism, the enduring interaction of career precarity, organizational restructuring and technological surveillance will continue to effect, in adverse ways, the equilibrium between women managers' personal lives and professional work – notably given many confront increasing demands of technological connectivity and corporate availability whilst simultaneously managing significant responsibilities for parenting and care.

Paper is Available to Meeting Registrants Only.

CMS: **Men, Masculinity and Unpaid Work: Experiences of Indian Millennials**

Author: **Arpana Rai**, *Indian Institute of Management, Udaipur*
Author: **Sagnika Datta**, *IIM Lucknow*

Are Indian millennial men more engaged in household chores? Are they resisting hegemonic masculinity and traditional gender norms? Do they practise masculinity that is characterised by higher engagement of men in household chores and gender-atypical division of household chores? In-depth interviews with 17 educated, married, middle-class urban Indian millennial men working at managerial positions in different Indian organisations provide interesting answers to the above questions. This study explores the changing notions of masculinity among Indian millennials from (un)doing gender perspective and the factors behind it. Findings suggest weakening perceptions of hegemonic masculinity tenets among Indian millennial men as they do not believe in the concepts such as 'men as primary breadwinner', 'men as the head of the family', and 'male privilege'. Though exposed to traditional gendered views and hegemonic masculinity ideals during their childhood as they saw their parents preach and practice doing gender for fulfilling household responsibilities, our respondents profess gender-neutral attitudes about household chores. Their accounts show that their masculinity is characterised by egalitarian division of household chores, i.e., they practice masculinity that retrenches hegemonic masculinity. Our findings suggest that several economic and demographic factors have reshaped Indian millennial men's attitudes towards gender norms and masculinity. Implications are discussed.

Paper is NOT Available. Please contact the author(s).

Author: **Dirk Lindebaum**, *Grenoble Ecole de Management*

Author: **Susanne Langer**, *Manchester Metropolitan U.*

Our essay problematizes the socio-economic conditions that give rise to cognitive enhancement at work. Unlike prior studies, we integrate the literatures on medicalization on the one hand, and human capital theory and cognitive capitalism (as core planks of neoliberalism) on the other, to propose the existence of a hitherto unrecognized phenomenon – the psycho-emotional deficitization of workers. We define it as an internalized version of external values of what it means to be a productive worker under given socio-economic conditions, which over time generates the affective experience of being deficient. We position this phenomenon as a direct response to medicalization and neoliberalism, and as an explanatory one for the interest in cognitive enhancement. It is, we argue, said deficitization that can only be remedied and psychologically redeemed through cognitive enhancement. Fromm's notion of social character provides the theoretical inspiration that helps us connect the aforementioned literatures and concepts, such that each round of enhancement strengthens the deficitization of workers. It is then this deficitization that shapes ever more profoundly the social character of the time. For this reason, in addition to teasing out theoretical implications, our essay is designed to help individuals see through the process of social character formation, and to articulate practical strategies for individuals wishing to resist the hype around enhancement.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **682** | Submission: **16378** | Sponsor(s): **(MED, OMT, SIM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 9:30AM- 11:00AMPT (UTC-7)** at **Seattle Convention Center in Room 303**

The Purpose of Business Organizations and Business Schools Revisited



Purpose of Business and Business Schools

Organizer: **Hector Osvaldo Rocha**, *IAE Business School*
Organizer: **Michael Andreas Pirson**, *Fordham U.*
Organizer: **Roy R. Suddaby**, *U. of Victoria*
Distinguished Speaker: **Henry Mintzberg**, *McGill U.*
Distinguished Speaker: **Jeffrey Sachs**, *Columbia U.*
Distinguished Speaker: **Phillip Phan**, *Johns Hopkins U.*
Distinguished Speaker: **Roy R. Suddaby**, *U. of Victoria*
Distinguished Speaker: **Elaine Cahalan Hollensbe**, *U. of Cincinnati*

Both the Covid-19 crisis and the emergence of innovative business models offer a powerful signal that the foundational assumptions of capitalism are increasingly in doubt. Business schools, however, appear to be followers rather than leaders in this historical moment of social change. While citizens, consumers and businesses are experimenting with new models of capitalism premised on balancing profits with social purpose and the private, public, and plural sectors (Mintzberg, 2015; Sachs, 1999; Sachs et al. 2021), business schools have been slow to change and appear to be struggling with their identity and purpose. What might be the foundational values of a post-pandemic market system? What might be the purpose of business organizations in a post-pandemic scenario? What would a post-pandemic business school look like? The aim of this Symposium is to explore the answer to these questions and their practical application in a conversation with three former Editors of the Academy of Management journals (Suddaby, Phan, Hollensbe) and two thought thinkers and innovators of management (Mintzberg), capitalism and sustainable development (Sachs, pre-recorded interview: <https://www.youtube.com/watch?v=42IU18Cy6ng&t=106s>).

This symposium is a continuation of the 2021 Symposium on the same topic, which gathered four influential leaders and innovators: • Jay Coen Gilbert, co-founder of B Lab and CEO of Imperative 21 • Raj Sisodia, co-founder of Conscious Capitalism • Charles Wookey, co-founder and CEO of A Blueprint for Better Business, and • Gerry George, former Dean of SMU Lee Kong Chian School of Business and professor at Georgetown University McDonough School of Business. We are thankful to the AOM Conference for allowing us to share the full video of the last symposium for you to watch: <https://bit.ly/3wK3a1x>. Looking forward to seeing you in Seattle! Hector, Michael, and Roy

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

The Changing Boundaries of Work

Session Moderator: **Martina Hartner-Tiefenthaler**, *TU Wien*

OB: Gain vs. Strain: A Systematic Literature Review on Technology Based Work Extension

Author: **Julia Schoellbauer**, *U. of Vienna*
Author: **Martina Hartner-Tiefenthaler**, *TU Wien*
Author: **Clare Kelliher**, *Cranfield U.*

Workers engage in work-related communication and access digital work content outside of working hours. Scientific research on technology-based work extending behaviours has flourished in recent decades but has produced rather vague information about its relationship with workers' wellbeing. To answer this crucial question on wellbeing more clearly, we believe it necessary to recognize the complexity of this contemporary behavioural phenomenon and to differentiate its various time patterns. We systematically searched and analysed 81 questionnaire studies. Based on their measures, we were able to analyse the relationship between continuous (i.e., consecutive activities with a certain duration) and recurring work extending behaviours (i.e., activities with a certain frequency with a noticeable break in between) and various wellbeing indicators. Findings point towards three effects: a time-loss effect that is linked to both time patterns and relates to reduced time resources for private life and recovery, a straining effect of recurring work extending associated with negative affect and poor quality of life, and a gain effect of continuous work extending associated with higher levels of cognitive resources. We encourage future research to continue on this path and to systematically explore technology-based work extending in relation to all its temporal aspects.

Paper is Available to Meeting Registrants Only.

OB: Construction of Work Centrality through Experiences at Work. 

Author: **Anuradha M V**, *IIM Visakhapatnam*

Work Centrality is defined as an individual's belief regarding the importance of work in one's life vis a vis other aspects like leisure, spending time with friends or family etc. (Kanungo, 1982, Paullay, Alliger & Stone-Romero, 1994). The concept has been measured in varied ways. The extant literature in this field looks at work centrality as an expression of work ethic and takes a passive view of the individual in ascribing centrality to work. Using the work narratives of 44 public sector bank employees in India, this study explored the process through which individuals define the role of work in their lives. The narrative analysis method and the grounded theory method were used in conjunction to develop a process theory to understand how people interpret work experiences to assign certain roles to work in their lives. All the participants said work was central to them. A deeper exploration revealed that people could state that work is central for them and yet mean different things. The heuristics and mechanisms used to assign these various roles to work are discussed.

Paper is Available to Meeting Registrants Only.

OB: Neijuan: An Investigation of Overtime Work Among Chinese Urban White-Collar Employees

Author: **Mujie ZHAO**, *U. Nottingham Ningbo China*
Author: **Alim J. Beveridge**, *U. of Nottingham, China*

This paper focuses on the issue of overtime work among Chinese urban white-collar employees and aims to explain why employees are willing to work overtime and why the Red Queen Effect phenomenon (neijuan) has become so common in the Chinese workplace, from employees' subjective perspective. Through a review of prior research on overtime, we identified problems in the logic of supply and demand that has often been employed, and introduce Baudrillard's logic of social differentiation as an alternative. Semi-structured interviews were used to collect data about work, overtime, and daily life conditions from 22 white-collar participants from diverse backgrounds, who routinely work overtime despite relative material affluence. Our analysis of the data revealed the source of overtime work in a context of material affluence to be social differentiation processes constructed by signs with strong relevance with overtime activity including consumption, career ethic, interpersonal relationship, job keeping, and company market position improvement. Differentiation of professional capability was shown, on the other hand, to be an inadequate explanation for overtime work. Our findings are summarized in a conceptual framework describing the relationships between overtime and multiple forms of social differentiation.

Paper is Available to Meeting Registrants Only.

OB: Out of Sight, But Not Out of Mind: When and Why Working Telecommuting Leads to Workplace Ties

Author: **Christian Troester**, *Kühne Logistics U.*

Meta-analytical results suggest a zero relationship between telecommuting and work relationships. However, non-findings do not mean that there are no effects but that there may be undiscovered moderators that sometimes lead to positive and sometimes negative effects of telecommuting on work relationships. The goal of this study is to test when telecommuting will have negative effects and when it will have positive effects on work relationships. In our study, we diverge from the dominant logic of telecommuting research to assume that physical distance has detrimental effects on work relationships. Instead, we assume that depending on the level of organizational identification, telecommuting can sometimes motivate employees to actively prevent a loss of work ties by engaging in more interpersonal OCB and other times lead to a loss of work ties. The findings of a longitudinal field study support this idea. The results also support our argument that it is important to account for the different dynamics between work tie retention and work tie creation. Finally, we find that while the effects of telecommuting were predominantly negative in the short-run (within-level), they could either be positive or negative in the long-run (between-level).

Paper is NOT Available. Please contact the author(s).

Author: **Saeedeh Shafiee Kristensen**, Aarhus U., Department of Management

The demand for success in the use of temporary organizations (TOs) within the functional hierarchies of permanent organizations (POs) requires serious attention in addressing tensions that emerge at the interface of the two organizations. Reintegration of the project workers back into their functional role in the PO after temporary project completion is one of these tensions. Although recently the experience of individual employees has received escalating interest in management research, studies dealing with reintegration phenomenon are scarce. This Grounded Theory study explores how the project workers of TOs experience their reintegration into the PO and resumption of their ordinary positions upon project completion and why they can have (un)successful reintegration experiences. The main result of this study is the empirically grounded identification of behavioral and contextual factors that affect reintegration. The theory is strengthened by providing a conceptual model that delineates how the project workers enact their reintegration by utilizing their behavioral resources and reflexivity and adaptability in interaction with the contextual factors. The model provides a theoretical basis for future empirical research on TOs as well as practical implications for practitioners and companies.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leaders and their Followers

Session Moderator: **Xinxin Lu**, *Hunan U.*

OB: The Reciprocity of Shared and Empowering Leadership 

Author: **Kai Klasmeier**, *Federal Institute for Occupational Safety and Health (BAuA)*
Author: **Amelie Verena Güntner**, *U. of Zurich*
Author: **Joyce Elena Schleu**, *Radboud U. Nijmegen*

Leadership has mostly been considered as an unidirectional process centered on leaders influencing their followers. However, recent theoretical developments indicate that followers may also have an impact on their formal leader. In this pre-registered study, we investigate the interplay between shared leadership and formal team leadership (i.e., empowering leadership). We predict that leaders interpret their team's shared leadership as an investment to reach for common goals. Accordingly, their team's effort should improve the social exchange relationship with their team, reflected in higher trust which in turn should increase empowering leadership behavior of the leader. Further, we assume that this indirect relation is first-stage moderated by leader self-efficacy. We tested our assumptions in a longitudinal study with 721 team members and their leaders nested in 169 teams. Results from Bayesian cross-lagged panel modeling support our assumed mediation effect, while also pointing to a reverse effect of empowering leadership on shared leadership. The moderation effect was not supported. This study provides insights about the dynamic and reciprocal interplay between shared and formal leadership. Our findings underline that formal leaders do not perceive shared leadership as a threat, but rather value the team effort reflected in higher trust and decision latitude.

Paper is Available to Meeting Registrants Only.

OB: Effects of (In)Congruence in Leader-Team Proactive Personality 

Author: **Qi Shen**, *Xian Jiaotong U.*
Author: **Haoyu Wang**, *Xi'an Jiaotong U.*
Author: **Jinglin Bai**, *Xi'an Jiaotong U.*
Author: **Lijun Liu**, *INNER MONGOLIA MENGNIU DAIRY (GROUP) CO., LTD*

This research investigates the congruence and incongruence effects of leader-team proactive personality on team cohesiveness and collective team identification, which in turn affect team performance. Drawing on dominance complementarity theory, we propose that the incongruence of leader-team proactive personality exerts positive influence on team performance through team cohesiveness and collective team identification. In addition, we hypothesize that the congruence in leader-team proactive personality has an inverted-U shaped relationship with team cohesiveness and collective team identification, thus affecting subsequent team performance. Using a sample composed of 286 team leaders, 1,893 team members, and 286 manufacturing work teams, our hypothesized relationships received empirical support. Our findings provide a deeper understanding of how (in)congruence in personality traits functions differently at the team level. Our findings highlight both leader-team complementarity and a middle (rather than high/low) leader-team congruence in proactive personality facilitated key team processes and performance outcome.

Paper is Available to Meeting Registrants Only.

OB: Leader Narcissism and Team Burnout: A Longitudinal Moderated Mediation Study

Author: **Godbless Akaighe**, *U. of Sheffield*
Author: **Anna Topakas**, *U. of Sheffield*
Author: **Kristin Hildenbrand**, *U. of Sheffield*

There is evidence to suggest that leader narcissism is negatively linked to employee well-being. However, it is not known whether this effect also expands to team-level burnout. Given the team-based nature of work in many organizations, we explore this through drawing on social identity threat theory and using data from a three-wave longitudinal survey (293 employees in 87 teams from multiple organizations at time 3), we examined the effects of leader narcissism on team burnout via core self-evaluations (CSE) at the team level, using nested data (individuals nested in teams). We additionally explored the moderating role of team cohesiveness in the leader narcissism-team CSE link. Results generally supported the hypothesized relationships insofar as team member ratings of leader narcissism were negatively related to team CSE and team CSE was positively related to team burnout. However, team CSE did not mediate the leader narcissism-team burnout link. Interestingly, when accounting for the moderating effect of team cohesiveness, team CSE did mediate the effect of leader narcissism on team burnout. The effect of leader narcissism on team CSE was weaker for teams with high cohesiveness than for teams with low cohesiveness. Our findings emphasize that organizations should provide team-building opportunities to ensure teams enjoy high cohesiveness which is protective against the negative effects of leader narcissism.

Paper is Available to Meeting Registrants Only.

OB: How and When Power Distance Oriented Leaders Shape Team Leader-member Exchange Configurations

Author: **Xinxin Lu**, *Hunan U.*
Author: **Yidong Tu**, *School of Economics and Management of Wuhan U.*

It is an untapped question "How do power distance-oriented leaders differentiate their relationships among the followers?" Integrating role theory and a configurational approach, the present research seeks to examine the effect of leader power distance orientation on different leader-member exchange (LMX) configurations and the relevant boundary conditions. With two-wave data among 645 employees from 119 groups, we tested our hypotheses using binary logistic regressions. The results suggested that leader power distance orientation is positively related to a solo-status high LMX configurations, but not significantly related to a bimodal or solo-status low LMX configurations. Moreover, we found support for the three-way interactions of leader power distance orientation, education diversity, and team task interdependence on LMX configurations, such that when team education diversity is high and task interdependence is low, the positive relationship of leader power distance orientation with the solo-status high LMX configuration and its negative relationship with the bimodal LMX configuration are significant. Theoretical and practical implications of the findings are discussed in detail.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  Intemational-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Hostile, Moral, and Negative Emotions and Reactions

Session Moderator: **Jungwoo Ha**, *UCLy - ESDES - U. of Lyon*

OB: The Effects of Employment Status: Mediating Role of Relative Deprivation and Hostile Emotions 

Author: **Yiling Jin**, *Nankai U.*
Author: **Shan Shan Qian**, *Business School at Nankai U.*
Author: **Xun Cui**, *Nankai U.*

This study aims to understand why and when disadvantaged employment status relates to nonstandard employees' interpersonal behavior. Drawing on relative deprivation theory, this study proposes a sequential moderated mediation model in which disadvantaged employment status activates relative deprivation and hostile emotions toward standard employees (i.e., resentment, anger, and envy), and thereby spur interpersonal deviance. Further, this study posits that in-group identification moderates the relationship between relative deprivation and hostile emotions. Using multi-wave and multi-source data from a sample of 311 nonstandard employees in China, results showed that relative deprivation and hostile emotions towards standard employees sequentially mediate the effects of disadvantaged employment status on interpersonal deviance, and in-group identification enhances the positive effects of relative deprivation on interpersonal deviance through hostile emotions towards standard employees. These findings provide implications for theory and practice.

Paper is Available to Meeting Registrants Only.

OB: The Role of Moral Emotions in Reactions to Ethical and Unethical Leadership

Author: **So Young Jeong**, *Zayed U.*
Author: **Cong Sun**, *The Chinese U. of Hong Kong, Shenzhen*

Organizational leaders are increasingly viewed and evaluated through the lens of morality. Building on the Moral Foundations Theory and moralization of leadership model, we contend that ethical leadership will trigger other-praising emotions such as moral elevation leading to feedback-seeking behaviors. In contrast, unethical leadership will trigger other-condemning emotions such as disgust leading to interaction avoidance. We further predict that these affective processes of leadership moralizing will affect workplace attitudes and behaviors (OCB, voice, and turnover intention). Using a sample of 231 full-time employees based in China and a time-lagged survey design and structural equation modeling, we test and find support for our proposed relationships. Theoretical implications for ethical and unethical leadership and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

OB: The Role of Leader Negative Emotions in Mitigating Employee Disgust Towards Leader Surface Acting

Author: **Yuchang Liang**, *Guanghua School of Management, Peking U.*
Author: **Xiaoyue Wu**, *Nanjing U. School of business*
Author: **Wei He**, *Nanjing U.*
Author: **Kong Zhou**, *Nanjing U. of Science and Technology*

Leading with emotional labor plays a vital role in the leadership process due to the functional social consequences of leaders' emotional displays. In this research, we advance this stream of research by focusing on employees' negative emotional response (i.e., disgust) to leader positive surface acting—displaying surface acting of positive emotions, and its downward implications for employee perceived leader effectiveness and leader-member exchange (LMX) quality. We also theorize that leaders' expressions of negative emotions during the display of positive surface acting could mitigate employees' negative affective and perceptual responses. The empirical results from an experience sampling study supported our hypothesized model, revealing that leader positive surface acting related less negatively to employee perceived leadership effectiveness and LMX quality via disgust when the leader expressed more (versus less) negative emotions. In addition, results from a vignette experiment replicated these findings and demonstrated perceived inauthenticity as a cognitive explanation for employees' negative affective responses to leaders displaying positive surface acting. Our research highlights the crucial roles of leader and employee emotional states in understanding the effectiveness of leader emotional labor.

Paper is Available to Meeting Registrants Only.

OB: Thwarted Self-Promotion Attempts Lead to Counterproductive Reactions: The Role of Locus of Control 

Author: **Jungwoo Ha**, *UCLy - ESDES - U. of Lyon*

The current research examines instances in which individuals attempt to self-promote but are prevented from doing so (thwarted self-promotion). Using a measure and different manipulations of thwarted self-promotion and participants from three countries (the United Kingdom, the United States, and South Korea), I demonstrate that a lack of self-verification caused by thwarted self-promotion leads to uncertainty about one's competence (Studies 1), which generates various types of counterproductive cognitive reactions (Studies 2 and 3). Additionally, I show that these consequences of thwarted self-promotion are driven by individuals with an internal locus of control, but not by those with an external locus of control (Study 3). The current research contributes to the literature on impression management.

Paper is Available to Meeting Registrants Only.

Author: **Minyoung Cheong**, *Pennsylvania State U., Great Valley*

Author: **Jennifer Lee**, *Boston U.*

Author: **Jaehyung Ahn**, *Yonsei U.*

This research provides an alternative perspective to transactional cost theory through a study of the employee management relationship. We find an inverted U-shaped relationship between employees' task autonomy and their propensity for moral disengagement, showing task autonomy's positive impact on moral disengagement up to an inflection point and a negative one afterward. Additionally, employee's overall evaluation was found to moderate the relationship; both positive and negative impacts were strengthened for highly evaluated employees. The results suggest a detrimental impact of providing middling levels of task autonomy, which is especially more prevalent among the highly evaluated employees. We interpret the increased moral disengagement as the potential cost due to certain employees' exploitation of the locked-in relationship. Our work contributes to both theory and practice by adopting the known determinants of transaction cost and exploring the optimal level of autonomy given to employees in the effort to minimize employee's costly behavior.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **686** | Submission: **12635** | Sponsor(s): **(OB, CM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 9:30AM- 11:00AMPT (UTC-7)** at **Seattle Convention Center in Yakima 1**

**Are You Kind, Big Deal, or Kind of a Big Deal? The Role of
Communication in Impression Management**
Role of Communication in Impression Management



Session Chair: **Einav Hart**, *George Mason U.*
Presenter: **Alison Wood Brooks**, *Harvard U.*
Presenter: **Alex Bryant Van Zant**, *Rutgers Business School*
Presenter: **Einav Hart**, *George Mason U.*
Presenter: **Thomas Bradford Bitterly**, *HKUST Business School*
Presenter: **M. Ena Inesi**, *London Business School*

People communicate constantly, in order to pursue different goals. One prominent goal in conversations and interactions is to make positive impressions on others, such as appearing trustworthy, warm, or competent. When successful at conveying positive impressions, people improve their chances of interpersonal and professional success. This symposium brings together novel research papers that theorize and empirically investigate the links among conversation goals, behaviors, and impression management. First, we identify the different—and often conflicting—goals that people may have in conversations, and the tradeoffs that people must make in managing their impressions. Next, across papers, we showcase several communication strategies that help people make positive impressions and effectively resolve the tradeoff that people face between appearing warm and appearing competent. Specifically, we identify when and why speech pauses, compliments to others, laughter, and ingratiating behaviors can help communicators achieve impression management and other interpersonal goals. Taken together, this set of research papers highlights the dilemmas we must navigate in conversation, and underscores the importance of communication for impression- and conflict management, and for organizational outcomes.

The Conversational Circumplex, Informational and Relational Motives in Conversation

Author: **Alison Wood Brooks**, *Harvard U.*

How Pausing Shapes Person Perception

Author: **Alex Bryant Van Zant**, *Rutgers Business School*
Author: **Jonah Berger**, *The Wharton School, U. of Pennsylvania*
Author: **Grant Packard**, *York U., Toronto*
Author: **Harry Wang**, *Rutgers Business School*

Bragging Better, The Benefits of Promoting Peers

Author: **Einav Hart**, *George Mason U.*
Author: **Eric VanEpps**, *U. of Utah, David Eccles School of Business*

Why Do Women Laugh More Than Men?

Author: **Thomas Bradford Bitterly**, *HKUST Business School*
Author: **Alison Wood Brooks**, *Harvard U.*
Author: **Jennifer Aaker**, *Stanford Graduate School of Business*

A Silver Lining for Women at Work? Actor Gender Predicts Responses to Ingratiation

Author: **M. Ena Inesi**, *London Business School*
Author: **Einav Hart**, *George Mason U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **687** | Submission: **15300** | Sponsor(s): **(OMT, ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 9:30AM- 11:00AMPT (UTC-7)** at **The Westin Seattle** in **Cascade II**

Reversing the Arrow: Examining how Entrepreneurialism Shapes Society

Reversing the Arrow



Session Chair: **Robert Neal Eberhart**, *Stanford Graduate School of Business*
Organizer: **Tim Weiss**, *Imperial College London*
Facilitator: **Sarah Kaplan**, *U. of Toronto*
Facilitator: **Howard Aldrich**, *U. of North Carolina*
Facilitator: **Rachel Atkins**, *NYU Stern*
Facilitator: **Michael Lounsbury**, *U. of Alberta*
Facilitator: **Violina Rindova**, *U. of Southern California*
Facilitator: **P Devereaux Jennings**, *Alberta School of Business*
Facilitator: **Andrew Nelson**, *U. of Oregon*
Participant: **Charlene E. Zietsma**, *Penn State U.*
Facilitator: **Wesley Sine**, *Cornell U.*
Facilitator: **Jennifer E Jennings**, *U. of Alberta*
Facilitator: **Jeff York**, *U. of Colorado, Boulder*
Participant: **Timothy Hannigan**, *U. of Alberta School of Business*

Entrepreneurship plays a critical role in society. Thus far, the academic focus on new ventures has almost exclusively been on how society affects entrepreneurship (i.e., amount and type of entrepreneurship, entrepreneurial opportunities, etc.) and entrepreneurship's contribution to socio-economic development. Yet, a new community of scholars is forming, developing a new stream of research that investigates how entrepreneurship has transformed and is affecting society. Specifically, scholarship in this new research stream investigates entrepreneurship through the prism of, for example, neoliberal ideology, future imaginaries, institutional change, and social movements to understand how entrepreneurship is affecting outcomes such as inequality, labor market changes, and the precarity of entrepreneurs. The need for this PDW emerges from the premise that a new research agenda will be instrumental in holistically assessing the societal outcomes in an entrepreneurial world to motivate new investigations into the changing role of organizations in society. Doing so, the output of this PDW will contribute to building a diverse research community and invigorate academic research by developing new perspectives on how entrepreneurs and their organizations (or the lack thereof) shape our social world to contribute to a better understanding of the AOM conference theme on how to create a better world together.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **688** | Submission: **14662** | Sponsor(s): **(ONE)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 9:30AM - 3:00PMPT (UTC-7)** at **Seattle Convention Center in Room 205**

ONE Doctoral Consortium 
ONE Doctoral Consortium

Organizer: **Sara B. Soderstrom**, *U. of Michigan*
Organizer: **Grace Augustine**, *Cass Business School, City U. London*
Participant: **Stuart A. Allen**, *Robert Morris U.*
Participant: **Shelley F. Mitchell**, *Hult International Business School*

The ONE Doctoral Consortium aims to offer a networking, learning, and research reflection opportunity to doctoral students engaged in organizations and the natural environment (ONE) research. A maximum number of 24 doctoral students will be selected based on their research quality and representation of a diversity of academic institutions, geographic interests, and research topics. The aim of the doctoral consortium is to provide doctoral students with the opportunity to have faculty members reflect on their work, to integrate them into international research networks, and to create new networks of their own. The consortium will be cross-disciplinary and open to different theoretical perspectives and the faculty members involved coming from different cultural and research backgrounds. The format of the doctoral consortium is informal and open, but doctoral students will come well-prepared to optimize the interaction with other doctoral students and faculty. The format will integrate remote and in person programming. Students will participate in 1:1 feedback sessions with senior scholars prior to AOM, engage in workshops collectively during AOM, and then have a Fall “booster” session (joint with OB) for additional support and advice. Our aim across sessions is to ensure students are able to get profound advice, learn about the work of others, and get to know each other. Doctoral students will get to know and engage in dialogue with senior and junior ONE faculty from various parts of the world who will share their knowledge and experiences from their research, teaching, and careers.

The event is oversubscribed each year. We encourage participants to apply early. This is an application based doctoral consortium. Please email Sara Soderstrom at capasb@umich.edu with any questions.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **689** | Submission: **10698** | Sponsor(s): (TLC)
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 9:30AM- 10:15AMPT (UTC-7)**

**Co-creating ‘Decent Work’ Through Appreciative
Inquiry Methodologies and Tools**
Co-creating ‘Decent Work’



Session Chair: **Tony Wall**, *Liverpool Business School, Liverpool John Moores U.*
Facilitator: **Ann Hindley**, *Chester Business School, U. of Chester*
Facilitator: **Scott Foster**, *Liverpool Business School, John Moore’s U.*

‘Decent Work’ is a United Nations’ Sustainable Development Goal aspiration and psychological construct associated with ‘good’ employment conditions (e.g. stability, security, fair pay, social protection, equality of opportunity and treatment for all women and men). This session draws from a major international project to re-vision ‘Decent Work’ for and with those who are often most excluded from such opportunities – minority ethnic students and graduates. Using adapted processes and tools from Appreciative Inquiry, this session demonstrates how minority ethnic groups can practically work with each other and influential policy-makers, employers, and university seniors, to co-create visions and pathways towards enhanced graduate futures. We facilitate an experiential process which (1) demonstrates the adapted Appreciative Inquiry process applied to re-visioning Decent Work, and (2) outlines the framework of practical adaptations to enable inclusion (e.g. a youth advisory panel, ongoing cultural recognition and validation, and confidence building through chairing and public speaking). Evidence tells us the adaptations cross boundaries of teaching, research and knowledge exchange, and provide a platform for re-energized motivation, aspiration and practical skill for all involved. The session invites participants to imagine the application of the tools in their own contexts and explore the adaptations they might make to develop the inclusivity of these adaptations given wider, societal marginalization. This session is therefore fundamentally about teaching and learning approaches focused on “Creating A Better World Together”.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **690** | Submission: **17179** | Sponsor(s): **(TLC)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 9:30AM- 10:15AMPT (UTC-7)**

Embedding Employability in Hybrid Teaching and Learning: Engaging Internal and External Stakeholders
Hybrid Student Employability Development



Participant: **Xuan Feng**, *Nottingham U. Business School China*
Participant: **Martin Lockett**, *Nottingham U. Business School China*

Universities play an important role in equipping students with the competences required by future employers in a turbulent post-Covid job market. Building on the 2019 and 2020 successful “pre-Covid” AOM TLC workshops, we propose a session focusing on new ways of engaging faculty members, students, and external stakeholders (employers and alumni) to embed the real-world experience in hybrid learning. Participants can share and learn approaches to reduce or avoid the detrimental impact of the pandemic on graduates’ employment prospects. This workshop covers both the changing graduate skills gap and hybrid employability development. It starts with the results of the 2021 research project into the core post-Covid employability competencies with data from HR leaders in 110 multinational enterprises, including an employability competence roadmap and the major skill gaps viewed by global employers. Next, an award-winning hybrid student employability development framework will be shared that embeds real-world experience in hybrid curricular and extra-curricular activities. Through employer-sponsored hybrid experiential learning activities, global mentorship, career coaching and digitalized student projects, we identify new directions for employability development. The audience will actively participate in discussions to explore new ways forward to help students access real-world practice, global career resources and job opportunities in a time of restricted global mobility.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **691** | Submission: **11477** | Sponsor(s): **(TLC)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 9:30AM- 10:15AMPT (UTC-7)** at **Seattle Convention Center** in **Room 616**

Lessons from the Pandemic: A Delphi Study on Technology-Enabled Business Education
Delphi Study on Tech-Enabled Business Education



Presenter: **Tiffany Bayley**, *Ivey Business School*
Presenter: **Robert Austin**, *Ivey Business School*
Presenter: **David Wood**, *Ivey Business School*
Panelist: **Michael Cusumano**, *Massachusetts Institute of Technology*
Panelist: **Yael Grushka-Cockayne**, -
Panelist: **Tawnya Means**, *U. of Illinois at Urbana-Champaign*
Panelist: **Bill Schiano**, *Bentley U.*

Many instructors have been incorporating technology in their classroom teaching, well before the COVID-19 pandemic accelerated the need for online meeting platforms and being proficient in asynchronous or hybrid lesson planning. Since March 2020, educators have been on a crash course on implementing new technologies and revamping their course designs, with some instructors looking forward to the return of their pre-pandemic teaching style and others embracing the radical changes they've made. Our Delphi study tapped into the opinions of 23 experts across all disciplines of post-secondary business education whose roles are in academia, publishing, and consulting, and whose responses shed light on the technologies that enhance student learning and are worth maintaining as we gradually shift back to in-person teaching. To sustain the implementation of sensible technologies that engage students and have positive effects on student learning, our expert panel identified several strategies to mitigate challenges many educators face, from willingness to adopt technology to scarcity of funding and time. This interactive session will allow participants to engage directly with members from our expert panel.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **692** | Submission: **16238** | Sponsor(s): **(TLC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 9:30AM- 10:15AMPT (UTC-7)** at **Seattle Convention Center in Room 617**

**(Re)evaluate the learning by doing experience Crossed Self-
Confrontation to Verbalize KSA: a Method**
(Re)evaluate the Learning by Doing Experience



Facilitator: **Sandrine LEPONTOIS**, *COACTIS - U. Lyon-Univ Jean Monnet - IAE Saint-Etienne*
Facilitator: **Stéphane Foliard**, *COACTIS - U. Lyon-Univ Jean Monnet - IAE Saint-Etienne*
Facilitator: **Joseph Tixier**, *EMLYON Business School*
Facilitator: **Laëtitia Gabay-Mariani**, *ESSCA School of Management*
Facilitator: **Jean Bibeau**, *U. de Sherbrooke*
Session Chair: **Helka Kalliomäki**, *U. of Vaasa*

For our students, it is sometimes difficult to find the words to express the knowledge, skills, and attitudes (KSA) they have developed through a learning-by-doing program. While they are able to describe what they have done, they often have difficulty to turn that particular situation into new KSAs. With regard to this reflective practice, teachers or trainers are actually facing the same problem themselves and it is also difficult for them to help students in this practice. More generally, it is difficult for a practitioner (student or trainer) to put words on his or her particular practice. Most of the time, learning-by-doing programs only focus on the concrete outcome: the project itself, instead of the learning outcomes. Yet, verbalizing one's skills seems to be of primary importance to value one's KSAs (Quinones, Ehrenstein, 1997; Kakouris, Liargovas, 2020). The purpose of this workshop is to train the trainers, using an intersubjective methodology (crossed self-confrontation –Duboscq, Clot, 2010). The use of this methodology will help them to verbalize their own KSA. Then, they will be able to replicate the methodology to help students to verbalize the KSA developed through action. They will also use this methodology in a professional development process. They will find the right expression of their practices in the dialogue with their peers. All the teachers and trainers from all the disciplines using learning-by-doing programs could be interested in this workshop. This workshop has been developed and tested for entrepreneurship teachers, trainers and students.

Attendees only need their smartphones to film their own interviews. Privacy concerns are addressed in the process. The recording will remain on the attendees' personal smartphone.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **693** | Submission: **12566** | Sponsor(s): **(TLC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 9:30AM- 10:15AMPT (UTC-7)** at **Seattle Convention Center in Room 618**

**Fusing of the Minds: A Novel Approach to Developing
Transdisciplinary Sustainability Curriculum**
A Novel Approach to Transdisciplinary Curriculum



Presenter: **Christine Hegarty Mooney**, *Northern Illinois U.*
Presenter: **David Szymanski**, *Bentley U.*
Presenter: **Rachel Elaine Wilson**, -
Presenter: **Otgontsetseg Erhemjamts**, *Bentley U.*
Session Chair: **FUHEJIN**, *Binghamton U.-State U. of New York*

Wicked problems exist in a world of interconnected natural and human systems, including commerce, the driver of economies. Issues of sustainability, from the management of fisheries (Jentoft and Chuenpagdee, 2009) to the “super wicked” problem of global climate change (Levin et al., 2012), are especially wicked because they involve the three domains of “people, planet, and profit.” Meeting sustainable development goals for a growing global population, in the face of energy, water, and mineral resource challenges, all situated within the super-wicked problem of climate change and steeped in earth system science and economics, requires reshaping the way we educate the next generation of decision-makers. In this session, we provide an overview of a novel approach to transdisciplinary sustainability curriculum. The session includes an overview of the approach, an experiential workshop engaging participants in the process of module design, and an access to two fully developed curriculum modules. At the end of the session, participants will be able to apply the framework for designing both common and course specific modules to develop a transdisciplinary sustainability curriculum at their own institutions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **694** | Submission: **15428** | Sponsor(s): **(TLC)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 9:30AM- 10:15AMPT (UTC-7)** at **Seattle Convention Center** in **Room 619**

Third Generation Coaching for Contemporary Workforce
Challenges: T&L Insights
Developing the Ted Lasso Leader



Participant: **Kate Joyner**, *Graduate School of Business, QUT*
Session Chair: **Eva Alfoldi**, *U. of Delaware*

The business imperative of engagement and retention of talent post-COVID brings renewed focus to the leadership skills of coaching and mentoring. Within this discipline, the third-generation coaching approach, which seeks to develop purpose and community in the workplace, is a useful frame for leadership and executive development programs. The character Ted Lasso of the recently popular series serves as a useful and well-known illustration of these leadership mindsets and skills. This session is designed to speak to the interest generated by the Leadership through Coaching and Mentoring (L-CAM) program of an Australian Graduate Business School in the corporate sector and from other universities. The session will focus on the application of 'third-generation coaching' approaches to leader development, and how this concept has evolved as a response to the changing world of work. It provides participants with an interactive experience with the learning design choices and core learning models of this Executive Graduate Certificate program.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Caucus**
Program Session: **695** | Submission: **14619** | Sponsor(s): (CAU)
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 9:45AM- 11:15AMPT (UTC-7)**

**Transitional Entrepreneurship: The Case of Veteran,
Immigrant, Women, and Minority Communities**
Transitional Entrepreneurship



Organizer: **Kaveh Moghaddam**, *U. of Houston, Victoria*
Organizer: **Anil Nair**, *Old Dominion U.*

The goal of this caucus is to examine and describe the concept of transitional entrepreneurship and draw attention to entrepreneurship in the following communities: veterans, immigrants and refugees, women, minorities, and other historically marginalized groups.

This caucus will encourage the development of new ideas and address emerging topics on transitional entrepreneurship (entrepreneurship practices of Veteran, Immigrant, Women, and Minority Communities). It also provides an opportunity for future research collaborations among participants. Information about the "New England Journal of Entrepreneurship" special issue on transitional entrepreneurship and other publication opportunities will be discussed.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **696** | Submission: **18540** | Sponsor(s): **(ONE)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 9:45AM- 11:15AMPT (UTC-7)**

Green- and Brownwashing (Virtual Live)

Session Moderator: **A. Wren Montgomery**, *Ivey Business School*

ONE: The End of Greenwashing? A Renewed Infrastructure for CSR Information in the New Normal

Author: **Ariela Caglio**, *Bocconi U.*
Author: **Gaia Melloni**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*
Author: **Janet Su**, *U. of Lausanne*

Despite the negative consequences of the COVID-19 pandemic, economic recession, and climate crisis, increased public demand for transparency and credible corporate social responsibility (CSR) information represents a positive outcome of these recent disruptions. Such outcomes urge a re-definition of the CSR information infrastructure in the new normal, to allow for the incorporation of a novel system perspective of resilience and sustainability coupled with a more diffused awareness of sustainability, converging stakeholder expectations on CSR, and a widespread access to CSR information thanks to technological and regulatory factors. Our dynamic model suggests a transition from an old normal of opacity, where it is difficult to detect and punish greenwashing, to a new normal of higher transparency, where it is easier to accurately evaluate the degree to which CSR is implemented. We predict organizational responses maintaining a distinction between CSR information quality (substantive vs symbolic) and its timing (transitory vs enduring) and argue that in the new CSR information infrastructure, firms' incentives to implement and perpetuate opportunistic CSR information reporting, i.e., to greenwash, are constrained, as such behaviors impair their legitimacy and ability to survive. Our framework expands prior dynamic models on the implications of CSR information and transparency, and sheds light on the plausible positive outcomes of the COVID-19 crisis.

Paper is NOT Available. Please contact the author(s).

ONE: Why Firms Hide Their Light: Brownwash, Silence, and Bifurcated Stakeholder Communication

Author: **A. Wren Montgomery**, *Ivey Business School*
Author: **Jenifer Lynn Robertson**, *U. of Western Ontario*

In the face of rapidly increasing public pressure, numerous firms are rushing to trumpet their environmental and social achievements on net-zero, ESG metrics, and justice and inequality commitments to anyone who will listen. While claims of greenwashing abound and are the subject of increasing scrutiny, many firms making real changes have, paradoxically, chosen to downplay and understate their accomplishments. In this paper we draw on emerging literature on brownwashing and silence to offer a comprehensive study of why and how firms undertake such activities, linking extant insights as well as offering a novel model and reconceptualization. Our rich qualitative study with leaders at over 50 North American wineries allows us to offer in depth and in situ insights. Our findings, first, highlight new mechanisms of non-communication not yet identified in this emerging literature. Second, our analysis offers the important insight that firms don't simply hide their achievements in a reactive manner to avoid negative stakeholder pressures, as in current theory, but also do so when their practices are leading or more proactive than those of stakeholders. Finally, we examine three strategies by which firms divide and conquer through what we term bifurcated stakeholder communications: locational, channel, and temporal. This study also has important practical implications as society, policymakers, and NGOs seek to drive industry change on social and environmental grand challenges, and strive to engage firms publicly in leading change and addressing these challenges.

Paper is Available to Meeting Registrants Only.

ONE: Can Sticks And Stones Break Your Bones? A Cross-Country Study Of The State's Impact On Greenwashing

Author: **Svetlana Flankova**, *U. of Liverpool*
Author: **Valentina Marano**, *Northeastern U.*
Author: **Marc Van Essen**, *U. of South Carolina*

Governments are playing an increasingly important role in promoting corporate environmental sustainability. However, little is known about their ability to discourage firms from engaging in greenwashing by selectively disclosing more favorable and benign environmental information. In this paper, we explore two important mechanisms through which governments can affect firms' behaviors in this area – environmental regulations and state ownership. We also study whether presence of external audit impacts the effectiveness of environmental regulations and state ownership in greenwashing mitigation. Our preliminary analysis is based on a sample of 1,731 firms from 34 countries between 2007 and 2017 and shows that both environmental regulations and state ownership are effective in preventing greenwashing by exerting coercive pressures and creating governance structures that align state owners' and managers' objectives. We also find that while central state ownership has a negative mitigating effect on firms' greenwashing, ownership by local state entities or sovereign wealth funds does not have a significant impact. Lastly, we show that external audit of non-financial disclosure provides an additional layer of monitoring that can substitute regulations' mitigation effect on firms' greenwashing.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **697** | Submission: **18546** | Sponsor(s): **(ONE)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 9:45AM - 11:15AMPT (UTC-7)**

Sustainable Impact and Innovation (Virtual Live)



Session Moderator: **Bettina Becker**, *Durham U. Business School*

ONE: Regeneration Innovation: The Adventure of Innovation in Time and Place Towards Sustainability  

Author: **Mac Nguyen**, *Gustavson School of Business, U. of Victoria*

This paper explores how a sense of time and a sense of place shape the development of different innovation types to tackle sustainability challenges. Innovation which refers to new and potentially useful ideas, products, services, or processes is developed based on given cognitions (or cognitive frame). Such cognitive frames are influenced by time and place as fundamental cultural assumptions. Given that globalization and digitalization have fundamentally altered how organizations experience and value time and place, this paper proposes a typology of sustainability-oriented innovation and theorizes how two cognitive frames—a sense of time and a sense of place interact to shape the content and structure of multiple types of innovation for sustainability. In so doing, this study provides a spatiotemporal perspective to the sustainability and innovation literature by bringing together previously disconnected research streams on time and place. Moreover, this work also highlights the importance of understanding the origins, not just the outcomes, of innovation development.

Paper is Available to Meeting Registrants Only.

ONE: Environmental Additionality: The Effect of Innovation Support on Firms' Eco-Innovation Strategies 

Author: **Bettina Becker**, *Durham U. Business School*
Author: **Abel Lucena**, *U. of the Balearic Islands*

This paper examines the effect of generic innovation policy on eco-innovation rather than generic innovation. Hence in doing so, the paper analyses the existence of environmental additionality of generic innovation policy. The empirical analysis applies propensity score matching to account for endogeneity and unobserved firm heterogeneity, using Spanish firm level data during 2008-2016. We find that in the short term, regional policy is effective in stimulating eco-process innovation, and in complementing national policy in fostering eco-product innovation. Conversely, national policy is effective in increasing eco-product innovation. Both are similarly effective in incentivising the reduction of environmental impact in dirty industries.

Paper is Available to Meeting Registrants Only.

ONE: The Design of Incumbent-Sponsored Meta-Organizations for Sustainability-Oriented Innovation 

Author: **Sebastian Priestersberger**, *WU Vienna U. of Economics and Business*
Author: **Melanie Wiener**, *WU Vienna U. of Economics and Business*
Author: **Werner Helmut Hoffmann**, *WU Vienna U. of Economics and Business*

This paper empirically investigates the design of incumbent-hosted meta-organizations of leading electricity utilities in Europe. Meta-organizations have emerged as an important vehicle to create sustainability-oriented innovation through the cooperation of interdisciplinary agents. While the activities of meta-organizations for sustainability-oriented innovation are well studied, our understanding of the design of incumbent-hosted meta-organizations is still limited. The investigated sample of incumbent-hosted meta-organizations shows five dimensions in common: Identification and alignment, mutual chartering, task division, task allocation and implementation as well as reward distribution. This work contributes to two lines of research: Regarding the organization design literature we showcase the relevance of established dimensions for meta-organizations and identify two new ones (identification and alignment, mutual chartering). Regarding the meta-organization literature we showcase the relevance of having an organization design lens on meta-organizations for uncovering performance triggers. Lastly, concerning the incumbent adaption literature our findings highlight how the meta-organization design supports incumbents in adapting to changing environments.

Paper is NOT Available. Please contact the author(s).

ONE: Scaling Social Impact: A Qualitative Meta-Analysis 

Author: **Robert Frederic Penz**, *Leuphana U. Lüneburg*

William H. Newman Award Nominee

In this study, I investigated how organizations scale positive social impact. Therefore, I re-examined, collectively analyzed, and synthesized the findings of 25 case studies on scaling social impact in a qualitative meta-analysis. The results show that social impact scaling processes converge around four distinct process archetypes (the provider, the integrator, the transformer, and the catalyst) that lead to different types of social impact (breadth impact, depth impact, transformative impact, and systems change). By differentiating the four process archetypes, the respective pre-conditions, scaling mechanisms, and social impact types the study, first, provides valuable insights into the relation between scaling an organization and scaling social impact, and, second, contributes to building a more comprehensive and generalizable process theory of scaling social impact.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **PDW Workshop**
Program Session: **698** | Submission: **17563** | Sponsor(s): **(CM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 10:00AM- 12:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 607**

Innovations in Qualitative Research 
Innovations in Qualitative Research

Participant: **Christopher Bauman**, *U. of California, Irvine*

This PDW is designed for scholars interested in applying qualitative research methods. The PDW will focus on new and innovative methods, including innovations in text analysis as well as established methodologies such as grounded theories. Participants will learn the basics of these approaches, potential pitfalls, and how the methodologies can be used to formulate new research questions and tap new data sources. The format will include short presentations, panel discussion, and small group discussions.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **699** | Submission: **11647** | Sponsor(s): **(ENT, TIM, OMI)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 10:00AM - 1:00PMPT (UTC-7)**

**Design Science in Entrepreneurship and
Innovation: Sharing Methodical Advances and
Learning Together**
Design Science in Entrepreneurship and Innovation



Organizer: **Christoph Seckler**, *ESCP Business School*
Organizer: **Rene Mauer**, *ESCP Business School*
Organizer: **Jan Vom Brocke**, *U. of Liechtenstein*
Distinguished Speaker: **Georges Romme**, *Eindhoven U. of Technology*
Distinguished Speaker: **Isabelle Reymen**, *Eindhoven U. of Technology*
Distinguished Speaker: **Asif Gill**, *U. of Technology Sydney*
Facilitator: **Henrik Berglund**, *Chalmers U. of Technology*
Facilitator: **Katharina Hoelzle**, *U. of Stuttgart*

This Professional Development Workshop (PDW) on ‘Design Science in Entrepreneurship and Innovation’ gives scholars and practitioners an opportunity to learn how to conduct design science in entrepreneurship and innovation. Building on the successful PDW last year, this year’s PDW aims at digging deeper into methodical aspects of the design science approach. The aim is to share ideas and discuss different methodologies, the use of exploratory and creative methods for designing, and best practices for working in transdisciplinary design science teams. The PDW will be an interactive and engaging hybrid format with two parts. Part 1 will be an interactive presenter panel with experienced design science scholars from the fields of entrepreneurship, technology and innovation, and information systems. Part 2 will be a market-of-makers format to initiate discussions on burning questions, and to initiate novel design science research projects. Overall, this innovative PDW aims at getting participants inspired, learning from others, and building community.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **700** | Submission: **18308** | Sponsor(s): **(GDO)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 10:00AM - 11:30AMPT (UTC-7)** at **Seattle Convention Center in Room 2B**

GDO Division Celebration of Success *GDO Division Celebration of Success*

Session Chair: **Joy E. Beatty**, *Eastern Michigan U.*
Participant: **Jenny M. Hoobler**, *NOVA School of Business and Economics*
Participant: **Eddy S. Ng**, *Queen's U.*
Participant: **Florence Villeseche**, *Copenhagen Business School*
Participant: **Eden King**, *Rice U.*
Participant: **Kristen Price Jones**, *U. of Memphis*
Participant: **Aneika Simmons**, *Sam Houston State U.*
Participant: **Brent John Lyons**, *Schulich School of Business, York U.*
Participant: **Elena Doldor**, *Queen Mary U. of London*
Participant: **Lilian Otaye-Ebede**, *U. of Liverpool Management School*
Participant: **Mukta Kulkarni**, *Indian Institute of Management, Bangalore*

Please join us for the GDO Division Chair's official welcome and report, and the presentation of Division awards for 2022. Please come home to the Division, as we celebrate being together in-person, and we congratulate our members on their successes.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **701** | Submission: **18966** | Sponsor(s): **(HR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 10:00AM - 11:30AMPT (UTC-7)**

Employee Perspectives in HRM

Session Moderator: **Karin Sanders**, *UNSW Business School, Australia*

HR: **Tightness-Looseness and Perceived HR Strength Research: Results from a Meta-Analysis**     

Author: **Karin Sanders**, *UNSW Business School, Australia*

Author: **Timothy Colin Bednall**, *Swinburne Business School, Swinburne U. of Technology*

Perceived HR strength—referring to employees’ understanding of HR within their organization—has been shown to mediate the relationship between bundles of HR practices and employee outcomes. However, we lack knowledge as to whether this mediating effect differs across cultures. In this paper, we examine the influence of the cultural dimension of tightness-looseness, which focuses on the strength of social norms and the degree of sanctioning across cultures, on the mediation effect of perceived HR strength for employee well-being and their discretionary behaviors. Results of a meta-analysis from 47 studies (comprising 70 samples and 31,229 unique participants) in 22 countries show that the mediating effect of perceived HR strength is stronger in tight cultures, even after controlling for the national cultural values of power distance, in-group collectivism and performance orientation. Theoretical and practical implications of these results are discussed.

Paper is Available to Meeting Registrants Only.

HR: **All Work Intensity is Not Created Equal: Effort Motives and Well-Being at a Grocery Chain** 

Author: **Argyro Avgoustaki**, *ESCP Business School*

Author: **Hans Frankort**, *City, U. of London*

Prior research has documented that in contexts in which work intensity is high, employee well-being varies with the extent to which different jobs afford discretion on how and when to carry out the work. We move beyond the job characteristic of discretion and argue in this paper that in high-intensity contexts, employee well-being also varies with employees’ motives for working intensively. Specifically, introducing self-determination theory to the domain of work intensity, we predict that job satisfaction is higher, and quit intentions are lower, when intensive work is motivated by explicit or implicit incentives rather than job demands, and by intrinsic reasons rather than explicit or implicit incentives. Original data from a Greek grocery chain – a setting in which work intensity is well above the European average – generate corroborative evidence. Our inferences are generally robust to adjustments for a rich set of individual, job, and workplace characteristics, and once instrumenting the motives for intensive work. We conclude that well-being in high-intensity work settings varies with employee motives independently from the job characteristic of discretion.

Paper is NOT Available. Please contact the author(s).

HR: **Differing Impacts of HR Attribution on Commitment: The Moderating Role of Self-Perceived Status**

Author: **Mijeong Kim**, *Korea U. Business School*

Author: **Inseong Jeong**, *Lingnan U.*

Author: **Johngseok Bae**, *Korea U.*

Service organizations pursue two goals of employee well-being and organizational performance as primary for their human resource management. Research has suggested that these two goals draw ambivalence attributions (i.e., HR well-being attribution and HR performance attribution) which have opposite impacts on employee attitudes. However, research has yet considered how to relieve the tension from the attributions. We attempt to elucidate the process of how a high-performance work system (HPWS) elicits employee affective commitment through HR well-being and HR performance attributions and to suggest how to attenuate the contrary effects. Specifically, drawing from theory on the psychological experience of status, we argue that employees’ self-perceived status moderates the relationship between HR performance attribution and affective commitment. With data from 475 nurses in 82 work units, we found that an HPWS exerts HR well-being and HR performance attribution simultaneously, but only HR well-being attribution, not HR performance attribution, was significantly related to affective commitment. We also found the moderating effect of self-perceived status such that HR performance attribution is positively related to affective commitment when self-perceived status is high. These findings offer critical theoretical insights with equally important practical implications.

Paper is Available to Meeting Registrants Only.

HR: **Listening to Employee Voice: Expectations Content and Psychological Contract Process**

Author: **Vijaya Venkateswaran**, *Indian Institute of Management, Tiruchirappalli*

This paper explores the temporal and spatial dimension of employee expectations from two lenses. We have categorised those as temporal based on the time factor and those as spatial based on the context factor as related to the organisational sector or employee segment characteristic. The first is a literature review over three periods – 1990 to 1999, 2000- 2010 and 2011- 2021. The second is an attempt to synthesise our findings from primary qualitative and quantitative data-based research on employee expectations on a few employee segments undertaken from 2009-2020. We have identified common and unique expectations across temporal and spatial dimensions. We conceptualise and categorise employee expectations holistically as having a consistent, contemporary and /or contextual attribute at the surface level which reflects a standard generic understanding of employee expectations. At a deeper core level, employee expectations can be very specific to each individual. We propose that this is the set of personal PET expectations which could emerge as a combination of the three attributes. These expectations are very idiosyncratic and significant for each employee which depends on the personal life context of the employee. We discuss the implications of managing the psychological contract process based on the PET-SET-MET dimensions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **702** | Submission: **18887** | Sponsor(s): **(HR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 10:00AM - 11:30AMPT (UTC-7)**

Employee Health and Emotional Well-being

Session Moderator: **Munmun Goswami**, *research scholar, XLRI Jamshedpur, India*

HR: “Remote Abusive Supervision – It’s A Reality!” Evidence from India

Author: **Munmun Goswami**, *research scholar, XLRI Jamshedpur, India*

The world has moved into mandated work-from-home options since the onset of the Covid19 pandemic. Brought into being due to external compulsions, many organizations have woken up to the ‘new normal’ way of functioning, a hybrid between offline and online workspaces. Abusive supervisory behaviour adversely affects a subordinate's work behaviour and outcomes (Tepper, 2000), even remotely (Liu, 2020; Valle et al., 2021). In this study, we explored the possibility of negative leadership behaviour (abusive supervision) occurring remotely and how it impacts the employee’s life satisfaction experiences in the long run. Drawing support from the Conservation of Resources Theory (Hobfoll, 1989, 2002), we specifically studied the impact of remote abusive supervision (RAS) on life satisfaction (LS) through the mediating roles of obsessive work passion (OWP), work-to-life conflict (WLC), and the moderating role of ICT usage during non-working hours (ICT-use). To empirically validate the hypothesized model, we collected data from 236 Indian working adults (married, staying in a nuclear family, and having dependant child/ children at home). Using SPSS AMOS (v.26), we conducted path analysis with SEM that supported the hypothesized model. Results supported our hypothesized model. Remote abusive supervision is negatively related to life satisfaction, and the relationship is positively mediated by obsessive work passion and work-to-life conflict. ICT-use moderates between OWP and WLC and also WLC and LS. Practical and theoretical implications are also mentioned herein.

Paper is Available to Meeting Registrants Only.

HR: Exploring the Dreadful Agony and Combating the Hideous Shades of Workplace Loneliness 

Author: **Amitabh Anand**, *Excelia Business School, CERIM*

Author: **Prantika Ray**, *Indian Institute of Management Kozhikode*

Author: **Anjana Karumathil**, *Indian Institute of Management, Bangalore*

Scholars have explored the issue of loneliness and its impact on individuals and society for more over half century; yet, from a theoretical standpoint, the intellectual stance of workplace loneliness (WL) is nascent, having arisen in the previous decade. Despite several studies highlighting the rising frequency of WL and its harmful effects on individual and organizational performance, there has been a lack of scholarly effort devoted to analyzing the existing literature in this topic, resulting in a fragmented body of empirical insights. This paper fills a gap in the literature by doing a comprehensive analysis and synthesis of the WL literature from 1984 to 2021. Based on the findings of the literature research, this paper defines the causes of WL while also providing strategies that can be employed to reduce the occurrence of WL. This paper concludes by identifying promising areas for future research in efforts to progress scholarly research.

Paper is NOT Available. Please contact the author(s).

HR: The Relationship Between Employee Excess Weight and Turnover: A Longitudinal Field Study 

Author: **Dongyuan Wu**, *Fudan U.*

Author: **Mahl Geum Choi**, *Michigan State U.*

Author: **Mark V Roehling**, *Michigan State U.*

The global obesity epidemic, together with the high cost of employee turnover, makes it increasingly likely that employment decisions will be influenced by employers’ assessments of the risk of turnover associated with overweight and obese employees. There currently appears to be a widely held belief that both voluntary and involuntary turnover is greater among overweight and obese employees. This study puts that belief to the test. Based on our review of the literature, it is the first study to investigate the relationship between employee weight and both voluntary and involuntary turnover behavior using a nationally representative sample and longitudinal data (the National Longitudinal Study Youth 1979). We found that overweight and obese people are less likely to turnover voluntarily than their normal weight counterparts, whereas there is no relationship between excess weight levels and involuntary turnover. The study’s theoretical and practical implications are discussed, and future research directions are suggested.

Paper is NOT Available. Please contact the author(s).

HR: Working at Home to Living at Work: Ramifications of Digitalised Workplaces

Author: **Akhila Veldandi**, *Indian Institute of Management, Indore*

The rapid spread of coronavirus disease across borders throughout the globe changed the functioning of organizations. More specifically, organizations in the Information Technology (IT) sector had made significant changes in their organizational processes. One significant change was the shift towards working from home. This article aims to understand the experiences of employees working from home and the emotional consequences of those experiences due to digitalised workplaces. Our study is a qualitative inquiry of the unique experiences of 20 IT employees working in the digitalised workplace during a nationwide lockdown in India. The lived experiences of employees during lockdown elicited that work from home, which in general is considered a blessing in disguise was gradually turning into a curse because of paucity of social bonding, thereby leading to the melancholy of crisis among individuals. We observed distorted work-life balance among employees emerging from blurring boundaries between work and personal life. Hence, the employees resorted to coping through psychological adjustments to new routines. A majority of the workers felt that full-time work from home had taken a toll on their mental health, leading to frustration, stagnation, and depression. Organizational support emerged as a silver lining amidst chaos. This study is one of the early and novel accounts of the implications of digitalised workplaces on employees working virtually for a significant duration for the first-time. We collected the data from March, 2020 to May, 2020 when the outbreak of COVID-19 was at its peak. Hence, the accounts of these employees are genuine and first-hand experiences of the initial shift in organizational processes.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Star Performers and Human Capital

Session Moderator: **Richard Hunt**, *Virginia Tech*

HR: **Assessing the Crowding-Out Effects of Star Performers**  

Author: **Richard Hunt**, *Virginia Tech*

Author: **Eham Asgari**, *Michigan Technological U.*

The burgeoning literature on star performers has deep roots in and profoundly important implications for strategic human resource management. As the “war for talent” only becomes more concerning for HR scholars and managers, the importance of star performers – the uncommonly productive, innovative, seemingly indispensable sources of value-generating novel outcomes for organizations – has largely passed unquestioned. But stars in the human capital context exert complex influence across firm-level “solar systems.” Recent scholarly work has begun to shed light on the less desirable impacts of stars on their peers and organizations. Extending and enhancing this emergent stream, our study breaks new ground by developing and testing a crowding out theory of stars. Using a sample of 835 specialty contractors, we show that despite the many favorable impacts of star performers, the disproportionate attention and resources that flow to stars may actually leave firms worse off, especially among firms with star systems that emphasize hiring stars from outside the organization rather than developing talent internally. Our findings provide scholars and practitioners with new opportunities to reevaluate the potential role of remarkable individuals in the knowledge economy, thereby better illuminating the boundary conditions on how stars and star systems impact organizational outcomes.

Paper is Available to Meeting Registrants Only.

HR: **Antecedents of Human Capital Erosion**

Author: **Tugee Yerlitas**, *ISM U. of Management and Economics*

Author: **Iona Buciuniene**, *ISM U. of Management and Economics*

Organizations have been increasingly challenged to evaluate and adjust their human capital to changing business demands and to fill in the skills gap required to maintain productivity. In this review, we analyze how human capital may erode within an organization. We define human capital erosion as human capital diminishment over time related to an individual’s knowledge, skills and abilities deviation from the required, leading to a lower value generation at a workplace. We gather antecedents of human capital value diminishment by looking at interdisciplinary strategic human resource management, management, and economics literature, and aim to develop a human capital erosion framework which integrates human capital erosion antecedents. Our theorizing contributes to strategic human resource management research by revealing how human capital erosion occurs in an organization and leads to reconsidering the meaning of human capital in strategic human resource management literature by demonstrating the importance of health as a component of human capital.

Paper is NOT Available. Please contact the author(s).

HR: **Star Employees’ Network Evolution and Dynamic Impact on Peer Performance**   

Author: **Hongzhi Chen**, *Nanjing U. School of business*

Author: **Benjamin B. Dunford**, *Purdue U.*

Author: **Matt Troup**, *Conway Regional Health System*

Author: **Wayne Boss**, *U. of Colorado*

In this study we address two important questions regarding the temporal dynamics of star employees. 1) How do star employees’ and peers’ networks evolve over time? 2) Does star employees’ impact on peers’ performance change over time? Integrating research on network dynamics and relational work, we argue that there are temporal variations in stars’ network evolution and their impacts on peers. Based on personnel and email network data from a health care organization in the United States, we found that internal formal status was positively related to tie creation in stars network and that the proportion of status stars in a group was positively related to tie creation in group members’ network. However, both network-expanding effects diminished over time. Further, we found that the proportion of stars in a group had a changing impact — it dampens group members’ performance in the short-term yet increases it in the long-term. Overall, this study extends research on talent management and network dynamics, offering important theoretical and practical insights.

Paper is NOT Available. Please contact the author(s).

HR: **The Interplay Between Star Players’ and Coaches’ Human Capital on Team Performance**

Author: **Tian-Jyun Gong**, *National Kaohsiung U. of Science and Technology*

Author: **Hsu-Chu Wu**, *National Sun Yat-Sen U.*

Although stars generate majority contributions and create competitive advantages for organizations, managing stars and optimize their contributions can be difficult. We explore the two boundary conditions of the stars’ general human capital, stars’ team-specific human capital and managers’ experience. By analyzing National Basketball Association (NBA) teams from 1996/1997 to 2016/2017 seasons, we found that stars’ team-specific human capital is complementary to their general human capital and managers’ human capital hinders the benefits of stars’ team-specific human capital. Our results highlight the importance of team-specific human capital and the interplay of stars’ and managers’ human capital in promoting team performance. This study also provides practical implications for recruitment, management, staffing, and retention of stars.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **704** | Submission: **18888** | Sponsor(s): **(HR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 10:00AM- 11:30AMPT (UTC-7)** at **Hyatt Regency Seattle** in **403 Cispus**

The Different Faces of Employee Ownership

Session Moderator: **Stephan Harms**, *Leibniz U. Hannover*

HR: The Multi-Level Nature of Psychological Ownership: Exploring its Antecedents and Consequences 

Author: **Stephan Harms**, *Leibniz U. Hannover*

Scholars emphasize the importance of psychological ownership (i.e., a feeling of possession towards an object independent of legal ownership) for desired behaviors and attitudes in corporate contexts. Psychological ownership is a multi-level phenomenon, meaning that the emotional attachment it implies might pertain to the overall organization as well as to organizational sub-units (e.g. business units). Hitherto, however, there is little empirical evidence on the antecedents, consequences, and vertical spillover effects of psychological ownership. To address this research gap, our paper presents arguments explaining how psychological ownership positively affects organizational performance by diffusing from higher levels of the organization towards lower levels. Furthermore, we suggest that error management culture and high affective commitment within teams, constitutes environmental conditions that let psychological ownership thrive. To test our theorizing, we created a unique dataset combining archival data with two surveys among 1,536 employees and 66 managers of an organization. Our results indicate that psychological ownership towards the business unit indeed enhances performance and mediates the effect of psychological ownership towards the entire organization. Additionally, our findings suggest that error management culture and the increase of affective commitment in teams pose mechanisms that can enhance psychological ownership towards the business unit. With these findings, our study yields important theoretical and practical implications.

Paper is Available to Meeting Registrants Only.

HR: Employee Share Participation: The Anticipated and Unanticipated Outcomes on Employee Performance

Author: **Anasha Kannan Poyil**, *Indian Institute of Management Bangalore*

Author: **Debolina Dutta**, *Indian Institute of Management Bangalore*

Author: **Sushanta Kumar Mishra**, *Indian Institute of Management Bangalore*

Employee share participation schemes are increasingly popular practices but significantly under-researched in academia. A few studies have explored the motivations and demographics of participants; other studies have examined attitudinal outcomes of these schemes. Drawing from the Agency Theory and the Psychological Ownership theory, we addressed an essential yet neglected question: Does employee share participation impact their performance. We tested the model based on data collected through a temporal study design. We further examined if the relationship between employee share participation and employee performance varies for talented employees than others. The theoretical and practical implications of our study were discussed.

Paper is Available to Meeting Registrants Only.

HR: An Empirical Examination of Predictors of Employees' Participation in Employee Stock Purchase Plans  

Author: **Joo Hun Han**, *Rutgers U.*

Author: **So Ri Park**, *Rutgers U., School of Management and Labor Relations*

Author: **Joseph Blasi**, *Institute for the Study of Employee Ownership and Profit Sharing at Rutgers SMLR*

The present study examined factors that predict employees' participation in employee stock purchase plans (ESPPs). Despite the plausible benefits of ESPPs for participating employees, the majority of employees do not participate in ESPPs even when they are eligible. To shed light on this puzzle, we investigated key plan (i.e., discount rates), firm (i.e., stock prices), and environmental (i.e., COVID-19 pandemic) factors in relation to employees' participation in ESPPs. Drawing on a unique, proprietary dataset on employee stock purchases from 40 publicly-traded companies, we found that the discount rates were linearly (vs. in a hypothesized J-shaped manner) related to employee ESPP participation and past stock price increases were positively associated with greater ESPP participation especially when the stock prices displayed stability (vs. volatility). In addition, we observed that the firms in our dataset had significantly higher ESPP participation rates during the pandemic period relative to those prior to the onset of the pandemic. These findings offer various research and practical implications, extending the compensation literature that has paid relatively little attention to the predictors of ESPP participation.

Paper is NOT Available. Please contact the author(s).

HR: Personality traits, ESOP attributions, and psychological ownership in the U.S. and South Korea 

Author: **Andrea Kim**, *Sungkyunkwan U.*

Author: **Joseph Blasi**, *Institute for the Study of Employee Ownership and Profit Sharing at Rutgers SMLR*

Author: **Yong Geun Kim**, *POSTECH, Corporate Citizenship Research Institute*

This study examines linkages from personality traits to employee attributions of employee stock ownership plans (ESOP) and to psychological ownership for the organization (POO) between the U.S. and South Korea. By analyzing survey data collected from 693 employees in two countries, we found that agreeableness, conscientiousness, extraversion, and openness to experience are positively related to POO directly as well as indirectly through commitment-focused ESOP attributions. Also, those mediational linkages are more pronounced among employees in South Korea, which is a collectivist society. Finally, our supplementary analyses confirmed these results by indicating the same pattern of results in the South Korean sample, but not in the U.S. sample. Our findings provide theoretical implications for diverse scholarships such as employee ownership, human resource attributions, and international human resource management.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**

Program Session: **705** | Submission: **16087** | Sponsor(s): **(HR, IM, OB)**

Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**

Scheduled: **Sunday, Aug 7 2022 10:00AM- 11:30AMPT (UTC-7)** at **Seattle Convention Center in Yakima 2**

Macro Talent Management: Creating a Better Future through Stakeholder Agency in Managing Talent
Macro Talent Management for a Better World



- Presenter: **Marion Festing**, *ESCP Business School*
- Presenter: **Shaista Ehsan Khilji**, *George Washington U.*
- Presenter: **Karin A. King**, *London School of Economics*
- Presenter: **Ibraiz Tarique**, *Pace U. - Lubin School of Bus*
- Presenter: **Vlad Vaiman**, *California Lutheran U.*

Macro Talent Management (MTM) is a recently emerging field of research focused on the overarching talent systems which exist nationally and globally (Khilji, Schuler & Tarique, 2015). Through these macro level systems, talent development is generated, talent supply flows, and talented employees themselves are engaged and deployed by organizations in workforces globally in service of business and societal requirements. Adding to the complexities of the global economy and the pressing search for global competence for competitive advantage, vast uncertainty is now an ever-present factor in societal and organizational structures resulting from the Covid-19 global pandemic. Governments, business organizations, their management and stakeholders, and society are now faced with addressing resulting challenges, which compels us to look for recent insights as organizations and management strive to adapt to new levels of uncertainty. Consistent with this year’s Academy Meeting theme – Creating a Better World Together – this professional development workshop presents an opportunity to extend scholarly engagement in MTM research which offers untapped potential to enable management agency (King & Vaiman 2019) in direct response to today’s global uncertainty. Each of the panellists will prompt innovative considerations in the potential role of Macro Talent Management in creating a better future through opportunities for active engagement with MTM to mitigate uncertainty, engage a broader range of stakeholders, and tackle societal challenges through the lens of macro talent management.

KEY TO SYMBOLS

- Teaching-oriented
- Practice-oriented
- International-oriented
- Theme-oriented
- Research-oriented
- Diversity-oriented
- Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **706** | Submission: **11125** | Sponsor(s): **(MED, OB)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 10:00AM - 11:30AMPT (UTC-7)** at **Seattle Convention Center in Room 204**

Evidence-Based Leadership Development: Do We ‘Walk the Talk’ and How Can We Get Better at Doing That
Evidence-Based Leadership Development



Moderator: **Moran Anisman Razin**, *U. of Limerick*
Moderator: **Hannes Leroy**, *Erasmus Research Institute of Management*
Panelist: **Bruce Avolio**, *U. of Washington*
Panelist: **James R. Detert**, *U. of Virginia*
Panelist: **Lisa Dragoni**, *Wake Forest U.*
Panelist: **Gianpiero Petriglieri**, *INSEAD*
Panelist: **Sim B. Sitkin**, *Duke U.*

MED Best Symposium in Management Education and Development Award sponsored by McGraw Hill/Irwin for the symposium that offers the most significant contribution to advance management education and development.

Academic institutions are guided by science, with scholars and educators seeking ways to extend knowledge in different domains and establish their work on evidence. Yet, despite the fact that leadership development is at the core of many business schools’ mission statements, leadership development programs (LDPs) are not as evidence based as one might expect. Research shows that a variety of reasons is behind this inconsistency, such as relative scarcity and availability of leadership development research, low accessibility of existing work, challenges of conducting research to examine the effects of LDPs, and conflicting priorities in business schools themselves. This panel symposium will examine the main challenges academics and practitioners face in their efforts to make leadership development programs more evidence-based. It will further explore ways in which we can all work together to overcome these challenges and create more evidence-based LDPs that are crucial to equip leaders of today and tomorrow with the knowledge, tools, competencies, and abilities to effectively lead organizations and society as a whole.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **707** | Submission: **14680** | Sponsor(s): **(MSR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 10:00AM - 12:00PMPT (UTC-7)** at **Seattle Convention Center in Chelan 4**

Enhancing Group Mindfulness and Coherence: Practices for Connectedness and Celebrating Differences *Practices for Group Mindfulness and Coherence*



Presenter: **Stacey Guenther**, *Independent Consultant and Researcher*
Presenter: **Tojo Thatchenkery**, *George Mason U.*
Presenter: **Param Srikantia**, *Baldwin Wallace U.*

This PDW will enable participants to explore coherence, a group-level phenomenon wherein members experience a collective shift into a heightened state of connectedness marked by a quieting, slowing, and calming of the group climate, and a calling forth of members' best selves resulting in an acceptance and celebration of differences. The PDW will demonstrate how this transformation is enacted by members reframing and making sense of the experience through somatic, emotional, spiritual, and creative ways of knowing. Based on primary research that was recently concluded investigating the lived experience of coherence in the intersubjective field (Guenther, 2022), the PDW will help participants develop the conditions necessary for a group to enter coherence (group level), develop Appreciative Intelligence® (individual level) and inhabit a state of enlightened presence. Through practices such as meditation, reflection, dialogue, and co-sensing, PDW participants will reflect on their individual and collective experiences of connectedness and develop effective ways of generating deeper connections. The session will also showcase a prototype to promote individual and group mindfulness that has reached over 150K participants, by tapping into five sources of transformation namely, (i) appreciating the uniqueness of each person beyond their social masks, (ii) witnessing the continuous inner chatter in our minds even when the room is silent, (iii) observing the auto-pilot mode that transforms humanity into a mass of robots sleepwalking through life, (iv) transcending ego-based consciousness that disconnects us from each other and, (v) acquiring schemas of apperception that enable us to see deeply beyond the surface level world of appearances.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□ Session Type: **Symposium**
Program Session: **708** | Submission: **14403** | Sponsor(s): **(OB)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 10:00AM - 11:30AMPT (UTC-7)** at **Seattle Convention Center in Room 305**

Unveiling Variations in ‘the Other’: How Relationships Drive Intergroup and Interpersonal Dynamics

Unveiling Variations in ‘the Other’



Organizer: **David Andrew Reinhard**, *U. of Illinois at Urbana-Champaign*
Presenter: **Jeremy Yip**, *McDonough School of Business Georgetown U.*
Participant: **Stephen Michael Garcia**, *U. of California, Davis*
Participant: **Patricia Chen**, *Stanford U.*
Discussant: **Kimberly A Wade-Benzoni**, *Duke U.*
Presenter: **Thomas Talhelm**, *U. of Chicago Booth School of business*
Participant: **Gillian Ku**, *London Business School*
Participant: **Cynthia S. Wang**, *Northwestern Kellogg School of Management*
Presenter: **Garrett L. Brady**, *London Business School*
Presenter: **Valentino Chai**, *National U. of Singapore*

Understanding how the self perceives ‘the Other’, in both intergroup and interpersonal contexts, is essential to business and social interactions more generally. Though the psychological distinction between self and other is a fundamental categorization needed to navigate the world, some have questioned the need to distinguish between different ‘Others’ beyond the general categorization of “not me”. This symposium seeks to address this gap by exploring the specific relationships the self has with many more different kinds of ‘Others’: competitors, rivals, friendly rivals, trash-talkers, bigots, and more. The important commonality is each talk considers the underlying relationships at play; that is, exploring the self and other as a unit interacting with each other. The presentations in this symposium offer empirical work examining how relationships between both individuals and groups impact a variety of contexts with a particular emphasis on implications for managing organizations.

Social Norms in Rivalries Increase Violence and Societal Harmdoing

Author: **David Andrew Reinhard**, *U. of Illinois at Urbana-Champaign*

Rivals with Benefits: Friendly Rivals Motivate Without Encouraging Unethical Behavior

Author: **Valentino Chai**, *National U. of Singapore*

The Function of Incivility: Trash-talking Promotes In-Group Love

Author: **Jeremy Yip**, *McDonough School of Business Georgetown U.*

Some Perspectives are Harmful to Take

Author: **Garrett L. Brady**, *London Business School*
Author: **Cynthia S. Wang**, *Northwestern Kellogg School of Management*
Author: **Gillian Ku**, *London Business School*

The Most-Used Collectivism Scales Use Us vs. Them, Collectivists Don’t

Author: **Thomas Talhelm**, *U. of Chicago Booth School of business*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **709** | Submission: **11176** | Sponsor(s): **(OB, CAR, ODC)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 8:00AM- 12:00PMPT (UTC-7)** at **Seattle Convention Center in Chelan 2**

Halfway There, But Now What? Advice for Pre-Dissertation Doctoral Students (14th Annual)
Halfway There



Organizer: **Nikolaos E. Dimotakis**, *Oklahoma State U.*
Organizer: **Katelyn Zipay**, *Purdue U.*
Organizer: **Michael Parke**, *The Wharton School, U. of Pennsylvania*
Organizer: **Anna Connors Lennard**, *Oklahoma State U.*
Panelist: **Joyce Bono**, *U. of Florida*
Panelist: **Theresa M. Glomb**, *U. of Minnesota*
Panelist: **Margaret M. Luciano**, *Penn State U.*
Panelist: **Fadel Khalil Matta**, *U. of Georgia*
Panelist: **Rachel Arnett**, *The Wharton School, U. of Pennsylvania*
Panelist: **Kristie Rogers**, *Marquette U.*
Panelist: **Natalie Liberman**, *Indiana U., Bloomington*
Panelist: **Allison S. Gabriel**, *U. of Arizona*

A wonderful aspect of the Academy of Management (AoM) Annual Meeting is the developmental opportunities it provides for doctoral students. For example, the New Doctoral Student Consortium helps new doctoral students begin to feel more comfortable in our field. In addition, the Organizational Behavior (OB) division sponsors a Senior Student Doctoral Consortium to help prepare more advanced doctoral students for the job market. The purpose of the “Halfway There” PDW is to bridge the gap between these consortia by providing information and advice relevant to doctoral students starting the 3rd or 4th year of their programs. “Halfway There” is designed to help these students begin establishing themselves as independent scholars. We have conducted this PDW at AOM each year since 2009 and it has been very favorably received on each occasion. Despite increasing the attendance cap to 120, we have still had several potential attendees waitlisted each year. Due to positive feedback from prior attendees, we have decided to conduct the PDW again in 2022 leveraging the meaningful modifications made to the format made in prior years; these modifications focused on providing a more holistic experience for the participants, as well as showcasing a more inclusive conceptualization of the various avenues towards career success. A number of prominent OB division members have agreed to participate in the 2022 PDW and provide students with their insights on topics such as (1) launching one’s dissertation (2) crafting a research project, (3) understanding the “job market” process, and (4) accomplishing your career goals.

Pre-registration is required; an email will be shared on the AoM Listservs.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **710** | Submission: **11625** | Sponsor(s): **(OMT, ONE, SIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 10:00AM- 12:30PMPT (UTC-7)**

Grand Challenges and the Rhetoric of Collective Action *Grand Challenges: Rhetoric of Collective Action*



Organizer: **Israel Drori**, *VU Amsterdam*
Organizer: **Kerstin Neumann**, *U. of Innsbruck*
Organizer: **Eero Vaara**, *U. of Oxford*
Panelist: **Kees Boersma**, *Vrije U. Amsterdam*
Panelist: **Yiannis Kyratsis**, *Vrije U. Amsterdam*
Panelist: **Estefania Santacreu-Vasut**, *ESSEC Business School*
Panelist: **Roy R. Suddaby**, *U. of Victoria*

The objective of this PDW is to engage in a conversation and exchange of knowledge and ideas between interested scholars, both junior and established, on the role of the rhetoric perspective for collective action in the context of grand challenges. We start from the observation that articulating such challenges, known for their complex and multifaceted nature, is key to stimulate dialogue among different actors (George et al., 2016) and promote collective action to help solve or manage them (Ostrom, 1990). Accordingly, numerous stakeholders at different institutions, ideologies and levels are competing for influencing the public and decision makers to champion their world view and interests. It is therefore surprising, that the rhetorical perspective is fairly absent from the debate on grand challenges. The rhetorical perspective has emerged as both a key theoretical construct and effective toolkit for practical application in organizational and social life and does provide insights on how social actors demarcate the boundaries of social relations to motivate collective action in navigating complex social problems. The theoretical agenda we propose can be viewed as the possible integration of currently disparate streams of research on collective action and rhetoric, as combining these theoretical traditions offers new theoretical, methodological and empirical research perspectives on adaptive responses to grand challenges. This agenda corresponds closely to the all-Academy theme of “Creating a Better World Together” as it aims at understanding how collective action can be stimulated among relevant stakeholders for contributing to solving grand challenges societies are facing today.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Social Event**
Program Session: **711** | Submission: **18482** | Sponsor(s): **(PUBS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 10:00AM - 11:30AMPT (UTC-7)** at **The Westin Seattle** in **Fifth Avenue Room**

AMP Editorial Review Board
AMP Editorial Review Board

Organizer: **Susan Zaid**, *Academy of Management*
Presenter: **Gideon D. Markman**, *Colorado State U.*
Presenter: **Geoffrey T. Wood**, *U. of Western Ontario*

By Invitation Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **712** | Submission: **18479** | Sponsor(s): **(PUBS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 10:00AM - 11:00AMPT (UTC-7)** at **The Westin Seattle in Mercer**

AMLE Editorial Review Board
AMLE Editorial Review Board

Organizer: **Susan Zaid**, *Academy of Management*
Participant: **Paul Hibbert**, *U. of St Andrews*

By Invitation Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **713** | Submission: **15431** | Sponsor(s): **(TIM, MED)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 10:00AM- 12:00PMPT (UTC-7)** at **Seattle Convention Center in Skagit 3**

**Innovating How We Teach Innovation: Technology Skills,
Innovation Competence, and Extreme Innovation**
Innovating How We Teach Innovation



Organizer: **Sebastian Fixson**, *Babson College*
Organizer: **Tucker James Marion**, *Northeastern U.*
Organizer: **Victor Seidel**, *Babson College*
Presenter: **Jeanne Liedtka**, *U. of Virginia*
Presenter: **Adam J. Sulkowski**, *Babson College*

The 2022 version of the “Innovating How We Teach Innovation” Professional Development Workshop (PDW) builds on the success of five prior PDWs and addresses topics that will have a substantial impact on innovation education and pedagogy. This year, we propose to orient the three topics in line with the Annual Meeting’s theme “Creating a Better World Together.” As the pandemic mercilessly reinforces, there are problems we only can solve together. Consequently, we propose as our three topics for the 2022 PDW (i) a broader look on the role technology increasingly plays in innovation, (ii) a deeper look in how we can train students better to develop their innovation competence, and (iii) an extended look into innovation under extreme conditions across a variety of settings. The first topic explores how the technology dominance of our modern world requires innovation education in modern business schools increasingly to include a healthy dose of developing technology literacy in our students. The second topic takes a deeper dive into what it takes to develop innovation competencies in individuals and how educators can provide support by creating whole experiences. Finally, the third topic illustrates, through examples of extreme entrepreneurship from around the world, how innovations emerge even under severely constrained conditions. For each of the three topics, short presentations from faculty actively engaged in each area will set the stage. In the second half, round-table discussions among presenters and PDW attendees allow to exchange experiences around these three topics and report out findings to the group.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **714** | Submission: **19710** | Sponsor(s): **(AAA)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 10:15AM - 11:00AMPT (UTC-7)** at **Seattle Convention Center** in **Exhibit Hall**
4A

Conference Break

Conference Break

Come enjoy refreshments and a light snack while you engage with your colleagues and browse the aisles of the Exhibit Hall.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **715** | Submission: **19134** | Sponsor(s): **(TIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 10:15AM- 11:45AMPT (UTC-7)**

**Organizational Innovation Track: Organizational Evolution and
Architecture**

Session Moderator: **Sam Ruiqing Cao**, *Harvard Business School*

TIM: Seems Legit! Conceptualizing the Role of Legitimacy in Collective Action for Digital Innovation 

Author: **Corinna Bertling**, *LMU Munich School of Management*

The effect of digital transformation on organizing innovation as collective action is still underexplored. Organizational reality shows that nascent organizational units, which we label Digital Innovation Units (DIUs), emerge as actors driving the digital transformation of organizational innovation. Yet, DIUs' innovation endeavors and internal collaboration efforts still seem challenging for many organizations. We argue that the mere presence of DIUs challenges institutionalized innovation structures and actor arrangements, for instance regarding the legitimate roles of research and development (R&D) units or IT units (ITUs) in digital innovation processes, and impedes collective actions. This trend demands a theoretical reevaluation of how to think about collective action for digital innovation. Adopting an institutional perspective, we build on the collective action of institutional innovation model and consider the role of organizational legitimacy in constructing collective action of R&D, ITUs and DIUs for digital innovation. We offer a complementary intra-organizational dimension by modifying the model's four central elements and simultaneously transfer its theoretical base into the digital era. By elaborating on the contemporary challenges associated with organizing for digital innovation in general, and with collective action with DIUs in particular, our conceptualization offers crucial insights into the organizational underpinnings enabling collective action for digital innovation.

Paper is NOT Available. Please contact the author(s).

TIM: Firm Growth and Transformation: The Importance of Technological and Organizational Architecture (WITHDRAWN)  

Author: **Sam Ruiqing Cao**, *Harvard Business School*

Author: **Marco Iansiti**, *Harvard Business School*

The benefits to data analytics and machine learning have been distributed unevenly across firms around the world. Research on IT productivity points to intangible capital as a key driver of value creation from innovation in computing. We argue that a crucial component of intangible capital is organization-wide technological architecture, which is idiosyncratic and difficult to measure. We use a novel survey instrument to quantify large corporations' data architecture capabilities by their closeness to "best practices" of frontier digital companies. Using the prevalence of third-party maintenance as a proxy for legacy servers before 2016 and an instrument for data architecture coherence, we find that improving data architecture coherence leads to more intensive machine learning capabilities and substantially higher productivity growth in the subsequent three-year period. Legacy servers reduce data architecture coherence particularly at corporations with complex software systems, consistent with the hypothesis that costs of digital transformation are greater when workers need to develop more complicated co-invention processes to interact with technical systems.

Paper is NOT Available. Please contact the author(s).

TIM: The Parasite Within: The Evolution of an Innovation Unit

Author: **Lisa Canova**, *U. of Geneva*

Author: **Katherine Tatarinov**, *GSEM - U. of Geneva*

Author: **Tina C. Ambos**, *U. of Geneva*

Innovation units in large organizations are often mandated to follow different rules and dynamics than the rest of the organization, resulting in tensions and chaffing relationships. But our understanding about how such units evolve over time and integrate (or not) with the organization is scarce. This paper addresses the question of: How do tensions drive the evolution of an innovation unit and its relationship with the organization? Through a qualitative longitudinal single case study of an innovation unit in a large globally dispersed organization, the study finds that multi-level and reinforcing tensions drive the innovation unit's evolution as it adopts different charter (culture building, network building and platform building). We derive a process framework showing how tight and loose coupling (and eventually de-coupling) mechanisms shape the relationship between the unit and the organization. This study contributes to the broader literature on organizing and managing innovation in large organizations.

Paper is NOT Available. Please contact the author(s).

TIM: Paths of Multinational R&D in Emerging Markets  

Author: **VANIA DE DIVIDINO**, *Centro U. FEI*

Author: **Fernanda Cahen**, *ESPM - Brazil*

Author: **Erica Berte**, *Metropolitan State U.*

Carolyn Dexter Award Nominee

This paper investigates how Multinationals' R&D evolves in its subsidiaries in emerging markets and if they can affect the MNE's global R&D strategy. Inductive research focused on the automotive industry was carried out on the Volkswagen Group, covering the German headquarter and its R&D subsidiaries in the following emerging markets: China, Brazil, India, Mexico and the Czech Republic. The research analysis demonstrated that the R&D units followed two different evolution paths. The first evolution path identified was very conventional, involving adaptation and tropicalization of the R&D subsidiaries to local products. This traditional R&D evolution path was found in Brazil's, Mexico's, and Czech Republic's R&D Volkswagen subsidiaries. The second R&D evolution path was presented in China and India R&D subsidiaries, demonstrating a unique trajectory based on the abundance of qualified labor at low cost and specific knowledge of that particular site. The study also revealed how organizational factors (size, infrastructure, and expertise of R&D centers), and characteristics of emerging countries (market size, labor costs and level of technical qualification) with R&D centers, and how the MNE's global R&D strategy was affected by its subsidiaries R&D evolving path.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **716** | Submission: **11569** | Sponsor(s): **(CTO, TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 10:30AM - 12:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **302 Beckler**

Blockchain: Challenges and Opportunities for Management Research



Blockchain: Challenges and Opportunities

Organizer: **Christoph Müller-Bloch**, *ESSEC Business School*

Organizer: **Harris Kyriakou**, *ESSEC Business School*

Panelist: **Roman Beck**, *IT U. of Copenhagen*

Panelist: **Jungpil Hahn**, *National U. of Singapore*

Panelist: **Hanna Halaburda**, *New York U.*

Panelist: **Ola Henfridsson**, *U. of Miami*

Panelist: **Likoebe Maruping**, *Georgia State U.*

Blockchain technology is widely hailed as a disruptive technology that will not only lead to the emergence of new business models, but also redefine what constitutes an organization and how it can effectively operate. Concurrently to the widespread adoption of blockchain and its technological maturity, a vibrant community of scholars studying blockchain and its implications for management is emerging. Therefore, we believe that the time is ripe to bring together leading scholars with different research foci and diverse methodological preferences to discuss, provide direction, as well as debate, how blockchain will affect management theory and practice. This panel symposium will serve as a forum to elaborate on how blockchain related research differs from past work, what are the associated challenges and opportunities, as well as identify areas that future blockchain research should focus upon. In a facilitated discussion, we will raise these issues, providing ample opportunities for participants to engage, raise questions, and learn from their peers to design and conduct top blockchain management research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **717** | Submission: **19717** | Sponsor(s): **(EXH)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 10:30AM - 11:15AMPT (UTC-7)** at **Seattle Convention Center** in **Room 620**

**Why Does Case Teaching Seem So Hard and How Do We Overcome
Institutional Barriers to a Student Centric Learning Model?**
Why Does Case Teaching Seem So Hard?

Presenter: **David Wood**, *Ivey Business School*

Teaching with cases can appear overwhelming, especially if you are teaching at an institution that does not embrace the case method. In this interactive session we will be examining some of the challenges and opportunities to teach with cases successfully.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **718** | Submission: **18967** | Sponsor(s): **(HR)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Sunday, Aug 7 2022 10:30AM - 12:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 210**

HR Issues in Entrepreneurship and Family Businesses

Session Moderator: **Yenchu Lai**, *National Sun-Yat Sen U.*

HR: [Effects of Family Involvement on Succession Planning: Mediating Role of Socioemotional Wealth](#)   

Author: **Yenchu Lai**, *National Sun-Yat Sen U.*

Author: **Duong Tuan Nguyen**, *National Sun Yat-Sen U.*

Author: **Chiung-wen Tsao**, *National U. of Tainan*

Author: **Shyh-jeer Chen**, *National Sun Yat-Sen U.*

This study aims to clarify the paradoxical relationship between family involvement in ownership and management on succession planning and ascertain the mediating role of socioemotional wealth (SEW) in this relationship. Succession, which is considered as transfer of leadership and ownership from one generation to another, is a critical component within family businesses. Based on the SEW perspective, this study argues that family ownership and management positively influence succession planning via CEOs perceived SEW toward family business. Hypotheses were tested through structure equation modeling with a data set of 174 Taiwanese family controlled publicly listed firms. The results showed that family management positively impacts succession planning through the partial mediating effect of SEW. However, nonsignificant relation was obtained from the path of family ownership to succession planning. These findings contribute to clarifying the heterogeneity within family businesses in terms of the mechanism through which family involvement in management affects succession planning.

Paper is Available to Meeting Registrants Only.

HR: [People Aspects of Entrepreneurship: A Meta-Analytic Review and Roadmap for Future Research](#)   

Author: **Joonyoung Kim**, *Cornell U.*

Best Student Paper Award for Human Resources-Entrepreneurship Research

Despite the proliferation of research on entrepreneurship and its success factors across disciplines, our understanding of the impact of people and people management on entrepreneurial performance is rather limited. In this article, I conducted a meta-analysis of the relationship between five people dimensions (HR systems, HR practices, HR investment/function, human capital, and social capital) and four outcome dimensions (HR outcomes, operational outcomes, financial outcomes, and new firm-specific outcomes) of entrepreneurial performance to (a) determine the magnitude of the relationship, (b) test moderators of the relationship, and (c) suggest future research directions. The results from 689 correlations (N = 375,221) show that the relationship between people dimensions and entrepreneurial performance is positive and significant ($r = .07$). More importantly, the meta-analytic correlation differs significantly across several moderators (e.g., types of people dimensions and outcome dimensions, region, and data structure). Among five people dimensions, HR systems are more strongly related to entrepreneurial performance than other dimensions, especially for proximal outcomes (HR and operational outcomes) than distal outcomes (financial and new firm-specific outcomes). Implications of these findings and directions for future research are discussed.

Paper is NOT Available. Please contact the author(s).

HR: [The Interplay of Different Types of Founders' Experience and Entrepreneurial Funding](#)  

Author: **Shifang Zhao**, *Xi'an Jiaotong U. & City U. of Hong Kong & National U. of Singapore*

Author: **Yoojung Ahn**, *City U. of Hong Kong*

Drawing on human capital theory, this study aims to explain how start-ups effectively signal prospects to acquire more financial capital. Based on early-stage start-ups that applied to 164 accelerators globally from 2013 to 2019, we examine the signals of three types of founders' experience (i.e., task-specific experience, firm-specific experience, and general-purpose experience) and their interplay impact on entrepreneurial funding acquisition. We find that founders' task-specific experience (i.e., prior entrepreneurial experience and CEO experience) positively affects entrepreneurial funding acquisition. Founders' firm-specific experience (i.e., the tenure of the previous job) enhances the relationship between task-specific experience and entrepreneurial funding acquisition. However, founders' general-purpose experience (i.e., education experience) doesn't always significantly affect the link between task-specific experience and entrepreneurial funding acquisition. This study contributes to our scholarly and practical understanding of how different types of founders' experience are associated with the success of acquiring financial capital.

Paper is NOT Available. Please contact the author(s).

HR: [Built to Last: A Human Capital Resource Formation Perspective on Diversity and New Venture Survival](#)  

Author: **Kyoung Yong Kim**, *Villanova U.*

Author: **Jake Messersmith**, *U. of Nebraska, Lincoln*

Author: **David G. Allen**, *Texas Christian U.*

Best Paper Award for Human Resources-Entrepreneurship Research

New venture team diversity and entrepreneurial success or failure remain critical topics in the field. Utilizing a strategic human capital resources framing, this study leverages data from the Kauffman Firm Survey to assess the degree to which racial diversity and human capital within the founding team affect new venture survival. In a study of 2,459 ventures, results indicate that industry-specific human capital (ISHC) moderates the relationship between racial diversity in the founding team and hazard of failure. The relationship is such that for teams with a high level of ISHC, racial diversity helps reduce the likelihood of entrepreneurial failure. Similar results did not hold for generic human capital (GHC) operationalized as percentage of team members with a bachelor's degree; however, an effect was demonstrated when the measure used the percentage of team members with a master's degree or higher. In addition, the three-way interaction between ISHC, GHC and racial diversity is significant, suggesting that teams benefit most from diversity when human capital stocks are high in the team. This result supports human capital resources theory by demonstrating the utility of the emergence of complex unit-level resources within the new venture team. Implications suggest that the make-up of the founding team plays a role in venture performance and that potential challenges associated with diverse teams may be countered with higher levels of human capital.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **719** | Submission: **14668** | Sponsor(s): **(MC, ODC, OB)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 10:30AM- 1:30PMPT (UTC-7)**

**Translating Research into Consulting and Consulting into
Research to Create a Better World**
Research to Consulting & Consulting to Research



Session Chair: **David B. Szabla**, *Western Michigan U.*
Presenter: **Peter Sorensen**, *Benedictine U.*
Presenter: **Daniel Degraevl**, *California State U., Northridge*
Presenter: **Therese F. Yaeger**, *Benedictine U.*
Presenter: **Sandra Janoff**, *The Future Search Network*
Presenter: **Joanne Preston**, *Joanne C. Preston & Associates*
Presenter: **Kurt Motamedi**, *Pepperdine U. - GSB*
Presenter: **Pierre El Haddad**, *MACH Consultants*

A question often pondered by researchers working in universities is: how do I translate my published research into consulting offerings? Contrastingly, a question contemplated by practitioners working on the front lines of organizations is: why and how do I convert my consulting into published research? The purpose of this professional development workshop is to answer these questions. Researchers will gather with experienced scholar-practitioners and explore how they can build a consulting practice grounded in their research; Practitioners will assemble with practitioner-scholars and investigate how they can develop a publishing record based on their consulting expertise. The session brings together researchers, consultants, and doctoral students with seasoned scholar-practitioners and practitioner-scholars, creating a forum through which ideas can be shared and plans can be drafted to apply and disperse the research and practice achievements of scholars and practitioners in the field of management and organization consulting with the overarching goal of creating a better world.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Sustainability, Diversity and Sensitivity: Challenges and Opportunities



Session Moderator: **Valtteri Aaltonen**, *U. of Jyväskylä School of Business*

MED: Quality of Teaching, Immersive Experience, and Blended Learning Sustainability in Business Schools

Author: **Shahida Mariam**, *Faculty of Management Sciences, International Islamic U., Islamabad*

Author: **Kausar Fiaz Khawaja**, *International Islamic U., Islamabad, Pakistan*

Author: **Farooq Ahmad**, *Fatima Jinnah Women U., Rawalpindi, Pakistan*

Author: **Muhammad Nawaz Qaisar**, *National U. of Modern Languages, Islamabad, Pakistan*

This study examined how and when initial use of blended learning induces future intention for blended learning among management science students from the activity theory perspective on the use of technology in higher education. We used the mechanism of cognitive flexibility and two boundary conditions: perceived quality of teaching and the immersive experience to understand the relationship between students' initial use of blended learning in a mandatory setting and their intention for future use of blended learning. The data was obtained from 589 students enrolled in different degree programs at 22 leading business schools in Pakistan. The results unveiled that the initial use of mandatory blended learning positively predicted students' future intention to use blended learning and that cognitive flexibility mediated this relationship. The perceived quality of online teaching moderated the direct relationship between students' initial use of blended learning and their cognitive flexibility and future intention to use it. The students' immersive experience of the online component of blended learning further moderated the relationship between their cognitive flexibility and future intention to use blended learning. The findings offer valuable insights for successfully implementing blended learning in management education to meet future challenges and remain competitive amongst business schools in the emerging virtual world.

Paper is NOT Available. Please contact the author(s).

MED: How They Walk the Talk? Sustainability Education in Finnish Business Schools

Author: **Valtteri Aaltonen**, *U. of Jyväskylä School of Business*

Author: **Marjo Elisa Siltaja**, *U. of Jyväskylä*

There has recently emerged a growing requirement for embedding sustainability in the field of business school education. However, in literature the assessment of such developments tends to take place in single university context, placing less weight on examining sustainability in business school education in the context of one country. We examine sustainability in Finnish business schools and its vertical and horizontal embeddedness in educational curricula using extensive qualitative materials from school representatives and schools' curricula. Our findings acknowledge conditions and drivers that have influenced the chosen approach to sustainability among schools. Our study then discusses the weaknesses and strengths of both vertical and horizontal orientation for the development of sustainability education in business schools.

Paper is Available to Meeting Registrants Only.

MED: How to Develop Intuition in Management Education and Development

Author: **Eugene Sadler-Smith**, *U. of Surrey*

Practitioners and scholars agree on the importance of intuition in the practice of management. However, there is a paucity of guidance for managers and management educators and trainers on how managerial intuition can be educated, trained and developed. The main idea of this paper is that intuition is a developable skill. The main argument of this paper is that managers need more and better guidance on how to develop and use their intuitions. The main contribution of this paper is that it proposes several methods by which intuition can be developed in management practice, management training and development programmes and in business school curricula.

Paper is Available to Meeting Registrants Only.

MED: A Classroom Discussion Following Tragedy in the Community

Author: **Kirk Silvernail**, *U. of Nevada, Las Vegas*

Emotion and uncertainty following a tragic event in the community are common as survivors seek to reconstruct their understanding of the world. The same can be true whether an individual is a direct survivor of trauma, a bystander or just saw news coverage of it on television. An important aspect of helping those affected by tragedy is through social support. The classroom offers a unique opportunity for social support as it consists of many individuals affected by tragedy in various ways. It can therefore be beneficial to the healing process to discuss tragedies and address emotion in the classroom. Yet, instructors are often hesitant to teach outside their area of expertise and need to contend with other course constraints, and even their own uncertainty following tragedy. Using an autoethnographic approach, the current research provides an account of my thought process going into the first class I held following the Route 91 shooting in Las Vegas, NV as well as recap of the conversation in that class. The hope is this research helps instructors in the future with their decision making about how to handle post-tragedy classroom discussions.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **721** | Submission: **19156** | Sponsor(s): **(OMT)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 10:30AM- 12:00PMPT (UTC-7)**

Diversity in Organizations: Gender, Race, and Immigrant Status

Session Moderator: **Sandra Portocarrero**, *PhD student at Columbia U. - Sociology*

OMT: **A Qualitative Study of The Role of Race and Organizational Contexts on Status Beliefs**   

Author: **Sandra Portocarrero**, *PhD student at Columbia U. - Sociology*
Author: **James T. Carter**, *Columbia Business School*

We demonstrate how organizational contexts influence status beliefs. Specifically, we draw from in-depth interviews conducted with current and former Foreign Service Officers to explain how recipients of the Pickering Fellowship, a U.S. Department of State fellowship, learn to accept a devaluing status belief about this accolade once they enter the Foreign Service. Within this organizational context, there is an established belief that Foreign Service Officers who are not the prototypical “Male, Pale, and Yale” workers must have entered the U.S. Department of State through a “back door” and have a “leg up” because of their race. This racialized negative evaluation gets linked to the Pickering fellowship and affects all fellows. Our study offers insights into the intersection of racial diversity and status processes in organizations.

Paper is Available to Meeting Registrants Only.

OMT: **Who Cooperates with Whom in Diverse-Gender Teams: Paying to Cross the Gender Gap**     

Author: **Sheen S. Levine**, *U. of Texas at Dallas*
Author: **Charlotte Reypens**, *U. of Texas at Dallas*
Author: **David Stark**, *Columbia U.*

Today, people are likelier than ever to work in gender-diverse teams, yet effective teamwork requires cooperation. In three experimental studies, we investigate the link between one’s gender, the gender of peers, expectations, behaviors, and performance: Do men and women cooperate differently in gender-mixed versus gender-segregated settings? Using a public goods game, we find that diverse-gender teams elicit lower contributions than all-male or all-female teams. In particular, males in diverse teams give much less than females, reciprocate less, and act unfairly. As a result, females in diverse-gender teams fare the worst. Gender segregation is one solution, but we propose another: We offer participants the option of paying for the right of selecting their peers’ gender. When men pay to choose their counterparts, most select women. A costly selection, we find, is indicative of a credible cooperative intent, mitigating the cooperation gender gap. Men who pay are more likely to contribute, reciprocate, and act fairly. We tie the findings to conversations about organizational and entrepreneurial teams.

Paper is Available to Meeting Registrants Only.

OMT: **The Need for Speed: The Role of Employers in Immigrant Work Visa Acceleration and Approval**   

Author: **Ben Rissing**, *Cornell U.*
Author: **Laura Carver**, *Cornell U.*

Why are some immigrant work visa applications processed and approved in a matter of days, while others languish for months before receiving a decision? We contend that the relative dissimilarity between a focal visa application and an employer’s past work visa filings is a key, yet unstudied, strategic value consideration affecting the sponsoring firm’s engagement with the regulatory bureaucracy. Using U.S. CIS administrative records obtained through the Freedom of Information Act detailing all H-1B visa applications from 2006 to 2015, we analyze employers’ acceleration of select applications through the “premium processing” program, which guarantees an initial visa decision in 15 days in exchange for a \$1,225 per-application payment. We find that employers are more likely to use premium processing for immigrants whose countries of birth, prospective jobs, and educational experiences are dissimilar relative to the applications previously filed by that employer. Further, employers less frequently withdraw or abandon dissimilar applications, and request longer employment durations in these dissimilar applications. In contrast to prior arguments regarding immigrants’ regulatory and employment success, we argue that immigrants identical on observables and migration inclination may fare differently in the U.S. immigration system depending on their dissimilarity within the context of their sponsoring employer.

Paper is Available to Meeting Registrants Only.

Author: **Vanessa Conzon**, *Boston College*

Finalist for the Louis R. Pody Best Paper Based on a Dissertation Award

This paper develops grounded theory on how managers' gender shapes their implementation of practices and policies aimed at improving gender equality. I draw on ethnographic data of a policy aimed at improving gender equality—specifically, a flexible work policy—at a STEM professional organization. I identify how gendered constraints in role performances shape managers' policy implementation. Specifically, women managers encountered barriers to developing technical expertise and client relations, and their formal authority was often disrespected. Facing these constraints, they responded by focusing their day-to-day activities on subordinates, which allowed them to internally broker information (as an alternative to technical and client-facing tasks) and cultivate cooperation (as an alternative to formal authority). The flexible work policy threatened to undermine these interdependent activities, and women managers generally opposed it. In contrast, men managers generally did not experience these same constraints, and instead focused on technical and client-related work that was largely independent of subordinates. The policy maintained these activities, and they implemented it. By identifying gendered constraints in role performances, this study forwards theory on managers' implementation of gender equality-related practices and policies. It also furthers theory on gender, management, and leadership by demonstrating how gendered constraints in role performances shape managerial actions.

Paper is NOT Available. Please contact the author(s).

Author: **Tae-Ung Choi**, *Northwestern U.*

Author: **Minjae Kim**, *Rice U.*

Finalist for OMT Division Best Paper on Environmental and Social Practices Award

Transparency on police use of force has been touted as a means to keep police accountable, yet evidence on its effectiveness has been elusive. This lack of evidence is concerning since police often wield significant professional autonomy, thereby plausibly remaining impervious to attempts by institutional outsiders (e.g., teaching officers) to influence police practices. **KEY TO SYMBOLS** → International oriented research oriented by an international diversity oriented populations, insofar as they infer the public to also favor such populations. Using difference-in-differences by exploiting the adoption of the Police Data Initiative that was introduced by the US federal government in May 2015 and subsequently adopted by the Seattle Police Department, we find that Seattle police made fewer traffic stops in response to the adoption of the transparency initiative, but the effect was concentrated on neighborhoods with fewer Black residents. Further analyses suggest that the effect is partly driven by relatively fewer unique officers being dispatched to neighborhoods with fewer Black residents after the adoption of the transparency measure. Ultimately, the inequality in police use of force based on the racial makeup of neighborhoods became greater after the Seattle Police Department adopted the transparency policy, contrary to the likely intent behind the policy.

Paper is NOT Available. Please contact the author(s).

□

Session Type: **Paper Session**
Program Session: **722** | Submission: **18940** | Sponsor(s): **(OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 10:30AM - 12:00PMPT (UTC-7)** at **The Westin Seattle in Cascade I-B**

Geographic Expansion in Strategy and Practice

Session Moderator: **JungYun Han**, *National Taiwan U.*

OMT: **Inter-state Political Risks, Types of Corporate Political Ties and International Joint Ventures** 

Author: **JungYun Han**, *National Taiwan U.*
Author: **Xiaowei Luo**, *INSEAD*

Inter-state political conflicts are an important source of political risks deterring firms' cross-border collaborations. We propose how two types of business leaders' domestic political ties, family ties and social ties, can have opposing effects on firms' capacity to cope with inter-state political risks, in a context where both types of ties are salient and have distinct social meanings. While both can help the firms navigate regulatory uncertainties at home, family ties can tarnish the firms' legitimacy in the host country by identifying the firms with the state, outweighing their benefits. We find empirical support in Korean business groups' entry into China through joint ventures during 1990-2005. Our study contributes to the literatures on political risks and corporate political ties by disentangling ties of different nature.

Paper is NOT Available. Please contact the author(s).

OMT: **Regional and Place-Based Institutional Drivers of Practice Adoption: The FSC Certificate**  

Author: **Konstantinos Pitsakis**, *London Metropolitan U.*
Author: **Tobias Goessling**, *Kedge Business School*

Scholars who study the adoption of management practices using institutional theory have rarely examined geographically bound institutional pressures. In this paper, we consider the impact of regional institutional pressures on firm adoption decisions and we use a place-based approach to examine firm headquarter (HQ) distance from a country's capital as a moderator to the above relationship. We, therefore, highlight regional institutional pressures and the differential responsiveness to such pressures by remote and, perhaps, isolated firms within the region, given the place where they are headquartered. Our analysis is based on 291 paper and paperboard manufacturers from five European countries at the NUTS-2 level who were considering adopting the Forest Stewardship Council certificate between 2000-2010. We find confirmation for most of our hypotheses at the regional level. Most importantly, we find that as HQ distance from capital increases, a) regional competitive institutional pressures reverse their impact on adoption decisions, b) regional social institutional pressures become more pronounced and c) regional regulatory institutional pressures also reverse their impact. Our paper contributes to institutional theory by examining fine-grained institutional drivers of geographical adoption decisions, thereby paying attention to heterogeneity (rather than homogeneity) in the mechanisms behind such decisions. It also contributes to the debate of conflicting institutional pressures facing firms by distinguishing the regional from the local levels of analysis. We discuss the theoretical and practical implications of the study in detail and we offer future research avenues for institutional theory, institutional logics and the field of sustainability.

Paper is Available to Meeting Registrants Only.

OMT: **Industrial Policy Environment and Geographic Expansion Strategy**

Author: **Anni Chen**, *Peking U.*

How does local policy environment shape firms' geographic expansion strategy? Drawing on perspectives from institution-based view and political capability literature, we argue that the variance in firms' geographic expansion strategies lies in their political capabilities shaped by local policy environment. Specifically, we investigate the interaction of two dimensions of local policy environment—home-host policy similarity and policy uncertainty. Based on a unique dataset linking local industrial policies and geographic expansion strategies of publicly listed firms in China from 1998 to 2018, we find that the increase in home-host policy similarity leads to greater likelihood for the headquarter to establish subsidiaries in the host location. In addition, firms located in home environment with greater policy uncertainty develop specific political capability to cope with an everchanging environment, thus reducing the reliance on similar policy environment when seeking for geographic expansion.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **723** | Submission: **18938** | Sponsor(s): **(OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 10:30AM - 12:00PMPT (UTC-7)** at **The Westin Seattle in Olympic**

Experimental Studies in Organization Theory

Session Moderator: **Stephan Billinger**, *U. of Southern Denmark*

OMT: **How Dyads Overcome Complexity and Misaligned Incentives in Imperfect Modular Decompositions** 

Author: **Stephan Billinger**, *U. of Southern Denmark*
Author: **Stefano Benincasa**, *U. of Southern Denmark*
Author: **Oliver Baumann**, *U. of Southern Denmark*
Author: **Terry R. Schumacher**, *Rose-Hulman Institute of Technology*

We investigate the search processes that dyads engage in when each human agent is responsible for one module of a complex task. Our laboratory experiment manipulates global vs. local incentives and low vs. high cross-modular interdependence. We find that dyads endogenously learn to coordinate their joint search efforts by experimenting with parallel and sequential search that, over time, give rise to coordinated repeated actions. Such collaborative search emerges despite complexity and misaligned incentives, and without a coordinating hierarchy.

Paper is Available to Meeting Registrants Only.

OMT: **Competitive Familiarity: Learning to Coordinate by Competing**  

Author: **Kenny Ching**, *Worcester Polytechnic Institute*
Author: **Enrico Forti**, *Manhattan College*
Author: **Evan Rawley**, *U. of Minnesota*

This paper develops and tests a simple theory of organizational learning, proposing that prior competitive interaction improves coordination amongst teammates. We test the theory using millions of quasi-experiments in the formation of high-level eSports teams. The results show that exogenously assigned teams of former competitors are highly effective—the returns to prior competitive interaction are at least three times the returns to prior collaborative interaction. The evidence suggests that teammates learn to coordinate by competing, a finding with implications for organizational design and the management of human capital.

Paper is Available to Meeting Registrants Only.

OMT: **The Behavioral Implications of Legitimacy: An Experimental Approach** 

Author: **Moritz Gruban**, *Cambridge Judge Business School*
Author: **Matthieu Légeret**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*
Author: **Patrick Haack**, *U. of Lausanne, HEC Lausanne*

Legitimacy is assumed to have behavioral implications and to constitute an important antecedent of institutional stability and institutional change. Most research, however, focused on the perceptual component of legitimacy or studied intentions to act towards legitimacy objects through hypothetical experiments. To advance the understanding of the behavioral implications of legitimacy, we conducted three experiments to examine the effects of normative and instrumental concerns on support for a legitimacy object. Moreover, we compare the effects of normative and instrumental concerns on behavior with the effects of both concerns on two types of individual-level legitimacy judgments: propriety and validity beliefs. We found that normative concerns affect propriety beliefs and the degree of support for legitimacy objects. By contrast, instrumental concerns significantly influence the degree of support for legitimacy objects, but they seem to have no impact on propriety and validity beliefs. Importantly, eliciting individuals' propriety and validity beliefs reduced the influence of instrumental concerns on their support for a legitimacy object. Our findings demonstrate that the relationship between legitimacy judgments and behavior is more complex than commonly assumed and suggests that it is essential to include behavioral measures in experimental research on legitimacy.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Showcase Symposium**
Program Session: 724 | Submission: 10553 | Sponsor(s): (OMT, GDO, RM)
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 10:30AM - 12:00PMPT (UTC-7)** at **The Westin Seattle** in **Cascade I-C**

Best Practices for Research on Unsettling and Unconventional Populations

Studying the Unusual in Organizations



Organizer: **Payal N. Sharma**, *U. of Nevada Las Vegas*
Organizer: **Madeline Toubiana**, *Telfer School of Management, U. of Ottawa*
Speaker: **Kisha Lashley**, *U. of Virginia*
Speaker: **Felipe Gorenstein Massa**, *Loyola U. New Orleans*
Speaker: **Kristie Rogers**, *Marquette U.*
Speaker: **Trish Ruebottom**, *Degroote School of Business, McMaster U.*

There has been ongoing dialogue in our field regarding the value of examining extreme, unconventional, or unsettling contexts in management research. To further add to, and extend, such discussions, we have put together a panel of scholars who have conducted studies examining the unusual in organizations, succeeded in publishing it in top journals, and crafted their research identities in different ways. Importantly, this symposium not only includes discussion of the “dos and do nots” for data collection and paper writing, but also offers tips and reflections on managing one’s identity when doing work that others may perceive as different, odd, unconventional, or even taboo.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **725** | Submission: **14309** | Sponsor(s): **(OMT, STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 11:00AM- 12:30PMPT (UTC-7)** at **The Westin Seattle in Puget Sound Room**

Overcoming the Challenges of Scale in Less Hierarchical Organizing *Scaling Less Hierarchical Organizing*



Organizer: **Michael Yanche Lee**, *INSEAD*
Organizer: **Trevor Daniel Young-Hyman**, *U. of Pittsburgh*

There is growing interest in alternative, less hierarchical forms of organizing, understood as forms of organizing that distribute formal authority more widely than in conventional hierarchical firms. A fundamental question about less hierarchical organizing is its ability to scale. At the center of this concern is the issue of coordination as typical coordination mechanisms in less hierarchical organizations become prohibitively costly at scale and even if efficient mechanisms are developed, they may fail to provide individuals the experience of empowerment and participation that attracted them to the organization and motivated their contribution to it. Bringing together four papers on the topic of scaling less hierarchical organizing, this symposium will present a vibrant picture of the current state of research on the topic and provide a compelling set of insights about how the challenges of scale can be overcome.

Scaling up without blowing up: How collaborative organizing manages conflict

Author: **Fang He**, *U. of St Gallen*

NETWORKED ACTIVISM AT SCALE: SELF-ORGANIZING IN THE ABSENCE OF MANAGERIAL CONTROL

Author: **Felipe Gorenstein Massa**, *Loyola U. New Orleans*
Author: **Siobhan O'Mahony**, *Boston U.*

Sortition and the scaling of democratic organizations: An empirical investigation

Author: **Simon Pek**, *U. of Victoria*

Employee allocation and problems with scaling up boss-less organizations

Author: **Maciej Workiewicz**, *ESSEC Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **726** | Submission: **15345** | Sponsor(s): **(OMT, STR, TIM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 10:30AM - 12:00PMPT (UTC-7)** at **Seattle Convention Center in Room 2A**

Mind Your Category in a Shifting World: New Frontiers in Market Categories and Firm Strategy *Market Categories and Firm Strategy*



Organizer: **Enlan Wang**, *U. of Southern California*
Organizer: **Amy Zhao-Ding**, *Technical U. of Munich*
Discussant: **Gino Cattani**, *New York U.*
Presenter: **Elizabeth Pontikes**, *UC Davis*
Presenter: **Emily Cox-Pahnke**, *U. of Washington*
Presenter: **Anders Dahl Krabbe**, *King's Business School*
Participant: **Amanda Sharkey**, *U. Of Chicago*
Participant: **Jade Lo**, *Drexel U.*
Participant: **Peer Fiss**, *U. of Southern California*
Participant: **Michael Deane Howard**, *Iowa State U.*

Research interests at the intersection of strategic management and market categories has grown significantly in recent years and current market environments have posed tremendous challenge for firms seeking to classify themselves and their offerings for competitive advantage in a rapidly changing market structure. This symposium invites scholars interested in strategic management and market categories to present and discuss their views on firms' strategic choice of category labels, meanings, and positions as they consider and engage with other key stakeholders in the marketplace. By examining factors associated with firms' strategic categorization, including motivations, occasions and contexts, we hope to open conversations and future research opportunities to clarify the multiple mechanisms through which categories and categorization processes in the market can be associated with firms' strategic choices. More broadly, we hope this symposium would also contribute to the understanding of market categories and firm strategy in dynamic market environments.

Technology Strategy and Competition Track

Market positioning, spanning competitive sets or market category features: Effects on firm value

Author: **Elizabeth Pontikes**, *UC Davis*
Author: **Amanda Sharkey**, *U. Of Chicago*

Dynamic Positioning and Accelerating Product Launches by Ventures

Author: **Emily Cox-Pahnke**, *U. of Washington*
Author: **Michael Deane Howard**, *Iowa State U.*

Close to Functional Ideal: Product Positioning and Performance Implications in High-growth Markets

Author: **Amy Zhao-Ding**, *Technical U. of Munich*

Beef-it's what's for dinner: Incumbent responses to category transformation in the U.S. meat market

Author: **Anders Dahl Krabbe**, *King's Business School*
Author: **Eunice Yunjin Rhee**, *Seattle U.*
Author: **Jade Lo**, *Drexel U.*

The Role of Categories in Market Coordination: A Framework and Map

Author: **Enlan Wang**, *U. of Southern California*
Author: **Peer Fiss**, *U. of Southern California*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **727** | Submission: **12150** | Sponsor(s): **(OSCM, GDO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 10:30AM - 12:30PMPT (UTC-7)** at **The Westin Seattle** in **Elliot Bay**

**The Role of Faculty Members in DEI: A Conversation Between
Faculty and Deans and Department Chairs**
DEI Panel



Facilitator: **Barbara B. Flynn**, *Indiana U.*
Panelist: **Maling Ebrahimpour**, *Roger Williams U.*
Panelist: **Mohan Gopalakrishnan**, *Arizona State U.*
Panelist: **Robert D. Klassen**, *U. of Western Ontario*
Panelist: **Kevin Linderman**, *Penn State U.*
Panelist: **Richard Metters**, *Texas A&M U., Mays Business School*
Panelist: **Xiaosong Peng**, *college of business, Lehigh U.*
Panelist: **Christopher O.L.H. Porter**, *Indiana U.*

This workshop focuses on how individual faculty members, deans, and department chairs can strive to create a better world together through diversity, equity, and inclusion. The intent is to hold a positive, candid conversation about actions operations and supply chain management faculty members (although participants from all areas are welcome) can take in their teaching, research, and service activities to foster a more diverse, equitable, and inclusive environment for themselves, their students, and their colleagues. A panel of deans and department chairs will share approaches from their universities and departments that they have found especially useful, as well as challenging issues they continue to struggle with. The bulk of the workshop will be an open discussion, where deans and department chairs will respond to questions and insights from participants. Specific topics may include creating an inclusive classroom, incorporating DEI into faculty recruiting, alignment with DEI efforts by their university's Provost, President, Faculty Senate, etc., the role of DEI in faculty evaluation and promotion decisions, mentorship opportunities, and research opportunities related to DEI in operations and supply chain management.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **728** | Submission: **18831** | Sponsor(s): **(STR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 10:30AM - 12:00PMPT (UTC-7)** at **Sheraton Grand Seattle in Aspen**

Adapting to Industry Change and Crises

Session Moderator: **Daniel Wilde**, *The Wharton School, U. of Pennsylvania*

STR: Driving Commitment: Cognitive Diversity and Emerging Technology Investment within the Auto Industry 

Author: **Daniel Wilde**, *The Wharton School, U. of Pennsylvania*

Strategically managing industry change is a pervasive challenge for firms and can have profound implications on firm performance, even survival. This paper asks whether a firm's cognitive diversity increases or decreases its responsiveness to industry change. I contend that this relationship is nuanced and depends on the mode of investment. I argue that a firm's internal research and corporate venture capital related to a focal emerging technology should increase with greater cognitive diversity regarding the technology, consistent with a learning perspective. In contrast, I hypothesize that acquisitions associated with an emerging technology should decrease with greater cognitive diversity, consistent with a political perspective. I explore these arguments within the setting of the global automotive industry between 1990–2020, a period characterized by significant industry change associated with the electrification of powertrains, autonomation of driving, connectivity of vehicles, and shared mobility. Utilizing a novel dataset of over 3.2 million automotive industry-related quotes as well as investment and patent activity of 56 major automobile manufacturers during this period, I find robust support for my theory. The study offers a novel account of how cognition within the firm may influence firm-level strategic decisions across firms over different stages of industry change.

Paper is Available to Meeting Registrants Only.

STR: COVID-19: Ways and Drivers of Value Proposition Transformation of Russian Airlines 

Author: **Maxim Aleksandrovich Fokeev**, *HSE U.*

The passenger air transportation industry is one of the most affected as a result of anti-coronavirus restrictions, and its post-crisis recovery will take place in the context of changes in consumer behavior and, consequently, the configuration of the value proposition. Similar transformations of the value proposition have already been observed in the past. Therefore, an analysis of the current situation is impossible without considering the evolution of the value proposition of airlines over the past 30-40 years. We determined directions of post-COVID-19 value proposition development, based on systematic literature review. The empirical study of domestic passenger air transportation market consisted of two stages. At the first stage, we determined directions of the post-crisis airline value proposition development using case study method. At the second stage, we conducted a survey of 808 passengers on domestic routes to identify their perception of value propositions changes and its significance for airline-choosing process. Empirical results demonstrated airlines transition to expand the list of available services available for passengers. It allows them to attract new groups of passengers and increase their loyalty. From the passenger's perspective, such extension, on the one hand, differentiates carriers and, on the other hand, complicates consumer choice.

Paper is Available to Meeting Registrants Only.

STR: Managerial Capabilities and Strategic Renewal during the COVID-19 Crisis: A Generational View

Author: **Wunnam Basit Issah**, *U. of Witten/Herdecke*

Author: **Muhammad Anwar**, *U. of Witten/Herdecke*

Author: **Thomas Clauss**, *U. of Witten/Herdecke*

This study examines whether founding generation managed family firms are capable of responding proactively to the COVID-19 disruption via firm renewal. We used a unique global COVID-19 specific survey dataset comprising of 2130 family firm observations. Our findings indicate that in comparison to the later generations, founding generation-managed family firms only do better at strategic renewal as a response to the crisis when they have sufficient managerial capabilities. Our study recommends that family businesses, especially those managed by the founding generations should emphasize managerial capabilities, rather than merely focusing on socioemotional wealth (SEW) when deciding on crisis coping strategies.

Paper is Available to Meeting Registrants Only.

STR: Fluctuations in Innovation after Natural Disasters: Evidence from Hurricane Katrina  

Author: **Luis Ballesteros**, *Boston U. Questrom School of Business*

Studies of the geography of innovation have focused on how spatial proximity to human and material resources and institutions affect collaboration, knowledge flows, the demand and competition for invention, and the economic value of invention. I study a different source of the geographical determinants of innovation: exposure to large shocks. I conduct an inductive assessment, theoretically grounded on recent evidence that large exogenous shocks produce enduring fluctuations in risk aversion, to explain why Hurricane Katrina in the U.S. could have changed innovation outcomes. The difference-in-difference estimates show that, after an immediate fall, affected counties exhibit substantial increases in the growth rate of patenting and the quality of innovation compared to counterfactual counties. This correlation persists 10 years after the shock and is robust to measures of agglomeration and urbanization, firm resources, wealth, actual and expected income, education, external assistance, public policy, business cycles, and other county- and state-level factors. To account for the confounds of selective migration and network affiliation, I use narrowly georeferenced information to construct histories of inventors between 1999 and 2015 that allow me to follow the “Katrina effect” across geographies. The estimates imply that shock-affected individuals not only were more likely to patent, but became more skewed toward high-technology sectors.

Paper is Available to Meeting Registrants Only.

STR: Job Turnover in Times of Crisis: Family Firms and Rural Context  

Author: **Johan Karlsson**, *Centre for Family Entrepreneurship and Ownership*

Author: **Massimo Bau**, *Jönköping International Business School*

Author: **Kajsa Haag**, *Jönköping International Business School*

Author: **Francesco Chirico**, *Jönköping International Business School*

Financial crises inevitable leads to downturns in the labor market and increased unemployment. Family firms are known for their long-term orientation which help them to survive hardships. In times where short-term profit maximization is compromised, there are reasons to believe that family control can be a source to sustainable business behaviour. In the present study, building on the the nonfinancial logic and local embeddedness literatures, we theorize that that family involvement mitigates involuntary job turnover following an exogenous economic shock (in our case, the 2007–2009 global financial crisis), and especially in rural areas where local ties are likely to be strong. Relying on a panel dataset of Swedish firms, our study contributes to a better understanding of how companies react to employee layoff in times of crisis while shedding some further light on the link between regional economics and family involvement.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Platform Competitive Dynamics and Innovation

Session Moderator: **Thomas Draschbacher**, *Graz U. of Technology*

STR: To Solve or to Occupy: How Actors Address Hybrid Bottlenecks in Innovation Ecosystems

Author: **Thomas Draschbacher**, *Graz U. of Technology*
Author: **Michael Rachinger**, *Graz U. of Technology*

Bottlenecks have recently emerged as one of the key objects of inquiry in research on innovation ecosystems. This has given rise to new literature that describes different bottleneck types and strategies to address them. Whilst the broader literature clearly distinguishes between the two different types of technological and strategic bottlenecks, these two types can hardly be separated from each other in practice. As a consequence, existing recommendations regarding strategies to address bottlenecks fall short of explaining actors' strategic responses to hybrid bottlenecks, in which aspects of technological and strategic bottlenecks are combined. We fill this gap by conducting an exploratory multiple case study of strategies that actors apply to address the hybrid bottleneck of public charging infrastructure in the innovation ecosystem of battery electric vehicles. We combine resource dependence theory and resource-based theory to show that actors apply patterns of direct strategies or indirect strategies to address bottlenecks based on the expected future value of the bottleneck, their dependency on the bottleneck's availability, and the existing uncertainty in terms of predicting the ecosystem's future progress.

Paper is Available to Meeting Registrants Only.

STR: Platform Entry and Innovation: How Adjustment Costs Shape Complementor Innovation Strategies

Author: **Aldona Kapacinskaite**, *Department of Management and Technology, Bocconi U.*
Author: **Ahmadreza Mostajabi**, *London Business School*

Extant literature has made contrasting arguments regarding complementors' response to platform entry. Scholars have documented both higher and lower ex-post complementor innovation in domains affected by entry. We argue that a cross-platform study of complementors' response to entry and examining their resource redeployment adjustment costs to competing platforms can reconcile these contrasting findings and explain complementors' post-entry innovation strategies. We hypothesize that complementors with high adjustment costs will focus and increase their innovative effort on the focal platform and the affected domain, whereas those with low adjustment costs will shift innovation effort to the competing platform. We empirically test our hypotheses in the context of mobile app platforms and analyse Apple's entry in the App Store with the "Files" application in 2017. We use difference-in-differences and coarsened exact matching methods to analyse innovation outcomes of 340,474 affected and unaffected applications produced by 30,044 developers. Supporting our arguments, we find that high-adjustment-cost developers increase ex-post innovation on the focal platform (Apple App Store), whereas low-adjustment-cost developers redeploy resources to the competing platform (Google Play Store). We contribute to literature on platform innovation strategy by highlighting the heterogeneity in complementors' strategies in response to platform entry.

Paper is Available to Meeting Registrants Only.

STR: How Technology Characteristics Shape the Attractiveness of Platform Approaches

Author: **Katharina Gaertner**, *Department of Business Administration, Economics, and Law*
Author: **Joern Hoppmann**, *U. of Oldenburg*

Using digital platforms can significantly enhance the performance of firms, which has led firms in various industries to invest in platform approaches. Given that previous research has focused on the software industry, however, we know relatively little about how the attractiveness of platform approaches is shaped by the technological characteristics of physical complements. To investigate this question, we use a qualitative comparative case study in the mobility sector. We find that a higher complexity of physical complements reduces the feasibility and attractiveness of platform business models through three distinct mechanisms, namely the capital intensity of complements, the need for centralized planning and control, and the degree of regulation. By showing that these mechanisms in turn shape winner-takes-all dynamics, our study makes important contributions to the literature on platforms and strategic management.

Paper is NOT Available. Please contact the author(s).

STR: Is "Choose One" Policy Profitable?

Author: **He Liu**, *Central U. of Finance and Economics*
Author: **Yi Wei**, *Central U. of Finance and Economics*
Author: **Shouyang Wang**, *Academy of Mathematics and Systems Science, Chinese Academy of Sciences*

Some platforms with superior digital analytics service technology ask users to "choose one of two platforms" to restrict users' homing choices. We develop a game-theoretic model in a duopoly setting to investigate the impacts of the "choose one" policy and asymmetry in digital analytics service technology on platform competition. We first examine how the asymmetry in digital analytics service technology influences equilibrium market demands, prices, and profits of the two platforms under four different users' homing scenarios. We find that under scenarios influenced by the "choose one" policy, a small extent of asymmetry in digital service technology leads to large differences in platforms' profitability. In contrast, under the scenario without the "choose one", small asymmetry in digital analytics service technology cannot generate huge profit gaps between platforms. Comparing the profits of both platforms across different scenarios, we find that "choose one" cannot always benefit the platform with the superior digital analytics service technology, but it hurts the inferior platform. We also show that the "choose one" impairs social welfare and we offer implications for government to control this anticompetitive behavior.

Paper is Available to Meeting Registrants Only.

Author: **Wei CHANG**, *U. Nottingham Ningbo China*

Author: **Haibo Zhou**, *U. of Nottingham, China*

Author: **Jin Chen**, *U. of Nottingham, China*

This study explores the evolution of interdependence between platform owner and complementors under varying regulations. Using a longitudinal qualitative study on an Chinese online drug retailing platform and its online pharmacies during the period of 2005 to 2021 when they encountered both harsh and favorable government policies, our findings reveals that government regulations toward platform behavior may yield more complex consequences than regulators expected as the regulatory pressure would be transmitted to connected actors, reshaping the form of interdependence. Built upon our findings, we present a process model to elaborate three phases of shaping interdependence under varying regulations: experiment, intensification, and polarization. Our model contributes to the understanding of how platform owner reconciles the need for the continuity of value creation with radical changes in institutional environment. It also shows how complementors are involved into the reconstruction of relationships with platform under regulations—both proactively and passively.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **730** | Submission: **15185** | Sponsor(s): (TLC)
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 10:30AM - 11:15AMPT (UTC-7)**

**The Global Classroom: Using Feedback to
Enhance Intercultural Effectiveness in Diverse
Classrooms**



Using Feedback in Diverse Classrooms

Facilitator: **Catherine Wu**, *Nanyang Technological U.*

Facilitator: **Hui Teng Hoo**, *Nanyang Technological U.*

As diversity is increasing in classrooms around the world, instructors are faced with the challenge of creating the right conditions for students to benefit from these diverse environments. Indeed, while evidence support the benefits of exposing students to others with diverse backgrounds and perspectives to improve intergroup relations and intercultural competence, educators are recognizing that exposure to diversity alone is no guarantee to yield these outcomes and that classroom diversity must be actively managed. In this workshop, we examine one specific tool that educators can use to enhance the benefits of global classrooms to students, that is the use of feedback. The workshop will have three parts. First, we will share results from two sets of studies conducted in our diverse classes that used different feedback interventions to help students benefit from the diversity in their classrooms. Study 1 used social network feedback to encourage students to build diverse friendships. Study 2 used peer feedback and reflection journals to enhance multicultural teamwork and student feedback literacy. In part two, we will chair a roundtable discussion to leverage collective wisdom and brainstorm new ideas to incorporate feedback creatively in classrooms around the world. Finally, we will summarize key insights and learning points from the discussion and formulate actionable recommendations to implement in our classrooms following the workshop.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **731** | Submission: **10408** | Sponsor(s): (TLC)
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 10:30AM - 11:15AMPT (UTC-7)**

How to Reduce Feedback Fatigue Leveraging a Caring Perspective to Drive Learner Engagement

Reduce Feedback Fatigue via a Caring Perspective



Presenter: **April Rowsey**, *Union U.*

Instructor-provided feedback on student work is simultaneously one of the most developmental (for students) and daunting (for instructors) practices in teaching in higher education. Instructors devote many hours to careful review & assessment and the crafting of instrumental feedback that they know will contribute in meaningful ways to the growth and development of their learners. It is not uncommon for instructors to wonder if that feedback is read, much less applied, by learners in their courses. This is a particularly salient concern when dealing with online/hybrid learners or learners in courses with large class rosters who may be less inclined to carefully review and apply instructor feedback. Creating a caring and inclusive community that values feedback is possible through the implementation of several practices of care. Grounded in an Ethic of Care (EoC) perspective, and with heavy influence from the tenants of Appreciative Inquiry (Ai), this highly interactive conference session provides actionable strategies for educators looking to both increase learner-perceived inclusion and engagement in a variety of course disciplines and formats while decreasing instructor burden. In doing so, educators model healthy feedback perspectives and behaviors for the emerging leaders in business and management.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **732** | Submission: **14394** | Sponsor(s): **(TLC)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 10:30AM - 11:15AMPT (UTC-7)** at **Seattle Convention Center in Room 616**

**Transform: Building a Platform for Sustainability
Education**
TRANSFORM Sustainability



Organizer: **Gorgi Krlev**, *ESCP Business School*
Organizer: **Dominika Wruk**, *U. of Mannheim*
Presenter: **Mikolaj Pawlak**, *U. of Warsaw*
Presenter: **Ghita Dragsdahl Lauritzen**, *U. of Copenhagen*
Presenter: **Deborah Walle-Wodka**, *Sorbonne U.*
Session Chair: **Adrienne A. Reynolds**, *U. of California, Riverside*

Sustainability education is undoubtedly in dire need at business schools. This subject area in particular faces a number of serious challenges. First, management educators often tend to re-invent the wheel instead of harnessing synergies by using the contents, concepts and materials that others have created. Second, management education is often not as hands-on and inspired by practice as it could be. Third, management students often remain in a passive role instead of co-creating course contents or graded projects. TRANSFORM, a collaboration between five universities that focuses on how entrepreneurship and innovation promote sustainability, sets out to change this. First, by building up an open-source online platform, which does not only provide course materials to educators worldwide, but also invites them to share their own contents. Second, by building strongly on practitioner voices and experiences in teaching the contents that are featured on the platform. Third, by enabling a high degree of student co-creation in teaching the contents. We will present how the platform works and let students who have used it share their experiences. The largest part of the session will be dedicated to developing an agenda with the participants for how more educators could collaborate to expand the platform and its usefulness for the sustainability education community. We seek to build a community of practice of likeminded educators, who care about making higher education more open, collaborative and innovative.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **733** | Submission: **15156** | Sponsor(s): **(TLC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 10:30AM - 11:15AMPT (UTC-7)** at **Seattle Convention Center** in **Room 617**

Building Inclusive Student Teams   
Building Inclusive Student Teams

Organizer: **Tracey L. Rockett-Hanft**, *Texas Christian U.*
Participant: **Stacy Landreth-Grau**, *Texas Christian U.*
Session Chair: **Courtney E. Owens**, *Alliance Manchester Business School, U. of Manchester*

This talk will demonstrate how to best build and support inclusive teams for maximum performance. We will discuss types of diversity, how to build teams to maximize the positive impacts of diversity and minimize the negative impacts, and how to help diverse teams build cohesion. In addition to sharing best practices in the field and our experiences, we will also present data gathered from students about their perspectives on diverse teams and what they find works best for them. In short, we will help you think about how to build more diverse and inclusive teams student teams in your classes.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□ Session Type: **Symposium**
Program Session: **734** | Submission: **17891** | Sponsor(s): **(TLC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 10:30AM - 11:15AMPT (UTC-7)** at **Seattle Convention Center** in **Room 618**

**Future-proofing Learning for Generation Z: Building Key Skills
Through Innovative Class Design** 
Future-proofing Learning for Generation Z

Participant: **Amanda Jones**, *King's College London*
Session Chair: **Michal Szymanski**, *Moscow School of Management Skolkovo*

The aim of this session is to demonstrate the need to develop desirable skills, including information and digital literacy, and collaborative skills, among Gen Z students. It also aims to provide a method of teaching core topics while effectively developing these skills by leveraging publicly available data sources with which Gen Z are familiar and engaged. In order to achieve these aims, an applied method of class design, based on both a flipped and interactive approach, and well-grounded in pedagogic research, is demonstrated. Specific information about class preparation and follow up is also provided. The session should be of particular interest to those responsible for engaging and educating 'Gen Z' students towards successful future learning and employment.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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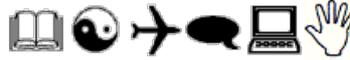
Session Type: **Symposium**

Program Session: **735** | Submission: **17754** | Sponsor(s): **(TLC)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 10:30AM - 11:15AMPT (UTC-7)** at **Seattle Convention Center** in **Room 619**

**Understanding Education/Teaching &
Scholarship-Focused Career Tracks: Applying
'The SEEL Model'**



Understanding Education-focused Career Tracks

Facilitator: **Ashley Roberts**, *Warwick Business School*

Facilitator: **Kate Black**, *U. of Northumbria*

Facilitator: **Lisa Anderson**, *U. of Liverpool*

Facilitator: **Claire Mallanaphy**, *U. of Liverpool*

Session Chair: **Sandrine LE PONTOIS**, *COACTIS - U. Lyon-Univ Jean Monnet - IAE Saint-Etienne*

While there has been a recent emergence of an Education/Teaching & Scholarship-focused career-track (HESA, 2021; Anderson and Mallanaphy, 2020; CABS, 2019), understandings of scholarship and promotion requirements remain scarce. This session will introduce participants to a British Academy of Management (BAM) model: 'Scholarship and Engagement, Education Practice, and Leadership' (The 'SEEL Model', see Anderson and Mallanaphy, 2020). The model was developed to inform career-progression on an Education/Teaching & Scholarship-focused track and has been informed/generated by responses from a questionnaire sent to all 109 UK University Business and Management (B&M) Schools. The purpose of this session is for participant teams to focus upon elements of the model and to then collate, communicate their reflections in order to better understand this important career-track. The presenters will then lead final discussion and reflection on these elements of 'The SEEL Model', and consideration of future directions of travel to advance a broader definition and understanding of the nature and outputs of education scholarship in Business Schools globally.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **PDW Workshop**
Program Session: **736** | Submission: **10613** | Sponsor(s): (AAT)
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 11:00AM- 1:30PMPT (UTC-7)** at **The Westin Seattle in Adams**

**Academy of Management Ombudsperson Team: PDW on
Academic Collaborations**
Academic Collaborations



Presenter: **Jennifer Lynn Schultz**, *Saint Mary's U. of Minnesota*
Presenter: **Mary Sue Love**, *Southern Illinois U., Edwardsville*
Presenter: **Darryl Rice**, *Miami U.*
Participant: **Gregory K. Stephens**, *Texas Christian U.*

The three members of the Academy of Management Ethics Committee, Ombudsperson team, will present an interactive workshop designed to help scholars effectively navigate academic collaboration. This pragmatic session will present essential discussion ideas and guides for professional collaborators. Based on critical conversation scripts, attendees will be provided with discussion guides that address issues of complementary skills, personality compatibility, resources, work ethic, communication, intellectual property, conflict resolution, honesty, trust, and ongoing dialogs. As AoM Ombuds, we have experience and insight of common academic collaboration conflicts and will provide attendees with preventative tools and case study scenarios.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **737** | Submission: **18459** | Sponsor(s): **(AFAM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 11:00AM - 12:30PMPT (UTC-7)** at **Sheraton Grand Seattle in Boren**

Africa Journal of Management Editorial Review Board Meeting
AJOM Editorial Review Board Meeting

Organizer: **Bruce Lamont**, *Florida State U.*
Organizer: **Hermann Ndofor**, *Indiana U., Indianapolis*
Organizer: **Moses Acquah**, *U. of North Carolina, Greensboro*
Organizer: **Moses N. Kiggundu**, *Carleton U.*

Editorial Review Board meeting of the Africa Journal of Management.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **738** | Submission: **10387** | Sponsor(s): **(CAR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 11:00AM - 12:30PMPT (UTC-7)** at **Seattle Convention Center in Skagit 5**

Careers Division Executive Committee Meeting *CAR Exec*

Program Chair: **Denise Mary Jepsen**, *Macquarie Business School, Macquarie U.*
Participant: **Gina Dokko**, *U. of California, Davis*
Division Chair-Elect: **Richard Cotton**, *U. of Victoria*
Division Chair: **Jos Akkermans**, *Vrije U. Amsterdam*
Professional Development Workshop Chair: **Serge P. Da Motta Veiga**, *EDHEC Business School*
Participant: **Jennifer Tosti-Kharas**, *Babson College*
Participant: **Sherry E. Sullivan**, *Bowling Green State U.*
Participant: **Melika Shirmohammadi**, *U. of Houston*
Participant: **Mostafa Ayoobzadeh**, *U. of Quebec at Montreal*
Participant: **Marijke Verbruggen**, *KU Leuven*
Participant: **Stefanie Gustafsson**, *U. of Bath*
Participant: **Janine Bosak**, *Dublin City U.*
Participant: **Jeffrey Yip**, *Simon Fraser U.*
Participant: **Beatrice Van Der Heijden**, *Radboud U. Nijmegen*
Participant: **Mel Fugate**, *Mississippi State U.*
Participant: **Alycia Marie Damp**, *U. of Toronto*
Participant: **Alexander Newman**, *Deakin U.*

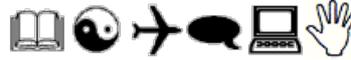
This meeting is for the executive committee of the Careers Division. In a hybrid model, it is intended to be held in person with those who are not attending the Meeting able to attend virtually.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **739** | Submission: **10323** | Sponsor(s): **(CMS, OMT, SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 11:00AM - 1:00PMPT (UTC-7)** at **The Westin Seattle** in **Vashon II**

**Writing Essays in Management: A
Professional Development Workshop**
Writing Essays in Management



Organizer: **Rick Delbridge**, *Cardiff U.*
Organizer: **Daniel Muzio**, *U. of York*
Organizer: **Trish Reay**, *U. of Alberta*
Facilitator: **Bill Harley**, *U. of Melbourne*
Facilitator: **Mark P. Healey**, *U. of Manchester*
Facilitator: **Thomas J. Roulet**, *U. of Cambridge*
Presenter: **Rashedur Chowdhury**, *U. of Southampton*
Presenter: **Ali Aslan Guemesay**, *U. of Hamburg*
Presenter: **Juliane Reinecke**, *King's College London*
Presenter: **Samantha Orlena Ortiz Casillas**, *EMLYON Business School*
Presenter: **Dominic Michael Chalmers**, *U. of Glasgow*

The intent of this PDW is threefold. First, we want to briefly showcase the emerging significance of the essay as a genre of management scholarship. Second, through the insights of leading organization and management scholars with experience of essay writing, we explore the ways in which the essay can be nurtured and elaborated as a legitimate form of scholarly contribution. Thirdly, and as the primary element of the workshop, senior scholars will work with participants to help them learn about the objectives, conventions and potential of essay writing as a distinct form of academic output. As such this PDW seeks to provide a structured opportunity for participants to familiarize themselves with this genre, build an understanding of its fundamentals, and develop some ideas for their own potential essays.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **740** | Submission: **17506** | Sponsor(s): **(CTO, RM)**
Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**
Scheduled: **Sunday, Aug 7 2022 11:00AM- 12:30PMPT (UTC-7)** at **Seattle Convention Center in Room 211**

Researching Bots in Online Social Networks

Researching Bots in Online Social Networks



Organizer: **Carolina Salge**, *U. of Georgia*
Organizer: **Anna Priante**, *Rotterdam School of Management, Erasmus U.*
Organizer: **Aaron Schecter**, *U. of Georgia*
Presenter: **Elena Karahanna**, *U. of Georgia*
Presenter: **Jason Thatcher**, *Fox School of Business, Temple U.*
Panelist: **Steven Lawrence Johnson**, *U. of Virginia*
Panelist: **Lionel Peter Robert**, *U. of Michigan, Ann Arbor*
Panelist: **Amber Young**, *U. of Massachusetts, Amherst*
Presenter: **Sippo Oskari Teofilus Rossi**, -

Bots, automated accounts in online social networks, have a significant presence on platforms such as Facebook and Twitter. They post messages rapidly and on a large scale and potentially impact communication processes and information diffusion on these platforms. Scholars have associated bots with political propaganda (Caldarelli et al. 2020) and the spread of false news (Shao et al. 2018), suggesting that their deployment imposes major threats to organizations and society (Ferrara et al. 2016). In addition, bots can threaten the validity of online social network research, especially if scholars fail to control for and eliminate confounding effects caused by the presence and activity of these bots (Salge and Karahanna 2018). In this PDW, we seek to shed light on researching bots in online social networks. More specifically, we discuss how to: 1. Design online social network research that considers, rather than neglects, bot implications. 2. Extend the frontier of human-bot sociotechnical research. 3. Understand and apply (through a demo session) a state-of-the-art technique to detect bots. We intend to contribute to the increasing prevalence, importance, and robustness of online social network research that appropriately identifies and controls for bots' impact. Insights from this PDW can benefit scholars within and beyond CTO interested in studying bots and online social networks at multiple levels of analysis. In addition, this PDW seeks to set the first steps towards building an interdisciplinary community of scholars who research the topic.

The "Researching Bots in Online Social Networks" session does not require special registration. For additional details, please contact: calsalge@uga.edu

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **741** | Submission: **14968** | Sponsor(s): **(CTO, TIM, OB, SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 11:00AM- 1:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **512 Willapa**

**Studying Algorithms and Management: Reflections on
Data, Methods, and Theory**
Algorithms and Management



Organizer: **Mareike Mohlmann**, *Bentley U.*
Organizer: **Marta Stelmaszak**, *Portland State U.*
Panelist: **Ahmed Abbasi**, *U. of Notre Dame, Mendoza College of Business*
Panelist: **Samer Faraj**, *McGill U.*
Panelist: **Maytal Saar-Tschansky**, *U. of Texas at Austin*
Panelist: **Ola Henfridsson**, *U. of Miami*
Panelist: **Marleen Huysman**, *Vrije U. Amsterdam*
Panelist: **Natalia Levina**, *New York U.*

Due to advances in digital technologies, and increasing access to large amounts of data, algorithms are becoming increasingly commonplace. The ability of algorithms to mimic cognitive functions, traditionally considered the realm of human capacities, gave rise to Artificial Intelligence (AI) applications. Examples include autonomous cars, the algorithmic management and control of workers, health care robotics, or image recognition in security and predictive policing. A key challenge for CTO Division members with a management-focused background is how to research complex algorithmic technologies, while it remains a challenge for CTO Division members with a more technical or computational background to establish firm links with management research. In this workshop, we take stock of data, methods, and theory that we have available, and we discuss whether we need to seek novel approaches to investigate the intersection of algorithms and management. What kind of data can be drawn on to investigate the management of algorithmic technologies, and can we extend and combine more conventional sources of data to garner more insight into these systems? What kind of methods can be used to analyze humans and algorithms working together? What are the theoretical underpinnings that we have at our disposal to productively study the close interrelationship between algorithms and managers? These questions will be addressed in an interactive workshop that brings together scholars from multiple backgrounds.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Contextual Factors and Firm Internationalization

Session Moderator: **Jeongho Choi**, *U. of Wisconsin*

IM: Mitigating Institutional Distance Between IJV Partner Countries by Choosing a Governing Law 

Author: **Jeongho Choi**, *U. of Wisconsin*

Author: **Farok Contractor**, *Rutgers U.*

This study explores answers to the following questions: To what extent are the provisions in international joint venture agreements affected by the institutional distance between countries of partners? And how can IJV partners mitigate institutional distance? Using fine-grained data on 251 international joint venture contracts signed in between 2000 and 2016, we identified all contract provisions/clauses used in IJVs and classified them into three groups of clauses, namely (1) management & organization, (2) control, and (3) operation through factor analysis. We then linked the three groups to the multiple dimensions of institutional distance (i.e., cross-country differences in legal environment, the court, normative, and cultural-cognitive). Empirical results reveal that the control clauses are more frequently used when there is a greater degree of legal environment distance and court distance. However, the need to use the control clauses is mitigated by the choice of law clause choosing a governing law country that is different than the location of IJVs. Normative distance increases the frequency of operation and management & organization clauses. Finally, the use of management & organization and control clauses is increased when there is a greater degree of cognitive distance. These findings provide insightful implications to industry practitioners, extend the Transaction Cost Economics, and advance alliance governance literature as well as institutional theory.

Paper is Available to Meeting Registrants Only.

IM: Market Institutions and Attitudes Toward State-Owned Companies  

Author: **Ilya Okhmatovskiy**, *Nova SBE, U. Nova de Lisboa*

State ownership and market institutions are usually perceived as substitutes: market reforms are described as the process of replacing state ownership with markets enabled by market institutions, while in situations of market failure, when market institutions do not function properly, state ownership is often considered as a feasible back-up solution despite its downsides. In this study, we challenge this view by demonstrating that market institutions (specifically, rules regulating market behavior), play an important role in alleviating negative “side effects” associated with state ownership. In particular, we suggest that the detrimental impact of state ownership on private business can be substantially reduced if state ownership is complemented with effective rules regulating market behavior. The dual function of market institutions that simultaneously enable market transactions and constrain behavior of market actors can explain a puzzling observation that in countries where public legitimacy of state ownership is high, state-owned companies are perceived as more threatening to private business than in countries where public legitimacy of state ownership is low.

Paper is NOT Available. Please contact the author(s).

IM: An Empirically Grounded Framework of Contextualized International Joint Venture Formation Processes

Author: **Alan MacCharles**, *Cranfield School of Management*

Author: **Monica Franco-Santos**, *Cranfield School of Management*

The purpose of this multi-case study of International Joint Ventures (IJV) is twofold: to examine how a Sino-Foreign Joint Venture Formation Process manifests itself and to identify which factors are more likely to influence this process. A rich description of an IJV formation process has often been called for in the literature, but the challenges of access and confidentiality remain. This study develops an empirically grounded model of the IJV formation process based on detailed study of eight cases of Sino-Foreign formation processes, identifying critical process and context factors like process iteration, negotiators and negotiation teams, their motivations, and alternative JV partners. This study makes two contributions to the literature and indicates future research in multiple directions. It breaks ground by developing the first empirically grounded framework of the contextualized IJV formation process. It offers insights by identifying the key factors and how they influence IJV formation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Cross-Border Innovation

Session Moderator: **Tung-Min Hung**, *National Taiwan U. of Science and Technology*

IM: The Driver and Mechanism of Outsourcing Innovation to Developing Countries  

Author: **Tung-Min Hung**, *National Taiwan U. of Science and Technology*

As firms have been increasingly outsourcing innovation activities in developing countries where they face the challenges of creating and capturing value due to weak protection of intellectual property rights (IPR), the answers to why they take the risk and how they manage it remain unclear. To bridge this gap, we conduct the research on offshore outsourcing innovation to argue that the availability of low-cost talent in a country with weak IPR protection increases the likelihood that a firm outsources an innovation activity to that country. In addition, we further propose that the main effect of human capital could be positively moderated by the designing of task specificity and project modularity which the firm uses to capture value and protect proprietary information from outsourcing innovation in developing countries. Using the data of Offshoring Research Network, Index of Economic Freedom, and World Economic Forum to test the hypotheses, we find our premises supported.

Paper is NOT Available. Please contact the author(s).

IM: Foreign and Domestic University Collaboration and Outbound Open Innovation 

Author: **Omid Aliasghar**, *Auckland U. of Technology*

Author: **Kazuhiro Asakawa**, *Keio U.*

Author: **Jarrood Haar**, *Auckland U. of Technology*

Author: **Annique A. Un**, *Northeastern U.*

This study compares the impact of research and development (R&D) collaboration with foreign versus local universities on outbound open innovation (OI). Despite the important role of university collaboration, firms find it difficult to externally commercialize scientific knowledge. By drawing on the knowledge-based view and national innovation system literature, we propose a conceptual model and examine how and under what circumstances a firm can reap the benefits from its links with universities and academic professors. Based on data from 541 New Zealand firms, we find that geographic proximity plays a critical role in benefiting from academic collaborations. Our findings show that R&D collaborations with foreign universities are related to the development of outbound OI, especially when the firms' partners are from developed countries. Conversely, our findings show that local university collaboration is associated with the development of outbound OI only if the firm collaborates with its local value chain partners.

Paper is Available to Meeting Registrants Only.

IM: Home-Host Country Demand Structure Gap and Reverse Innovation 

Author: **Ziliang Deng**, *Renmin U. of China*

Author: **Pei Wang**, *Renmin U. of China*

This study focuses an important yet underexplored question in reverse innovation literature, namely the antecedents of leading multinational enterprises' subsidiaries located in emerging markets to reversely transfer the innovation from emerging markets to developed markets. We combine the literature on reverse innovation with the demand-based view on innovation, and examine how the demand structure gap between home developed market and host emerging market can influence a subsidiary's reverse innovation decision. We propose an inverted U-shaped relationship by identifying two latent mechanisms: one is the opportunities for the innovation to be novel, and the other is the possibilities for the innovation to be applicable to developed markets. Empirical results based on panel data on subsidiaries with OECD nationalities in China support our hypotheses. This study contributes to reverse innovation literature by investigating demand-side factors, and enriches the discussion on demand-driven innovation by taking a locationally differentiated cross-border perspective and highlight the potential detrimental aspects of consumer heterogeneity.

Paper is Available to Meeting Registrants Only.

IM: Institutional Voids and Developed Multinationals' R&D Resource Commitments in Emerging Economies

Author: **Tabitha Muchungu**, *Morgan State U.*

Institutional voids influence the resource commitments to technology transfer that multinationals make to their local subsidiaries. Extant research primarily adopts a deterministic view of the institutional environment and gives contradictory findings in this relationship with little attention given to contingent factors. Using an institution-based perspective and the lens of institutional voids as opportunities, this conceptual paper examines the mediating mechanism of government R&D support between institutional voids and technology transfer, and the moderating role of digital readiness. I argue that (1) developed multinationals use government research and development (R&D) support to exploit opportunities from institutionally voided emerging economies, and (2) digital readiness of emerging economies positively moderates the relationship between government R&D support and technology transfer. The discussion contributes to a greater understanding of the interplay between institutions and firm's investment decisions across different international environments.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **744** | Submission: **18623** | Sponsor(s): **(IM)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Sunday, Aug 7 2022 11:00AM- 12:30PMPT (UTC-7)**

Digitalization in the International Context

Session Moderator: **Siddharth Natarajan**, *Nanyang Business School, NTU Singapore*

IM: Trade-offs in the Internationalization of Digital Products: Export and Domestic Uptake of Apps  

Author: **Siddharth Natarajan**, *Nanyang Business School, NTU Singapore*
Author: **Aqi Liu**, *School of Economics and Management Tsinghua U.*

Although digitization is increasingly important in international business, there is relatively less insight about the potential dark sides to the internationalization of digital products. Focusing on app exports, we argue that the export of an app can create a trade-off for app development in the domestic market and that this trade-off is contingent on the fungibility of an app's resources across domestic and foreign markets. We hypothesize that: (1) exported apps have lower domestic uptake than non-exported apps, but this difference is (2) lesser for apps that use multiple domestic app markets, and (3) greater for gaming apps. We test these arguments with a proprietary dataset constructed using Chinese apps in the Tencent Appstore. Linear regressions, supplemented by propensity score matching and instrumental variable estimations for endogeneity concerns, provide robust support for our hypotheses. By highlighting trade-offs between export and domestic markets for digital products, the paper extends recent discussion about the potential unintended consequences from the internationalization of digital products.

Paper is NOT Available. Please contact the author(s).

IM: Measuring Digital Globalization Competence 

Author: **Fernanda Cahen**, *ESPM - Brazil*
Author: **Felipe Mendes Borini**, *U. of Sao Paulo (FEA/USP)*
Author: **Charles Dhanaraj**, *Daniels College of Business, Department of Management*

The wave of digitalization sweeping the globe is dramatically shifting the manner for businesses to cross borders. While digitalization eases the transferability of a firm's competence to foreign markets, paradoxically, it increases the appropriability hazards. Our study focuses on the globalization of digital firms, narrowing on a novel construct – digital globalization competence (DGC) – which is critical for these firms to monetize their firm-specific advantages in foreign markets. Specifically, we define, operationalize, and test a measurement model for DGC. Drawing on theory, we build a five-dimensional construct comprising global orientation, digital intercultural skills, business model dexterity, business connectivity, and platform connectivity. We test our DGC model for internal consistency, reliability, construct validity, and nomological validity by modeling its impact on firm performance. We discuss the implications of the new measure for research on digital globalization research and the practical application of the new measure for digital entrepreneurs going global.

Paper is Available to Meeting Registrants Only.

IM: Digital Technologies and Firm Internationalization: The Role of Regional Digitalization 

Author: **Yancheng Fan**, *ZHEJIANG U. OF FINANCE AND ECONOMICS*
Author: **Victor Cui**, *U. of Waterloo*
Author: **Suling Feng**, *U. of Jinan*
Author: **Jinjing Wu**, *Shanghai U.*

The rapid diffusion of digital technology drives the application of related technologies in various sectors, and promotes the contexts of digitalization across national and regional boundaries. Whether such rapid digital penetration bring desirable outcomes to enterprises remains to be elucidated. In the context of digitalization from emerging markets, we examined the relationships among the degree of regional digitalization, and internationalization speed of enterprise by using the within-between random-effects model and 2009–2019 data from China. We also hypothesized and tested the moderate impacts of local embeddedness and institutional fragility on the above-mentioned relationships. Our results indicate that the effects of digital technology on the internationalization speed of manufacturing enterprises are complicated, influenced by both globalization- and deglobalization-driven forces rather than caused by simple positive or negative relationships. Moreover, local embeddedness means the enhancement of digital connectivity for the enterprise and stable support for enterprises' internationalization. While institutional fragility not only impedes the transformation of digital advantages, but also shows an escape-driven force for enterprise internationalization to some extent. The findings of this study contribute to the theory regarding enterprise internationalization in the era of digitalization.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

EMNEs Internationalization

Session Moderator: **Ke Rong**, *Tsinghua U.*

*IM: **The Belt and Road Initiative, Economic Development and Terrorism Reduction: An Institutional Theory***  

Author: **Ke Rong**, *Tsinghua U.*

Author: **Fei Hao**, *Tsinghua U.*

Author: **Di Zhou**, *School of Economics & Management, Tongji U.*

The Belt and Road Initiative (BRI) brings opportunities for the participating countries to improve their institutional environment. Based on the Global Terrorism Database, this paper constructs a panel data covering 152 countries from 2004 to 2018, and analyzes the policy effects of the BRI on reducing terrorist activities using the Generalized Difference-in-Differences model. The main findings include: firstly, the BRI can supplement the local political institution directly, and not only reduces the number of terrorist attacks, but also reduces the casualty of such attacks. Secondly, the policy effect of the BRI can be achieved through the improvement of the economic institutions, such as trade, FDI, digital infrastructure and economic growth. Finally, the policy effect of the BRI is weakened in the countries having relatively poorer social institutions, such as when the countries are at civil wars. This paper contributes to the research on the institutional theory and country specific advantage theory, and provides practical guidance for firms doing international business in the BRI participating countries with weak institutions.

Paper is Available to Meeting Registrants Only.

*IM: **The Complementarity Between Imports and R&D for Emerging Market Firms***

Author: **Lanhua Li**, *zhejiang U. of technology*

Author: **Elena Golovko**, *Tilburg School of Economics and Management (TiSEM), Tilburg U.*

Author: **Can Huang**, *Zhejiang U.*

Innovation is vital to firms from emerging markets to compete successfully with more technologically advanced companies from developed economies. The primary focus of recent IB research has been on the unique strategies of emerging markets MNEs used in the final stage of the internationalization process, e.g. buying technological and market capabilities abroad, to overcome the latecomer handicap. We still know little about the early-stage strategies that emerging market firms can utilize to build up initial capabilities to enable internationalization. In this study, we focus on importing as an option for firms to build and accumulate the needed technological competencies. We argue that firms' importing and internal R&D activities are complementary for innovation performance in the emerging market context and such complementarity is contingent on external competition dynamics. We test our predictions using a large sample of Chinese firms from high-tech industries. We find that firms, which combine importing and in-house R&D efforts, achieve better innovation performance. This complementary effect is more salient for firms in industries with intense competition. The presence of inward FDI in an industry also enhances the synergistic effect of imports and R&D. Lastly, accounting for heterogeneity of local competitors along the technological dimension, we find that technology laggards are more likely to benefit from the complementary effect compared to technological leaders. Our findings highlight the importance of imports as a channel for emerging market firms to enhance innovation performance in their quest for internationalization.

Paper is Available to Meeting Registrants Only.

*IM: **Pro-Market Reforms Complementarities and Firm Profitability (WITHDRAWN)*** 

Author: **Rajnish Rai**, *Indian Institute of Management, Ahmedabad*

Author: **Mitul Surana**, *Indian Institute of Management, Indore*

Four decades of pro-market reforms in emerging economies have produced highly different benefits for firms across nations. Drawing on the institution-based view, we introduce the idea of the complementarity of pro-market reforms as one of the key drivers behind the diversity of firm profitability across countries. Specifically, focusing on trade and financial reforms, we posit that trade liberalization harms profitability because it increases competition while financial reforms help profitability because it provides more funds for investments. Moreover, jointly they support firm profitability because of their complementarities. Additionally, we propose that the effect of their complementarity is stronger for firms that are more dependent on external finance. We test these ideas on a sample of 4,792 firms from 42 emerging economies during 1996-2018. Our study extends institutional economics by analyzing the role of complementarities among reforms and discussing their impact on firms.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **746** | Submission: **18637** | Sponsor(s): **(IM)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Sunday, Aug 7 2022 11:00AM - 12:30PMPT (UTC-7)**

Expatriation Management

Session Moderator: **Di Fan**, *Swinburne Business School, Swinburne U. of Technology*

IM: An Integrative Model of Sustainable Expatriation Management 

Author: **Di Fan**, *Swinburne Business School, Swinburne U. of Technology*
Author: **Sihong Wu**, *U. of Western Australia*
Author: **Yiyi Su**, *Tongji U.*
Author: **Yi Li**, *U. of Sydney Business School*

Sustainable expatriation management is an important topic in cross-cultural research as it is pertaining to finding a ‘win-win’ managerial approach for improving multinational enterprises’ (MNEs) performance and expatriates’ satisfaction. Drawing upon the ability-motivation-opportunity framework, this study proposes ability-, motivation- and opportunity-attributes as a tripod of expatriate competence-enhancing practices (EC-Ps). Via a matched survey dataset from both 150 expatriates and their headquarters (HQs) managers, we examine the influences of adopting expatriate competence-enhancing practices on MNEs’ subsidiary performance and expatriate satisfaction. We also identify a sequential mediation mechanism of cross-cultural competence and subsidiary autonomy in-between the relationships. Important contributions for theory and practice are discussed.

Paper is NOT Available. Please contact the author(s).

IM: Making Friends Abroad: A Process Model of Expatriate Social Network Formation

Author: **Marian Van Bakel**, *U. of Southern Denmark*

Although the social context of expatriation is very important for expatriate success, little is known about how expatriates make friends abroad. Based on 72 interviews with expatriates around the world, a process model of expatriate social network formation is developed. This study shows that this process is less deliberate than usually assumed; expatriates do not always actively choose who they come into contact with, and contextual factors as well as alter characteristics also influence relationship initiation and development. Furthermore, several expatriate-specific drivers of this process have been identified. The main contribution of this study is that it explains how expatriates create a new social network abroad. Practically speaking, the model could guide expatriates in making friends abroad; organisations can facilitate this process and the expatriates themselves can influence the process in order to create a social network that supports them in their cross-cultural transition.

Paper is Available to Meeting Registrants Only.

IM: Servant Leadership and Turnover Intentions of Self-Initiated Expatriates: A Moderated Mediation 

Author: **Caleb Lugar**, *Oasis International Schools*
Author: **Milorad Novicevic**, *U. of Mississippi*
Author: **Paul Johnson**, *U. of Mississippi*

We draw on conservation of resources and organizational identification theories to model and empirically examine the influence of servant leadership on the turnover intentions of self-initiated expatriates (SIEs) employed in a single multinational educational organization. We surveyed 168 SIEs working as self-initiated expatriates in English-speaking, American-style schools located in 13 countries around the globe. We found that servant leadership negatively affected SIEs’ turnover intentions through the mediating mechanism of SIE organizational embeddedness. The mediation was moderated by SIE organizational identification such that higher levels of organizational identification weaken the influence of servant leadership on organizational embeddedness. This suggests that servant leadership reduces SIE turnover intentions, especially during critical onboarding and socialization.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Export Internationalization

Session Moderator: **Joan Freixanet**, *Graduate School of Management, Saint Petersburg U.*

IM: **A Systematic Review and Agenda for Learning-By-Exporting Research**  

Author: **Joan Freixanet**, *Graduate School of Management, Saint Petersburg U.*
Author: **Ryan Federo**, *U. de les Illes Balears*

Over the past four decades, flourishing empirical research has attempted to establish the mechanisms and conditions underpinning improvements in exporters' innovation and productivity via the learning-by-exporting (LBE) effect, and the domain has gained legitimacy and empirical credibility. However, the literature's findings are largely fragmented and require systematic review and analysis to draw definitive conclusions on the factors that influence the subsequent realization of learning from exporting. To fill this void, we critically examine the extant LBE research for the period 1984–2021. We systematically review 167 articles to develop a system-based taxonomy and conceptual model of LBE, which comprises five major components: system outputs (productivity and innovation), inputs (e.g., institutional factors and resources), firm-level capabilities (e.g., absorptive capacity and innovation persistence), managerial competencies (e.g., entrepreneurship skills), and strategic internationalization decisions. In doing so, we uncover paradoxical tensions within the system brought about by the conflicting roles of some components of the LBE system, such as firm-, industry-, and country-level technological capabilities. Our review also reveals research gaps that open relevant opportunities for further research and conclusions that hold novel implications for managers and policymakers.

Paper is Available to Meeting Registrants Only.

IM: **CEOs Gender, Institutions, and Exports**    

Author: **Farzana Chowdhury**, *Durham U. Business School*
Author: **Maksim Belitski**, *U. of Reading*

We investigate the institutional context proxied by two types of corruption - pervasive and arbitrary - associated with firm exports, focusing on how this relationship differs between men and women-led firms. Using self-reported micro-level cross-country data from 4,714 firms on arbitrary and pervasive corruption during 2008–2015 across 75 economies, we find that pervasive and arbitrary corruption types have different effects on firm exports. We also find that female Chief Executive Officers (CEOs) mitigate this effect of corruption in two distinct ways. Our results contribute to institutional and feminist theories and are robust when controlling for economic development and quality of gender institutional characteristics. Our study suggests that female CEOs in developing and emerging economies will be less vulnerable to predictably corrupt institutions rather than to uncertain institutions.

Paper is NOT Available. Please contact the author(s).

IM: **Firm Heterogeneity in Export Performance: Management Practices as Missing Link** 

Author: **Eda Aral Kilic**, *Faculty of Economics and Business, U. of Groningen*
Author: **Harry Garretsen**, *U. of Groningen*
Author: **Janka Ireen Stoker**, *U. of Groningen, Faculty of Economics and Business*

This paper examines how and to what extent firms' management quality is linked to firms' export performance. It is a stylized fact that exporters are more productive than non-exporters, but the drivers behind the variance of productivity across firms, leading to heterogeneity in exports have not been investigated extensively, to date. We use a detailed administrative dataset of manufacturing firms in the Netherlands, matched with their management practices information. Results indicate that firms with higher management quality earn higher export revenues. Firms' productivity is endogenous at their management practices, and this link between management and productivity explains a part of the heterogeneity in exports across firms. Though, management's link to exports seems to be not limited to its contribution to firms' productivity.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **748** | Submission: **17593** | Sponsor(s): **(IM, GDO)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Sunday, Aug 7 2022 11:00AM- 12:30PMPT (UTC-7)**

**Bringing Intersectionality into International Management
Research: The Case of Language and Gender**
Bringing Intersectionality into IM Research



Organizer: **Komal Kiran Kalra**, *Newcastle U. Business School*
Moderator: **Tomke Jerena Augustin**, *Asper School of business, U. of Manitoba*
Panelist: **Jackie Margaret Ford**, *Durham U.*
Panelist: **Estefania Santacreu-Vasut**, *ESSEC Business School*
Panelist: **Amir Shoham**, *Fox School of Business, Temple U.*
Panelist: **Helene Tenzer**, *LMU Munich School of Management*
Panelist: **Suzanne Marie Gagnon**, *Asper School of business, U. of Manitoba*

In this panel symposium, we argue for the need to study language in international management from an intersectionality perspective. The purpose of this panel is to engage a group of panelists in a formal, moderated, interactive discussion of (1) the relationship between “language” and “gender” identities and effects on individual and organizational processes; (2) the implications of ignoring the role of gender in current language research; (3) the importance of drawing from intersectionality in IM research; and (4) how the combined effects of language and gender can be measured.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **749** | Submission: **12471** | Sponsor(s): **(IM, TIM)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Sunday, Aug 7 2022 11:00AM- 12:30PMPT (UTC-7)**

**Perspectives on Technological Innovation and Knowledge
Flows**



Perspectives on Technological Innovation in MNCs

Organizer: **Pallavi Shukla**, *Rutgers U.*
Panelist: **John Cantwell**, *Rutgers U.*
Panelist: **Prithwiraj Choudhury**, *Harvard U.*
Panelist: **Ram Mudambi**, *Temple U.*
Panelist: **Ivo Zander**, *Uppsala U.*

The patterns and sources of knowledge development in international businesses have become increasingly complex with each techno-socio-economic paradigmatic period of the mechanical, electromechanical, and information ages. This has implications not only for researchers in the technological innovation and knowledge flows domain but also for global strategists and public policymakers. The purpose of this symposium is to engage a group of distinguished panelists in an informal interactive discussion of (1) theoretical approaches to examining technological innovation and knowledge flows and (2) how digitalization and advancements in communication technologies are affecting technological innovation and knowledge flows in the information age. Each panelist is an expert in this domain and views the phenomenon through the lens of evolutionary theory, economic geography, or human migration.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **750** | Submission: **14912** | Sponsor(s): **(MED, OB, GDO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 11:00AM - 12:30PMPT (UTC-7)** at **The Westin Seattle** in **Cascade I-A**

Creating Better Leaders Through Student Cases and Problem-Based Learning



Creating Better Leaders Through Student Cases

Organizer: **Elena Lvina**, *Saint Joseph's U.*

Organizer: **C. Ken Weidner**, *Saint Joseph's U.*

This workshop will be of interest to attendees who want to maximize students' ownership of their own learning by either starting or improving upon their use of cases that students write based on their own experiences. Student-written cases are novel situations which require novel solutions. The "right" answer is not published; the "best" answer must come from the group and in real-time, addressing the most urgent issues, such as pandemic-related challenges students and their organizations face. Cases written by a diverse class can be extraordinarily engaging, addressing the issues that are both timely and relevant to them, rather than to middle-age white male protagonists in many published cases. Using students' cases provides compelling content for problem-based learning, and has been used to achieve a variety of learning objectives in a wide range of courses (consulting, cross-cultural management, ethics, HR, leadership, OB, strategy) and settings at the undergraduate, graduate, and executive graduate levels, in corporate programs, and in both in-person and online courses. The use of student-written cases cultivates critical skills including writing, working in groups, applying course subject matter, critical thinking, analysis (problem identification and problem-solving), presentation and facilitation, and engaging in reflection. Student cases can also help meet multiple AACSB standards, including enhanced scholarship, societal impact and student engagement. This workshop will address faculty aspirations and concerns about teaching with student cases and provide tools to build faculty confidence from their first application of student-written cases.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **751** | Submission: **18894** | Sponsor(s): **(MH)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Sunday, Aug 7 2022 11:00AM - 12:30PMPT (UTC-7)**

**International Business Groups, Temporality, Climate Change
and Management History**



Session Moderator: **Kalu Osiri**, *U. of Nebraska, Lincoln*

MH: **The First Wave of Business Groups in the First Republic of Korea**

Author: **Francis Kim**, *Chulalongkorn U.*

Ronald B. Shuman Award for MH Division Best Student Paper

William H. Newman Award Nominee

Korea's late industrialization, 1960-1990, exemplified state protection and promotion policies in favor of a few select entrepreneurs, chaebols, who cultivated big businesses across multiple sectors over the period. This article traces their social and business origins in the First Republic, 1948-1960, to study how early chaebols in the light industry earned a reputation as shrewd businessmen and regulatory rentiers before their subsequent state-business partnerships in heavy industries. Their social networks do not show deep ties with officials yet, known as 'seisho' in the earlier Japanese zaibatsu. Samsung establishes as the exemplar of chaebol, a financial clique, replacing the old manufacturing model by Kyongbang, once the largest corporation from the colonial period.

Paper is Available to Meeting Registrants Only.

MH: **Tracing the Layers of Novelty Imprinting and Identity Continuity: Evidence from China**   

Author: **Hongqin Li**, *Nottingham U. Business School*

Author: **William Stopford Harvey**, *U. of Bristol*

Sage Publishers Award for Best Management History Division Paper in Leadership

We explore whether and how the unfolding and contested nature of organizational identity can co-exist with successive layers of novelty imprints over time. Grounded in an in-depth case study of a multi-billion-dollar Chinese fund management firm, our analysis reveals how key figures can jointly shape organizational identity through leadership ideology, organizational structure and culture. We show three corresponding yet dissonant CEO practices and explain how leaders can create, blemish, or refine cognitive, structural, and cultural imprints. Our emergent theoretical framework explains the paradox of how identity continuity and novelty imprinting can co-exist.

Paper is Available to Meeting Registrants Only.

MH: **Coping with Devils and Climate Change with the Help of Asceticism? Exploring the Role of Asceticism** 

Author: **Suleika Bort**, *U. of Passau*

Author: **Alfred Kieser**, *Zeppelin U.*

Since Greek antiquity, humans have been practicing asceticism to overcome adversities and to change their lives for the better. Asceticism can be defined as the practice of self-discipline or self-restraint in order to achieve a particular goal. Asceticism not only enabled monks to live a life that prepared them for eternal salvation, but it also helped to generate groundbreaking technical and cultural innovations as well as societal transformation. Paradoxically, as Max Weber has shown, asceticism in form of Protestantism also fostered the emergence of capitalism. Nowadays, the term has developed multiple meanings. We identify and critically examine five modern variants of asceticism which can be found in social movements such as Voluntary Simplicity (VC) and in the work of philosophers such as Wilhelm Schmid, Peter Sloterdijk, Quentin Maillasoux and the sociologist Ulrich Beck. Drawing on recent developments in the climate ethics and social movement literature, we explore and critically examine whether and how these modern variants of asceticism can develop a similar transformative power by creating a broad social movement that triggers collective action and political activism and help us to cope with climate change. Preparing for these effects now might further help us when problems caused by the climate change become even more difficult to cope with.

Paper is Available to Meeting Registrants Only.

 MH: **Multi-temporality and the Ghostly: Capturing the Spirit of Time Past and Yet to Come?** 

Author: **Mairi Maclean**, *U. of Bath*

Author: **Charles Edward Harvey**, *Newcastle U.*

Author: **Roy R. Suddaby**, *U. of Victoria*

John F. Mee Award for Paper with the Best Management History Division Contribution

Despite growing scholarly interest in time, history, and memory, we lack an understanding of the multi-temporal reality of organizations – how past, present, and future intersect to inform the lived experience of organizing. The lexicon of the ghostly can help in this regard. We offer a framework that focuses on core moments of organizational life: foundation, strategic change, and longevity commemoration, and illustrate this using a historical case study of consumer goods multinational Procter & Gamble (1930-2010). We extend explorations of the ghostly into the domain of long-lived multinationals. Departed leaders highlight the capacity for temporal interplay, representing a 'shorthand' for members to understand the organization's past, present, and future. It is their persistence and mutability that makes them ghostly, reaffirming the past yet remaining open to re-interpretation. Studying organizations through the lens of the ghostly turns the spotlight on the spiritual, highlighting the need for re-enchanting our theorizing of organizing.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **752** | Submission: **12054** | Sponsor(s): **(MOC)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 11:00AM - 1:00PMPT (UTC-7)** at **Seattle Convention Center in Room 213**

MOC Executive Committee Meeting *MOC Executive Committee Meeting*

Participant: **Pauline Schilpzand**, *Oregon State U.*
Participant: **Teresa Cardador**, *U. of Illinois at Urbana-Champaign*
Participant: **Beth Ann Livingston**, *U. of Iowa*
Participant: **Naomi Beth Rothman**, *Lehigh U.*

This meeting is restricted to members of the MOC Executive Committee.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Causes of Absenteeism and Turnover

Session Moderator: **Yunita Sofyan**, *Xi'an Jiaotong U. School of Management*

OB: Performance and Turnover Consequences of Goal Orientation Faultlines: A Self-in-Social-Setting View

Author: **Christopher O.L.H. Porter**, *Indiana U.*
Author: **Erzhuo Wang**, *U. at Buffalo, The State U. of New York*
Author: **Aleksander P.J. Ellis**, *U. of Arizona*

Teams are collections of interdependent people, each of whom bring their own personal motivational tendencies to their teams. Goal orientations are useful frameworks for categorizing the different motivational tendencies people have and that influence their interpretation of, and reactions to, achievement opportunities and outcomes. In this article, we examine the effects of differences in members' goal orientation profiles in teams. We draw on the self-in-social-setting regulation view of self-regulation, which suggests that team contexts are ones in which people with different motivational tendencies can present a social hindrance to one another and impede one another's goal pursuits. We argue that when that team members have different goal orientation profiles, goal orientation faultlines can emerge. We predict that teams with stronger goal orientation faultlines will report more stress (i.e., emotional exhaustion) than teams with weaker goal orientation faultlines and that emotional exhaustion mediates the effects of goal orientation faultlines on team performance and turnover. We tested our predictions using a sample of 131 teams (637 team members) in a field setting over 18 months, finding support for our hypothesized effects of goal orientation faultlines on emotional exhaustion and team turnover and suggesting a number of important theoretical, empirical, and managerial implications.

Paper is Available to Meeting Registrants Only.

OB: The Effect of Community Support for Far-Right Political Parties on Immigrant Employee's Absenteeism

Author: **Benjamin Korman**, *U. of Konstanz*
Author: **Florian Kunze**, *U. of Konstanz*
Author: **Max Reinwald**, *LMU Munich*
Author: **David J. G. Dwertmann**, *Rutgers U.*

OB Division AOM Meeting 2022 Best Paper with International Implications Award

Both international migration and political polarization have seen widespread increases over the last decade. As immigration increases, community support for far-right political parties (and their xenophobic platforms) grows, begging the question of how a community's support for far-right political parties affects immigrant workers who serve these communities. Integrating macro-level research from economics and political science with stereotype threat theory at the individual-level, we argue that far-right political support in the community makes negative immigrant-related stereotypes salient, affecting immigrant workers' short-term absenteeism behavior. However, we predict that similarity to their team leader or coworkers (in terms of immigrant status) is associated with decreased short-term absenteeism because it lowers immigrant workers' perceptions of stereotype threat. Using both field and experimental designs, we demonstrate the interplay between subordinate's immigrant status, their similarity to fellow team members, and the political context in which they work.

Paper is Available to Meeting Registrants Only.

OB: Impact of Hearing Negative and Positive Gossip about Supervisor: A Within-Person Investigation

Author: **Yufan Deng**, *Florida State U.*
Author: **Dishi Hu**, *Fox School of Business, Temple U.*
Author: **Shanna R. Daniels**, *Florida State U.*
Author: **Robin Mengxi Yang**, *School of Economics and Management, U. of Chinese Academy of Sciences*
Author: **Wansi Chen**, *East China U. of Science and Technology*

Although workplace gossip is ubiquitous in the workplace, organizational research has a limited understanding of its influence on the gossip receivers. Also, the valence (i.e., negative or positive) of workplace gossip remains understudied, leaving an incomplete understanding of its impacts on the receivers. Drawing on conservation of resources theory, we investigate the somatic, psychological, and behavioral effects of gossip on receivers when they hear negative workplace gossip about their supervisor. Specifically, we focus on the daily influences of workplace gossip. Results show that employees who hear negative gossip about a supervisor tend to have poor sleep quality at night and less vitality the next morning, and as a result, are likely to display more psychological withdrawal behavior, have lower work engagement, and engage less in supervisor-directed citizenship behavior. With an experience sampling methodology design, we capture the impact of daily experiences of hearing workplace gossip about a supervisor on receivers, which broadens our understanding of the temporal consequences of workplace gossip. We conclude by discussing implications and future directions of our work.

Paper is NOT Available. Please contact the author(s).

OB: Quitting a Job as Vengeance for Being Ostracized: The Role of Challenge-Hindrance Stressors

Author: **Yunita Sofyan**, *Xi'an Jiaotong U. School of Management*
Author: **Malika Richards**, *Pennsylvania State U.*
Author: **Elisabeth Mutiara Jemadu**, *Xian Jiaotong U.*

How does a counterproductive work situation affect employee turnover intention? Using conservation of resources (COR) theory, this study explores how the experience of workplace ostracism results in knowledge hiding and turnover intention. Based on three waves of data collection from several organizations in Indonesia, we find a support for our proposed model. Furthermore, this indirect relationship was stronger among employees with higher level of hindrance stressor, in contrast, was weaker among employees with higher level of challenge stressor. We conclude this study by discussing the theoretical and practical implication of these findings.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **754** | Submission: **19593** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 11:00AM - 12:30PMPT (UTC-7)** at **Seattle Convention Center** in **Room 611**

Evaluating Leaders

Session Moderator: **Gretchen Renee Vogelgesang**, *San Jose State U.*

OB: How Relevant is Irrelevant Information? The Effect of Irrelevant Information on Leadership Perception

Author: **Naeem Zakir**, *U. of Mannheim*

Author: **Irmela Koch-Bayram**, *U. of Mannheim*

Previous studies have provided conflicting evidence of whether irrelevant information can influence the processing of relevant information in behavioral judgments. Under the notion of the dilution effect, Nisbett, Zukier and Lemley (1981) suggest that non-diagnostic (irrelevant) information influences individuals' judgements such that it brings them to the mid-point of a scale. By using dilution effect mechanisms of irrelevant information from social psychology, we examine whether irrelevant information makes leadership perception ratings less extreme or not. We test our hypotheses in an experimental study with 406 participants in a 2 (positive vs. negative leadership attributes) × 2 (only relevant vs. relevant and irrelevant information) between-subjects design. Results of the present study demonstrate that the effect of irrelevant information was dependent on the context (positive or negative leadership attributes) in which baseline leadership behavioral information cues were administered: irrelevant information influenced leadership perceptions in such a way that the leadership perception ratings were drawn towards average. That is, leadership perception ratings of targets with positive behaviors information were reduced whereas leadership perception ratings of targets with negative behavior information were increased. These findings extend classical dilution results to the leadership context and have consequences for information processing mechanisms of leadership perceptions

Paper is Available to Meeting Registrants Only.

OB: How Subordinates Evaluate and Respond to the Legitimacy of Leader-Member Exchange Differentiation

Author: **Sihong Huang**, *Hong Kong Baptist U.*

Author: **Siting Wang**, *Hong Kong Baptist U.*

Drawing on legitimacy framework and equity theory, this paper examines subordinates' evaluating process of leader-member exchange differentiation (LMXD) legitimacy and their subsequent responses. Specifically, we use LMXD deservingness (i.e., subordinates' perception that those who develop high-quality relationships with leaders make high contributions to their group) to capture subordinates' legitimacy judgments of LMXD. And we propose that LMXD deservingness will mediate the relationships of LMXD with subordinates' in-role performance and interpersonal helping. Furthermore, we expect that the cross-level effects of LMXD will be moderated by the characteristic of team context, that is, perceived team competition. Using surveys from 207 leaders and 1163 subordinates, we found support that LMXD deservingness mediated the effect of LMXD on subordinates' in-role performance but not on subordinates' interpersonal helping. In addition, LMXD's direct impact on LMXD deservingness and indirect impact on subordinates' in-role performance via LMXD deservingness were more negative when perceived team competition is high rather than low. Theoretical implications and future research directions are discussed.

Paper is Available to Meeting Registrants Only.

OB: CEO Ethical Leadership in Promoting Ambidextrous Learning: Examining the CEO-TMT Interface

Author: **Wenchuan Huang**, *School of Economics & Management, Tongji U.*

Author: **Shouming Chen**, *Tongji U.*

Author: **Chang Liu**, *Jiangnan U.*

How can a firm develop and utilize knowledge more effectively and efficiently in ways that increase its learning ability to pursue an ambidextrous orientation? Based on the upper echelons theory and social learning theory, we provide a new theoretical insight that highlights the role of CEO, especially the ethical leadership of CEO. We argue that ethical leaders who are more likely to stress the importance of two-way communication and integrate knowledge can increase firms' ability to promote the process of ambidextrous learning. Moreover, based on CEO-TMT interface, we theorized and tested two mediating mechanisms from top management team (TMT) level, transactive memory system and behavioral integration. Using a sample of 204 firms in China, we find the indirect effect of TMT transactive memory system and behavioral integration on the relationship between CEO ethical leadership and ambidextrous learning coexist. The theoretical contributions, future research directions, and managerial practice implications of these findings are discussed.

Paper is Available to Meeting Registrants Only.

OB: Romance of Leadership – Does Crisis Amplify the Over-Attribution to Leaders? 

Author: **Birgit Schyns**, *NEOMA Business School*

Author: **Gretchen Renee Vogelgesang**, *San Jose State U.*

Author: **Paul B. Lester**, *Comprehensive Soldier Fitness Office*

Romance of leadership theory describes over-attributions to leadership responsibility on organizational outcomes. Theoretically, ROL is stronger in times of crisis. This paper explores the impact of crisis on ROL, along with whether the type of crisis (human versus technical) matters when attributing responsibility to the leader or the situation. Study 1 explores the conditions of success compared to failure. Study 2 explores the human versus technical dimension along with turnaround versus downturn in addition to whether the outcomes were expected or unexpected. In both studies, beyond attributions to the leader or the situation, we collected additional outcome variables including participants' choices to allocate bonuses, recommend demotions or promotions, and whether the participant feels the leader has behavioral integrity and whether they would accept risk-taking by the leader. In study 1, we found the highest attribution to the leader occurred in the crisis success condition and highest attribution to the situation occurred in the crisis failure condition. However, leader effectiveness was strongest and bonuses were highest in the non-crisis scenarios. In study 2, we found that the technical and success conditions elicited the strongest romance of leadership, while non-crisis was stronger than crisis. Taken together, our results call into question whether crisis does elicit stronger romance of leadership. We discuss implications for the romance of leadership theory and broader leadership research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: 755 | Submission: 15703 | Sponsor(s): (OB, HR, CTO)

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 11:00AM- 12:30PMPT (UTC-7)** at **Seattle Convention Center** in **Room 306**

Creating a Better World Through Alternative Employment Arrangements

Alternative Employment Arrangements



Organizer: **Ksenia Keplinger**, *Max Planck Institute for Intelligent Systems*
Organizer: **Phoenix Von Wagoner**, *U. of Colorado, Boulder*
Discussant: **Russell Cropanzano**, *U. of Colorado, Boulder*
Presenter: **Kalie Wertz**, *Columbia Business School*
Presenter: **Niki Panteli**, *Royal Holloway Uni of London & NTNU, Norway*
Presenter: **David Cross**, *Southampton Business School, U.K*
Presenter: **Yifeng Fan**, *Fairfield U.*
Presenter: **Phoenix Van Wagoner**, *Max Planck Institute for Intelligent Systems*
Participant: **Brittany Lambert**, *Indiana U. - Kelley School of Business*
Participant: **Lindsey Cameron**, *The Wharton School, U. of Pennsylvania*

In the last years, we have seen a rapid increase of alternative employment arrangements due to technological advances, the COVID-19 pandemic, and the changing expectations of workers. Alternative employment arrangements that include gig work, freelancing, side hustles, and microwork through digital platforms have become an integral part of the modern workforce and thus dramatically changed the nature of work. This symposium aims to explore the ways in which alternative work arrangements influence the daily lives and identities of individual workers, how workers respond to the algorithmic practices embedded in some of the largest gig worker platforms, and why traditional conceptualizations of commitment and human resource management fail to incorporate independent workers who are often outside the boundaries of formal HRM practices. Using different theoretical perspectives (Affective Event Theory, Identity Theory) and employing a variety of qualitative and quantitative research methods, we specifically focus on strategies that help workers to better realize the benefits and reduce the downsides of alternative employment arrangements and thus facilitate a creation of a better world for nonstandard workers.

Psychology of Solo: Good and Bad Days Working in the Gig Economy and Their Effect on Mental Health

Author: **Phoenix Von Wagoner**, *U. of Colorado, Boulder*
Author: **Ksenia Keplinger**, *Max Planck Institute for Intelligent Systems*
Author: **Russell Cropanzano**, *U. of Colorado, Boulder*
Author: **Brittany Lambert**, *Indiana U. - Kelley School of Business*

Unhooking from the Matrix: Targeting the Algorithmic Manager through Algo-Activism

Author: **Kalie Wertz**, *Columbia Business School*
Author: **Lindsey Cameron**, *The Wharton School, U. of Pennsylvania*

I am a human being, not an algorithm: Commitment within the precarious space of microwork

Author: **Niki Panteli**, *Royal Holloway Uni of London & NTNU, Norway*

Balancing the Main Act and the Side Hustle

Author: **Yifeng Fan**, *Fairfield U.*

Professional Boundaries and Barriers to HR Involvement with Independent Professionals

Author: **David Cross**, *Southampton Business School, U.K*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **756** | Submission: **18425** | Sponsor(s): **(RM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 11:00AM - 12:00PMPT (UTC-7)**

Research Methods Division Business Meeting
RMD Business Meeting

Session Chair: **Daniel Judson Beal**, *Virginia Tech*
Participant: **Zhen Zhang**, *Southern Methodist U.*
Participant: **Kris Byron**, *Georgia State U.*
Participant: **Andreas Schwab**, *Iowa State U.*
Participant: **Le Zhou**, *U. of Minnesota*
Participant: **Marcus Butts**, *Southern Methodist U.*

Please join us to learn about recent and future business of the Research Methods Division.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Ethics, Legitimacy and Individual Behaviors

Session Moderator: **Anna Jasinenko**, *U. of Lausanne, HEC Lausanne*

SIM: Differentiating the Attitude-Behavior Gap: A Consumer Typology

Author: **Zara Berberyan**, *Hamburg School of Business Administration*
Author: **Sarah Jastram**, *Hamburg School of Business Administration*
Author: **Stefan Schaltegger**, *Leuphana U. Lüneburg*
Author: **Mark A Heuer**, *Susquehanna U.*

While most studies in the field of consumer research acknowledge differences between consumption patterns of distinct consumer groups, research dealing with the attitude-behavior gap has hitherto not been sufficiently linked with these findings. As a result, attitude-behavior gap has been often conceptualized as a uniform phenomenon for all consumer groups leaving variances across distinct groups largely unexplored. Based on a representative survey (N=1000) among German consumers, this paper challenges this assumption and presents five consumer clusters with different attitude-behavior gaps related to distinct demographic and socio-psychological characteristics. This typology enables analyzing the determinants of the attitude-behavior gap across different social groups and allows for more differentiated empirical research and managerial analysis. The findings contribute to the ethical consumption literature in that they differentiate applied ethics across distinct consumer groups as well as to the broader consumer research by demonstrating the relationship between individual characteristics and distinct attitude-behavior gaps.

Paper is Available to Meeting Registrants Only.

SIM: The Role of Consensus in Legitimation through Deliberation: An Experimental Approach

Author: **Anna Jasinenko**, *U. of Lausanne, HEC Lausanne*
Author: **André Bächtiger**, *U. of Stuttgart*
Author: **Patrick Haack**, *U. of Lausanne, HEC Lausanne*

Previous research has advanced scholarly understandings of legitimacy formation at the individual level, yet has not taken into account that individuals develop their legitimacy beliefs in communication activities with others. Our study seeks to address this shortcoming by advancing a dialogical approach which construes legitimacy formation as an outcome of social interaction. We study the legitimacy formation process in the context of a deliberation experiment where we asked participants to discuss in small groups a controversial topic (i.e., the Swiss Responsible Business Initiative). Before and after the deliberation we measured participants' legitimacy beliefs, as well as their behavioral intentions to assess the degree to which these variables changed during the deliberation. Additionally, we manipulated the level of agreement within the deliberation groups to understand how group consensus affects the impact of deliberation on legitimacy formation. Overall, we find that deliberation results in a stronger change of legitimacy beliefs and behavioral intentions if participants deliberate in a low compared to a high consensus group. Our study contributes to legitimacy theory by conceptualizing and empirically testing legitimacy formation as a dialogical process. Moreover, we present and apply the deliberation experiment as a promising novel method for testing cause-and-effect relationships in the process of legitimacy formation.

Paper is Available to Meeting Registrants Only.

SIM: Effects of Corporate Environmental Activities on Evaluators' Propriety Beliefs

Author: **Julia Herzum**, *U. of Mannheim*
Author: **Martin Sievert**, *U. of Mannheim*
Author: **Bernd Helmig**, *U. of Mannheim*

Citizens and consumers alike, as evaluators, seek to determine the legitimacy of businesses engaged in environmental activities, but their ability to assess organizational legitimacy is limited. Information cues can affect their propriety beliefs, which is the micro-level component of legitimacy, but it remains unclear how evaluators use various information cues related to corporate environmental responsibility. To shed light on the development of propriety beliefs, according to different information cues, this study presents a vignette experiment (n = 1,000) that distinguishes corporate information cues and validity information cues. The former indicate same- or cross-sector partnerships, in combination with substantive or symbolic collaborative actions; the latter instead feature a third-party rating. Our results suggest that evaluators react differently to corporate information cues, and pre-existing attitudes (i.e., attitudes towards greenwashing) affect the formation of propriety beliefs. In contrast, participants were generally responsive to validity cues. These theoretical insights suggest that evaluators establish an information hierarchy, such that they focus on seemingly reliable validity cues, and only a subsample of them incorporate more ambiguous corporate information cues. Thus, audience heterogeneity is critical information for understanding the formation of propriety beliefs. The results also warn businesses that they have limited opportunities to increase their legitimacy through self-initiated communications, so they need to pursue collective-level validity.

Paper is Available to Meeting Registrants Only.

SIM: Examining the Relationship Between Grit and Preventative Behaviors and Well-being

Author: **Abira Reizer**, *Department of Social Sciences and Psychology, Ariel U.*
Author: **Bella Galperin**, *U. of Tampa*

Despite government mandates to wear face masks in some public locations, why do some people still refuse to wear a face mask in public? This paper examines the relationship between grit and well-being outcomes, namely COVID-19 preventative health measure and distress. Further, the mediating role of autonomous and controlled motivation is also investigated. The results suggest that grit is directly related to decreased distress and increased preventative behaviors. Autonomous and controlled motivated mediated the relationship between grit, distress and preventive behaviors, such that autonomous motivation mediated the association between grit and preventive behaviors; while controlled motivation mediated the relationship between grit and psychological distress. These findings suggest that grit can be an important growth mindset in increasing preventative behaviors and individual well-being during the pandemic. Implications for human resource managers in attempting to help employees cope effectively during the pandemic are discussed.

Paper is Available to Meeting Registrants Only.

Author: **Sydney Levine**, *Harvard U.*

Rules are crucial for any organization, but people are sometimes encouraged to break organizational rules. Doing so often leads to more efficient, more creative organizations. It is possible, however, for rule-breaking to go too far. How do employees figure out when and whether to break the rules? We model intuitive rule-breaking by drawing on a theory of social interactions -- "virtual bargaining" -- that assumes that actors engaged in a simulated bargaining process when navigating the social world. In this paper, we present experimental data which suggests that rule-breaking decisions are driven by virtual bargaining. We conclude by discussing implications for organizational structure and management.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **758** | Submission: **18451** | Sponsor(s): **(SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 11:00AM - 1:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 502 Cowlitz**

IABS Board Meeting *IABS Board Meeting*

Organizer: **Nikolay Anguelov Dentchev**, *Vrije U. Brussel*

This meeting is open to IABS Board Meeting members only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **759** | Submission: **11093** | Sponsor(s): **(STR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 11:00AM- 1:00PMPT (UTC-7)**

STR Mid-Career Consortium: Managing Your Evolving Career 
STR Mid-Career Consortium

Session Chair: **Srikanth Paruchuri**, *Texas A&M U.*

Session Chair: **Ha Hoang**, *ESSEC Business School*

Panelist: **Roberto Vassolo**, *IAE Business School, Argentina AND Pontificia U. Católica de Chile, Ingeniería Industrial*

Participant: **Julian M Birkinshaw**, *11393*

Participant: **Gerard George**, *Georgetown U., McDonough School of Business*

Participant: **Tammy L. Madsen**, *Santa Clara U.*

Participant: **Jiatao Li**, *Hong Kong U. of Science and Technology*

The Strategic Management Division will once again sponsor a Mid-Career Consortium for the 2022 Annual Meeting of the Academy of Management. Following the Academy’s decision to hold the meetings virtually, the Consortium will also be organized virtually. The Mid-Career Consortium is for STR faculty members who are tenured on or before August 2021 and have at least five years of academic experience. The consortium is designed to be an interactive session where mid-career faculty members will interact with senior faculty in a set of small group discussions on the opportunities and challenges scholars face as they transition from junior to senior scholars. The objective is to facilitate networking and discussion around the unique professional challenges, problems and opportunities facing STR faculty moving into their “Associate Professor Years.” At the Mid-Career Consortium in the 2022 AOM Virtual Annual Meeting, participants will interact with a panel of senior faculty members including Julian Birkinshaw (London Business School), Gerry George (Georgetown University), JT Li (Hong Kong University of Science & Technology), Tammy Madsen (Santa Clara University), and Roberto Vassolo (IAE Business School, Argentina). The panelists and participants discussed a range of issues in small groups, including topics such as managing competing demands, changing your outlook/emphasis post tenure, launching a new research stream or reorienting your research focus, when to think about changing schools, supervising Ph.D. students, and taking on leadership roles. The 2022 STR Consortium will be co-chaired by Ha Hoang (ESSEC Business School) and Srikanth Paruchuri (Texas A&M University). Look for additional details in STR’s Spring 2022 Newsletter. For more information regarding next year’s consortium, or to express interest in participating, contact Ha Hoang (hoang@essec.edu) or Srikanth Paruchuri (paruchuri@tamu.edu).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **760** | Submission: **18766** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 11:00AM - 12:30PMPT (UTC-7)** at **Sheraton Grand Seattle in Jefferson B**

CEO Succession: Internal and External Effects

Session Moderator: **Eric Y. Lee**, *Penn State Smeal College of Business*

STR: Steering the Intangible Wheel: The Effect of CEOs on Corporate Culture Change 

Author: **Xina Li**, *INSEAD*

Author: **Guoli Chen**, *INSEAD*

Author: **Shen Rui**, *The Chinese U. of Hong Kong, Shenzhen*

In this study, we provide large-scale empirical evidence that leaders have a substantial impact on corporate culture change. We hypothesize that CEO succession leads to a higher level of corporate culture change, compared with the pre-succession period. In addition, the impact of CEO succession on culture change is contingent on executives' commitment to the prior culture. Using novel measures of corporate culture based on machine learning, and 765 succession events in S&P 1500 firms from 2001 to 2018, we find an elevated corporate culture change following CEO successions. The effect of succession on culture change is robust in the subsample of predecessor death-driven successions, and stronger if (1) the predecessor does not stay on as board chair and (2) the successor is an outsider. Moreover, we measure corporate culture using both executive comments in earnings conference calls and employee reviews from Glassdoor and find that the culture change patterns are largely consistent across different levels of hierarchies. CEOs manage culture with "style" when they move across companies, and explain a substantial proportion of the variance in overall culture change. Overall, our study contributes to the literatures on strategic leadership and corporate culture by examining whether, when, and to what extent leaders affect corporate culture change.

Paper is NOT Available. Please contact the author(s).

STR: CEO Succession and Competitive Attacks from Rivals  

Author: **Eric Y. Lee**, *Penn State Smeal College of Business*

Author: **Wenpin Tsai**, *Pennsylvania State U.*

With likely disruptions in a focal firm's ongoing routines and processes, a CEO succession event may be an opportune time for rivals to engage in competitive attacks against the focal firm, particularly when the successor CEO is very different from the predecessor in professional experiences. We argue that the effect of predecessor-successor experience differential on rivals' competitive attacks is contingent upon whether the focal firm has a strong corporate governance stabilizing force such as a high presence of dedicated ownership or by keeping the predecessor on the board. Using archival data on CEO succession events of S&P 500 firms between the years 2010 and 2017, we find support for our propositions that strong corporate governance may ward off rivals' competitive attacks when a focal firm is hiring a new CEO that is drastically different from the predecessor.

Paper is Available to Meeting Registrants Only.

STR: CEO Succession Timing & Post-Succession Firm Performance 

Author: **Diego Villalpando**, *U. of Nebraska Lincoln*

Author: **Robert James Campbell**, *U. of Nebraska, Lincoln*

CEO succession timing varies significantly across companies. Indeed, CEOs begin their tenures at different times throughout the fiscal and calendar years, regardless of whether appointed CEOs are insiders/outside or heir apparents. Despite the variance in CEO succession timing, little is understood regarding this succession aspect, which is problematic as it may explain important variance in post-succession firm performance. To advance research in this regard, we draw from kairology and the fresh start effect and theorize that successions that occur at the beginning of the calendar year, fiscal year, or fiscal quarter are positively related to post-succession performance. We further argue that heir apparent status and insider/outside status moderate this relationship. We find support for our arguments in the context of S&P 500 firm CEO successions and thus make important contributions to the CEO succession literature.

Paper is Available to Meeting Registrants Only.

STR: How New CEOs Use Strategic Topic Setting to Manage Capital Market Reactions to their Appointments

Author: **Jan Christoph Hennig**, *Groningen U. (RuG)*

Author: **Michelle Lang**, *U. of Goettingen*

Author: **Michael Wolff**, *U. of Goettingen*

Author: **Joseph Harrison**, *Texas Christian U.*

In this study, we examine new CEOs' use of strategic topic setting as an impression management tactic in response to legitimation pressure from the capital market. We propose that the dismissal of the predecessor CEO represents a distinct opportunity for the new CEO to gain legitimacy by departing from the predecessor's strategic agenda (i.e., strategic dissimilarity). Building on impression management literature, we argue that negative capital market reactions to CEO appointments can drive strategic topic setting in two opposing ways: (1) to strengthen the mandate, or (2) to deviate from the mandate. By drawing on a sample of U.S. companies listed in the S&P 1500 between 2003 and 2018, we use textual analysis in quarterly earnings conference calls transcripts to assess the use of strategic topic setting by new CEOs. We find that while new CEOs engage in mandate-oriented strategic topic setting, high pressure from negative capital market feedback can result in coping mechanisms that lead to non-role conforming CEO communication. Accordingly, our study makes important contributions to both the CEO succession literature and the impression management literature.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **761** | Submission: **12120** | Sponsor(s): **(STR, RM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 11:15AM - 1:45PMPT (UTC-7)** at **Seattle Convention Center in Room 4C4**

New Data and Methods in Strategic Management Research *New Data and Methods in Strategic Management*



Organizer: **Arianna Marchetti**, *London Business School*
Organizer: **Viktorie Sevchenko**, *INSEAD*
Panelist: **Bukky Akinsanmi Oyedeji**, *U. of Texas at Austin*
Panelist: **Elena Novelli**, *Bayes Business School*
Panelist: **Patryk Perkowski**, *Columbia Business School*
Panelist: **Phebo Derk Wibbens**, *INSEAD*
Panelist: **Tiona Zuzul**, *Harvard Business School*

Based on the very successful attendance we experienced at AoM 2021 (140+ attendees), we propose a second edition of this PDW, which aims to expose researchers in strategic management to novel and cutting-edge data and methodologies to address relevant questions in the field that are still missing an answer often due to empirical limitations. In this year's edition of the PDW, we focus on showcasing empirical approaches that can help researchers address the issue of causal identification in strategy and develop novel theories based on qualitative evidence. We also illustrate how the use of techniques such as stochastic modelling and qualitative analyses can complement and enrich more widespread empirical approaches based on the use of archival data. Finally, we also illustrate how to acquire novel datasets and leverage those to address traditional questions in the field. The first part of the PDW will focus on presentations by the invited panelists, who will showcase the use of novel data and methodologies within specific research projects. The presentations by the panelists will be followed by a Q&A session with the audience and further by a series of roundtables where participants can interact among each other and with the panelists/organizers and discuss their ongoing research projects.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Caucus**
Program Session: **762** | Submission: **14586** | Sponsor(s): **(CAU)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 11:30AM- 1:00PMPT (UTC-7)**

Beyond the Physical World: Religion, Spirituality, and Superstition in the Upper Echelons
Religiosity and Upper Echelons



Organizer: **Bina Ajay**, *U. of Cincinnati*
Organizer: **Omowumi F. Alimi**, *Doctoral Candidate*

We plan to explore the role of religion and supernatural beliefs, an understudied source of human values, on top executive decision-making and consequent firm outcomes. We expect this caucus to spur discussion on conceptualization, measurement, and analysis of religious beliefs, and data collection on such beliefs among the upper echelons.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **763** | Submission: **19030** | Sponsor(s): **(CMS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 11:30AM - 1:00PMPT (UTC-7)** at **The Westin Seattle in Blakely**

New Ways Forward

Session Moderator: **Arturo E. Osorio**, *Rutgers U.*

CMS: **The Challenges of Coeliac Disease at Work: A Research Agenda towards Organisational Inclusion**  

Author: **Anne Steinhoff**, *U. of Essex Business School*
Author: **Rebecca Warren**, *U. of Essex*
Author: **David Carter**, *U. of Canberra*
Author: **Jason Glynos**, *U. of Essex*

Over the past decade, organisations have attempted to create more inclusive and open workspaces. Despite this, the understanding of what inclusive workspaces should accommodate and what they should look like are numerous and often contradictory. Terms such as ‘inclusion’ and ‘diversity’ rhetorically seem to become buzzwords in organisational discourse, with an increased employee experience of exclusion. This paper aims to understand how and why organisational practices, behaviours and norms promoted as inclusive reinforce barriers and inexplicit discrimination. In interpreting the experiences of employees living with Coeliac Disease as presented in United Kingdom (UK) employment tribunals, UK Parliamentary debates and in medical journals, we illustrate how ‘inclusive’ organisational practices pose challenges to the employees living with Coeliac Disease. The paper adopts a theoretical perspective as developed by the Essex School of Discourse Analysis to demonstrate that organisational practices mobilise logics of exclusion and inclusion. We contribute to current academic debates in critical management by challenging the discursivity of organisational inclusivity and promote further research into medical conditions at work.

Paper is NOT Available. Please contact the author(s).

CMS: **Identifying New Ways of Making Sense by Questioning the Philosophical Foundations of our Field**

Author: **Rene Wiedner**, *Warwick Business School*
Author: **Robin Holt**, *Copenhagen Business School*

Organization studies makes sense of its objects of study by grounding them in instrumental relations: organization arises, and becomes the object of management, as a structuring means of containing and controlling what is otherwise uncertain, unruly and unproductive. Advocates of sensemaking theory continue in this vein of thought: how best to recover order, prevent disorder, and thereby attain organizational resilience. Though their solutions are various, their unquestioned solution driven, instrumental epistemology remains consistent. In this paper we question the largely taken for granted assumption that sense is made only, or even primarily, via the recovery of order and prevention of disorder. We do so by bringing to the fore the philosophical foundations of sensemaking theory as conceived by Weick and, by drawing from Martin Heidegger and Hannah Arendt, imagining alternatives. Not only do we thereby show that viable alternatives to our understanding of sensemaking exist, but also that explicitly engaging with the philosophical underpinnings of our theories has the potential to question assumptions in our field that we may otherwise unwittingly reinforce when communicating within and beyond our scholarly communities.

Paper is Available to Meeting Registrants Only.

CMS: **Introducing Reflexivity to Academic Writing on Business and Management**  

Author: **Iga Maria Lehman**, *U. of Social Sciences in Warsaw, Poland*

Taking as a point of departure some criticisms leveled at the negative influence of elite (or what Aguinis et al (2020) term ‘A’ level) management journals on individual scholars and institutions, this paper highlights the need for rhetorical change in scholarly writing on management issues. One effect of the current context of the communication of scientific knowledge in these journals is the tacit assumption that reporting scholarly work requires monologic and complex ways of expression based on fixed standards of what makes a text persuasive. I contend that the norm in academic writing on management is that publications are not reader inclusive and thereby, have a limited interest or attraction to a wider and global audience. This raises important ethical questions about the socialisation into scholarly publication of doctoral students and junior researchers, who increasingly face pressure to publish their research in peer-reviewed, English-language, ‘A’ journals. In order to address the lack of reader-inclusive publications in the field of business and management, I build on the notion of ‘communicative reflexivity’ (Archer 2003, 2007, 2012) which, in the case of writing, requires the writer’s consideration of the reader’s needs and expectations in the process of text construction.

Paper is Available to Meeting Registrants Only.

CMS: **Developing the Ruruku Canvas: How Indigenous Theory Building in Practice Can Inform Current Debates** 

Author: **Jesse Pirini**, *Victoria U. of Wellington*
Author: **Stephen Cummings**, *Victoria U. of Wellington*

The past decade has witnessed a debate as to what might be the ‘best’ approach to the development of indigenous management frameworks and theories, given that concepts such as economic development have almost exclusively been applied with ‘mainstream’ Western or Eastern industrial-era belief systems in mind. This paper reflects on these debates by following the development of a ‘Ruruku Canvas’ used during community engagement to co-design an economic development strategy for a regional Maori community. After outlining the development of the canvas, we apply a Critical Management Studies lens to question some of the assumptions that permeate this debate. We conclude that many of its elements (e.g., a binary distinction between indigenous and non-indigenous theory; assumptions that indigenous peoples may be poorly educated and poorly resourced) may be patronizing to those they seek to serve, by obscuring the agency of indigenous peoples to take and apply management theories without marginalising their knowledge and value systems.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **764** | Submission: **15711** | Sponsor(s): **(CTO, TIM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 11:30AM - 1:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 201**

Socioeconomic Returns in Digital Health Ecosystems: A
Panel on Five European Digital Platforms
Socioeconomic Returns in Digital Health Ecosystems



Panelist: **Hannu Nieminen**, *Tampere U.*
Panelist: **Nina Helander**, *Tampere U.*
Panelist: **Irene Georgescu**, *U. of Montpellier*
Panelist: **Mohammad Saleh Farazi**, *U. of Montpellier*
Panelist: **Neringa Gerulaitiene**, *Kaunas U. of Technology, School of Economics and Business*
Panelist: **Jordi Carrabina Bord**, *U. Autònoma of Barcelona*
Panelist: **Christopher Mathieu**, *Lund U.*
Panelist: **Asta Pundziene**, *Kaunas U. of Technology, School of Economics and Business*

The recent pandemic reinforced a breakthrough in adopting digital technologies in the healthcare sector: Researchers increased their focus on the use of artificial intelligence, big data analytics, the internet of things, the next generation of telecommunication technology such as 5G and blockchains for uses such as the surveillance, detection, prevention, combat and mitigation of the impact of Covid-19 on the society. While much has been said about the adoption of digital technologies, the value created by and captured from digital platforms that integrate digital technologies to serve a social-purpose-driven ecosystem (such as the healthcare sector) is still veiled. By presenting the results from five simultaneous case studies of digital health platforms in Europe, this symposium explores the role of the embeddedness of digital platforms in social-purpose-driven ecosystem and how such embeddedness affects the value created by and captured from digital healthcare platforms. This symposium is based on a large study that used an explorative multiple-case study method, where both primary and secondary data from five cases of digital healthcare platforms were collected in Finland, France, Lithuania, Spain and Sweden. The multiple-case study illustrates that the value created by and from digital healthcare platforms is affected by the multi-sided nature of the platform itself, however also by the embeddedness of the platform in the social-purpose-driven healthcare ecosystem.

Ecosystems and Platforms Track

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Social Event**
Program Session: **765** | Submission: **18309** | Sponsor(s): **(GDO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 11:30AM - 1:30PMPT (UTC-7)** at **Sheraton Grand Seattle in Metropolitan A**

GDO Social *GDO Social*

Session Chair: **Joy E. Beatty**, *Eastern Michigan U.*
Participant: **Jenny M. Hoobler**, *NOVA School of Business and Economics*
Participant: **Eddy S. Ng**, *Queen's U.*
Participant: **Florence Villeseche**, *Copenhagen Business School*
Participant: **Eden King**, *Rice U.*

Please come home to the Division to finally enjoy the opportunity to, in-person, greet friends old and new.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **766** | Submission: **19382** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 11:30AM - 1:00PMPT (UTC-7)** at **Seattle Convention Center in Room 605**

Virtual Teams and Team Innovation

Session Moderator: **Goran Kuljanin**, *DePaul U.*

OB: **Team Asynchronicity: A Costly Remedy to Facilitate Team Members' Multi-teaming** 

Author: **Mayssa Rishani**, *Erasmus U. Rotterdam*

Author: **Inga Jasmin Hoever**, *Erasmus U. Rotterdam*

Author: **Dirk Van Dierendonck**, *Erasmus U. Rotterdam*

Knowledge-based teams that work on challenging, nonroutine tasks typically have their members involved in multiple concurrent teams. Scholars have long advised these teams to leverage communication technologies for asynchronous work to facilitate their members' multiple team membership (MTM). The recent surge in MTM research however largely overlooked the application and soundness of this advice, and how teams organize their work in response to their members' multi-teaming. Using adaptive structuration theory, we develop a research model that specifies the link between members' multi-teaming, team asynchronous communication, and creative behavior in the team. We propose that team MTM number drives teams to communicate more asynchronously, and identify teamwork demands as a moderator of this effect. We further argue that team asynchronicity diminishes creative behavior that is important for knowledge work, and that this effect is moderated by teamwork demands. Results from a sample of 176 teams support the notion that team asynchronicity is both a common and costly remedy for multi-teaming when teamwork demands were at higher levels. Under this condition, team MTM number led to more asynchronous communication and the negative effect of asynchronous communication on members' creative behavior in the team intensified.

Paper is NOT Available. Please contact the author(s).

OB: **Stuck In The Middle: A Meta-Analysis On Innovation In Virtual Teams And The Role Of Media Richness**

Author: **Matthias Felix Sinnemann**, *Ruhr U. Bochum*

Author: **Matthias Weiss**, *Ruhr-U. Bochum*

Organizations increasingly rely on virtual teams, whose members are working together from different locations utilizing electronic communication media. Simultaneously, organizations are dependent on the generation and implementation of new ideas to keep solving the world's problems with innovative solutions. In this context, prior research approaches highlighted both positive and negative aspects of virtual team collaboration but has not come to a consensus of how it affects team innovation. Therefore, this meta-analysis synthesizes 178 independent samples including a total of 11,577 teams to obtain in-depth insights into the impact of virtuality on team innovation. Considering the integrated assessment of team virtuality through the dimensions of geographical dispersion, electronic dependence, and cultural distance, no significant effect on team innovation was revealed. Induced by the equivocal findings, factors that possibly moderate this relationship were investigated. In doing so, our emphasis was placed on the richness of the communication medium that transcends the virtuality between the team members and enables them to jointly work on innovative tasks. Our results indicate that the relationship between team virtuality and team innovation varies with using media of different kinds of richness. Thus, conclusions about media choice for innovative tasks in virtual teams can be drawn.

Paper is NOT Available. Please contact the author(s).

OB: **How can Dynamic Virtual Teams Use Boundary Spanning for Sustainable Innovation?**

Author: **Monika Maslikowska**, *U. of Lugano*

Author: **Michael Gibbert**, *U. della Svizzera Italiana*

Past research demonstrates that boundary spanning, e.g. in industry-academic collaboration, can lead to innovation but it can also be linked to challenges regarding coordination on a team level. Meanwhile, little is known on how can teams coordinate their boundary spanning activity in-between the team units to achieve innovation successfully. This is particularly important as the modern dynamic context of virtual collaboration on a global scale combined with the sustainability crisis requires novel coordination approaches. In this research, we explore this gap by studying how can dynamic virtual teams use boundary spanning for sustainable innovation in project collaborations between industry and academia. The results of our multiple embedded case studies (2 project editions involving 14 teams in total) based on triangulated qualitative data suggest that in dynamic virtual teams, "fluid coordination" based on inter and intra-team activities might be an important moderating factor that enables the positive effect of boundary spanning on sustainable innovation. Our findings can provide a new understanding and practical solutions to the current problems of global sustainability and virtual team management across boundaries, and open the possibilities for further industry-academia collaborations.

Paper is NOT Available. Please contact the author(s).

OB: **A Longitudinal Study of Team Compassion, Team Integrative Complexity, and Team Innovation** 

Author: **Linh Thi Thu Bui**, *Australian National U.*

Author: **Guihyun Park**, *Australian National U.*

Author: **Goran Kuljanin**, *DePaul U.*

Researchers have acknowledged the involvement of a temporal dimension in determining the links between team processes and team innovation. However, the extant literature has mostly treated team processes as static factors in team innovation processes. Specifically, scant research has examined how teams use team emotion to progress a systematic information processing and why some teams are more successful in transforming the systematic information processing into team innovation over time than some others are. Drawing on research on team integrative complexity and team life cycle, we address these questions and advance our knowledge about the dynamic roles of team compassion and team integrative complexity in team innovation processes. Using data collected throughout the project life of 87 teams, we find that team compassion predicts increased team integrative complexity. Moreover, team integrative complexity throughout the project life has a marginally positive effect on leaders' ratings of team innovation on average. Importantly, team integrative complexity occurring in the later phase of the project life is more likely to predict team innovation than that occurring in the early phase and at the midpoint. We discuss theoretical and practical implications and offer some directions for future studies.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **767** | Submission: **12642** | Sponsor(s): **(OB, CM, MOC)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 11:30AM- 1:00PMPT (UTC-7)** at **Seattle Convention Center in Skagit 4**

Communication Misperceptions: Mispredicting the Outcomes of Interpersonal Interactions *Interpersonal Communication Misperceptions*



Session Chair: **Einav Hart**, *George Mason U.*
Session Chair: **Nicole Abi-Esber**, *Harvard Business School*
Presenter: **Michael Kardas**, *Northwestern Kellogg School of Management*
Presenter: **Nicole Abi-Esber**, *Harvard Business School*
Presenter: **Rachel Schlund**, *Cornell U.*
Presenter: **Einav Hart**, *George Mason U.*

We communicate with others constantly: in our work life, our family life, and beyond. However, emerging research suggests that these ubiquitous interpersonal communications are fraught with misperceptions. This symposium brings together novel research papers identifying communication misperceptions across various domains that are critical to interpersonal and organizational success such as interviews, conversations, contracts, and negotiations. We discuss the extent to which people rely on uninformative cues, and the misperceptions that arise when people attempt to reach agreements. In particular, the papers presented will show that people (1) overlook social forces such as responsiveness that promote connection in conversation, causing them to undervalue communication media that entail dialogue for connecting with others; (2) overestimate how helpful communication cues are for evaluating speakers' abilities; (3) overestimate recipients' subjective feeling of consent to undesirable agreements, which undermines their trust and organizational commitment; and (4) underestimate the normativity of negotiations and have exaggerated concerns about jeopardizing an agreement. Moreover, this set of papers shows the detrimental consequences of communication misperceptions, particularly for missed opportunities: We miss opportunities to form new and better connections, accurately evaluate others, as well as negotiate better terms and empower consent. Taken together, this symposium highlights the fraught nature of interpersonal communication, and points to avenues for improving communications. These papers underscore the importance of understanding and correcting these communication misperceptions in interpersonal and organizational contexts.

People are insensitive to social forces that promote connection in conversation

Author: **Michael Kardas**, *Northwestern Kellogg School of Management*
Author: **Nicholas Epley**, *U. Of Chicago*

How verbal, nonverbal, and prosodic cues mislead interpersonal inferences

Author: **Nicole Abi-Esber**, *Harvard Business School*
Author: **Adam Mastroianni**, *Columbia Business School*
Author: **Alison Wood Brooks**, *Harvard U.*

You knew what you were getting into, Honesty increases perceptions, but not feelings, of consent

Author: **Rachel Schlund**, *Cornell U.*
Author: **Vanessa Bohns**, *Cornell U.*

I avoid because I care, Negotiation avoidance due to (inflated) concern about jeopardizing a deal

Author: **Einav Hart**, *George Mason U.*
Author: **Julia Bear**, *Stony Brook U.-State U. of New York*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **768** | Submission: **18548** | Sponsor(s): **(ONE)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 11:30AM- 1:00PMPT (UTC-7)**

**Tensions, Trade-Offs and Complexity in
Sustainability Research (Virtual Live)**



Session Moderator: **Rosalie Luo**, *Ivey Business School*

ONE: **Framing the Change and Changing Frames: Tensions in Participative Strategy Development**   

Author: **Angelika Zimmermann**, *Loughborough U.*

Author: **Jasper O. Kenter**, *U. of York*

Participative strategy development serves to integrate the interests and perspectives of multiple stakeholders involved in today's complex environmental challenges, aiming at a better-informed strategy for tackling these challenges, increased stakeholder ownership, and more democratic decision making. Prior research has however observed inherent tensions between the need of such participative strategy to be open to stakeholders' input, and the need for closure and guidance. Drawing on case study evidence, we extend this reasoning and argue that tensions can emerge between strategy openness and several unintended consequences - the persistence of different interpretations of the strategy as well as stakeholders' perceptions of lacking knowledge, guidance, and control. These tensions are important because they affect stakeholders' willingness and ability for change and therefore counteract the strategy's aim for major change. We propose how multi-stakeholder workshops, as interactive spaces, have a key function in mitigating the tensions inherent in strategy openness and in facilitating stakeholders' willingness and ability for change.

Paper is Available to Meeting Registrants Only.

ONE: **GAME OF GREEN THRONES. Sustainability Tensions and Power in Global Value Chains**  

Author: **Simone Carmine**, *Department of Economics and Management, U. of Padova*

Author: **Valentina De Marchi**, *Department of Economics and Management, U. of Padova*

A rising literature suggests the benefits for organizations to take a paradox perspective toward tensions emerging when aiming at increasing corporate sustainability performance. We suggest that if companies have not full agency in responding to such tensions, the effectiveness of this approach can be heavily undermined. We argue this is especially the case of suppliers part of Global Value Chains (GVCs), which characterize an increasing number of industries. Suppliers are significantly constrained by their powerful lead firms in deciding how to address sustainability challenges, so that even if they are willing to manage sustainability tensions, they might finally not to, resulting in poor sustainability performance. By the mean of an in-depth analysis of a specific tensions, we investigate the role of agency in coping with sustainability related tensions using a paradox lens and adopting a multi-level perspective, considering the different actors part of the chain. Our analysis suggests that considerable tensions are generated by working in GVCs, because of the different framing of sustainability of buyers and suppliers, worsening the overall sustainability outcomes of the system despite the best intentions and effort of the actors engaged. Furthermore, we show that the management of such tensions depends on the agency of the actors, resolving in actions that emphasizes one pole of contradiction – the one of the most powerful actor. Accordingly, we contribute to a critical reading of paradox theory in sustainability by i) taking a GVC wide (vs organizational wide) perspective, responding to the call for a systems approach in paradox studies; and ii) focusing on a critical contextual condition in influencing the response that actors can implement in managing tensions: bargaining power.

Paper is Available to Meeting Registrants Only.

ONE: **A Maturity-Based Perspective on Sustainability Implementations**  

Author: **Enes Ünal**, *Cranfield U.*

Author: **Vikash Kumar Sinha**, *Aalto U. School of Business*

With the increasing number of firms adopting different sustainability practices, the theoretical and practical understanding of sustainability has been changing in depth and scope. This transition has fundamentally changed the way firms make sustainability trade-offs. The extant literature on trade-offs tends to focus on established firms that predominantly indulge in market-oriented decisions where economic priorities drive the deployment of scarce resources to "other" sustainability dimensions. In contrast to a market-oriented understanding, emerging studies on highly committed firms have demonstrated the importance of nonmarket-based factors that bolster the social, environmental, and political standings of firms. Such studies have cast doubts on our current understanding of the trade-off between different dimensions of sustainability. Aiming to inform the sustainability trade-off literature, we carried out a mixed-method study to explicate the rationale and dynamics of trade-offs between sustainability practices.

Paper is Available to Meeting Registrants Only.

ONE: **Biodynamic in California: Organizational Cognition and Learning with Complexity** 

Author: **Rosalie Luo**, *Ivey Business School*

Author: **A. Wren Montgomery**, *Ivey Business School*

The convergence of social and environmental crises has urged organizations and institutions to apply systems-thinking principles as a way to better attend to ongoing issues and their inherent complexity. This qualitative empirical study inductively investigates the types of organizational-level cognition apparent in 20 sustainable wine producers in California applying different agricultural and organizational practices. We offer developments in the organizational cognition and learning literatures by presenting systems-thinking in the face of complexity as a unique empirical contribution. We differentiate between holistic (systems) and particularist (linear) cognition and dynamic ways of learning in organizations. Through semi-structured interviews, field observations, and secondary data from their website communications, we elaborate upon emergent findings and generalize a model of enacted cognition and organizational learning in a bidirectional manner with institutions. By focusing on producers with sustainable orientations, many implications related to responding to complex social and environment issues by applying holistic ontologies arise for further contemplation. Our insights serve as a foundation for understanding how organizations think in while dealing with ongoing complexity and long-term challenges, including climate change, biodiversity loss, and social inequality.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **769** | Submission: **19491** | Sponsor(s): **(SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 11:30AM - 1:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 305 Chelais**

Corporate Social Responsibility, Politics and Government

Session Moderator: **Dong Shin Kim**, *U. of North Georgia*

SIM: Political Ideology Distance, Firm Location, and Acquisitions 

Author: **Dong Shin Kim**, *U. of North Georgia*

Scholarly interests on the effects of the political ideology on firms' strategic choices have been burgeoning. While previous studies have shown evidence of the strategic choices of firms as a reflection of organizational or CEO's ideology, less attention has been paid as to ideological environments such as that of state or federal governments and their implications on firm strategies. In this paper, we introduce the concept of ideological distance between state and federal governments and examine the extent of its impact on firms' acquisition strategies based on their headquarter location. We further examine the moderating effects of prevailing ideology of federal governments and a geographical distance from firm headquarter to the political center of the U.S., Washington DC. Using a sample of S&P 500 firms between 2005 and 2011, we find that firms engage in more acquisitions when state and federal governments are ideologically more distant and even more so when the federal government is largely controlled by Democratic Party, but less so when their headquarters are geographically distant from Washington D.C.

Paper is Available to Meeting Registrants Only.

SIM: Do US State Breach Notification Laws Reduce Firm Data Breaches?   

Author: **Brad Greenwood**, *George Mason U.*

Author: **Paul M. Vaaler**, *U. of Minnesota*

We ask whether US state laws requiring notification when firms suffer data breaches actually decrease data breaches. From 2003-2018, 50 states and the District of Columbia enacted breach notification laws (BNLs) mandating firms to notify states after suffering data breaches, undertake breach mitigation, pay fines for non-compliance, and be liable for damages to the public and private individuals. BNLs were supposed to reduce data breaches and create a market for data privacy, wherein firms could strike their preferred balance of data security for and cost to consumers. We find no evidence supporting this supposition. Results from multi-state difference-in-difference analyses indicate no significant change in annual breach counts or breach magnitudes following BNL enactment. Results also indicate no significant long-term change in rates of identity thefts, fraud, and related data misuse. These non-effects persist for different firms, time-periods, and types of BNLs. We conjecture that inconsistent state notification standards and inadequate state dissemination of information about firm leaders and laggards in data security explain BNL ineffectiveness to date. We propose a new US federal regime to address these shortcomings and let a national BNL achieve goals state BNLs clearly failed to meet.

Paper is Available to Meeting Registrants Only.

SIM: Social Connection, Political Identity, and Employees' Labor Protest Propensity in China   

Author: **Ying Chen**, *U. of Rhode Island*

Author: **Jiayuan Zhang**, *Colorado State U.*

Scholars have long been interested in studying the effects of social and political control on collective action in China. However, few studies have investigated whether the relationship between social and political control and collective action changes over time. In this study, we examined the relationship between social connection, political identity, and employees' labor protest propensity with a comparative perspective of time. Using data from the Chinese General Social Survey, conducted ten years apart in the years 2003 and 2013, we found that the relationship between social connections, political identity indicated by Chinese Communist Party (CCP) membership, and labor protest propensity differ with these two samples. The relationship between the strength of social connection and labor protest propensity is significant in the 2003 sample, but becomes insignificant in the 2013 sample. The effect of employee's political identity on labor protest propensity also varies in the two samples. Further analysis shows that CCP members who rated themselves as having a similar social economic status with their peers have a higher intention to participate in a labor protest than party members who rated themselves as having higher social economic status than their peers. This study's findings demonstrate the importance of considering a time comparative perspective when studying what predicts employees' labor protest propensity.

Paper is NOT Available. Please contact the author(s).

SIM: Firm-Government Geographic Distance and Firm Compliance to Pollution Regulations

Author: **Wei Liu**, *Qingdao U.*

Author: **Jing Yu Yang**, *U. of Sydney*

Author: **Wen Helena Li**, *U. of Technology, Sydney*

The effectiveness of government regulations on firms' environmental practices is not always unitary and consistent. Based on a sample of firms in heavy-polluting industries in the context of China, we examine the role of firm-government geographic distance in affecting the firms' environmental pollution. The findings highlight that information asymmetry generated by firm-government geographic distance weakens governments' capability to monitor and control firms' compliance with government-prescribed environmental practices, and thus, firms located far from local governments are more likely to leverage such information asymmetry and pollute more to pursue their private interests. This positive relationship is negatively moderated when local government leaders prioritize environmental protection over local development, and they have longer career horizons. Our study contributes to the literature by exploring the role of geographic distance to local government as a potentially important source of heterogeneities in firms' environmental practices.

Paper is NOT Available. Please contact the author(s).

Author: Sameer Azizi, Roskilde U.

The study focuses on the mobile telecommunications industry in Afghanistan prior to the Taliban takeover in late 2021, and seeks to study how the mobile telecommunications corporations engage with the different area-specific governance systems in order to gain legitimacy to operate across Afghanistan. The study capitalises on mixed qualitative data to conduct an embedded case study of the Afghan mobile telecommunications industry as an extreme context for understanding business-society relations in South Asia. Theoretically, the article integrates insights from governance literature on areas of limited statehood to conceptualise business-society relations in Afghanistan beyond state-centric views and assumptions. The findings result in two modalities of business engagement that are conceptualised as a single vis-à-vis multiple governance system approach. Each of these modes of engagement implies a political nature and role for the businesses that are embedded in ethical dilemmas as discussed in the article. These findings contribute to the debate on the 'political turn' in the CSR literature and the governance literature on areas of limited statehood.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **770** | Submission: **18581** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 11:30AM- 1:00PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Dashpoint**

The Influence of Management on Organizations

Session Moderator: **Endrit Ademi**, *Johannes Gutenberg U. Mainz*

STR: Socioemotional Wealth in Family Business Research: A Systematic Literature Review 

Author: **Walther Reina-Gutiérrez**, *U. de Antioquia*
Author: **Cristina Villar**, *U. of Valencia*
Author: **José Pla-Barber**, *U. of Valencia, Spain*

This study aims to depict the current state of research on socioemotional wealth (SEW) in family businesses considering its definitions, roles and dimensions. We develop a systematic review of literature on SEW covering 56 studies published between 2007 and 2021 to propose a comprehensive definition of SEW based on four non-financial aspects, as well as an association model that reviews the roles of SEW as an antecedent, consequence or moderator. We also offer a new conceptual model for SEW comprising a general dimension and ten specific dimensions to facilitate empirical inquiries into areas beyond those considered by extant SEW models.

Paper is Available to Meeting Registrants Only.

STR: Incumbent Response To Disruptive Business Model Innovation and CEO Opportunity Framing 

Author: **Yuliya Snihur**, *TBS Education*
Author: **Christoph Zott**, *IESE Business School*
Author: **Andreea Noemi Kiss**, *Lehigh U.*

We explore the role of CEO framing for the adoption of new business models by incumbent firms faced with disruptive business model innovation (BMI) in their industry. Our historical analysis of two extreme cases in the bookselling industry—Borders and Barnes & Noble (B&N)—reveals that in reaction to Amazon's entry the incumbents followed distinct logics. We find that CEOs' BMI opportunity framing, in particular intensity, precision, future orientation, and inclusiveness of opportunity framing, was associated with actions that incumbent firms took over time towards separation of new and legacy business models or their blending. Contrary to conventional wisdom, sustained separation accompanied by weak opportunity framing (Borders) was an inferior strategy while gradual blending supported by strong opportunity framing secured B&N's survival. We link and contribute to literatures on disruptive innovation, BMI, and framing.

Paper is NOT Available. Please contact the author(s).

STR: When Do Chief Digital Officers Matter? An Examination of CDO Power and Firm Performance 

Author: **Endrit Ademi**, *Johannes Gutenberg U. Mainz*
Author: **Andranik Tumasjan**, *Johannes Gutenberg-U. Mainz*

Incumbent firms have been increasingly appointing a Chief Digital Officer (CDO) to centrally manage and coordinate digital transformation endeavors. While extant research focuses on understanding the responsibilities of CDOs, we know only little about whether and how different CDO role designs influence firm performance. Integrating upper echelons theory with the managerial power literature, we theorize on and empirically investigate the influence of CDO power on firm performance. Our sample consists of 321 CDOs that represent 286 firms from the S&P 500 and STOXX Europe 600 indices from 2010 to 2019. In line with our hypotheses, we find that CDO multifunctional power and expertise power positively influence firm performance. Moreover, while our results reveal that, in contrast to our expectations, CDO hierarchical power negatively influences firm performance, we find that it serves as an important contingency factor that amplifies the positive effects of CDO multifunctional and expertise power on firm performance. We advance the managerial power literature in the context of digital transformation and provide guidance on the role design of CDOs.

Paper is NOT Available. Please contact the author(s).

STR: History as a Source of Rhetorical Strategies in a Change Process: Case of Buddhist Temple 

Author: **Hee-Chan Song**, *Sasin Graduate Institute of Business Administration, Chulalongkorn U.*

Contemporary Buddhist temples face a significant strategic dilemma. They must change to secure financial resources, yet the changes inevitably involve modifying their sacred traditions. This study investigates how a Master Monk—an organizational leader of the temple—addresses this dilemma. To deeply immerse myself into the context, I engaged in four months of fieldwork in a Korean temple where the dilemma was salient. In the data analysis, my focus moved from the changes to a set of historical narratives the Master Monk used to facilitate the changes. A systematic analysis of the narratives shows that the leader interpreted history in his own ways and strategically narrated it to reduce internal resistance to change. The findings join conversations about the role of history in a change context.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **771** | Submission: **12896** | Sponsor(s): **(TLC)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 11:30AM- 12:15PMPT (UTC-7)**

The Rise of Alternative Facts: Using MI to Strengthen Relationships in the Classroom
Using MI to Build Empathy in the Classroom



Facilitator: **Kristijan Civljak**, *The Chicago School*

Social media incivility and outright distortion and the related echo chamber of cable news have made many of us victims of alienation as facts are countered with alternative facts and conspiracy theories. This aggressive and inaccurate communication is reflected in classroom interactions as political divisions become personal and vice versa. Instructors may be caught up in controversial classroom discussions and need tools to ensure student well-being, as well as their own. Participants in this workshop will apply motivational interviewing techniques for respectful, empathetic, and appreciative interactions with others to share accurate information, build trust, and maximize learning.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **772** | Submission: **12396** | Sponsor(s): **(TLC)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 11:30AM - 12:15PMPT (UTC-7)**

**Introducing & Co-Designing a Course Pilot That Connects
Theatre / Film With Science**
Connect Theatre/Film With Science in Teaching



Presenter: **Franziska Marie Poszler**, *TUM School of Management, Technical U. of Munich*

This session will introduce a course pilot called “Reflecting and reshaping portrayals of technology”, a master’s seminar in which students critically draw parallels between representations of technology in popular culture and contemporary scientific discourses. In this course pilot, students are asked to develop own short stories / scripts that – based on current research findings and debates – draw a more realistic picture of technological developments. The aim of this session is to illustrate the need for offering such a course, summarize the course pilot as an exemplary curriculum format, share first reactions from students, discuss application possibilities for teaching in other disciplines and brainstorm the development of the course pilot. This session is targeted at any educators who are interested in connecting theatre / film and science in teaching, in developing innovative curricular that challenges students to produce practical, research-based outputs, as well as in sharing expertise and suggestions of how to extend the presented course pilot in order to push for knowledge diffusion from the classroom to the broader public. Attendees will learn about theoretical fundamentals and case studies (i.e., films) from the course pilot, important resources for further self-education on this topic as well as the building blocks and schedule of the course pilot. This way, attendees may be inspired to utilize the presented course pilot as a blueprint to develop similar courses in their particular discipline to ultimately, create a better world together with their students.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **773** | Submission: **19618** | Sponsor(s): **(TLC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 11:30AM- 12:15PMPT (UTC-7)** at **Seattle Convention Center in Ballroom 6E**

**Active Learning Pedagogies and Evidence-Based Practices in
Management Education and Development Post-Pandemic: Mapping the
Links and Looking Ahead**
Active Learning and Evidence-Based Practices

Participant: **Brett Paul Matherne**, *Georgia State U.*
Participant: **Tawnya Means**, *U. of Illinois at Urbana-Champaign*
Participant: **Christine Rivers**, *U. of Surrey*
Participant: **Jon W. Beard**, *Iowa State U.*
Participant: **Ricardo Gabriel Flores**, *U. of Victoria*
Participant: **Kate Elgayeva**, *U. of Minnesota, Duluth*

How many of us have plunged into course delivery with limited planning on how to actively engage students beyond posting course material to our university's learning management system (LMS)? The COVID-19 pandemic turned us all into reactive faculty. As we look to the academic year ahead, a focus on designing and facilitating active learning experiences in the post-pandemic teaching landscape is a critical and timely endeavor. Join the TLC organizers and representatives from the Management Education and Development (MED) Division to explore how active learning pedagogies have evolved and how this evolution yields opportunities and challenges for teaching effectiveness in the year ahead. Empirical evidence and data-driven course design and facilitation will set the stage for this highly interactive session. The session design will encourage participants to share innovative pedagogical techniques, data-driven curriculum development strategies, and engagement opportunities that have proven to be effective (and not so effective!) in maximizing student-centered learning. Through the lens of evidence-based practices and learning analytics, participants will gain a better understanding of how to (1) structure active learning approaches in evolving classroom modalities, (2) leverage data and learning technologies supporting these approaches, and (3) cultivate a mindset for teaching effectiveness in a post-pandemic landscape.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Symposium**
Program Session: **774** | Submission: **11779** | Sponsor(s): **(TLC)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 11:30AM- 12:15PMPT (UTC-7)** at **Seattle Convention Center in Room 616**

**Using Lived Experiences to Teach, Learn, & Create Courses
in Diversity, Equity, and Inclusion**
Lived Experiences to Teach DEI Courses



Presenter: **Shaista Ehsan Khilji**, *George Washington U.*
Session Chair: **Mona Itani**, *American U. of Beirut*

Teaching and learning are essentially intertwined. We learn mainly through our experiences. Following a racial awakening in the summer of 2020, many of us experienced uncertainty, curiosity, frustration, and reckoning. For some, like myself, this resulted in greater interest and advocacy for DEI-related issues. In this session, drawing upon my lived experiences with teaching, leadership, and advocacy at a large metropolitan university over 18-months (June 2020-Dec 2021), I will highlight how our interactions, observations, and reflections allow us to select the most appropriate content and pedagogy in our classrooms. Focusing on the TLC (Teach-Learn-Create) approach used in my DEI class in Fall 2021, I will engage participants in a discussion of the power of lived experiences and how our lived experiences and that of our students can be used to represent the messiness of DEI thus better prepare them for empathy of the human experience while also challenging power structures. Based on my experiences, I believe that the TLC approach engages students deeply in DEI issues and is valuable for creating a better world together (AOM Conference Theme, 2022). For a Teaching and Learning Conference, lived experiences offer a valuable approach to provide rich insights into how academics think, act, and utilize their experiences to inform their pedagogy.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **775** | Submission: **14690** | Sponsor(s): **(TLC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 11:30AM- 12:15PMPT (UTC-7)** at **Seattle Convention Center** in **Room 617**

**A Summer Social Entrepreneurship Program for
Developing Adventure Tourism in Rural Communities**
A Summer Social Entrepreneurship Program



Presenter: **Ian Norris**, *Berea College*
Presenter: **Peter H. Hackbert**, -
Session Chair: **Kelly A. Mollica**, *U. of Memphis*

An entrepreneurial mindset will become increasingly important in navigating long-term structural changes to work (Schoeniger et al., 2021), particularly in smaller, rural communities disrupted by the pandemic (Räisänen & Tuovinen, 2021). Indeed, small businesses that most greatly leveraged digital technologies recovered more quickly from pandemic disruptions (Connected Commerce Council, 2021). This presentation describes a long-standing social entrepreneurship program at a liberal arts college designed to facilitate entrepreneurial mindset and deliberate practice in college students. Most recently, the program partnered with local business and government in rural communities to develop adventure tourism opportunities. Summer 2021 students worked to build an interactive digital map for a newly developed US-designated transcontinental cycling route. Such maps allow cyclists to identify local businesses they can utilize for dining, lodging, and other hospitality services. As part of their training in entrepreneurship, students conducted research on local businesses along the route, several sections of which traverse highly economically distressed counties. Students worked in groups on various sections of the route to identify and categorize these businesses, obtain GPS coordinates, and create an inventory of each business's digital footprint. These data were utilized to create a beta version of an interactive digital map using Mapbox software. In addition to learning how to design a course that blends curricular and co-curricular elements, audience members will directly experience how design thinking can be utilized to approach creative problem-solving in the classroom and in the field, as well as how to leverage community partnerships in a service-learning and social entrepreneurship context.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **776** | Submission: **18244** | Sponsor(s): **(TLC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 11:30AM- 12:15PMPT (UTC-7)** at **Seattle Convention Center** in **Room 618**

**Humanizing HRM: Using Simulations as
Accommodation and Equalizer**
Inclusive Design with HRM Simulations



Presenter: **Toschia M Hogan**, *Chaifetz School of Business, Saint Louis U.*
Participant: **David Rahn**, -
Session Chair: **Alissa Dickey**, *U. of New Mexico*

A discovery-and-learn approach reflected in a human resource management (HRM) simulation meets a need to ensure that the current generation of employees are prepared for the perpetual uncertainty in the workplace with skills and experiences afforded by application-based learning. However, accomplishing this goal does not always yield inclusive designs and evaluations that accommodate the varied learning styles, cultural nuances, and disabilities in the classroom. For instance, human resource management courses cover a broad range of topics associated with managing talent in organizations. As a prerequisite in both undergraduate and graduate majors and minors, the topics and concepts explored in HRM cover the perspectives of human resource professions and that of the manager and employees. Stimulating curiosity and engagement with such a broad base of students while meeting inclusive course design and delivery needs is accomplished with a simulation. Using an HRM simulation as a wrap-around for applying concepts to real organizational challenges allowed students to explore HRM practices, to develop and demonstrate deeper and compassionate thought processes to solve ambiguous and complex problems confronting contemporary organizations, and the ability to effectively communicate ideas at the individual and group level while fostering the dynamics of inherently diverse teams. Importantly, the simulation provided a way of learning that other standardized tools do not, learning by doing in diversified situations. In this session, I will share my experience using a simulation with insights on the strengths and limitations of the pedagogy as an add-on.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Symposium**
Program Session: 777 | Submission: 14817 | Sponsor(s): (TLC)
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 11:30AM- 12:15PMPT (UTC-7)** at **Seattle Convention Center** in **Room 619**

Using Improvisation and “Yes, And” to Impact Teaching and Student Outcomes
Using Improvisation to Impact Teaching



Organizer: **Robyn A. Berkley**, *Southern Illinois U., Edwardsville*
Session Chair: **Robyn A. Berkley**, *Southern Illinois U., Edwardsville*

This session will guide participants in an experiential session to practice improvisation and address ways to be more improvisational in the classroom. Using the principles of applied improvisation, we'll discuss how we can manage uncertainty and guide classroom discussions to meet student learning goals. Often student questions go beyond our planned lessons. If our goal is to help students take responsibility for and achieve higher order learning, as teachers we need to adapt on the fly to address questions and guide their learning. Improv enables teachers to be present and shift gears as needed. As well, improv can be used in the classroom by faculty to help students develop skills to be more comfortable with uncertainty and use improvisation in their workplace activities.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

HR Policy and Strategy

Session Moderator: **Brian Matthews**, *WU Vienna*

HR: **Employee Capabilities, Workplace Resonance, and Common-Good HRM**

Author: **Brian Matthews**, *WU Vienna*

Author: **Michael Muller-Camen**, *WU Vienna*

The challenge of economic, social and environmental sustainability is one of the most critical dilemmas facing society on an international scale and therefore needs to be a core priority for organizations. To date, businesses are still struggling to balance a future social-mission with established strategic business goals. This conceptual paper reflects on ambiguity surrounding the societal role and purpose of HRM relating to a range of internal and external dysfunctional relationships. Specifically, we develop further the recently proposed Common-Good HRM (CGHRM) paradigm (Aust, Matthews, Müller-Camen, 2020), and address the lack of an explanatory sociological foundation (Why?), a clearly defined definition (What?), and an operational framework (How?). We draw on two main streams of literature, and enrich Sen's Capability Approach with Rosa's Theory of resonance. We thereby reinterpret the challenge of sustainability as a crisis of resonance, and the workplace as a possible enabling zone of resonance. By synergistically defining the role of HRM in terms of a capability-enhancer with a special focus on creating resonant workplace relations and collective opportunities for achievement, we reconnect the individual, collective and institutional levels of analysis and infer a fundamental revaluing of the quality of both workplace social experiences and HRMs relations to the wider world. Finally, adapting Ibrahim's three-stage model, we describe the process through which HRM can move beyond methodological individualism towards collective sustainable organizational and societal transformation and illustrate our arguments with examples of alternative purpose-driven management approaches who are embracing human, societal and economic change.

Paper is Available to Meeting Registrants Only.

HR: **Why Do Organizations Indulge in Sugar-Coated Human Resource Strategies?**

Author: **Juil Lee**, *U. of Ulsan*

Author: **Dongwon Choi**, *Ewha Womans U.*

This study delves into a question as to whether and how workforce composition can shape a HR system. Drawing from the premises of strategic human resource management, we postulate that firms take their own HR-related actions to make their workforce composition effective for their goals. In this vein, when firms develop an HR system in respond to what the dominant group of the workforce demands, the nature of the group attributes plays a crucial role. This indicates that a firm's HR system designed reflects the attributes of the dominant workforce groups. Given such, particularly we consider how firms' HR practices respond to aging workforce when the aging group becomes salient in workforce composition. While aging workforce are characterized as being skillful and full of experiences, the group is also understood as being less motivated and having less desire to grow comparing to others. This ambivalence leads firms to likely to exploit the current skills and abilities of the aging workforce, leading to short-sighted HR treatments for the group, called short-termistic HRM. From this standpoint, we argue that a firm with a high proportion of aging workers tends to employ short-termistic HR practices. To elaborate this relation, we consider two boundary conditions, the role of labor union and the contingency related to competition. As labor unions opt in to firms' decision making processes, the aging-induced short-termistic HRM can be less likely to unfold. However, when firms face severe competition, which requires cost-effective strategies, the aging-induced short-termistic HRM is likely to be reinforced. With a sample of 662 Korean firms between 2005 and 2013, we examine whether the proportion of aging workers in the given firm can increase the tendency of short-termistic HRM. And given this relation, the two moderation effects of labor union and market rivalry are examined. Our findings suggest how firms develop the HR-related approaches to the heterogeneous workforce composition.

Paper is Available to Meeting Registrants Only.

HR: **Exculpating HR: Applying an Institutional Logics Approach to Employee Quits**

Author: **Imran Saqib**, *Alliance Manchester Business School, U. of Manchester*

Author: **Matthew Allen**, *Bangor Business School*

Many studies examine how human resource (HR) practices influence employee quit rates, implicitly assuming that HR policies and practices are the key determinants of voluntary labour turnover. Although the results of such studies often indicate a weak association between HR policies and practices and higher quit rates, the very assessment of a potential relationship between HR and quits assumes that labour turnover is something that HR can and should fix. The institutional logics perspective provides a powerful lens to examine how different institutional pressures influence managers' and employees' decisions and actions. Whilst these logics can reinforce one another, they are often in conflict. This complex interaction can provide insights into the variable success of HR practices in different contexts. Based on 54 interviews from Pakistani banking employees, this paper finds that employee perceptions of HR effectiveness only partially explain turnover intentions. The paper contends that competing logics of professionalism, the market, bureaucracy as well as employee's own logics based on family, societal and cultural imperatives are crucial to understanding HRM effectiveness. Consequently, we argue that mainstream HRM literature typically downplays the importance of institutional logics embedded within local contexts, and, as a result, overlooks how employees may blame HR managers and policies for outcomes which may be beyond their control and remit.

Paper is Available to Meeting Registrants Only.

Author: **Yuyan Zheng**, *Surrey Business School*

Author: **Chiachi Chang**, *Xi'an Jiaotong-Liverpool U.*

Author: **Yuliani Suseno**, *RMIT, School of Management*

Author: **Chunhou Chang**, *Xi'an Jiaotong-Liverpool U.*

This study examines how and when high-performance work systems (HPWS) contribute to better employee work outcomes. Based on the multisource three-wave data obtained from a sample of 102 employer-employee dyads in China, we investigated the role of HPWS in increasing the levels of employee work outcomes in the form of employee job performance and organizational citizenship behaviors. Drawing on person-job (P-J) fit theory, we argue that HPWS can improve employee work outcomes by increasing employees' perceptions of P-J fit. Furthermore, we find that the positive relationships between HPWS and employee job performance, as well as HPWS and organizational citizenship behavior, via P-J fit, are stronger when employees possess higher learning goal orientation. This is because individuals who have a higher level of learning goal orientation are more willing to learn new skills and knowledge to increase their competence and abilities. We discuss the implications of the findings as well as the limitations and future research directions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **779** | Submission: **19006** | Sponsor(s): **(HR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 12:00PM - 1:30PMPT (UTC-7)** at **Seattle Convention Center in Chelan 5**

Workplace Relationships and Job Embeddedness

Session Moderator: **Kenneth Nygaard**, *Aalborg U. Business School*

 **HR: Are You Smitten by a Amor: The Magical Ecstasy and Grey Shades of Employee Workplace Romance**   

Author: **Amitabh Anand**, *Excelia Business School, CERIM*

Author: **Piera Centobelli**, *U. of Naples, Federico II*

Author: **Roberto Cerchione**, *U. of Naples, Parthenope, Italy*

Author: **Sanjay Kumar Singh**, *Maynooth U., Ireland*

Despite the sensitive nature of organizational romance (OR), it has resulted in a limited quantity of empirical investigations, fragmented literary results, and an elusive understanding of how romance between employees may be managed in organizations by human resource managers. Thus, the aim of this paper is to review the extant literature on employee organizational romance and investigate the antecedents, outcomes, and direction for future research. This paper applies a systematic review and synthesis to review the extant and fragmented OR literature. This study identified the antecedents, outcomes, and gaps to address in future research in the OR literature. Based on this conceptual backdrop, we propose a CUPID framework, that may pave way for HR managers in dealing with OR.

Paper is NOT Available. Please contact the author(s).

HR: HR Practices and Work Relationships: A Systematic Review   

Author: **Anindita Roy Bannya**, *UNSW Sydney*

Author: **Hugh Bainbridge**, *U. of New South Wales*

Author: **Suzanne Chan-Serafin**, *UNSW Sydney*

We examine research at the nexus of HR practices and work relationships via a systematic review of quantitative studies published between 2001 and 2020. We report the prevalence and trajectory of change over time for conceptual and methodological elements central to examining the bi-directional relationship between HRM and work relationships (relational HRM). The review findings identify prevalent features of this literature along with aspects of study design that are rarely observed in published research. Findings indicate ongoing improvements in several key aspects of research design that constitute desirable approaches to examining relational HRM. These data on the field's characteristics and its trajectory suggest that researchers and practitioners can place increasing reliance on the findings of the expanding relational HRM literature. We outline specific directions for future research based upon our review, focusing on research design, and the conceptualization and measurement of work relationships, and HR practices.

Paper is Available to Meeting Registrants Only.

HR: Retention of skilled immigrants: Off-job-embeddedness on global workers' Likelihood to Remain in DK

Author: **Kenneth Nygaard**, *Aalborg U. Business School*

Author: **Anders Ryom Villadsen**, *Aarhus U.*

The globalization of labor markets has provided specialists opportunities to work around the world but little is still known about why they chose to leave, or stay in, a host country. This paper focuses on how two off-the-job embeddedness factors affect international retention. Contrary to existing research, we suggest that embeddedness off-the-job creates both pull-factors based on a sense of belonging, and push-factors, as it enables information, flows, and social comparison. We present a study based on population data covering all skilled immigrants in the Danish labor market across 9 years. Results indicate that embeddedness in professional multi-ethnic communities increases the likelihood of staying, while community embeddedness based on professional similarity is related to a higher likelihood to leave Denmark. The analysis also reveals that having a spouse limits skilled immigrants' likelihood to leave. In the study, we importantly find that children have a strong lock-in mechanism for skilled immigrants, and the effect is particularly strong for immigrants whose spouse is not from the host country. The study contributes new insights into the consequences of embeddedness as well as practical knowledge on the dynamics underlying the global mobility of highly skilled workers.

Paper is Available to Meeting Registrants Only.

HR: A Meta-Analysis of the Effects of Newcomer Proactive Behaviors on Socialization Outcomes

Author: **Teng Zhao**, *Auburn U.*

Author: **Jiayi Liu**, *Auburn U.*

Author: **Alissa Mary Zawacki**, *Auburn U.*

Author: **Jesse S. Michel**, *Auburn U.*

Author: **Hairong Li**, *School of Labor and Human Resources, Renmin U. of China*

The rapid changes of organizations (e.g., restructuring, mergers, and downsizing) and employees' boundaryless career development have raised the significance of newcomer proactivity in optimizing their socialization. Especially following the COVID-19 outbreak, the limited tactics taken on the organizations' part have led newcomer proactivity to be more salient in adjustment processes. Although newcomer proactive behaviors are gaining popularity in organizational socialization research, findings on the effects of these behaviors are fragmented and mixed. Rooted in the newcomer proactivity literature and leveraging Socialization Resources Theory (SRT), we proposed and meta-analytically examined how proactive behaviors that are frequently conducted by newcomers (i.e., sensemaking, relationship building, positive framing, and job change negotiation) relate to various socialization outcomes (i.e., role clarity, social integration, task mastery, job satisfaction, organizational commitment, job performance, and turnover intention). Based on 47 independent samples (total n = 12321), this meta-analysis indicates that, overall, newcomer proactive behaviors are beneficial for newcomer socialization. Relative weights analysis suggests that positive framing is the strongest predictor of six out of seven socialization outcomes, while relationship building accounted for the most variance explained in social integration. Finally, job change negotiation was the weakest predictor of socialization outcomes. The implications of the findings, limitations, and suggestions for future research were discussed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Strategic HRM

Session Moderator: **Joonyoung Kim**, *Cornell U.*

HR: **To Fit in or Stand Out? Competing Priorities Shape the Adoption and Consequences of HPWS**

Author: **Joonyoung Kim**, *Cornell U.*

Building on institutional theory and the notion of vertical alignment in the strategic human resource management (SHRM) literature, I undertake a nuanced examination of the antecedents and consequences of high-performance work systems (HPWS). I suggest that firm age and market entry timing (i.e., first-mover vs. late-mover timing) jointly shape the strategic imperatives and resource constraints faced by focal firms – in turn influencing the relative attractiveness of legitimacy vs. distinctiveness as incentives for HPWS adoption. I further argue that industry peers’ HPWS use will differentially influence the effect of focal firms’ HPWS use on product sales based on the distinct needs of first-movers and late-movers. Using longitudinal data on 3,218 firm-year observations from seven waves of data between 2005 and 2017, I demonstrate that the effect of industry peers’ HPWS use on focal firms’ decision to adopt HPWS is contingent on the competing priorities firms face as a function of their age and market entry timing. The findings also indicate that firms benefit more from HPWS use in the form of increased product sales when HPWS investments align with the strategic imperatives associated with their market entry timing and the pressures exerted by the institutional contexts in which they are embedded. This paper advances our understanding of when firms adopt HPWS and under which circumstances HPWS benefit firm performance.

Paper is NOT Available. Please contact the author(s).

HR: **HRM and Research Performance in the Higher Education Context: Evidence from European Countries**

Author: **Jolanta Jaskiene**, *ISM U. of Management and Economics*

Author: **Ilona Bucuniene**, *ISM U. of Management and Economics*

Author: **Bernadeta Gostautaitė**, *ISM U. of Management and Economics*

This study examines the linkage between HRM practices and individual research performance in the higher education context. Guided by AMO theory, we identify ability-, motivation- and opportunity-enhancing HRM bundles specifically for the higher education context and we hypothesize their positive influence on both proximal HRM outcomes (research-oriented knowledge, skills and abilities (KSAs) and self-efficacy to conduct research) and distal HRM outcomes (individual research performance). We tested our hypotheses on a sample of 243 academics from European higher education institutions, matching survey and archival data using the Scopus database of scientific publications. The results of the study show that HRM strengthens self-efficacy to conduct research, which, in turn, affects research performance. Ability and opportunity-enhancing HRM practices positively affect individual research performance. Opportunity-enhancing HRM practices increase self-efficacy, which in turn has a positive effect on individual research performance. The study reveals the importance of self-efficacy to conduct research as a mediating mechanism in the relationship between HRM and research performance. We discuss the implications for theory and practice, note the limitations and suggest future research directions.

Paper is NOT Available. Please contact the author(s).

HR: **Is the Synergism Between SHRM and Firm Ambidexterity Still of a Matter?**

Author: **Hossein Heidarian Ghaleh**, *Phd candidate at allameh tabataba'i U.*

Author: **Mohammad Moradi**, *Graduate Student*

Author: **Gholamhossein Mehralian**, *Nottingham Business School*

Recent studies have addressed the significance of the HR system concerning organization ambidexterity and firm innovation performance, however, research overlooked the influential power of intellectual capital-enhancing HR configurations both on firm innovation performance and ambidexterity. We designed rigorous time-lagged research with three waves of data gathering. We have found that firm explorative and exploratory capabilities significantly mediate the relationship between human, social and organizational capital-enhancing HR configurations and firm innovation performance. In fact, our study mirrors that how such a specific form of HR system has the capacity to fuel firm ambidexterity toward innovation performance and answers the ongoing debates on firms’ contradictory demand for exploitative and exploratory capabilities. By well-articulating the importance of IC-enhancing HR practices and by identifying the mediation effect of firm exploitative and exploratory capabilities in linking IC-enhancing HR practices to firm innovation performance, this study extends prior research and contributes to the field of HRM and ambidexterity. We also provide a synthesis of future research suggestions.

Paper is Available to Meeting Registrants Only.

HR: **A Contingent Configurational Perspective of HRM Systems, Contexts, and Organizational Effectiveness**

Author: **Meng Xi**, *Nanjing U.*

Author: **Yan Chen**, *Idaho State U.*

Author: **Kaifeng Jiang**, *Ohio State U.*

Strategic human resource management (HRM) literature suggests that multiple unique configurations of HRM practices can exist to achieve a horizontal fit and vertical fit and lead to optimal desired outcomes. However, prior studies have not adequately identified different HRM systems, nor examined how configurations of HRM systems with organizational contexts affect organizational outcomes. Using a sample of 481 organizations representing a range of industries, the present study found four distinct types of HRM systems, namely cost-minimizers, investment-maximizers, motivation-enhancers, and skill & opportunity-strengtheners. Moreover, by taking a contingent configurational perspective and utilizing fuzzy set qualitative comparative analysis (fsQCA), we found various configurations of HRM systems and multi-dimensional organizational contexts (i.e., firm ownership, firm size, innovation strategy, environmental uncertainty, local talent supply, and local government interference) when predicting firm performance and collective affective commitment. Our research findings contribute to an understanding of how different configurations of HRM systems and multi-dimensional organizational contexts affect organizational effectiveness. The theoretical contributions and practical implications of these findings are discussed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leader Behaviors and HRM

Session Moderator: **Amelie Verena Güntner**, *U. of Zurich*

HR: **Training Adaptive Leadership: On the Role of Leader Cognitions and Behaviors**  

Author: **Amelie Verena Güntner**, *U. of Zurich*
Author: **Anna Luca Heimann**, *U. of Zurich*
Author: **Pia Ingold**, *U. of Copenhagen*
Author: **Martin Kleinmann**, *U. of Zurich*

Leaders in organizations face manifold challenges requiring them to be adaptive. Adaptive leadership describes a leader's capability to respond with appropriate leadership behaviors to different situations. The present research investigates whether and how adaptive leadership can be learned. We propose that adaptive leadership is facilitated by both behavioral skills (i.e., the capability to engage in different leadership behaviors) and cognitive skills (i.e., the capability to perceive which leadership behavior is required in which situation) and tested this in two studies. Study 1 (N = 269) is an experiment that examined the effects of a leadership training using a 2 x 2 between-subjects design comparing four different conditions: a behavioral training, a cognitive training, a combined cognitive-behavioral training, and an active control group. Before and after the training, independent raters assessed trainees' cognitive and behavioral skills in simulated leadership situations. Study 2 (N = 79) is an empirical study with experienced leaders that assessed the effects of a combined cognitive-behavioral training on leader cognitions and behaviors using self-reports and behavioral observations. The results indicate that adaptive leadership can be improved by training leaders' cognitive and behavioral skills. These findings extend leadership theory and provide recommendations on how to train adaptive leaders.

Paper is Available to Meeting Registrants Only.

HR: **A Paradox Perspective on how HRM, Mindset and Leadership Interactively Shape Employee Ambidexterity**  

Author: **Sophie Kathrin Meier**, *U. of St. Gallen*

Prior research on contextual ambidexterity suggests that ambidexterity is realized by creating an organizational context that allows individuals to make their own decisions about how to best cater to exploration-exploitation demands. However, more insights are still needed about how employees can best be enabled to successfully handle such paradoxical demands. Building on paradox theory and signaling theory, I propose that by fostering employees' positive stress mindset, ambidextrous human resource management (A-HRM) builds the collective abilities required to facilitate employee ambidexterity. In addition, I contend that the effect of employees' stress mindset on ambidextrous behavior is contingent on the extent to which they are motivated and provided opportunity to enact ambidextrous behavior by transformational leaders throughout the organization. Results from a cross-sectional, multi-source study of HR representatives and 17520 employees nested in 92 organizations reveal a positive indirect relationship between A-HRM and employees' ambidextrous behavior, mediated by employees' positive stress mindset. Additionally, I find that transformational leadership climate positively moderates the positive effect of employees' stress mindset on employees' ambidextrous behavior. Thus, this study provides novel insights into the interplay of HRM, mindset and leadership as crucial levers for employees' ambidexterity.

Paper is Available to Meeting Registrants Only.

HR: **Making Sure Everyone is on the Same Page: HPWS, Manager Proactivity, and Service Performance**  

Author: **Robin Mengxi Yang**, *School of Economics and Management, U. of Chinese Academy of Sciences*
Author: **Saehee Kang**, *Florida State U.*
Author: **Gang Wang**, *Florida State U.*
Author: **Andrew Keyes**, *Florida State U.*
Author: **Wansi Chen**, *East China U. of Science and Technology*

Managers play a critical role in implementing high-performance work systems (HPWS), yet surprisingly little research has examined their role in HPWS delivery. Drawing on the strategic human resource management (SHRM) and leadership literature, the current study theorizes and examines the role of manager proactivity in channeling manager-rated HPWS into employee-rated HPWS and desired employee outcomes including intrinsic motivation, in-role service performance, and extra-role service performance. Using multisource, multilevel, and multi-wave survey data from 68 managers and 1,394 employees in retail stores, we found that manager-rated HPWS was more strongly and positively related to employee-rated HPWS when managers are proactive. Further, the results revealed that manager proactivity strengthens the positive indirect effects of manager-rated HPWS on employees' in-role and extra-role service performance via employee-rated HPWS and intrinsic motivation. Theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

HR: **Congruence in Observed and Expected Leadership Behaviors and Employee Satisfaction**  

Author: **Chin-Ju Tsai**, *U. of London*

Building on person-supervisor fit and implicit leadership theories, we examined the effect of the fit between expected and observed leadership behaviors on employee satisfaction in a cross-cultural context. The data we analyzed had been collected from 237 Chinese employees who reported directly to 40 expatriate senior managers. The results of the polynomial regression analyses and response surface modeling showed that a high degree of fit was associated with a high degree of supervisor satisfaction and that such satisfaction was higher when the expected and observed leadership behaviors exhibited a high level of alignment. Our study's theoretical contributions to person-supervisor fit and leader-follower congruence literature and its finding's practical implications are discussed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Symposium**
Program Session: **782** | Submission: **12253** | Sponsor(s): **(MED)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 12:00PM - 1:30PMPT (UTC-7)**

**Let’s Help Students Succeed: Sharing Ideas about Adaptability
Practices Among College Students**
Adaptability Practices Among College Students



Organizer: **Sally Sledge**, *Norfolk State U.*
Panelist: **Jennifer M. Collins**, *Florida A&M U.*
Panelist: **Matrecia James**, *St. Bonaventure U.*
Panelist: **Angela K. Miles**, *North Carolina Central U.*
Panelist: **Millicent F. Nelson**, *Middle Tennessee State U.*
Panelist: **Daniel L. Morrell**, *Middle Tennessee State U.*

The COVID 19 virus has changed the way that institutions of higher education operate across the globe. The past few years have required great adaptations on the part of faculty, administrators and staff in delivering quality content to college students. This period of time has also necessitated changes on the part of students to adjust to different learning delivery systems and classroom formats. In this panel, we discuss the results of a survey that we administered to college students in 2022 to learn how they made adjustments to their behaviors as students in response to the COVID 19 virus. We will share the findings in this panel with the goal of informing college administrators and faculty about the processes and practices that students can use to succeed in their academic courses when faced with restrictions or limitations.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **783** | Submission: **10267** | Sponsor(s): **(MH)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 12:00PM - 1:30PMPT (UTC-7)**

Management History Across the Academy *Management History Across the Academy*

Host: **Leon Prieto**, *Clayton State U.*
Facilitator: **Jeffrey Muldoon**, *Emporia State U.*
Panelist: **Pedro Monteiro**, *Copenhagen Business School*
Panelist: **Baniyelme D. Zoogah**, *DeGroote school of business*
Panelist: **Tarun Khanna**, *Harvard U.*
Panelist: **Ihsan Beezer**, *Rutgers Business School*
Panelist: **Fabian Bernhard**, *EDHEC Business School*

Management scholars across the academy are using history in their work, and the scholars in the Management History division are conducting research that spans the entire academy. In this Management History plenary session, we will showcase some of the fascinating history work that is being done by management scholars in other divisions and foster connections between the Management History division and other divisions. Each of our panelists will introduce their history work, and Leon Prieto, MH Program Chair, will facilitate a discussion amongst all panelists and attendees about doing history work in divisions other than MH.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **784** | Submission: **11859** | Sponsor(s): **(MSR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 12:00PM - 1:30PMPT (UTC-7)**

Quallobration from Oneness – Seeing Unity in Diversity

Quallobration from Oneness



Session Chair: **Anil K. Maheshwari**, *Maharishi U. of Management*
Speaker: **Kathryn Pavlovich**, *Waikato Management School*
Speaker: **Satinder Dhiman**, *Woodbury U.*
Speaker: **Gerald Biberman**, *U. of Scranton*
Speaker: **Giorgia Diletta Nigri**, *Sophia U. Institute*

Grand challenges facing humanity such as climate change, social inequality, and bio-extinction, will not be solved from the same level of thinking that created them. As the Prime Minister of Barbados, Mia Amor Mottley, has rightly observed recently: “the pandemic has taught us that national solutions to global problems do not work.” We define quallaboration as operating together from a qualitatively deeper shared understanding and oneness among all the stakeholders. Artificial Intelligence and other innovations create powerful opportunities and challenges that will require business organizations and other entities to repurpose their strategies and operations to survive and thrive (Christensen, 2013). At the same time, there is a growing consensus that business has the responsibility to play a central role in creating a better world through more sustainable ways of managing their organizations (Laszlo, Cooperrider & Fry, 2020; Polman & Winston, 2021). The Academy’s theme for 2022 is Creating a Better World Together. The qualities needed in managers in such a world could be the empathizing and synergizing quality, the visionary and transformative quality, the moral quality, and more. All these and similar qualities can be subsumed under the idea of an integral (Wilber, 2000), holistic (Dhiman, 2017), higher consciousness (Maheshwari, 2021), quantum empathy (Pavlovich, 2020), or quantum management (Laszlo, 2020), towards the appreciation of the total interconnectedness (Tsao & Laszlo, 2019) and oneness of the world (Laloux, 2014). One of the challenges to be discussed on this path is what new concepts, holistic and functional, are emerging to model the future of collaboration in organizations? From an increasing convergence of quantum science and spirituality, we hope to offer a useful, grounded, and generative perspective called quallaboration that could offer a new ontology and epistemology for the new interconnected world. This may be the key to accelerating pro-social and pro-environmental behaviors for business-led flourishing.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Meeting**

Program Session: **785** | Submission: **11896** | Sponsor(s): **(ONE)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 12:00PM - 1:30PMPT (UTC-7)** at **Hyatt Regency Seattle in 609 Yakima**

ONE Executive Meeting *ONE Executive Meeting*

Program Chair: **Martina K. Linnenluecke**, *Macquarie U.*

Session Chair: **Ivan Montiel**, *City U. of New York, Baruch College*

Session Chair: **Sukhbir Kaur Sandhu**, *U. of South Australia*

Session Chair: **Nardia Haigh**, *U. of Massachusetts*

Session Chair: **Ajith Venugopal**, *Texas A&M International U.*

This is an invitation-only meeting of the ONE Executive Committee.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Social Event**
Program Session: **786** | Submission: **18466** | Sponsor(s): **(PUBS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 12:00PM - 1:00PMPT (UTC-7)** at **The Westin Seattle in Mercer**

AMD Editorial Review Board and Awards
AMD Editorial Review Board and Awards

Organizer: **Susan Zaid**, *Academy of Management*
Presenter: **Kevin W. Rockmann**, *George Mason U.*

By Invitation Only

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Corporate Leaders, Corporate Social Responsibility and Sustainability

Session Moderator: **Pavithra Balaji**, *U. of Texas at Dallas*

SIM: CEO Divorce and Corporate Social Responsibility: Are Divorced CEOs More Generous?  

Author: **Ipek Kocoglu**, *Kean U.*

Author: **Murad A. Mithani**, *Rutgers U., Camden*

We build on the evolutionary psychology of generosity to understand how a CEO's divorce influences their firm's Corporate Social Responsibility (CSR) initiatives. Evolutionary psychology explains that the absence of a partner imposes adaptive constraints, and leaders that demonstrate concern for others as well as for the environment are likely to improve their fitness by attracting a new partner. This suggests that compared to married CEOs, divorced CEOs will be more positively inclined towards CSR. This effect, we argue, increases the longer it has been since the CEO went through a divorce, is stronger for female CEOs, and when CEOs have more children. Using a matched sample of female and male CEOs from leading US firms, we found strong support for our theoretical model. It offers new insights on the link between CEOs' personal values and firm-level actions that elaborate the role of evolutionary adaptations in the microfoundations of CSR.

Paper is Available to Meeting Registrants Only.

SIM: Are Firms with Hometown CEOs Better Citizens? The Role of CEO Hometown Identity on Corporate Poverty

Author: **Xiaobo Li**, *Xiamen U.*

Author: **Min Huang**, *Renmin U. of China*

Author: **Mengyao Li**, *Harbin Institute of Technology*

The support from business force is an indispensable mode to alleviate poverty. Nevertheless, it is unclear what internal motivations drive firms to participate in poverty alleviation. Leveraging the theory of social identity and place identity on data from Chinese A-share listed firms from 2016 to 2019, we find that CEO hometown identity is positively correlated with corporate poverty alleviation participation. This effect is more pronounced for firms closer to CEOs' hometowns. Furthermore, CEO media appearance and environmental complexity strengthen the relationship between CEO hometown identity and corporate poverty alleviation participation, while the organizational slack weakens the relationship between the two. This study is among the first to identify the mechanism through which CEO hometown identity affects corporate poverty alleviation participation. The findings are helpful in guiding poverty-bound regions' anti-poverty program.

Paper is Available to Meeting Registrants Only.

SIM: CEO Adverse Professional Experience, Emotions, and Stakeholder (Dis)Engagement

Author: **Pavithra Balaji**, *U. of Texas at Dallas*

Author: **Cuili Qian**, *UT Dallas*

Author: **Eunice Khoo**, *Australian National U.*

Author: **Louise Yi Lu**, *Australian National U.*

Recent studies have shown that managers who undergo adverse professional experiences become more conservative in their financial policies. In this paper, we study how CEOs' adverse professional experiences influence their decision-making on stakeholder management. We build on self-categorization theory and argue that CEOs' previous employment experiences of financial distress induce them to avoid repeating similar situations and to adopt resource-conservation strategies that may consequentially hurt the interests of certain stakeholders such as the community and general public. We also argue that this effect is moderated by two factors that can influence CEOs' self-categorization processes—firm financial performance and CEO positive emotion. Based on a sample of U.S. publicly listed firms over the 2003 to 2016 period, we find that adverse professional experience is negatively associated with corporate social responsibility and positively associated with tax avoidance. Further, these relationships are mitigated by better corporate financial performance and CEOs with higher positive emotion. Our study contributes to our understanding of stakeholder management strategies.

Paper is Available to Meeting Registrants Only.

SIM: CEO's Time Perspective Influence on Green Innovation

Author: **Mei Le Zhu**, *PhD Student at Xi'an Jiaotong U.*

Author: **Gaoliang Tian**, *Professor, vice president of management school, Xi'an Jiaotong U., China*

This study examines whether and how the CEO time perspective affects corporate green innovation. We document a significant positive relationship between the CEO time perspective (proxied by tenure and age) and green innovation in Chinese manufacturing-listed firms. Furthermore, consistent with the view that the CEO's time perspective is a significant factor influencing corporate green innovation when resources are plentiful, we find that this positive association is stronger when firms have less financial constraints. In addition, we find that the CEO time perspective also improves green innovation quality by increasing citation of green innovation patents. Overall, our findings indicate that the CEO time perspective significantly improves green innovation and green innovation quality in emerging economies.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **788** | Submission: **18751** | Sponsor(s): **(STR)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Sunday, Aug 7 2022 12:00PM - 1:30PMPT (UTC-7)**

Sustaining Performance

Session Moderator: **Andrew D Henderson**, *U. of Texas at Austin*

STR: Rising Complexity and the Gentrification of Sustained Superior Performance

Author: **Andrew D Henderson**, *U. of Texas at Austin*

Author: **Temitope Oladimeji**, *U. of Texas at Austin*

Author: **Melissa Graebner**, *U. of Illinois at Urbana-Champaign*

Resource complexity is a fundamental barrier to imitation, enabling some firms to achieve sustained superior performance (SSP). There is evidence the complexity of resources needed to implement new opportunities has risen through time, the result of increasingly sophisticated technical knowledge and rising customer demand for more sophisticated products. Through formal modeling and analyses of Compustat firms from 1967-2018, we explore this temporal trend and find that rising complexity has gentrified the attainment and renewal of SSP. As new opportunities have become more complex, less established firms have had a harder time achieving initial SSP, while firms in the corporate elite have increasingly renewed their sustained superiority, enabling the rich to stay rich. We discuss implications for Resource-Based theory and research on sustained advantage.

Paper is NOT Available. Please contact the author(s).

STR: Effects of Spatial Interconnectedness on Unit-Level Human Capital Performance

Author: **Bukky Akinsanmi Oyedeleji**, *U. of Texas at Austin*

Author: **Yea Hee Ko**, *Binghamton U.-State U. of New York*

Author: **David A. Harrison**, *U. of Texas at Austin*

Existing strategic human capital literature indicates that unit-level human capital performance depends on task complexity and the relational dynamics of a unit's social environment. However, physical work environments, where task execution and relational dynamics happen, may also matter to unit performance because they shape interactions. Therefore, we examine the effect of spatial interconnectedness, a spatial attribute which accounts for interaction and movement, on unit performance. Using interrupted time series quasi-experiment, multi-level mixed methods and a novel space syntax methodology, we find that spatial interconnectedness correlates positively with unit performance, but such gains diminish with increased coordinative task complexity. These findings contribute to the theory of human capital resource emergence which currently omits spatial factors. It also provides practical insights on human capital deployment in firms.

Paper is NOT Available. Please contact the author(s).

STR: The Value of Strategic Loss: When Does Persistent Accounting Loss Lead to Long-term Firm Success?

Author: **Changhyun Kim**, *China Europe International Business School (CEIBS)*

Author: **Yu Zhang**, *China Europe International Business School (CEIBS)*

Author: **Kang Niu**, *China Europe International Business School (CEIBS)*

Persistent accounting loss can be a harbinger of organizational decline, and therefore, strategy scholars seek to identify conditions by which a firm may turn itself around from such trend. However, in the U.S. public equity market, in which loss is prevalent and longer, the market sentiment for persistent loss is quite positive. In this study, we draw insights from the literature on threat rigidity and strategic intent to revisit existing perceptions and conceptualizations about loss and its consequences on a firm's long-term performance. We theorize about the cost of quick turnarounds caused by the perceptions of threat and about the long-term benefits of persistent loss driven by strategic intent. Using a propensity score matching technique, we find supporting evidence that the long-term performance of firms with strategic intents during a period of persistent loss is better than that of firms that make quick turnarounds. Also, the positive effect of strategic loss is more salient when firms have more intangible assets and when the industry has a more concentrated structure.

Paper is NOT Available. Please contact the author(s).

STR: Talent or Technology? The Antecedents of Performance in the Digital Era

Author: **Beauregard Berton**, *Amsterdam Business School, U. of Amsterdam*

Author: **Mohammad Taghi Ramezan Zadeh**, *Amsterdam Business School, U. of Amsterdam*

Digital transformation has been at the center of practitioners' and academics' attention, as firms aspire to utilize consequent waves of digital technologies to sustain long-term performance. Research identifies technological and non-technological antecedents of digital transformation. Employing resource-based view of sustained performance, we develop and test a sophisticated mediation model to shed light on under-explored mechanisms of digital transformation. We hypothesize about the complex effects of human, organizational and technological antecedents on the firm's performance. We test our model using a rich and unique dataset of 860 Dutch firms collected in 2020. The results of our analysis highlight the relatively greater role of human and organizational antecedents and the critical role of market orientation in digital transformation and performance. We discuss the results and present our study's theoretical and managerial implications. We suggest future directions for research on digital transformation and conclude at the end.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **789** | Submission: **18855** | Sponsor(s): (STR)
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Sunday, Aug 7 2022 12:00PM - 1:30PMPT (UTC-7)**

Path Dependencies in Innovation

Session Moderator: **Pablo Leao**, *FGV EAESP Sao Paulo School of Business Administration*

STR: Path-Dependent Firm Growth and the Paradox of Deepening Expansion Experiences 

Author: **Hitoshi Mitsuhashi**, *Waseda U.*
Author: **Naoki Yasuda**, *Rikkyo U.*

Firms have two growth orientations: resource deepening and broadening expansions. The former type of growth refers to resource deepening expansions that result from firms' specialization in certain production resources, whereas the latter relates to resource broadening expansions that enhance firms' repertoires of production resources. The growth orientation decision has an important influence on how firms explore markets and utilize experience-based knowledge. The purpose of this study is to conduct a joint analysis of the experiential effects on the likelihood and success of resource broadening expansions. Drawing upon the literature on organizational learning, exploration, and the pace of organizational change, we propose and test the paradox of deepening expansion experiences: deepening expansion experiences decrease the likelihood of resource broadening expansions but increase the rates of success. We analyzed the longitudinal procurement records of airplanes by airlines and the results support this paradox.

Paper is Available to Meeting Registrants Only.

STR: Learning from Generational Products: Effect on Rapid Utilization of Newly Introduced Resources

Author: **Naoki Yasuda**, *Rikkyo U.*

Although generational product introduction is crucial for organizations, existing studies on the products tend to focus on generational product launches by innovators. In addition, organizations learn from heterogeneity due to knowledge transfer effects; however, prior studies have found both positive and negative impacts of the heterogeneity for improving outcomes. This study resolves the conflict by focusing on generational overlap volume in generational products. This study investigates how the overlap is associated with the rapid resource utilization of newly introduced resources that contribute to competitive advantages. Using data on newly introduced aircraft between 1960 and 2019, this study found an inverted U-shaped relationship between generational overlap volume and rapid utilization. This study also considered learning errors in the learning processes and found generational overlap scope reflects proximity between old and new generations, and firm introduction experience moderates the inverted U-shaped relationship. When the generational proximity is moderate, a negative effect in the second half of the inverted U-shaped relationship is dampened. Moreover, when firm introduction experiences are higher, the inverted U-shaped relationship becomes flatter. These findings contribute to the literature on organizational learning and generational product launch.

Paper is NOT Available. Please contact the author(s).

STR: Developing Capabilities to Cope with Digital Transformation: The Case of Brazilian Multinationals

Author: **Pablo Leao**, *FGV EAESP Sao Paulo School of Business Administration*
Author: **Thomaz Novais Rocha**, *FGV EAESP Sao Paulo School of Business Administration*
Author: **Maria Tereza Leme Fleury**, *Fundacao Getulio Vargas*

Previous research has suggested that organizations need to develop dynamic capabilities to support their digital transformation, but there is still a lack of evidence on how firms develop and deploy these capabilities. This paper investigates how dynamic capabilities enable firms' digital transformation. We draw from the literature to develop a theoretical model, suggesting that dynamic capabilities are built upon resources, alliances, knowledge and learning, entrepreneurial orientation, and a dynamic environment. In turn, dynamic capabilities can support organizations to remain competitive in the digital era through a series of mechanisms that enable their digital transformation. We conducted a multiple case study with seven Brazilian multinationals from the manufacturing and service sectors. Our results showed that the firms' dynamic capability supports three main enablers of digital transformation: collaboration in innovative ecosystems, agility, and the development of an innovative culture. These mechanisms are necessary to enable these firms' digital transformation, allowing them to be more competitive in the digital era. We collaborate with the capabilities literature by connecting the antecedents of dynamic capabilities, its microfoundations, and digital transformation. Additionally, we fill a gap in digital transformation literature, offering a contextual example of how emerging multinationals are developing their capabilities to thrive in the digital era.

Paper is Available to Meeting Registrants Only.

STR: VC's in an Emerging Market: Becoming Increasingly Diversified with Experience:  

Author: **Sukanya Roy**, *Indian Institute of Management, Bangalore*
Author: **Dalhia Mani**, *Indian Institute of Management, Bangalore*

How do diversification strategies of Indian VCs change with time as they gain more experience? VC diversification literature has focused primarily on mature environments and suggests that VCs specialize with experience. However, literature on corporate diversification shows that emerging markets tend to have findings that contradict the trend in established markets towards greater specialization. In emerging markets, the presence of institutional voids in supply, labor, and capital markets and the importance of generalized skills results in firms diversifying over time and enjoying performance benefits from diversification. We propose that the same drivers apply in the context of VC diversification, and contrary to prior research on VC diversification, we predict greater diversification with experience in the emerging market context. In addition, we predict that, given the importance of generalized versus specialized skills driving VCs towards greater diversification, VCs focused on investments requiring more specialized skills (early-stage investments), the positive impact of experience on diversification will be less. We find support for both the above predictions using longitudinal data of 1080 investments made by 275 VCs on Indian start-ups from 1999 to 2018. Our findings suggest boundary conditions on prior research, which suggests that VCs specialize with experience, pointing to essential differences in emerging markets and adding to our understanding of entrepreneurship in emerging markets.

Paper is Available to Meeting Registrants Only.

Author: **Moonsik Shin**, *Chapman U.*

While product failures are harmful to both consumers and firms, extant research in technology management and innovation does not provide sufficient answers for why they occur. In this research, I investigate what causes firms to experience product failures when they develop new products through the exploitation of their existing stock of technological knowledge. I examine an underexplored condition where a firm's existing technology has undiscovered flaws to show how these hidden defects affect its new product quality. I find that if a firm develops new products by building on its prior technology with hidden defects, the new products have a high risk of failure. I reason that a firm's bias toward exploitation leads the firm to fall into a competency trap and to overlook failures in its new product development process. Moreover, I argue that new products which recombine technologies across a firm's distant technological and/or organizational boundaries are less likely to fall into this persistence of failure. Using a unique dataset on medical device recalls and predicate devices, I provide empirical evidence supporting my arguments.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **790** | Submission: **18398** | Sponsor(s): **(TIM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 12:00PM - 1:30PM PT (UTC-7)** at **Seattle Convention Center in Tahoma 4**

TIM Distinguished Scholar Luncheon *TIM Distinguished Scholar Luncheon*

Division Chair-Elect: **Maryann P. Feldman**, *Arizona State U.*
Participant: **Mary Tripsas**, *U. of California, Santa Barbara*

Since 1996, the Technology & Innovation Management Division has been presenting the Distinguished Scholar Award to scholars whose contributions have been central to the intellectual development of the field. As individuals, each recipient embodies a career of scholarly achievement and has had a significant impact on TIM scholarship. Join the TIM Division to hear from our 2022 Distinguished Scholar, Mary Tripsas (University of California, Santa Barbara).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **791** | Submission: **10669** | Sponsor(s): **(RM, IM, HR, STR, OB, OMT)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 12:15PM - 2:15PMPT (UTC-7)** at **Seattle Convention Center in Room 204**

**Necessary Condition Analysis (NCA): Logic, Theory,
Methodology, and Publications.**
Necessary Condition Analysis (NCA)



Coordinator: **Jan Dul**, *Rotterdam School of Management, Erasmus U.*

Presenter: **Steve Gove**, *U. of Vermont*

Presenter: **Nicole Richter**, *U. of Southern Denmark*

Presenter: **Ricarda B. Bouncken**, *U. of Bayreuth*

In this workshop you will learn how to conduct Necessary Condition Analysis (NCA) and how to publish with NCA. This emerging method was recently published in the journal *Organizational Research Methods* (2016, 2020) and in the Sage book *Conducting Necessary Condition Analysis* (2020). NCA is now used in many fields including International Management, HRM, Strategy, Organizational Behavior, Operations, and Entrepreneurship. NCA understands cause-effect relations as “necessary but not sufficient” and not as additive and average logic that is used in regression analysis. “Necessary” means that an outcome will not occur without the right level of the condition, independently of the rest of the causal structure (thus the condition can be a “bottleneck”, “critical factor”, “constraint”). In practice, the right level must be put and kept in place to avoid guaranteed failure, and to allow the outcome to exist. NCA can be used as a stand-alone tool or in combination with regression and other approaches. By adding a different logic and data analysis approach, NCA adds both rigor and relevance to theory and data analysis. This interactive session familiarizes scholars with the method and has two parts. Part 1 is a general introduction discussing the diffusing of NCA and the importance of necessary conditions, illustrated with examples from different fields. Part 2 helps participants to become the first users of NCA in their field, with a practical demonstration about the application of NCA on how to build necessity theories, and how to analyze data for testing such theories using the NCA software and how to report the research in journal publications.

This session is open to everyone. For more information you can contact jdul@rsm.nl

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Boards and (Social) Media: Governing Bodies and Firms' Strategies

Session Moderator: **Liang Wen**, *Xi'an Jiaotong-Liverpool U.*

STR: To Be or Not to be Tied on Social Media? TTF Effect of Interpersonal Guanxi and SM Strategies

Author: **Tingyu Lu**, *School of management, Northwestern Polytechnical U.*
Author: **Xubing Zhang**, *Faculty of Business, The Hong Kong Polytechnic U.*
Author: **Guijun Zhuang**, *Xi'an Jiaotong U.*

The adoption of boundary spanners' social media (SM) strategies are controversial. On the one hand, managers are always concerned about boundary spanners' heavy SM use in non-productive activities, which reduces their work efficiency. As a result, access to SM is discouraged. On the other hand, work-based SM encourages firms to advocate incorporating boundary spanners' work-related tasks because SM can enhance communication and expand information exchange. To further clarify the different effects of work-based and social-based SM strategies and drawing on task-technology fit (TTF) theory, this study examines how SM strategies influence the efficacy of interpersonal guanxi by exploring the moderating effects of work-based SM strategies (WSM) and social-based SM strategies (SSM) in China's emerging economy. We surveyed 550 valid respondents of industrial manufacturing firms in China to validate the research framework. The results of statistical analysis show that there exist TTF fit effects between interpersonal guanxi and SM strategies. Specifically, interpersonal guanxi is positively associated with interfirm coordination and exchange performance. Furthermore, work-based SM strategies strengthen the effects of interpersonal guanxi on interfirm coordination while weakening the effects of interpersonal guanxi on exchange performance. However, social-based SM strategies enhance the effects of interpersonal guanxi on exchange performance while deterring the effects of interpersonal guanxi on interfirm coordination. The findings endorse the importance of prior literature supporting the use of interpersonal guanxi. Theoretical and practical implications are discussed by the end.

Paper is Available to Meeting Registrants Only.

STR: Out of Bound, Out of Control: Corporate Wrongdoing and the Process of Media Disapproval

Author: **Liang Wen**, *Xi'an Jiaotong-Liverpool U.*
Author: **Jingyu Yang**, *U. Of Sydney*
Author: **Wei Liu**, *Qingdao U.*

This paper introduces a process model that identifies limitations in media's corporate governance role to explain why and how not all corporate wrongdoing is subjected to media disapproval. Media disapproval involves three stages: detection, interpretation, and response. Corporate wrongdoing that falls within media's perceptual field can be selected for reporting. Past social performance that signals an altruistic orientation accumulates moral capital that can temper media interpretation of observed corporate wrongdoing. Media employ a cost-reward analysis to guide their response, state ownership increasing the opportunity cost of disapproval, which could damage favorable media relations with the government. Empirical results of analyses of a panel data sample of 3,202 Chinese publicly listed firms between 2012 and 2017 provides support for this process model of media disapproval of corporate wrongdoing.

Paper is NOT Available. Please contact the author(s).

STR: The Power of Likes: The Role of Media Approval in the Relationship Between CSR and CFP

Author: **Liang Wen**, *Xi'an Jiaotong-Liverpool U.*
Author: **Jingyu Yang**, *U. Of Sydney*
Author: **Wen Helena Li**, *U. of Technology, Sydney*

An abundance of research examines the relationship between firms' social and financial performance. Corporate social responsibility (CSR) research suggests that corporate social performance (CSP) elicits social approval, reflected in positive coverage in media that confers legitimacy and reputation. The media literature shows media approval increases stakeholder reciprocity, which translates to a higher level of CFP. Linking these streams of literature and drawing on stakeholder theory, we posit that social approval as reflected in media, mediates the relationship between a firm's CSP and CFP by enabling the firm to benefit more from CSP to improve its CFP. More specifically, considering media's selective coverage and the increasing scrutiny and contestability of higher levels of CSP, we propose that the relationship between CSP and media approval is nonlinear, such that the positive impact of CSP on increasing media approval is at a decreasing rate, and CFP is positively influenced by media approval. The curvilinear relationship between CSP and media approval flattens when firms' top managers are found to be excessively wealthy, which we argue can change stakeholders' expectations of the firm and thereby influence media approval. Our analysis of a panel data set of 1,809 Chinese publicly listed firms from 2012 to 2017 lends support to these arguments.

Paper is NOT Available. Please contact the author(s).

STR: Getting Mixed Signals? How Top Executive Communications about Firm Strategy Shape Market Evaluations

Author: **John Eklund**, *U. of Southern California*
Author: **Michael J. Mannor**, *U. of Notre Dame*

Markets have a fundamental information asymmetry problem in evaluating public organizations, as market actors lack detailed firsthand knowledge about organizational capabilities and strategies. Top executive communication helps to address this asymmetry by providing information about firm strategies that signal firm quality and intentions. In this study we use signaling theory to examine how top executive communications about different parts of their firm's strategy provide signals to securities analysts that shape their evaluations of the company. We hypothesize that analysts, working on behalf of shareholders who are interested in stock growth, positively evaluate communication related to externally-oriented strategies that signal alignment with analyst goals for growth, and negatively evaluate communication that focuses on internally-oriented maintenance strategies that signal concerns about firm capabilities and market positioning. We then explore the potential moderating influence of factors that reduce signal efficacy through lower signal intensity or weaker signal consistency. We find support for our arguments using a novel text analysis tool in a random sample of S&P500 companies. In supplemental analysis we find that several contextual factors can also magnify or suppress signal impact, assess which specific strategies have the biggest impact, and identify different patterns for high and low performing firms.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Showcase Symposium**

Program Session: **793** | Submission: **14838** | Sponsor(s): **(CTO, OB, OMT)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 12:30PM - 2:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **405 Kachess**

Emerging Technologies, Work Relationships, and The New Role of Middle Managers

Technology, Work Relationships, & Middle Managers

Organizer: **Raquel Renee Kessinger**, *Massachusetts Institute of Technology*

Organizer: **Katherine C. Kellogg**, *MIT*

Presenter: **Paul Leonardi**, *UC Santa Barbara*

Presenter: **Jeffrey T Polzer**, *Harvard U.*

Presenter: **Evan DeFilippis**, *Harvard Business School*

Discussant: **Nancy Rothbard**, *U. of Pennsylvania*

Presenter: **Hatim A. Rahman**, *Northwestern Kellogg School of Management*

This symposium showcases recent research projects on how organizations are implementing emerging technologies and how these technologies are changing relationships at work as well as the role of middle managers. Emerging technologies are enabling managers to measure employee performance in more finely grained ways, hire employees anonymously, and observe employee interactions via digital communications and by tracking calendar entries. We will present new insights into how middle managers and employees respond to emerging technologies, how work relationships are impacted by these technologies, and the consequences that emerge. This symposium will have three primary goals: (1) explore how middle managers are using emerging technologies to observe and direct employee activities, (2) highlight new findings and theory around how emerging technologies are changing both work relationships and the role of middle managers, and (3) discuss some of the employee outcomes associated with middle manager use of these emerging technologies including stress, psychological safety, and ethical decision-making.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



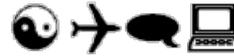
Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **794** | Submission: **15734** | Sponsor(s): **(CTO, TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 12:30PM - 2:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **302 Beckler**

Data Governance in Digital Ecosystems

Data Governance in Digital Ecosystems



Session Chair: **Panos Constantinides**, *Alliance Manchester Business School, U. of Manchester*
Discussant: **Cristina Alaimo**, *Luiss U.*
Discussant: **Carmelo Cennamo**, *Copenhagen Business School*
Discussant: **Kimmo Karhu**, *Aalto U. School of Science*
Discussant: **Frank T. Piller**, *RWTH Aachen U.*
Presenter: **Niloofar Kazemargi**, *Luiss U.*
Presenter: **Agnieszka Radziwon**, *U. of California, Berkeley & Aarhus U.*
Presenter: **Krithika Randhawa**, *U. of Technology, Sydney*
Presenter: **Hannes Rothe**, *ICN Business School*

The purpose of this symposium is to bring together scholars to discuss data governance in digital ecosystems from different perspectives. In particular, we will focus on opportunities and challenges involved in data governance when heterogeneous actors (having different expectations and motives) interact to co-create value in digital ecosystems. This symposium aims at providing a deeper understanding of data governance tradeoffs in the sustainable development digital ecosystems from strategic, organizational, innovation, infrastructural and practice perspectives. Building on presented papers, this symposium serves as a platform to discuss data governance challenges and issues that may occur during the formation and development of digital ecosystems. In recent years, national and international initiatives on data spaces and infrastructures have attracted the attention of both scholars and practitioners. Thus, we believe a wide variety of scholars could benefit from a holistic understanding of data governance in digital ecosystems, especially when data are exchanged and processed by diverse actors to create value.

Standardization in Data Governance

Author: **Agnieszka Radziwon**, *U. of California, Berkeley & Aarhus U.*
Author: **Henry Chesbrough**, *U. of California, Berkeley*

Decentralized Data Control Coordination

Author: **Niloofar Kazemargi**, *Luiss U.*
Author: **Paolo Spagnoletti**, *Luiss U.*

Orchestrating industrial data ecosystems

Author: **Krithika Randhawa**, *U. of Technology, Sydney*

Producing Generative Data

Author: **Hannes Rothe**, *ICN Business School*
Author: **ARTHUR KARI**, *Freie U. Berlin*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Abuse and Safety

Session Moderator: **Emmanuel Kwasi Mawuena**, *Sheffield Business School, Sheffield Halam U., UK*

OB: The Effects of Safety-Related Abusive Supervision and Gender on Attributions and Safety Outcomes

Author: **John Edward Fiset**, *Memorial U. of Newfoundland*
Author: **Alyson Byrne**, *Memorial U. of Newfoundland*

While most research implies the harmful effects of abusive supervision, we argue that there are specific contextual factors where abusive supervision is more likely to be attributed to performance promotion intentions as opposed to injury initiation ones. We present the concept of Safety-Specific Abusive Supervision, which we define as perceptions of abusive supervisory behaviors related to safety that occur in hazardous work environments. We theorize that leaders who engage in Safety-Specific Abusive Supervision are more likely to have their behaviors attributed to performance promotion motives such that their actions are perceived to keep employees safe and motivate safety performance. We suspect that those performance promotion attributions act as a mediator between safety-specific abusive supervision and safety performance outcomes, namely safety voice and safety climate. However, we predict that this relationship is only true for male supervisors and not female supervisors. Across three studies (two experimental studies and one field study), we largely find support for our hypotheses. We conclude with a discussion of the importance of examining contextual factors for examining the attributions of abusive supervision and implications for managers of work safety relevant environments.

Paper is Available to Meeting Registrants Only.

OB: Empowering Leadership, Psychological Safety, and Task Performance: A Moderated Mediation Model 

Author: **Donghun Seo**, *Seoul National U.*
Author: **Yoonju Cho**, -
Author: **Seokhwa Yun**, *Seoul National U.*

ABSTRACT This study examined the mediating effect of psychological safety on the relationship between empowering leadership and employee task performance based on psychological engagement theory. The results suggests that empowering leadership induces higher psychological safety, which in turn is associated with higher employee task performance. This study also examined the moderating effect of promotion focus motivation and prevention focus motivation. The empowering leadership had lesser positive effect on employee task performance via psychological safety when employees exhibited higher prevention focus. On the other hand, empowering leadership had stronger positive effect on employee task performance through psychological safety when employees were promotion focused. The conditional indirect effect of empowering leadership was strongest when employees displayed higher promotion focus and lower prevention focus. Implications, limitations, and future research area is presented.

Paper is Available to Meeting Registrants Only.

OB: Why Pushing Your Employees Too Hard Can be Dangerous? Performance Pressure and Workplace Safety 

Author: **Mengyuan Wang**, *Peking U., School of Psychological and Cognitive Sciences*
Author: **Shuhui Guo**, *Peking U.*
Author: **Nan Li**, *Peking U., School of Psychological and Cognitive Sciences*

Employers are eager to enhance employees' performance and place a strong emphasis on high performance. Employees thus are facing performance pressure at work, which has important effects on job performance and unethical behaviors. However, less is known regarding how performance pressure might influence workplace safety. Can employees still maintain their own safety behaviors when they are struggling with high-performance demands? Drawing upon the Job Demands-Resources model, we develop and examine an integrative model that identifies why and when employees' safety behaviors can be impacted by performance pressure. Specifically, we investigated a health-impairment process through which performance pressure damaged safety behaviors (i.e., safety compliance and safety participation). Moreover, we examined whether employees' job self-efficacy, an important personal resource, buffered this health-impairment process. Using a two-wave lagged design to collect data from 279 frontline workers in a Chinese manufacturing company and a three-wave lagged design to collect multisource data from 220 frontline workers in another Chinese manufacturing company, we obtained support for our hypothesized model. The results indicate that performance pressure increased emotional exhaustion, which in turn led to fewer safety compliance and safety participation. However, this indirect effect was only significant among employees with low job self-efficacy. Given that employers have ethical responsibilities to protect their employees from risks in the workplace, our findings suggest that decision makers should take cautions when they are setting performance benchmarks for employees. Interventions to protect employees' psychological well-being and trainings on job skills to promote employees' job self-efficacy are also needed.

Paper is Available to Meeting Registrants Only.

OB: The Implications of Power Struggles on Voice and Silence on Patient Safety: A Qualitative Study of Surgeons and Anaesthesiologists 

Author: **Emmanuel Kwasi Mawuena**, *Sheffield Business School, Sheffield Halam U., UK*

Scholars have predominantly examined voice and silence in formal unequal hierarchies leaving a dearth of knowledge on how the phenomenon unfolds among high power groups in less hierarchical power relationships. Drawing on insights from functional and conflict theories of power, 28 in-depth interviews of surgeons and anaesthesiologists were thematically analysed with the aid of NVivo. The study found that expertise and perceived informal power interrelate with equal hierarchical power leading to intense power struggles. While this promotes effective voice on safety concerns in each speciality, it undermines voice across specialities. Power struggles also give rise to voice as a source of power for control that may not necessarily be in the real team and patient safety interest. These fluid effects of power on voice and silence suggest that while voice is essential to work outcomes, active voice among such groups may not always be constructive and beneficial.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Job Crafting and Job Design

Session Moderator: **Felix Lorenz**, *EBS Business School*

OB: **Enriched Job Design, Formalization and Adaptive Personality Predicting WLB: A Three-way Interaction**  

Author: **Amadeja Lamovšek**, *School of Economics and Business, U. of Ljubljana*
Author: **Ivan Radevic**, *U. of Montenegro, Faculty of Economics Podgorica*
Author: **Katerina Božic**, -

The COVID-19 outbreak has blurred the boundaries between work and personal life, making the concept of work–life balance (WLB) even more important. Based on a three-source (employees, family members, and supervisors) sample (n = 436) of working professionals, we investigated the importance of enriched job design for employee WLB. In addition, on the basis of the job demand-control (JD-C) model, we examined whether organizationally imposed formalization and employees' individual adaptive personality traits (proactive personality and resilience) act as boundary conditions that strengthen this positive relationship. First, we conduct a supplementary analysis to further investigate which of the enriched job design characteristics play the most important role in our three-way interaction models predicting WLB. Then, we discuss implications for theory and practice.

Paper is Available to Meeting Registrants Only.

OB: **The New Kid on the Block: Chief Digital Officers and Three Ways of Political Job Crafting**  

Author: **Felix Lorenz**, *EBS Business School*
Author: **Marjo-Riitta Diehl**, *Aalto U. School of Business*

Chief Digital Officers (CDO) are expected to fulfill a strategic role in the digital transformation strategy and its implementation. Although research on digital transformation is growing steadily, we lack a coherent understanding of the extent and the nature of the CDO role as the scope of the CDOs' responsibilities remains unclear and there are potential redundancies with reference to other IT executives. Based on 53 interviews with CDOs, we examine how they as strategic leaders engage in defining their jobs. In our analysis we draw on job crafting theory as a theoretical lens. We identify that CDOs face pressures to define a role narrative and engage in political job crafting practices. Specifically, we reveal change of existing power dynamics, shift of perception as well as enhancement of job credibility as political job crafting practices. These practices help strategic leaders, CDOs in particular, to maneuver strategically and politically in the beginning but also throughout their tenure to gain sufficient authority to execute their mission. In so doing, we extend the present understanding of job crafting as a political activity at the level of strategic leadership, specifically in the context of digital transformation.

Paper is Available to Meeting Registrants Only.

OB: **Implications of Daily Relational Job Crafting in the Context of Task Interdependence**

Author: **Wiebke Doden**, *King's College London*
Author: **Uta K. Bindl**, *King's College London*
Author: **Dana Unger**, *UiT The Arctic U. of Norway*

Social interactions and connections are ubiquitous in organizations. Yet, our understanding of how and when employees' efforts to adjust social interactions and connections at work (i.e., relational job crafting) are linked with relevant work outcomes (e.g., task performance) is limited. Building on proactivity and conservation of resources theory, we developed a framework that explains how individuals' engagement in promotion-oriented vs. prevention-oriented relational job crafting increases their energetic resources, which positively influence their task performance. In our theoretical development, we further argue that implications of such bottom-up relational job crafting for task performance are contingent on the top-down relational job design (i.e., task interdependence). To test our research model, we conducted an experience sampling study (10 workdays with two daily measurement points; Nday-level = 845) with 126 full-time employees across various occupations and industries. In support of our theorizing, multilevel path modeling indicated daily promotion-oriented relational job crafting was positively associated with subsequent energy levels and task performance on the next day, but only when overall task interdependence in the job was low. In contrast, daily prevention-oriented relational job crafting was positively associated with energy levels and task performance on the next day at high levels of task interdependence in the job. Our findings suggest the relevance of considering different forms of bottom-up relational job crafting for performance-related outcomes in the context of top-down job design.

Paper is NOT Available. Please contact the author(s).

OB: **Encouraging Public Service Ethos and Job Crafting in Public Organizations**  

Author: **Domenico Berdicchia**, *U. of Ferrara*
Author: **Giovanni Masino**, *U. of Ferrara*
Author: **Enrico Bracci**, *U. of Ferrara*
Author: **Mouhcine Tallaki**, *U. of Ferrara*

This study shows that performance management systems (PMS), if perceived as accurate by public employees, have a positive influence on their public service ethos. However, this relationship is negatively moderated by task uncertainty: when activities are less predictable, such positive influence is reduced. Also, higher levels of public service ethos increase the employees' propensity to engage in expansive job crafting behaviors through which they try to increase both their resources and their challenging job demands, while they also become more resilient to hindering job demands. The results of this study provide new insights about the potential positive effects of PMS in the public sector and, more specifically, about how PMS should be designed and implemented to achieve them. The study was conducted in 12 Italian municipalities through a multi-waves research design.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Positive Individual and Team Work Outcomes

Session Moderator: **Rohit Subhash Piplani**, *U. of Connecticut*

OB: Effect of Team Co-membership Change on Change in Interpersonal Affect in the Workplace

Author: **Rohit Subhash Piplani**, *U. of Connecticut*
Author: **Travis Grosser**, *U. of Connecticut*
Author: **Virginie Lopez Kidwell**, *U. of North Texas*
Author: **Brian R. Dineen**, *Purdue U.*
Author: **Stephen P. Borgatti**, *U. of Kentucky*

Given that teams are complex dynamic adaptive systems, membership change is prevalent in them and can have a significant impact on interpersonal relationships. However, much of the research on team co-membership change has focused on its effect on team-level outcomes like overall affective tone. Thus, little is known about its influence on the change in interpersonal affect between team members at the dyadic level. Drawing on social identity theory, the current study investigates the effect of two team co-membership change conditions – 1) commencement of team co-membership and 2) conclusion of team co-membership on change in interpersonal affect and the moderating role of emotion regulation ability in this relationship. A randomized natural experiment is adopted to test the hypotheses. Results of multilevel modeling confirm that focal employee's interpersonal affect for the co-member increases on commencement of team co-membership (i.e., when co-member joins the same team as the focal employee) and it decreases on conclusion of team co-membership (i.e., when the co-member is removed from the same team). Additionally, focal employee's and co-member's emotion regulation ability moderated the relationship between the conclusion of team co-membership and focal employee's decrease in interpersonal affect for co-member such that the decrease was smaller when both their emotion regulation abilities were high. Overall, our findings challenge the implicit assumption in the teams literature that team membership change influences affect between team members uniformly or as a shared phenomenon that is experienced consistently by all members.

Paper is NOT Available. Please contact the author(s).

OB: Are We Proactive? Supporting Proactivity in the Shop Floor by Developing a Shared Mental Model  

Author: **Michela Carraro**, *Department of Economics and Management, U. of Padova*
Author: **Andrea Furlan**, *Department of Economics and Management, U. of Padova*
Author: **Torbjorn H. Netland**, *Swiss Federal Institute of Technology Zurich, ETH*

All continuous improvement initiatives ultimately rely on employees' proactivity, yet the operational excellence literature rarely addresses it. In this study, we adopt a multilevel framework to investigate the effects of shared mental models on individuals' proactivity and team proactive performance. Drawing on the organizational behavior, applied psychology, and shared cognition literature, we distinguish between proactivity at the individual level and at the aggregate level to explain how individual efforts should be coordinated to support team operating performance. We suggest that shared understandings of the task and team functioning represent an important antecedent for encouraging self-starting behaviors and achieving coordination between teammates. We employ multilevel path analyses with empirical Bayesian predictions to test our theoretical model using survey data gathered from 266 shop floor employees in 48 teams. Our findings indicate that the extent to which individuals share their task- and team-related mental models affects team members' propensity to adopt a proactive approach at work (individual proactivity) and to coordinate their efforts with those of teammates (team proactivity) to leverage team operating effectiveness. This study expands the understanding of the antecedents of both individual and team proactivity and sheds light on the impact of aggregated individual behaviors on team outcomes.

Paper is Available to Meeting Registrants Only.

OB: How and When Employees Proactively Extend the Benefits of Past Positive Work Events to Coworkers

Author: **Trevor Watkins**, *U. of Oklahoma*
Author: **Catherine Kleshinski**, *Indiana U. Bloomington*
Author: **Natalie Longmire**, *Tulane U.*
Author: **Wei He**, *Nanjing U.*

Positive work events are ubiquitous and benefit employees in myriad ways. Notwithstanding, dominant theories of work events portray events as temporally bounded external happenings, and employees as immediate and reactive beneficiaries of events. Moreover, mainstream management theories suggest that positive work events are advantageous to direct beneficiaries, but not to others. In this paper, we challenge these existing theoretical tenets by integrating theory on self-conscious emotions and capitalization to posit that employees who engage in workplace interpersonal capitalization experience pride and subsequently share knowledge with their coworkers. Going further, we suggest that these effects are bounded by whether the disclosed positive work events are attributed to effort, and whether disclosers perceive responsiveness in their coworkers during capitalization. Stated differently, we maintain that employees can "rekindle the fire" of positive work events in terms of generating pride, which in turn motivates employees to "spread the flames" by sharing knowledge with coworkers. A source- and time-separated field study provides support for our hypotheses. Our work broadens current conceptualizations of positive work events by developing theory regarding how employees can proactively extend their past positive event benefits to themselves and ultimately to others.

Paper is Available to Meeting Registrants Only.

OB: Effects of Employee Perspective Regarding Managers Emotional Intelligence on their Turnover

Author: **Abdulmajeed Albalawi**, *Victoria U.*

Author: **Shahnaz Naughton**, *Victoria U., Melbourne*

The current study has two main aims: to investigate to what extent Emotional Intelligence (EI) of managers of SMEs can be shown to affect employee turnover and Job satisfaction in Saudi SMEs and to examine the role of leader- member exchange (LMX) as a mediator between EI and turnover and Job satisfaction. a questionnaire was used to collect data to a random sample of employees in Saudi SMEs. 169 responses from employees of Saudi SMEs were collected and examined by using structural equation modelling (SEM). The present study's results revealed a positive relationship between emotional intelligence and LMX. Further, a negative relationship was found between perceived emotional intelligence and employee intention to leave, which suggests that emotional intelligence has a role in retaining employees and reducing their desire to leave. In addition, a positive relationship was found between emotional intelligence and job satisfaction. However, the results did not support a hypothesised interaction between LMX and turnover intention. Last, LMX was found to mediate the relationship between emotional intelligence and job satisfaction, but not the relationship between emotional intelligence and turnover intention

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: **798** | Submission: **17136** | Sponsor(s): **(OB, HR)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Sunday, Aug 7 2022 4:00PM - 5:30PMPT (UTC-7)** at **Seattle Convention Center** in **Room 305**

Feedback in Organizations: The Role of Giver, Receiver, and Feedback Characteristics *Feedback in Organizations*



Presenter: **Jinseok Chun**, *Duke U.*
Presenter: **Min Ju Lee**, *U. of Texas at Austin*
Presenter: **Ariella Kristal**, *Harvard Business School*
Presenter: **Judy Qiu**, *London Business School*
Participant: **Jin Nam Choi**, *Seoul National U.*
Participant: **Paul Isaac Green**, *U. of Texas at Austin*
Participant: **Ethan Burris**, *U. of Texas at Austin*
Participant: **Michael Yeomans**, *Imperial College Business School*
Participant: **Selin Selin Kesebir**, *London Business School*
Organizer: **Judy Qiu**, *London Business School*
Organizer: **Selin Selin Kesebir**, *London Business School*

Feedback is an integral part of organizational life. It is a crucial process through which individuals can improve their learning, growth, and development (Ashford & Cummings, 1983; Higgins & Thomas, 2001). Past research has highlighted how the influence of feedback on employee attitudes and behaviors can depend on the approach through which feedback is delivered (Brutus, 2010; Ilgen et al., 1979; Kluger & DeNisi, 1996; Shute, 2008; Zhou, 1998). This symposium aims to deepen our understanding of the antecedents and consequences of different feedback styles and approaches. The presented work offers insights from the giver perspective of providing different forms of performance feedback, as well as the receivers’ perspective regarding preferences for and receipt of different forms of feedback. Altogether, this symposium highlights two primary aspects of feedback in organizations, using a variety of methodologies. First, papers 1 and 2 demonstrate how givers’ work experiences and goal frames influences the type and delivery of feedback offered, which can lead to different employee attitudes and perceptions. Subsequently, papers 3 and 4 turn to feedback receivers, and highlight gender differences in the types of feedback women and men receive and prefer. Overall, this symposium offers insights into how givers’ experiences and attitudes can meaningfully impact the type of feedback offered, and how recipient gender can shape the experience of receiving different types of feedback.

Managers’ Experience at Work Determines Their Approaches in Feedback

Author: **Jinseok Chun**, *Duke U.*
Author: **Jin Nam Choi**, *Seoul National U.*

When Best Intentions Backfire: The Interpersonal Cost of Motivational Feedback

Author: **Min Ju Lee**, *U. of Texas at Austin*
Author: **Paul Isaac Green**, *U. of Texas at Austin*
Author: **Ethan Burris**, *U. of Texas at Austin*

Benevolent Sexism in Workplace Feedback

Author: **Ariella Kristal**, *Harvard Business School*
Author: **Michael Yeomans**, *Imperial College Business School*

Relative Performance Feedback: Gendered Preferences and Asymmetric Costs

Author: **Judy Qiu**, *London Business School*
Author: **Selin Selin Kesebir**, *London Business School*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **799** | Submission: **19471** | Sponsor(s): **(SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 12:30PM- 2:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 403 Cispus**

Authenticity, Moral Identity and Moral Disengagement

Session Moderator: **Nils Kruse**, *Institute for Business Ethics and Sustainable Management (FHWien der WKW)*

SIM: Authentic Corporate Social Responsibility Pays: Organizational Practices and Salary Requirements 

Author: **Chloe Kovacheff**, *U. of Toronto*

Author: **Matthew Feinberg**, *U. of Toronto, Rotman School of Management*

Corporate social responsibility (CSR) programs can be a source of societal aid (external CSR) or employee benefit (internal CSR). Yet, not all CSR practices are created equally, with many organizations decoupling their formally stated goals from their behavior. Thus, the extent to which organizations truly implement these programs varies, with some acting in line with their socially responsible claims (authentic CSR), while others fail to take concrete action (inauthentic CSR). Drawing from a multi-motive theoretical framework, we propose that these macro-level CSR practices will yield different micro-level results due to the particular needs they each fulfill (or fail to fulfill) for prospective employees; authentic external CSR practices fulfill morality-based needs, authentic internal CSR practices fulfill self-interest-based needs, and inauthentic CSR practices fail to fulfill either of these needs. Furthermore, in contrast to self-interest-based models, we draw from moral psychological theory to predict that authentic external CSR practices will have the strongest impact on employee outcomes because they fulfill morality-based needs, which often supersede self-interest-based needs. To test our theorizing, we explored the impact these different CSR practices have on prospective employees' required annual salaries, allowing us to monetarily quantify the value of each type of CSR. Across two experiments (Study 1a, 1b) and a field study (Study 2), we find that authentic CSR practices lead to lower required salaries among prospective employees and active job seekers than organizations without CSR practices or with inauthentic CSR practices. Furthermore, we find that authentic external CSR practices lead to the lowest required salaries – an effect mediated by moral-need fulfillment. Our results suggest that when implemented authentically, CSR practices can lead to both positive social change and quantifiable organizational benefits.

Paper is Available to Meeting Registrants Only.

SIM: "I'm sorry."—"No, you're not!" Experimental Evidence of the Effect of Hypocritical CSR Communication

Author: **Nils Kruse**, *Institute for Business Ethics and Sustainable Management (FHWien der WKW)*

The amount of micro-level corporate social responsibility (CSR) research focusing on employee behavior has been continually growing over the past two decades. While most of the research has been focusing on positive behavioral and attitudinal outcomes of CSR, adverse effects have been largely neglected. Applying social and moral identification theory, this research project explores how hypocritical communication, i.e., the misalignment between CSR and a company's crisis response strategies in the aftermath of a corporate scandal, affects worker misbehavior. Based on field experimental data from an online labor market (n = 478), I find evidence that perceived hypocrisy increases undesirable worker behavior, such as shirking and withholding job effort. Given the immense financial cost caused by employee misbehavior managers and company leaders should make managing CSR perceptions a key priority. My contribution to our understanding of microlevel CSR theory, in this case the link between hypocritical CSR and employee misbehavior, thus, can provide a basis for cost savings and risk mitigation.

Paper is Available to Meeting Registrants Only.

SIM: Processing Inconsistent CSR Information: The Role of Discrepant Moral Identity Dimensions 

Author: **Ramona Demasi**, *U. of Zurich*

Author: **Christian Voegtlin**, *Audencia Business School*

Inconsistent information between an organization's corporate social responsibility (CSR) commitments and its perceived CSR (in-)actions is a big challenge for organizations because it is typically associated with corporate hypocrisy perceptions and related negative stakeholder reactions. However, contrary to the prevailing corporate hypocrisy literature, we argue that inconsistent CSR information not always relates to perceptions of corporate hypocrisy but depends on individual differences in processing CSR-related information. In this study, we investigate how an individual's moral identity shapes reactions to inconsistent CSR information. The results from our three studies show that individuals who symbolize, i.e., display their moral identity to the public more than they internalize moral values react less negatively to inconsistent CSR information. These individuals perceive the organizations as less hypocritical because they interpret it in light of their own identity, which, we show, weakens their anger and willingness to change the company's behavior. Furthermore, we find that this effect is amplified for extraverted but weakened for neurotic individuals. Our findings underline the importance of individual differences in processing CSR information.

Paper is NOT Available. Please contact the author(s).

SIM: Team Moral Identity: A Theory of Its Antecedents, Contingencies, and Implications 

Author: **Young Won Rhee**, *U. of Washington*

Author: **Scott Reynolds**, *U. of Washington*

In this paper, we introduce the concept of team moral identity, a team-level construct that represents the shared cognition that morality is a central, distinctive, and enduring attribute that defines the team. We draw from the theory of moral self, social identity theory, and self-verification literature to develop a model of the antecedents and outcomes of team moral identity. This model has theoretical implications for scholarship focusing on moral identity, collective identity, and behavioral ethics, and it holds numerous practical implications for those working in teams.

Paper is NOT Available. Please contact the author(s).

Author: **Jake Telkamp**, *Iowa State U.*

Author: **Marc H. Anderson**, *Iowa State U.*

We critique research on moral disengagement (MD), which presumes widespread agreement about what is right and wrong. While it is appropriate to label justifications of ethical lapses concerning non-contentious issues (e.g., corruption) as MD, many real-world ethical issues, particularly in organizations, are unclear or contested, and subject to reasoned disagreement about what the moral course of action is. We argue that research on MD is less applicable to situations involving moral disagreement, unless fundamental changes to how it is tested are adopted. Moral disagreement arises both because people have different underlying moral foundations that affect how they evaluate situations, and because there are moral dilemmas in which no response can avoid harm or a violation of other deeply-held ethical principles. In this essay, we discuss two important consequences created by assuming moral consensus, and suggest ways to study MD that relax this assumption and allows for disagreement. We argue for the importance of making research on ethics more realistic and applicable to the kinds of moral dilemmas that confront organizations and their members on a more regular basis.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **800** | Submission: **18851** | Sponsor(s): **(STR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 12:30PM - 2:00PMPT (UTC-7)** at **Seattle Convention Center in Room 612**

Innovation, Institutions and Stakeholders

Session Moderator: **Mac Nguyen**, *Gustavson School of Business, U. of Victoria*

STR: Institutional Investors and Corporate Innovation: Executive Pay and Competition as Key Contingencies 

Author: **Ximing Yin**, *School of Management and Economics, Beijing Institute of Technology*

Author: **Su Yaxin**, *School of Management and Economics, Beijing Institute of Technology*

Innovation financing is crucial to corporate technological development and national innovation construction, yet how does institutional investors affect corporate innovation behaviors, and the contingent impacts of executive remuneration and market competition on this relationship, are still unclear. In this paper, drawing from literature on institutional investors, corporate governance and innovation, we empirically study the impact of institutions on corporate innovation and the moderation effects of executive remuneration and product market competition by employing a multiple panel dataset. Results show that 1) there is an inverted U-shaped relation, instead of a linear one, between institutional shareholding and corporate R&D investment, and 2) executive remuneration and market competition can enhance this correlation. Additional analysis finds that 1) the curvilinear relation remains regarding on innovation performance, and furthermore 2) product market competition has a positive impact on sales costs and marketing activities. This study reveals the double-edged sword impact of institutional ownership on corporate R&D, facilitating in-depth understanding of the role of institutional investors in corporate strategic management. And it fills the gap between executive remuneration and market dynamics on institutions and innovation, providing meaningful practical evidence for relevant theory and fields. Practically, this paper suggests that the government should properly encourage institutions to participate in corporate governance and the reform of development pattern, and firms need to further perfect executive remuneration system and take full advantage of market competition and external dynamics to support technological innovation.

Paper is Available to Meeting Registrants Only.

STR: Stakeholder Orientation and Organizational Adaptation 

Author: **Emanuele Luca Maria Bettinazzi**, *U. della Svizzera Italiana*

Author: **Kerstin Neumann**, *U. of Innsbruck*

Author: **Peter Maria Snoeren**, *Amsterdam Business School, U. of Amsterdam*

Author: **Maurizio Zollo**, *Imperial College Business School*

This paper examines the conditions under which stakeholder orientation facilitates (or hinders) firms' efforts to adapt to environmental disruptions, particularly technological shocks. To do so, we apply evolutionary economics to develop a theoretical framework on how variation, selection, and retention processes might differ in firms with a high vs. a low level of stakeholder orientation and how these differences can positively or negatively influence their adaptive capacity. We subsequently apply this reasoning to develop theory regarding four boundary conditions of the effectiveness of stakeholder orientation as an adaptation mechanism: two of these conditions are related to characteristics of the technological disruptions, and two are organizational characteristics. The proposed model offers a first application of evolutionary thinking to explain the dynamic fit between stakeholder orientation and organizational adaptive responses, under conditions of environmental (technological) disruption. A research agenda for future scholars in stakeholder theory, organizational evolution, and adaptation to radical change concludes.

Paper is Available to Meeting Registrants Only.

STR: Temporal Ambidexterity: Synchronizing Rhetorical History and Strategic Foresight

Author: **Mac Nguyen**, *Gustavson School of Business, U. of Victoria*

This conceptual work seeks to re-examine the organizational ambidexterity concept (the balance between exploitation of current knowledge and exploration of new knowledge) from the temporal sensemaking perspective—constructing and reconstructing the relationship of past, present, and future. Firms compete in a dual environment—technical environment (labor, capital, and input commodities) and institutional environment (symbolic resources, such as legitimacy). Yet, organizational ambidexterity has been largely conceptualized in the technical environment only. I argue that the institutional environment matters, hence symbolic resources (e.g., legitimacy) are substantially invaluable for firms. In this paper, I explore the ambidexterity paradox in which firms reconcile the sensemaking of both their history and future in search of legitimacy (history-based and future-based legitimacy) in the institutional environment. Particularly, I propose two approaches to temporal sensemaking to gain and preserve legitimacy, namely rhetorical history (a means by which firms solidify the past with persuasive strategies) and strategic foresight (heuristic processes to grasp the environmental discontinuities to devise strategies). By underscoring the symbolic resources that firms can strategically capitalize on, this work provides a nuanced understanding of the ambidexterity concept while delineating new future research avenues.

Paper is Available to Meeting Registrants Only.

STR: How Innovation Impacts Firm Growth Dynamics in Natural Resource Industries

Author: **Angel Sevil**, *U. del Desarrollo*

Author: **Alfonso Cruz-Novoa**, *Pontificia U. Católica de Chile*

Author: **Tomas Reyes**, *Pontificia U. Católica de Chile*

Author: **Roberto Vassolo**, *IAE Business School, Argentina AND Pontificia U. Católica de Chile, Ingeniería Industrial*

Growth has generally been considered a crucial objective for a firm and, consequently, it has become one of the most researched subjects in economic sciences. This paper aims to provide an in-depth study of how incremental innovation, a ubiquitous factor, affects the growth of small and large-sized firms differently. Specifically, this work examines firm growth dynamics in natural resource industries. In these industries, innovation is mainly based on processes in the form of incremental changes, and adoption of innovations has significant sunk costs. We argue that, before incremental process innovation, firm growth is directly proportional to firm size. However, in the presence of incremental innovation events, firm growth is indirectly proportional to firm size, since smaller firms pose higher strategic flexibility and can adopt innovations faster. Our empirical findings not only confirm the dependency of growth rate on firm size, rejecting Gibrat's Law of Proportionate Effect, but highlight the relevance of incremental innovation as an inflection point of firm growth, creating a competitive opportunity window for small firms.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **801** | Submission: **18836** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 12:30PM - 2:00PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Columbia**

Corporate Investment in Innovation

Session Moderator: **Hanei Son**, *HEC Paris*

STR: Can Firms be More Innovative by Investing in Uncertain Portfolios?

Author: **Hanei Son**, *HEC Paris*

In this study, I examine the relationship between early stage Corporate Venture Capital(CVC) investments and the innovation. Although investing in early stage ventures is considered to be more uncertain, there may be potential knowledge-based advantages that can be captured. Drawing from the organizational learning perspective, I propose that increasing early stage CVC investment enhances the innovativeness of these firms. I also posit that the knowledge of investees in the early stage can be relatively more accessible for investing firms as it is mostly intangible and not yet embodied in products. I analyze a panel of 91 U.S. high-tech firms in the 1993-2018 period and find empirical evidence suggesting a positive association between early stage investment and firm innovation, in the short-term. However, greater industry diversity of a firm's CVC portfolio attenuates this relationship. Contrary to my prediction, it was found that greater investment experience in early stage is not sufficient to develop absorptive capacity in exploiting knowledge from other investment in early stage ventures. This paper contributes to literatures in CVC, organizational learning and firm innovation.

Paper is Available to Meeting Registrants Only.

STR: How Organizational Structure Shapes Explorative Innovation in CVC Investment-Relationships

Author: **Tom Orben**, *European Business School, Wiesbaden*
Author: **Holmer Kok**, *Stockholm School of Economics*

Engaging in exploration is an important source of competitive advantage for established firms. However, exploration is challenging, as it requires the utilization of knowledge outside of firm boundaries. To address this challenge, firms increasingly engage in corporate venture capital (CVC) investments, which allow for assimilation of knowledge held by young ventures. Existing findings on the relationship between CVC and firm exploration remain inconclusive, calling for the investigation of contingency factors. We address this gap by drawing from the knowledge-based view and empirically examining the effect of the organizational structure of CVC units. Further, we consider the interplay of CVCs organizational structure and firms' diffusion and recombination capabilities for exploration performance. In doing so, the study contributes to our understanding of CVC as external knowledge sourcing mechanism, highlights limitations to this approach, and offers practical insights for corporate investors.

Paper is Available to Meeting Registrants Only.

STR: Whose Money Should I Take? Investments in Renewable Energy Ventures by Oil and Gas Incumbents

Author: **Yoon Jung Kwon**, *Rice U.*

I study the conditions under which new ventures are more likely to receive corporate venture capital (CVC) investments from incumbents that operate in substitutive business domains and thus pose extremely high competitive and reputational risks. Using a sample of CVC investments in the energy industry in 2001-2019, I find that on average, renewable energy ventures are less willing to receive investment from O&G incumbents when the incumbent has a stronger commitment to its current businesses in O&G and faces more shareholder concerns on environmental issues. However, renewable energy ventures are more likely to receive investment from O&G incumbents that are located in institutional environments with higher standards towards environmental issues. Through this study, I aim to bring in the perspective of new ventures into CVC investment relationships and explore how they take their own precautionary measures against the anticipated risks.

Paper is Available to Meeting Registrants Only.

STR: Economic Experimentation: Fitting Experimental Strategies to Entrepreneurial Theories

Author: **Jana Thiel**, *ETH Zürich*
Author: **Ann-Kathrin Leiting**, *Eidgenössische Technische Hochschule Zürich*

While experimentation in entrepreneurial ventures has become a broadly accepted means to validate ideas and optimize business models, recent conceptual work has argued that experimentation within the scientific entrepreneurship method with its strong focus on customer feedback may be inappropriate to support the generation of novel and unique business theories. Our research looks at the practice of entrepreneurial experimentation within the context of a corporate entrepreneurship program. We find that instead of using experiments solely for causal learning and related adaptive processes to pre-existing customer preferences some entrepreneurial leaders emphasize experiments as a commitment scoping vehicle with the purpose to proactively bias responses into their favor and hence elevate the entire value function of the idea. We also find initial evidence that different experimental strategies may generate more or less effective decision-making for projects of different levels of economic theories. Our findings contribute to the literature on entrepreneurial experimentation and strategy.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **802** | Submission: **18773** | Sponsor(s): (STR)
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 12:30PM - 2:00PMPT (UTC-7)** at **Sheraton Grand Seattle in Diamond B**

CEO Personality: Methods and Strategic Implications

Session Moderator: **Daniel F Gass**, *U. of Cologne*

STR: **Better Safe Than Sorry: How CEO Neuroticism Affects Time-To-Recall in Product Recalls**

Author: **Daniel F Gass**, *U. of Cologne*

Author: **Andreas Fügener**, *U. of Cologne*

Author: **Lorenz Graf-Vlachy**, *TU Dortmund U.*

Extant research on product recalls provides substantial insights on the determinants of recall frequency, but less is known about what determines time-to-recall, i.e., how quickly firms issue a recall once a defect surfaces. Building on upper echelons theory and personality theory, we argue that CEOs' personality impacts time-to-recall. Specifically, we propose that more neurotic CEOs are more vigilant when they face uncertainty, as they do when making recall decisions, and strive to avoid the potential threat of social disapproval from recalling late, leading to lower time-to-recall. We contextualize this argument by taking a configurational approach to personality to hypothesize that another personality trait, CEO agreeableness, increases the salience of the threat of social disapproval and thus positively moderates the main relationship. Further, we invoke trait activation theory to argue that more negative recent CEO media tenor provides a trait-relevant situational cue which reinforces CEOs' neurotic tendencies and thus also positively moderates the main relationship. We find broad support for our theory in analyses on a sample of 1,573 product recalls in the U.S. healthcare industry.

Paper is NOT Available. Please contact the author(s).

STR: **The differential Effects of CEO Personality on Strategic Conformity** 

Author: **Steffen Burkert**, *LMU Munich*

A growing literature shows that CEO personality influences firm strategy. While this work has provided important evidence that differences in CEO personality explain observed strategy differences among firms, the literature has largely overlooked the five factor model (FFM) and its influence on strategic conformity behavior of firms. This is an important omission given that personality research has shown that the FFM is a comprehensive and core measure of individual personality; and given that research on inter-organizational imitation has largely overlooked the influence of the characteristics of the decision-makers for imitation behavior. To fill this gap, this article examines the influence of the FFM of CEOs—a well-established and comprehensive model of personality—on strategic conformity of publicly traded U.S. firms over multiple years. The results show that the personality traits of CEOs are related with less conformist strategies (openness, agreeableness) and more conformist strategies (conscientiousness, extraversion, neuroticism). I derive avenues for future research and practical implications of the findings.

Paper is Available to Meeting Registrants Only.

STR: **Mining CEOs' Big Five Personality Traits from Twitter**

Author: **Giovanni Visentin**, *ESCP Business School*

Author: **Fabrizio Zerbin**, *ESCP Business School*

Author: **Sandrine Macé**, *ESCP Business School*

The idea of top managers' personality traits influencing their strategic choices is emerging in the marketing management literature, although direct measurement of personality traits remains limited due to the scarcity of primary data. Using publicly available secondary data, we introduce a novel, linguistic measure of CEOs' Big Five personality traits, specifically developed and validated using CEOs' Twitter texts (tweets). We provide an empirical test of this measure's validity by applying it to a sample of CEOs of major U.S. companies to explore the direct effects of CEOs' Big Five Traits on R&D and Advertising budgeting decisions. Our results show how CEOs' personality traits can influence their budgeting choices from year to year, and our novel, linguistic measure provides a valuable tool for developing Upper Echelons research in marketing.

Paper is Available to Meeting Registrants Only.

STR: **Corporate Sustainability Reporting and Managerial Agency Problem in Global Firms: A Chicken or Egg?**  

Author: **Hanh Pham**, *Leeds U. Business School*

Author: **Hien Thi Tran**, *VNU U. of Economics and Business, Vietnam National U., Hanoi*

This paper examines the causality between the managerial agency problem and sustainability reporting of a firm. The research uses the dataset of 621 global corporations based in 31 countries from 2012 to 2018 and the two-stage least square instrumental variable method to analyse the data. The managerial agency problem is proxied by four indicators (i.e., the total assets per sales ratio adjusted by the ratio of CEO salary to country-average CEO salary, the expenditure per sales ratio adjusted by the ratio of CEO salary to country-average CEO salary, the CEO cash bonus to income ratio and CEO perk to income ratio). Corporate sustainability reporting is proxied by Bloomberg ESG scores. The paper reports a significantly negative two-way association between the managerial agency problem and sustainability reporting. The results are consistent across three proxies for the agency problem and hold across robustness check models. The results indicate that the managerial agency problem leads to less sustainability information reported by a firm, which, consequently, makes the managerial agency problem more severe due to a lack of transparency. The study highlights the benefits of sustainability reporting as an effective corporate governance instrument to mitigate the managerial agency problem.

Paper is Available to Meeting Registrants Only.

STR: Business is Personal: How CEO Personality Influences Agency Costs

Author: **Zeyu Zhao**, *W. P. Carey School of Business, Arizona State U.*

Author: **David H. Zhu**, *Arizona State U.*

Corporate governance scholars have provided a host of governance mechanisms to control agency cost but have largely ignored how personality traits inherent to CEOs may influence their self-serving behavior and the resulting agency cost. In this study, we draw upon the most influential and comprehensive framework in personality psychology, the five-factor model, and theorize that more agreeable and conscientious CEOs incur lower agency cost while more neurotic CEOs incur higher agency cost. We examine the effect of these personality traits on two important manifestations of agency cost—unrelated diversification and the decoupling of CEO pay from firm performance. Using an open-language machine learning program, we operationalize Big Five personality traits of CEOs from S&P 1500 firms. We find that a CEO's agreeableness and conscientiousness reduce agency costs, while the CEO's neuroticism increases agency costs.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **803** | Submission: **18735** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 12:30PM - 2:00PMPT (UTC-7)** at **Sheraton Grand Seattle in Seneca**

Civil Society and Community Ties

Session Moderator: **Farzam Boroomand**, *U. of Minnesota*

STR: Come Together? Cooperativeness, Heterogeneity, and the Structure of Collective Action   

Author: **Farzam Boroomand**, *U. of Minnesota*
Author: **Aseem Kaul**, *U. of Minnesota*

We examine the antecedents of successful collective action among heterogeneous actors. Using a simulation-based approach, we explore the effect of three parameters—cooperativeness, heterogeneity of claims, and heterogeneity of capabilities—on the extent to which actors in a population contribute towards their collective good in the long run. Our results show that cooperativeness is neither necessary nor sufficient for collective action; where actors are heterogeneous, collective action fails even with full cooperativeness. Further, we find that in contexts with high actor heterogeneity, a meritocratic system that links claims to capabilities while prioritizing self-interest may produce a collective outcome that is not only superior to the outcome with high cooperativeness, but more stable than the first-best outcome with fully cooperative homogeneous actors. Our study thus offers a rigorous and systematic theoretical framework for understanding how collective action within and between organizations may be successfully sustained.

Paper is Available to Meeting Registrants Only.

STR: Toward Peaceful Resolution of Company-Community Conflicts    

Author: **Chang Hoon Oh**, *U. of Kansas*
Author: **Jiyoung Shin**, *Groningen U. (RuG)*

Drawing on resource dependency theory, this study investigates how the involvements of civil society organizations and state actors with different orientations toward mining projects affect the conflict intensity between mining companies and communities. We theorize that different combinations of these actors' involvements can shape the relative balance of power between companies and communities, as well as communities' perceptions of justice, which have important effects on conflict intensity. We also examine how vertical and horizontal inequalities can worsen power imbalances and increase conflict intensities. By using a hand-collected, multi-source dataset of 317 global mining conflicts between 2002 and 2013, we found that the involvement of state actors who have pro-social orientations lowers conflict intensity, while the involvement of state actors who have pro-business orientations when combined with the involvement of civil society organizations, increases conflict intensity. We also found that societal horizontal and vertical inequalities increase conflict intensity when both civil society organizations and state actors are involved, as these inequalities may weaken collaborations among the parties.

Paper is NOT Available. Please contact the author(s).

STR: Why Firm-NGO Collaborations Fail to Spread? An Answer from the Competitive Dynamics' Perspective 

Author: **Yue Wang**, *Jones Graduate School of Business, Rice U.*
Author: **Kate Odziemkowska**, *U. of Toronto, Rotman School of Management*
Author: **Prashant Kale**, *Rice U.*

This paper investigates an empirical puzzle that only a small number of firms enter firm-NGO collaborations although such relationships have proved beneficial in many ways. To shed light on this, we focus on firm-NGO conflict that often precedes the collaboration and examine how it slows the spread of follow-on collaborations among peer firms. From the competitive dynamics' perspective, firms pursue inter-organizational relationships, such as firm-firm alliances, to gain a competitive advantage. When firms observe industry peers forming new collaborations that potentially create a competitive advantage, they often imitate that move to avoid losing ground to those competitors. In this study, we propose that firm-NGO conflict preceding a collaboration is interpreted by peer firms as a signal that the collaboration is formed to address firm-NGO conflict instead of being a means to seek competitive advantage. Such perceptions decrease the competitive pressure felt by peer firms and lead to fewer follow-on collaborations. Using a 25-year dataset on interactions between environmental NGOs and Fortune 500 firms, we find that firms are less likely to form collaborations with NGOs following a leading firm when its collaboration is preceded by conflict with NGOs. We also find that firms will adjust their response based on their future expectations of NGO contention.

Paper is Available to Meeting Registrants Only.

STR: Local Shareholders, Corporate Community Responsibility, and Shareholder Value 

Author: **Hyoseok (David) Hwang**, *U. of Wisconsin, Eau Claire*
Author: **Hyun Gon Kim**, *Rutgers U.*
Author: **Jung Yeun Kim**, *Rutgers U.*

This paper shows that local shareholders lead firms to engage in corporate social activities locally – corporate community responsibility (CCR). Using an extensive U.S. sample, we find that mutual funds investing in local firms tend to increase CCR. Further analyses suggest a causal effect of local shareholders on CCR. Stakeholder theory and socially conscious (community) investing explain the benefits of CCR for local shareholders as well as their firms. Our results indicate that CCR tends to increase firm performance measured with Tobin's Q and operating cash flow, especially in the consumer-oriented industries where customer relations are critical. In addition, local shareholders (i.e., local funds) of higher CCR firms enjoy greater fund flows. Our study is the first to investigate the role of local shareholders as a driving force of a firm's community investments.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **804** | Submission: **12025** | Sponsor(s): **(IM)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Sunday, Aug 7 2022 12:45PM - 2:15PMPT (UTC-7)**

**Toward Future Research Agenda From the Integration
Between Accounting/Finance and IM**
Integration between Accounting/Finance and IM



Session Chair: **Chang Hoon Oh**, *U. of Kansas*
Organizer: **Jaesang Shin**, -
Panelist: **Thomas Lindner**, *U. of Innsbruck*
Panelist: **Martina K. Linnenluecke**, *Macquarie U.*
Panelist: **Jakob Müllner**, *WU Vienna U. of Economics and Business*
Panelist: **Toru Yoshikawa**, *Singapore Management U.*

This panel discussion aims to advance dialogues and collaboration on integration between accounting, finance, and international management (IM) as a new interdisciplinary research area. The primary purpose of the panel session is to discuss how theories and methodologies in accounting and finance can advance research on multinational enterprises (MNEs) and studies in a cross-country setting. The panel session also aims to address critical research questions about factors in accounting and finance that affect firms' competitive advantage, capital structure, and sustainability that MNEs deploy to deal with challenges or opportunities, and how to examine new paradigms of interdisciplinary research.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **805** | Submission: **18656** | Sponsor(s): **(IM)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Sunday, Aug 7 2022 12:45PM - 2:15PMPT (UTC-7)**

Global Mobility of People

Session Moderator: **Alfred Presbitero**, *Deakin U.*

IM: International Career During Pandemic? Individual-Level Determinants of Global Talent Mobility

Author: **Alfred Presbitero**, *Deakin U.*
Author: **Mendiola Teng-Calleja**, *Ateneo de Manila U.*
Author: **Jem Mari P. Villagrancia**, *U. of Santo Tomas*

The prospect to pursue an international career and participate in global talent mobility has been challenged by the pandemic. So what prompts an individual to remain interested in pursuing an international career during such a disruptive global event? In this study, we provide some answers to this timely question. We ground our assertions on Social Cognitive Career Theory to theoretically explain how an individual's international career self-efficacy would relate to interest in international career during pandemic. We then assert the critical role of international career optimism as a mediator and risk taking as a conditional moderator which can influence interest in international career. To test these assertions, we conducted two studies in Australia (Study 1; one wave of data; n=340 and Study 2; two waves of data; n=245) and our findings provide contextualized insights on critical individual-level determinants of global talent mobility in time of global crisis. Our findings also offer practical insights for international management particularly for individuals who aspire to engage in global talent mobility as well as for firms that aim to recruit global talents during pandemic.

Paper is Available to Meeting Registrants Only.

IM: Employer Attractiveness of MNEs - A Cross-National Conjoint Analysis on the Role of COO and CSR

Author: **Bich Ngoc Le**, *U. of Fribourg*
Author: **Dirk Morschett**, *U. of Fribourg*

In today's globalized world, multinational enterprises (MNEs) have increasingly expanded worldwide, meaning they need to recruit talent abroad. Nevertheless, the extant recruitment literature lacks an international perspective, as most research has been conducted in a single context and in developed countries, creating a gap regarding how MNEs can develop optimal international recruiting strategies. Based on a cross-national conjoint analysis in an emerging country (Vietnam) and a developed country (the US), we calibrate the relative importance of organizational/job attributes, especially those with symbolic value such as MNEs' country-of-origin (emerging vs. developed) and CSR, together with other instrumental factors (e.g., pay, career opportunities), to young applicants in the two countries. Our results reveal some differences, particularly in that the way applicants from an emerging market attach more value to the economic dimension of CSR, but less value to the social and environmental CSR dimensions. Despite the persistence of certain cross-national differences, the overall influential structure on job choice remains largely similar across countries, opening up the possibility for a global employer branding strategy. Our results, moreover, suggest that symbolic attributes are as important as instrumental attributes to applicants; most interestingly, the economic dimension of CSR and country of origin are even considered more important than salary in Vietnam.

Paper is Available to Meeting Registrants Only.

IM: A Qualitative Study of Bangladeshi Diaspora in Malaysia: The Role of Social Networking

Author: **Farhad Uddin Ahmed**, *Lecturer at Brunel Business School, Brunel U. London*
Author: **Mentaz Jahan Benozir**, *Nestlé Bangladesh*
Author: **Roisin Lyons**, *Kemmy Business School, U. of Limerick*
Author: **Manjit Singh**, *RMIT International U. Vietnam*
Author: **Mohammad Jasim Uddin**, *Monash U.*

The theoretical exploration of diaspora entrepreneurship is still in its infancy stage, and hence the underlying mechanisms underpinning strategic behaviours such as resource attrition and networking in this context remain limited. We thus explore the social networking behaviours of diaspora entrepreneurs, and the effect of these networks on entrepreneurial determinants. In doing so, we investigate Bangladeshi diaspora communities and their social interactions and network ecosystem in the Malaysian context. Noting the nuanced and contextual underpinnings of such a study, we examine diaspora entrepreneurship qualitatively, by employing a series of interviews with Bangladeshi diaspora entrepreneurs in Malaysia. Our study demonstrates that the Bangladeshi diaspora entrepreneurs in Malaysia benefit from two types social networking: (i) ethnic-tie, and (ii) non-co-ethnic tie. Our findings additionally establish that these social ties are built on specific network motivators: (i) friendship and personal/familial tie, and (ii) economic interest and mutual benefits. Our study highlights a number of conditions which can help to support entrepreneurship in the diaspora community.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Globalization and Deglobalization

Session Moderator: **Shan Zhu**, *School of management, Zhejiang U.*

IM: (Not) Keeping up with the Joneses: Income Inequality, Social Cohesion and Crimes Against Businesses (WITHDRAWN) 

Author: **Sorin Kramer**, *U. of Exeter Business School*
Author: **Addisu A Lashitew**, -
Author: **Jonathan P. Doh**, *Villanova U.*

Rising inequality is one of the grand societal challenges of our time. Yet, its effects on firms – including multinational enterprises (MNEs) – and their operations have not been widely examined by IB scholars. In this study we posit that income inequality within a country is positively associated with the incidence and severity of crime experienced by businesses. Further, we propose that this relationship will be negatively moderated by social cohesion (in the form of greater societal trust and lower ethno-linguistic fractionalization) in these countries, such that social cohesion helps to offset the negative impacts of inequality on crime against businesses. We test these hypotheses using a comprehensive data set of 114,000 firms from 122 countries and find consistent support for our theses. Our findings, which are robust to different alternative variables, model specifications, instrumentation, and estimation techniques, advance our understanding of the intricate ways through which inequality affects societies worldwide, specifically via business organizations, and the challenges this may pose to MNEs and other businesses. They also offer important managerial and policy insights regarding the consequences of inequality and potential mitigation mechanisms.

Paper is NOT Available. Please contact the author(s).

IM: Acquirer’s Corporate Social Irresponsibility, Deal Rumor and Cross-Border Acquisition Completion

Author: **Shan Zhu**, *School of management, Zhejiang U.*
Author: **Jian Du**, *Zhejiang U.*
Author: **Jie Lu**, *School of management, Zhejiang U.*
Author: **Qiuxia Zheng**, *Zhejiang U.*

We draw on signaling theory to examine how foreign acquirers’ corporate social irresponsibility (CSI) affects the outcomes of cross-border acquisition completion and how this impact varies according to the existence of deal rumor. We argue that foreign acquirers’ CSI is a negative signal that not only makes firms more likely to be rejected when they seek foreign acquisitions but also leads to longer times to completion even if they are approved. Deal rumor has warming-up effects that amplify the signaling effects of CSI, thereby putting foreign acquirers with CSI in a more unfavorable position. Analyzing a sample of 939 manufacturing sector cross-border acquisitions by firms from European developed countries in the United States during 2000–2019, we find strong support for our arguments.

Paper is Available to Meeting Registrants Only.

IM: James Bond Chief Executive Officer and Firm Internationalization: 

Author: **Javad Esmaeili Nooshabadi**, *Maynooth U.*
Author: **Audra I. Mockaitis**, *Maynooth U., Ireland*
Author: **Richa Chugh**, *Victoria U. of Wellington*

By integrating upper echelon perspective (UEP), dynamic capability view (DCV) and international entrepreneurship (IE) literature, a conceptual model is developed to illustrate how the interaction between Chief Executive Officer (CEO) dark personality traits (narcissism, psychopathy, Machiavellianism) and firm-level factors including entrepreneurial orientation (EO), opportunity exploration and opportunity exploitation may influence the firm internationalization. The interaction between these variables can stimulate firm internationalization activities, potentially resulting in following an early and accelerated internationalization (Born-Global) rather than traditional internationalization (e.g., Uppsala model) by firms run by CEOs high in dark personality traits.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Global Innovation

Session Moderator: **Tung-Min Hung**, *National Taiwan U. of Science and Technology*

IM: Direct Benefits, Hidden Costs, and Accelerated Effects of Dispersed Innovation  

Author: **Tung-Min Hung**, *National Taiwan U. of Science and Technology*

While prior studies have shown that the impact of dispersed innovation on firm innovativeness is mixed, we assert that the relation between dispersed innovation and firm innovativeness can be captured in a sigmoid curve and determined by direct benefits (D), hidden costs (H), and accelerated effects (A). Based on the DHA model, we find that firm innovativeness increases with the increasing direct benefits such as location-specific advantages at lower levels of dispersion. At intermediate levels of dispersion, firm innovativeness begins to decrease because the direct benefits can be overshadowed by the hidden costs of coordinating complexities across dispersed locations. At higher levels of dispersion, firm innovativeness resumes increasing returns since the new added complexities could bring accelerated effects to performance. More than that, we go further to explore the contingent value of a corporate strategy in dispersed innovation and provide additional explanation of why some firms have higher innovativeness than others.

Paper is NOT Available. Please contact the author(s).

IM: Learning from International Joint Product Development Work: The Role of Resources

Author: **Metin Onal Vural**, *CUNEF*

International joint product development projects have gained much attention in recent years. In analysing factors that contribute to the successful completion of such projects, I tease out the effects of geographical dispersion, resource limitations, alliance capabilities and learning on project performance. International joint product development forces organizations to face a key decision between developing products in house and outsourcing the development process while managing project costs and coordinating project tasks across borders. Utilizing a data set spanning 20+ years in drug development, I observe the effects of geographical dispersion, learning from joint work and resource limitations on the performance of joint product development projects. I examine project characteristics that relate to resource fungibility and complexity and how organizations streamline their work activities while working with multiple international locations. My findings show that there is a commensurate cost of managing joint product development projects across multiple international locations, however, such dispersion also brings about the benefits of accessing resources in distinct locations. Furthermore, the negative impact of geographical dispersion on project performance can be overcome when the lead organization has learned to manage such projects through prior experience. I detail these findings and elaborate on its implications for theories on internationalization, learning, coordination and resources.

Paper is NOT Available. Please contact the author(s).

IM: Innovation, Technology, Knowledge Sharing in Agribusiness 

Author: **Velma Lee**, *Florida International U.*

Author: **Marjorie A. Lyles**, *Florida International U.*

International transfer of knowledge is a significant currency in IB. However, the ethical and legal issues that surround the grey area of innovation, technology, and knowledge sharing is seldom addressed in a systemic manner. Using Boisot's Information Space model in knowledge management, literature review and semi-structured interview with field experts, we constructed a theoretical framework that captures the dynamics of data treatment (exploitation/exclusion), data value (high/ low) and data flow characteristics (undiffused/ highly diffused) of knowledge sharing in a global industry - Agribusiness. Four legal cases are employed to illustrate the respective quadrants' characteristics. Building on this fundamental framework, further elements and characteristics in knowledge sharing are captured using professional imaginaries and selected dimensions of the technology acceptance model. The resultant framework is useful for management of innovation, data valuation, patenting strategy, knowledge sharing, and further research into technology adoption and knowledge sharing in both agribusiness and other global industries.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **808** | Submission: **18664** | Sponsor(s): **(IM)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Sunday, Aug 7 2022 12:45PM - 2:15PMPT (UTC-7)**

Governance Within the MNE

Session Moderator: **David Weng**, *California State U., Fullerton*

IM: A Social Capital Perspective to Explain Internationalization of Business Group Affiliated Firms

Author: **Anish Purkayastha**, *U. of Sydney Business School*

We construct a theoretical framework that offers two different forms (primary and secondary) of social capital to explain the mechanisms behind internationalization of business group (BG) affiliated firms. We propose that BG level interorganizational network ties creates domestic focus opportunity-motivation-ability in affiliated firm which is detrimental to affiliate level degree of internationalization. We further propose that affiliate level internal network configuration (combined effect of network density and network hierarchy) and external network relation (combined effect of trust and identification) create international focus opportunity-motivation-ability and alleviate negative effect of network ties on affiliate’s degree of internationalization. Our theoretical framework contributes to the global strategy of BG research where the key concepts of networks, social capital, and organizational international strategy intersect.

Paper is Available to Meeting Registrants Only.

IM: How Family and Business Group Controlling Shareholders Affect CEO Power Differently

Author: **David Weng**, *California State U., Fullerton*
Author: **Kuo-Pin Yang**, *National Dong Hwa U.*

This study examines the effects of family and business group controlling shareholders on CEO power. We draw on the literature on comparative corporate governance to maintain that families and business groups shareholders have distinctive preferences for CEO power. Specifically, family shareholders prefer to have a CEO with a clearer, stronger image as such an image is commensurate with their expectations for corporate leaders. Alternatively, business group shareholders tend to grant a CEO with less direct influence on a firm as the group emphasizes economic goals. These distinctive views prompt boards to grant varying power to their CEOs. We furthermore argue that the effects of families and business groups on CEO power would be altered by certain contingencies. Results based on a sample of public firms in Taiwan support our predictions. Implications for theories are discussed.

Paper is Available to Meeting Registrants Only.

IM: Foreign Subsidiary Governance: Toward A Research Agenda

Author: **Yuxue Luo**, *U. of Nottingham, Ningbo, China*
Author: **Lei Li**, *U. of Nottingham, China*
Author: **Young Un Kim**, *U. of Nottingham, China*

Foreign subsidiaries have been well-studied in the field of management and international business. A small but growing research niche addresses on the governance of foreign subsidiaries particularly looking into board and top management team (TMT) compositions and roles. This paper aims to systematically review and integrate the literature on foreign subsidiary board and TMT. We first identify key parts of foreign subsidiary governance based on an examination of 58 relevant articles published during the years of 1990-2021. Second, we construct a framework to organize the articles with regard to antecedents and consequences of foreign subsidiary board and TMT structure and functioning. Third, we discuss the findings and identify the gaps in the current literature. We stress that foreign subsidiary governance is understudied and is quite fragmented across various business disciplines and institutional contexts. In particular, the complexities of how foreign subsidiary boards and TMTs are structured in conformance to home and host country challenges are not yet rigorously examined. Finally, we conclude by proposing new theoretical directions and research avenues. Keywords: foreign subsidiary corporate board, foreign subsidiary TMT, emerging markets, institutions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **809** | Submission: **18679** | Sponsor(s): **(IM)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Sunday, Aug 7 2022 12:45PM - 2:15PMPT (UTC-7)**

Institutions and Internationalization

Session Moderator: **Maximilian Stallkamp**, *Virginia Tech*

IM: Inverted legitimacy: Institutional theory in the Age of Multinational Platforms 

Author: **Maximilian Stallkamp**, *Virginia Tech*
Author: **Liang Chen**, *U. of Melbourne*
Author: **Noman Ahmed Shaheer Siddiqui**, *U. of Sydney Business School*
Author: **Sali Li**, *U. of South Carolina*

We examine the novel challenges of establishing and maintaining legitimacy in the burgeoning context of multinational platforms (MNPs). Prior organizational legitimacy research has studied conventional multinational enterprises (MNEs) that seek regulative, normative, and cognitive legitimacy for their subsidiaries in diverse foreign markets. MNPs, however, internationalize by orchestrating networks of independent complementors, rather than hierarchically controlled foreign subsidiaries. This exposes MNPs to novel legitimacy challenges and diverges in several ways from the premises and predictions of extant theorizing on MNE legitimacy. In particular, we argue that for MNP legitimacy, the liability of outsidership is more important than the liability of foreignness, and establishing regulatory legitimacy is more challenging than normative and cognitive legitimacy. We further explore how ecosystem characteristics and MNP governance choices shape the establishment and maintenance of MNP legitimacy.

Paper is Available to Meeting Registrants Only.

IM: M&A Under Financing Friction: Evidence from Credit Supply Shortfalls 

Author: **Lucas Macoris**, *Inspere Institute of Education and Research*
Author: **Luiz Ricardo Kabbach De Castro**, *U. de Navarra*

Despite empirical evidence showing that firms' investments decrease during periods of credit supply shortfalls, little is known about how firms can eventually circumvent such financing frictions, thereby attenuating the adverse effects of negative credit supply shocks. In this paper, we show that firms can relieve financing frictions during banking crisis periods by selling equity stakes to outside investors. We examine mergers and acquisitions (M&A) transactions worldwide between 1990-2019 and the outcomes of targeted firms ex-post the deal. By exploring cross-sectional variation in the supply of credit induced by banking crises, we find that firms that have higher levels of expiring debt maturities in the year of the credit shock are more likely to become targets in M&A deals. Moreover, we find strong evidence that target firms invest more and issue more debt after the deal relative to other financially constrained firms that did not undergo such transactions. Our results remain robust after controlling for alternative explanations and show that M&As can work as leeway to relieve financing frictions in periods when credit supply frictions are more prevalent.

Paper is Available to Meeting Registrants Only.

IM: The Culprit Behind Bootleg Music Release: The Diverging Roles of Institutions   

Author: **Noman Ahmed Shaheer Siddiqui**, *U. of Sydney Business School*
Author: **Weiqliang Tang**, *U. of South Australia*
Author: **Jingyu Yang**, *U. of Sydney*

Digital technologies enable bootleggers to anonymously release digital bootleg music, a form of illegitimate digital activities. In this paper, we examine the institutional divergence in influencing the release of digital bootleg music across countries. Specifically, we posit that informal institutional environments offering attractive demand-side opportunities to bootleggers may continue attracting digital bootleg music releases, even in presence of strong digital regulations. By analyzing a large dataset on bootleg music releases across 40 countries, we find evidence supporting our theoretical contentions. Our study extends institutional theory in a digital age by shedding new light on the divergent interplay between formal and informal institutions, which influences the prevalence of illegitimate digital activities in a country.

Paper is Available to Meeting Registrants Only.

IM: Venture Legitimacy in South-North Internationalization  

Author: **Everlyne Misati**, *George Washington U.*
Author: **Fred Ochieng Walumbwa**, *Florida International U.*
Author: **Mary Ann Y. Von Glinow**, *Florida International U.*
Author: **Bani Orwa**, *Stirling Consultants*

Accessing foreign markets presents many opportunities for businesses. However, small entrepreneurial firms remain underrepresented in international trade. Specifically, entrepreneurial firms from developing markets (DMEFs) lag their counterparts from developed markets in export revenues. We contend that this is partly due to liabilities of origin (LORs), which stem from institutional voids in firms' home-countries and have adverse implications for the firms' legitimacy abroad. Thus, LORs hinder many DMEFs' (South-North) internationalization to developed countries: the main consumer markets for their primary commodities. How, then, can DMEFs mitigate LORs when seeking new customers in developed markets? Our findings, based on a qualitative study, indicate that, to "get their foot in the door," DMEFs tap their networks for referrals and invoke their product's international appeal and favorable reputation. However, it is face-to-face interaction with potential customers that ultimately "seals the deal." Our study illustrates the role of DMEFs' home-country institutional voids in shaping their developed market customers' legitimacy perceptions, which then influence firm strategy.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Internationalization and Innovation

Session Moderator: **Joan Freixanet**, *Graduate School of Management, Saint Petersburg U.*

IM: The Impact of Cycles of De-internationalization and Re-internationalization on Innovation  

Author: **Joan Freixanet**, *Graduate School of Management, Saint Petersburg U.*
Author: **Josep Rialp**, *Autonomous U. of Barcelona*
Author: **Fernando Angulo-Ruiz**, *MacEwan U.*

This study examines the impact of firm de-internationalization and re-internationalization activities on product and process innovation, by drawing on an average sample of 2,857 Spanish manufacturers over the period 1990–2016. Consistent with the learning-by-exporting hypothesis, we find that de-internationalization and re-internationalization have respectively a negative and positive effect on both innovation outcomes. The analysis by host market shows that exiting or re-entering the same trade bloc (European Union) does not have an impact on any innovation outcome. Outside the EU, the effects vary based on the innovation form and market characteristics. The results hold theoretical and managerial implications.

Paper is Available to Meeting Registrants Only.

IM: Knowledge Management in Multinationals: Boundary Spanning Activities of Regional Headquarters

Author: **Jiin Lee**, *Henley Business School, U. of Reading*
Author: **Jongmin Lee**, *Henley Business School, U. of Reading*

As multinational enterprises (MNEs) have become knowledge driven and dispersed across many locations, the role of regional headquarters (RHQs) in managing knowledge between headquarters (HQ) and subsidiaries has become increasingly prominent. Yet, few studies have comprehensively examined their role in MNE knowledge management. This study builds on the boundary spanning perspective to investigate the specific roles and activities played by RHQs in knowledge management of the MNEs. Based on an in-depth qualitative study of seven Korean large MNEs, this study reveals how RHQs affect the knowledge flows in MNEs by performing four different activities, labeled transfer, translation, transformation, and facilitation. RHQs not only enhance efficiency in knowledge transfer between HQ and subsidiaries, but also enlarge the usefulness and application scope of the knowledge by interpreting cultural and contextual factors. RHQs also create new solutions by transforming subsidiary knowledge and facilitate knowledge sharing by restraining knowledge hiding of subsidiaries. Based on these findings, we develop an integrated framework, specifying the conditions under which each of the four activities is more likely to occur and showing how each activity disproportionately affects HQ and subsidiaries.

Paper is Available to Meeting Registrants Only.

IM: Technological Assets and High-tech Chinese Firms' OFDI to DEs - a Techno-Nationalism Perspective

Author: **Honghui Zou**, -
Author: **En Xie**, *Tongji U.*
Author: **Alex Junyi Fang**, *School of Economics & Management, Tongji U.*

This study investigates the association between technological assets and Chinese high-tech firms' OFDI to developed economies (OFDI-to-DE) through a techno-nationalism perspective. In China, absorbing advanced technologies from developed economies has been summarized as an important approach to achieve economic prosperity, so a belief that enhancing technological connectedness benefits the country's survival and development may drive Chinese high-tech firms to increase their OFDI as they accumulate richer technological assets. However, the positive association would be impaired by a belief in developed economies that their governments need to take efforts to reduce technological exchanges with China, as the country has gained an increased capacity to challenge the hegemon of the U.S. with an incompatible institutional framework. Leveraging data collected from 1234 Chinese listed high-tech firms, we found accumulated technological assets impels Chinese high-tech firms to increase their OFDI-to-DE, while the effect is weakened by firms' state ownership and innovation subsidies acquired from Chinese governments. In addition, general competitiveness of China reflected as the reduced GDP lag against the U.S., and specific competitiveness of the country in technological arena also weakens the positive influence of technological assets on Chinese high-tech firms' OFDI-to-DE.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **811** | Submission: **14657** | Sponsor(s): **(IM, ENT, OB)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Sunday, Aug 7 2022 12:45PM - 2:15PMPT (UTC-7)**

Surviving COVID-19: Resiliency and Entrepreneurial Success in Africa
Surviving COVID-19 in Africa



Session Chair: **Jean Dibondo Kabongo**, *U. of South Florida, Sarasota-Manatee*
Panelist: **James Abugre**, *U. of Ghana Business School*
Panelist: **Thomas E. Becker**, *U. of South Florida, Sarasota-Manatee*
Panelist: **Shepherd Dhlwayo**, *U. of Johannesburg*
Panelist: **Olawale Fatoki**, *U. of Limpoo*

The purpose of this panel discussion is to consider how entrepreneurs in developing economies survive during extreme adversity such as the COVID-19 pandemic. To achieve this goal, we will first consider the existing literature on entrepreneurial resilience, particularly that on its antecedents and consequences. In this context, we will argue that the effects of entrepreneurial resilience are particularly far-reaching in developing economies where a supply of entrepreneurs who constantly renew themselves to overcome adversity is urgently needed. Entrepreneurs in these economies are often faced with political corruption, persistent economic instability, societal turmoil, and other serious and chronic conditions. The COVID-19 pandemic and related conditions, including the relative scarcity of vaccinations and lack of government support, have exacerbated adversity in Africa. Thus, in addition to prior literature, we will use the findings from a new study on entrepreneurial resilience during COVID-19 to inform our discussion. This longitudinal study was conducted in Ghana and South Africa by four of the panelists, two of whom live in the countries in which the data were collected. Through our discussion and contributions from the audience we hope to advance theories of entrepreneurial resilience and offer practical suggestions for fostering effective entrepreneurship during extraordinary adversity.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **812** | Submission: **18460** | Sponsor(s): **(AFAM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 1:00PM - 2:30PMPT (UTC-7)** at **Sheraton Grand Seattle in Willow A**

AFAM Business Meeting *AFAM Business Meeting*

Organizer: **Moses Acquah**, *U. of North Carolina, Greensboro*
Participant: **Anastacia Mamabolo**, *GIBS / U. of Pretoria*
Participant: **Eileen Kwesiga**, *Bryant U.*
Participant: **Judy Muthuri**, *International Centre for Corporate Social Responsibility*
Participant: **Elham Kamal Metwally**, *Adjunct Faculty*
Participant: **Nceku Nyathi**, *School of Business and Management, Royal Holloway, U. of London, UK*

AFAM Executives provide information about the status of the organization and its activities.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**

Program Session: **813** | Submission: **16465** | Sponsor(s): **(CM, CAR, OB, MOC, HR, OMT)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Sunday, Aug 7 2022 1:00PM - 6:00PMPT (UTC-7)** at **Seattle Convention Center in Room 2B**

Beyond the First Offer: A View of Academic Job Negotiations from Both Sides of the Table



How to Succeed at Academic Job Negotiations

Session Chair: **Christopher Bauman**, *U. of California, Irvine*

Session Chair: **Leigh Anne Liu**, *Georgia State U.*

This PDW is open to all Academy members—including junior & senior faculty and PhD students—who would like to learn how to successfully negotiate academic job compensation packages. This session will provide a unique perspective on academic job negotiations by including panel discussions that provide information about how each side tends to view the process. One panel will comprise senior faculty who will offer information from the perspective of deans, department chairs, and other administrative roles involved often involved in negotiations with job candidates. Another panel will comprise faculty members who will shed light on the negotiation process from the perspective of job candidates based on recent experiences. The goals of this PDF are to (1) identify components of contracts that tend to be negotiable for rookies on the job market, (2) identify components of contracts that may become negotiable for more senior hires or experienced faculty taking on a new role or responsibilities, (3) provide suggestions about strategies and tactics that participants should use or avoid, (4) familiarize participants with the general structure of the negotiation process and how it feels to go through each part. The format will include two panel discussions, Q&A, and an experiential exercise.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **814** | Submission: **15823** | Sponsor(s): **(CTO, OMT, RM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 1:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center in Room 305**

Computational Methods for Theory Building: Practices and Struggles

Computational Theory Buiding



Organizer: **Natalia Levina**, *New York U.*
Organizer: **Semi Min**, *New York U.*
Organizer: **Stefan Seidel**, *U. of Liechtenstein*
Panelist: **Malmi Amadoru**, *HEC Montreal*
Panelist: **Hila Lifshitz-Assaf**, *New York U.*
Panelist: **Aron Lindberg**, *Stevens Institute of Technology*
Distinguished Speaker: **Shaila Miranda**, *U. of Oklahoma*
Distinguished Speaker: **Brian T. Pentland**, *Michigan State U.*
Distinguished Speaker: **Suprateek Sarker**, *U. of Virginia*
Panelist: **Emmanuelle Vaast**, *McGill U.*
Panelist: **Youngjin Yoo**, *Case Western Reserve U.*
Distinguished Speaker: **Fang He**, *U. of St Gallen*

Computational methods that allow to identify multifarious dependencies in social systems, such as through social network analysis, sequence analysis, text analysis, and agent-based simulations, are now increasingly used in organizational research. Some scholars leverage these methods for the explicit purpose of building theory by combining them with manual approaches known from grounded theory and case study research methods. While combining computational and manual approaches promises to improve our capacity to build novel theory for complex social phenomena, it is not without challenges for our research practices. Various questions arise in relation to the specific combination of manual and computational techniques, such as the legitimacy of knowledge claims, algorithmic biases of computational tools, reporting computational theory development in research articles, as well as reviewing this type of work. This PDW is a follow-up workshop to last year’s PDW on “The Rise of Computational Methods for Theory Development,” which focused on exposing participants to new methods and provide a collaborative forum to help establish legitimacy for this new type of research. In this follow-up workshop, we aim to (a) present practical examples of how researchers address struggles associated with combining manual and computational approaches to theory building, (b) help authors who are facing those struggles, (c) discuss how this novel type of work can be reviewed, and (d) provide a forum to discuss the next steps in developing this new methodological stream.

Registered participants must submit a short vignette until July 25 (approx. 1-2 pages as PDF to stefan.seidel@uni.li) highlighting how they combined computational and manual analysis techniques in their research, and what struggles they faced in understanding, using, or considering using computational methods in their theory development work. Those who have not conducted any such research, but are planning to do so, can submit short descriptions of their intended work, also focusing on their planned combination of manual and computational techniques or related questions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□ Session Type: **Symposium**
Program Session: **815** | Submission: **16435** | Sponsor(s): **(CTO, RM, OB)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 1:00PM - 2:30PMPT (UTC-7)** at **Seattle Convention Center in Room 303**

What Are We Talking About? Natural Language Processing in Organizations



Natural Language Processing in Organisations

Speaker: **Michael Yeomans**, *Imperial College Business School*

Speaker: **Lara Yang**, -

Speaker: **Joshua Jackson**, *Northwestern Kellogg School of Management*

Speaker: **Ada Aka**, *The Wharton School, U. of Pennsylvania*

This symposium is designed to advance research on organizational communication by bringing together leading scholars examining state-of-the-art applications of natural language processing. Language is endemic to almost every aspect of an organization - we talk and write to each other all the time. However, the dominant paradigms for studying social interactions involves indirect measures of communication - for example, by manipulating language in a lab experiment, or by surveying people about their previous interactions. These methods allow researchers to structure their data in advance. But naturally occurring data from communication - the text and speech itself - is unstructured, and presents many common analytical challenges for those who care about the consequences of that communication. The presentations in this symposium demonstrate how that communication can be measured directly. Each presenter considers natural language data from common and difficult conversations throughout an organization. And in each case, natural language processing is used to show that the content of the communication has direct consequences for organizational outcomes. Across different field settings, we show how our analyses can also provide evidence for biases and information gaps that can inform behavioral models of decision-making in an organization.

Computational Consumer Segmentation and Brand Management

Author: **Ada Aka**, *The Wharton School, U. of Pennsylvania*

Author: **Sudeep Bhatia**, *U. of Pennsylvania*

Author: **Gideon Nave**, -

Author: **Christopher Olivola**, *Carnegie Mellon U.*

Language as a Window into the Mind: A Computational Approach to Organizational Identification

Author: **Lara Yang**, -

Modelling the Tightness-Looseness Tradeoff Between Self-Regulation and Creativity

Author: **Joshua Jackson**, *Northwestern Kellogg School of Management*

Author: **Michele Gelfand**, *Stanford Graduate School of Business*

Building an interpretable NLP system to encourage civil discourse

Author: **Michael Yeomans**, *Imperial College Business School*

Author: **Burint Bevis**, *Imperial College Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



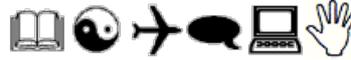
Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **816** | Submission: **12941** | Sponsor(s): (ENT, PNP, MOC, MC, SAP)
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 12:30PM - 3:00PMPT (UTC-7)** at Seattle Convention Center in Yakima 1

Macro Meets Micro Meets... Meso?
Microfoundations of Ecosystems;
Macrofoundations of Mindset
Microfoundations of Ecosystems; Macrofoundations



Organizer: **Norris F. Krueger**, *Entrepreneurship Northwest*
Organizer: **Christina Theodoraki**, *Toulouse Business School*
Organizer: **Maribel Guerrero**, *Global Center for Technology Transfer, ASU; Facultad de Economía y Negocios, UDD*
Distinguished Speaker: **Victor Hwang**, -
Distinguished Speaker: **Andrew Penaluna**, *U. of Wales Trinity Saint David*
Moderator: **Gabi Anja Kaffka**, *U. Medical Center Utrecht*
Facilitator: **Jacqueline Csonka-Peeren**, *Entrepreneurship*
Facilitator: **Yipeng Liu**, *Henley Business School, U. of Reading*
Facilitator: **Erik Monsen**, *U. of Vermont*
Facilitator: **Veronica Scuotto**, *U. degli Studi di Napoli Federico II, Naples, Italy*
Facilitator: **Erik Stam**, *Utrecht U.*
Facilitator: **Samantha Steidle**, *Radford U.*
Facilitator: **Allan Oswaldo Villegas-Mateos**, *HEC Paris*
Facilitator: **Dianne HB Welsh**, *U. of North Carolina, Greensboro*
Facilitator: **Bernd Wurth**, *U. of Strathclyde*
Discussant: **Mike Ducker**, *Valhalla Global Accelerator*
Discussant: **Ethne Swartz**, *Montclair State U.*
Participant: **Leo Dana**, *Dalhousie U.*
Participant: **Erkko Autio**, *Imperial College Business School*
Participant: **Mark Bannister**, *Boise State U.*
Participant: **Alistair Brett**, *Infyro*
Participant: **Olesia Bubnovskaia**, *Far Eastern Federal U.*
Participant: **Eric Caeg**, *Retail Academy of the Philippines*
Participant: **Chantal Carpentier**, *United Nations*
Participant: **Mark A. Clark**, *American U.*
Participant: **CJ Cornell**, *Arizona State U.*
Participant: **Colin Donaldson**, *EDEM Business School*
Participant: **Denise Easton**, *Awareful Systems*
Facilitator: **Regina Frank**, *De Montfort U.*
Participant: **Laëtitia Gabay-Mariani**, *ESSCA School of Management*
Participant: **Roula Gergess**, *Holy Spirit U. of Kaslik*
Participant: **Ketan Madan Goswami**, *Warwick Business School*
Participant: **Matthew Grimes**, *Cambridge Judge Business School*
Participant: **Dagmar Hattenberg**, *Groningen U. (RuG)*
Participant: **Katharina Hoelzle**, *U. of Stuttgart*
Participant: **Aleksandra Janeska-Iliev**, *Ss Cyril and Methodius U.*
Participant: **Suresh U. Kumar**, *NexAge Technologies/ U. of Phoenix*
Participant: **Clara Margaca**, *U. of Salamanca*
Participant: **Elin McCallum**, *Bantani Education*
Participant: **Michael D. Meeks**, *Louisiana State U. Shreveport*
Participant: **Kaare Sven Moberg**, -
Participant: **Craig Montuori**, *Global Entrepreneur in Residence*
Participant: **Ngozi Ogoke**, -
Participant: **Beatrice Orlando**, *Sapienza U. of Rome*
Participant: **Hezron Osano**, *Technical U. of Kenya*
Participant: **Tyrone Pitsis**, *Durham U.*
Participant: **Tiago Ratinho**, *IESEG School of Management*
Participant: **Anne Rimmer**, *OECD education*
Participant: **Hind Saleh**, *IUM*
Participant: **Giuliano Sansone**, *Prague U. of Economics and Business*
Participant: **Ben Spigel**, *U. of Edinburgh*
Participant: **Ayman Tarabishy**, *George Washington U.*
Participant: **Louise Underdahl**, *U. of Phoenix-SAS*
Participant: **David Urbano**, *U. Autònoma De Barcelona*
Participant: **Sirje Ustav**, *Tallinn U. of Technology*
Participant: **Elinor Vettraiño**, *Aston U.*
Participant: **Karen Williams**, -
Participant: **Ieva Zebryte**, *ISM U. of Management and Economics*
Participant: **Beth Zimmer**, *Innovation Collaborative*
Participant: **Andreas Zitek**, *U. of Natural Resources and Life Sciences, Vienna*
Facilitator: **Donald Siegel**, *Arizona State U.*

Creating a better world together; Creating a more entrepreneurial world together... emphasis on together. Building that more entrepreneurial world requires connecting and leveraging a diverse array of experts (and newcomers) from multiple disciplines, multiple countries, and from both macro and micro perspectives. Isn't it plausible that a great entrepreneurial ecosystem has profound effects on entrepreneurial learning? Isn't it plausible that a great entrepreneurial ecosystem arises from broad, deep diffusion of entrepreneurial mindset & skills? Audretsch years ago argued that the entrepreneurial capital of a community necessarily included both entrepreneurial human capital and entrepreneurial social capital. Isn't time to "Assemble the Avengers" and bring together all the right people to test how they interact? To have intense, joyous conversations about this? Such "Meetings of the Minds" grew out of the Kauffman Foundation's ESHIP initiative to nurture grassroots efforts that support healthy entrepreneurial ecosystems. These conclaves have happened at the last 3 AoMs, at ICSB, and at practitioner events. Bring together top entrepreneurial champions (drawing on Seattle's fascinating ecosystem), top policy experts like Victor Hwang, OECD & UN, the very best educator experts like Andy Penaluna with a diverse roster of top scholars (stars and rising stars). One very important example: Promoting diversity/inclusion, connecting under-represented problems helps the ecosystem mightily – what are the key mechanisms? And how might an ecosystem best support the engagement of underrepresented groups? (The US SBA's new Community Navigator is one such strategy that requires both macro and micro– we invited its architects to join this PDW.)

Please contact the organizers whether you expect to attend in-person or virtually (we will have breakout 'rooms' for both modalities AND if there is a specific topic that intrigues you! [Tell us virtual or in-person here and PLEASE leave your name and email here: <https://forms.gle/HLcf7tbxBUD1Hb77>] Thanks!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **817** | Submission: **19238** | Sponsor(s): **(MOC)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 1:00PM - 2:30PMPT (UTC-7)**

Diverse Perspectives on Organizational Cognition

Session Moderator: **Stephanie J. Creary**, *The Wharton School, U. of Pennsylvania*

MOC: **Too Many Moving Pieces: Parallel Acquisitions and Forecasting Bias in Acquisition Integration** 

Author: **Di Bian**, *U. of St. Gallen*

Although firms often conduct multiple acquisitions simultaneously with overlapping procedures running in parallel, little is known about the consequences of parallel acquisitions on a focal acquisition’s integration planning. Drawing on information overload research and the attention-based view of the firm, we propose that parallel acquisitions may result in information overload in which managers with bounded rationality have constrained capacity to proceed the amount, the characteristics, and the flow of information. Leveraging a novel measure of integration decision quality – the underestimation of integration costs, we find that parallel acquisitions are associated with significantly higher likelihood of integration cost underestimation. Our paper advances acquisition research by introducing the effect of activity load on integration and by illuminating the cognitive challenges in managing parallel activities.

Paper is NOT Available. Please contact the author(s).

MOC: **An Integrated Model of Management: Why it Would be Valuable and How it Can be Built** 

Author: **Andrew Carton**, *The Wharton School, U. of Pennsylvania*

Disciplines with strong paradigms, in which scholars reach consensus about their field’s most important theory, have greater stature and accumulate knowledge more efficiently. Yet the prevailing standpoint among management scholars is that a strong paradigm would be too abstract for an applied field, and would stanch the development of thousands mid-range theories that emerge organically each year (letting “a thousand flowers bloom”). I argue that this perspective rests on a misconception. Strong paradigms do not stifle the development of mid-range theories, but rather help scholars generate and refine them. Accordingly, the lack of a strong paradigm in organizational research is not a question to be pondered, but an opportunity to be seized. I outline a guide for building a unified theory composed of between eight and fifteen meta-constructs that explain the greatest amount of variation in the thousands of published findings in management journals. Modern tools can enable this unified theory to be “living” so it is automatically updated to reflect the latest research, helping scholars avoid informational constraint (when a strong paradigm quells “out-of-the-box” thinking) and normative constraint (when stakeholders have a vested interest in preserving, rather than updating, the unified theory).

Paper is Available to Meeting Registrants Only.

MOC: **How a Reenacted Racial Violation Shifts How Organizations Manage Race**    

Author: **Stephanie J. Creary**, *The Wharton School, U. of Pennsylvania*

Author: **Tiffany Smith**, *Harvard U.*

Finalist for MOC Division Best Paper on Diversity and Cognition Award

Some research suggests that organizations proactively respond to social issues through social activism and, more broadly, to large-scale cultural, political, or commercial events that attract significant media attention. Yet, more recently, other research has suggested that community-based racial issues enter the workplace primarily through the consciousness of minority group members who struggle cognitively and emotionally with these events as opposed to through active organizational-level response. Our inductive, qualitative study of 13 corporate organizations illustrates the conditions under which these organizations integrate racial issues more deeply into their consciousness and actions following a racial incident in the community. We define this incident as a reenacted racial violation. Ultimately, our theory of the organizational integration of race following a reenacted racial violation in the community extends beyond existing research in that we focus on a racial violation that closely resembles one or more past racial violations, and triggers a number of organizational-level actions over time. We also offer practical insights for responding to reenacted racial violations from an organizational perspective.

Paper is Available to Meeting Registrants Only.

MOC: Consciousness as a Mediator Between Green HRM Practices and Pro-Environmental Behaviors 

Author: **Qurat Ul Ain**, *National U. of Sciences & Technology*

Author: **Muhammad Zeeshan Mirza**, *National U. of Sciences & Technology*

Author: **Mumtaz Ali Memon**, *NUST Business School National U. of Sciences & Technology*

The research seeks to consider the impact green HRM activities on the pro-environmental behavior of employees. The research examines the mediating role of environmental consciousness and moderating effect of employees' age and experience on green HRM practices and environmental consciousness. Data was obtained from employees of manufacturing industry; textile, oil and gas, automobile and automotive, foundry, and heavy mineral mining. Data was obtained in two-time lags with the gap of 6 months. In phase 1 (T1) the questionnaire was filled by white-collar employees about green HRM practices and their environmental consciousness. In phase 2 (T2) the questionnaires were filled by the relevant managers about their employees' pro-environmental behavior. A total of 202 useable questionnaires were obtained for the final data analysis. Partial least squares structural equation modeling (PLS-SEM) was performed to test the hypothesized relationships. The findings indicate that not all green HRM practices have a positive impact on the pro-environmental behavior of employees. These are important findings for the advancement of literature on Green HRM. It is also mediated by environmental consciousness. While the organizational experience and age of employees moderates the relationship between green HRM practices and environmental consciousness. Practical implications – Research proves that not all Green HRM practices create environmental consciousness among employees, therefore, companies should focus on the identified Green HRM practices that have more impact on raising environmental consciousness, thus enhancing their morale and desire to do work that ultimately increases their productivity. Organizations can use the factor of age and organizational experience to their advantage while implementing Green policies within their organization, thus changing their behavior and level of acceptance towards changes in organizational policies and practices. Green HRM has received rather limited attention regarding the role of environmental consciousness and its transformation into pro-environmental behavior. The nature of the relationship between GHRM and environmental consciousness is affected by organizational experience and age of employees. The research elaborates the impact of different green HRM practices and their contribution and importance in promoting pro-environmental behavior among employees. This research gives theorists and practitioners a better understanding about Green HRM practices that articulate their pro-environmental behaviors.

Paper is Available to Meeting Registrants Only.

MOC: Capital Market Reactions to Managerial Framing of Emerging Strategic Issues  

Author: **Joern Hoppmann**, *U. of Oldenburg*

Author: **Kerstin Lopatta**, *U. of Hamburg*

Author: **Thomas Tammen**, *U. of Hamburg*

Author: **Sebastian A. Tideman**, *U. of Exeter*

Emerging strategic issues in firms' environment, such as trends toward sustainability or digitalization, may threaten organizational survival and require strategic responses. The recent literature shows that a critical challenge in times of emerging issues is to convince external stakeholders, such as investors, of the need for strategic change. Thus far, however, we know little about how managers should frame emerging strategic issues vis-à-vis external stakeholders, such as analysts or investors, to achieve positive resonance and garner support for their strategies. To address this shortcoming, in this paper, we investigate how the managerial framing of environmental sustainability as an important emerging issue shapes capital market responses. We find that while a higher frequency of mentioning environmental sustainability is linked with a more negative capital market response, a positive tone is linked with a positive one. Contrary to expectations, we find that a positive tone is particularly effective in driving positive capital market responses for firms with low performance in terms of environmental sustainability. Moreover, we show that more uncertain language positively moderates the relationship between a positive tone and capital market responses when managers frame the issue of environmental sustainability. Overall, by showing how managers can elicit positive capital market responses to emerging strategic issues through framing, our study makes significant contributions to the literature on strategic change, framing, and corporate sustainability.

Paper is NOT Available. Please contact the author(s).

Entrepreneurship and Spirituality

Session Moderator: **Marcel Hechler**, *Innovation and Entrepreneurship Group (WIN) – RWTH Aachen U.*

These papers offer a diversity of perspectives on the intersection between entrepreneurship and spirituality.

MSR: **Entrepreneurial Passion in Emerging Markets: Unveiling the Role of Spirituality and Happiness**

Author: **Marcel Hechler**, *Innovation and Entrepreneurship Group (WIN) – RWTH Aachen U.*

The influence of secular norms and values, spiritual-religious belief systems, happiness and satisfaction in shaping human cognition, emotion, and behavior has fascinated scholars from psychology and sociology for decades. Empirical evidence of their implications for management research, however, is scarce. Using primary survey data collected from 1,087 business owners in seven developing and emerging economies between February and August 2021, combined with secondary national data, we take a cross-cultural approach to examine spiritual capital and happiness as explanatory variables for entrepreneurial passion, as well as the moderating effect of the cultural dimension of uncertainty avoidance. Our results provide empirical evidence that both spiritual capital and happiness are positive determinants of entrepreneurial passion. Moreover, we find that the relationship between happiness and harmonious passion is less pronounced among business owners living in societies with high levels of uncertainty avoidance. Following Self-Determination Theory, we theoretically discuss why entrepreneurs with high spiritual capital appear to be agnostic to some of the cultural influences of the societies they live in. Because these findings go beyond traditional understandings of religion, they are relevant to researchers and practitioners such as individual business owners, investors, and policymakers alike, and open up avenues for conversations about the question how diversity with regard to culture, beliefs, norms, and values may contribute to building better management teams and work environments.

Paper is Available to Meeting Registrants Only.

MSR: **The ‘Why’ of the Effect of Spirituality in the Workplace on Entrepreneurial Behavior of Employees**

Author: **Meba Tadesse Delle**, *Addis Ababa U.*

Spirituality and entrepreneurship are shown to be related. However little research has analyzed the relationship between spirituality in the workplace and entrepreneurial behavior of employees. With the aim of filling this gap, this study hypothesizes that spirituality influences entrepreneurial behavior of employees. In addition, the pathway from spirituality to entrepreneurial behavior of employees is poorly understood. To address this, a model is developed where psychological ownership – feeling of ownership regardless of legal ownership – mediates the relationship between spirituality in the workplace and entrepreneurial behavior of employees. To test the model, empirical analysis based on survey data is used and structural equation modeling is applied. Results suggest that spirituality in the workplace is associated with entrepreneurial behavior of employees, and psychological ownership fully mediates the relationship. The findings highlight that psychological ownership is the missing link that connects spirituality in the workplace and entrepreneurial behavior of employees.

Paper is NOT Available. Please contact the author(s).

MSR: **Religion and Entrepreneurship: A Deep Institutional Relationship. A Systematic Literature Review**

Author: **Andrea Sottini**, *U.Cattolica del Sacro Cuore*

Religion engages with multitude activities of humans, including entrepreneurship. In the last decade, research on the nexus between religion and entrepreneurship has grown significantly. Scholars offer a comprehensive understanding of the influence of religion on entrepreneurship at the individual and organizational level, yet they say little about the role of the institutional environment. This paper advances a literature review focusing on how entrepreneurship is influenced by institutional framework where religion plays a central role, offers a conceptual model, and an agenda for future research. This literature review is based on 39 articles published in leading business, management, and entrepreneurship journals between 1998 and 2021.

Paper is Available to Meeting Registrants Only.

MSR: **Entrepreneurial Opportunity Revelation as the “Anti-Antenarrative”.**

Author: **R. Duncan M. Pelly**, *McMurry U.*

Discussions of entrepreneurial opportunity revolve around two competing constructions – opportunity as discovered vs. opportunity as created. Those in the discovered approach are predominantly in the Austrian Economics camp and postulate that entrepreneurs achieve opportunities through expertise or superior knowledge to spot gaps within the market place. Alternatively, created approached in entrepreneurial opportunity thrive in processual approaches, such as effectuation, bricolage, and even the awakening of social capital. Each of these orientations is nonetheless built upon different antenarratives. In the discovered approach, astute entrepreneurs are able to successfully navigate between competing antenarratives to select the “correct” choice, or that which emulates a more faithful interpretation of a supply and demand curve, or best approaches to a metaphysical source as shown in the undifferentiated individual ontology. In the created approach, entrepreneurs choose antenarratives embodied in personal networks, material objects, and preexisting knowledge to create new future oriented narratives as embodied in the differentiated individual ontology. Based on the selected antenarrative, actions occur such as new venture and organization formation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **819** | Submission: **18379** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 1:00PM - 2:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 214**

OB Division Global Committee Meeting
OB Global Committee Meeting

Organizer: **Marjo-Riitta Diehl**, *Aalto U. School of Business*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **820** | Submission: **19155** | Sponsor(s): **(OMT)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Sunday, Aug 7 2022 1:00PM - 2:30PMPT (UTC-7)**

Inequality in Labor Markets and Organizations



Session Moderator: **Dylan Nelson**, *Massachusetts Institute of Technology*

OMT: **Job Upgrading and Earnings Growth for Non-college Workers**

Author: **Dylan Nelson**, *Massachusetts Institute of Technology*
Author: **Nathan Wilmers**, *Massachusetts Institute of Technology*
Author: **Letian Zhang**, *Harvard Business School*

Workers without a college degree have faced slow wage growth for nearly four decades. Some employers organize work in ways associated with higher pay for these workers, by implementing job enrichment, high-performance work systems, or structured management practices. However, these job upgrading strategies can be biased toward higher-skill workers and in some cases actually reduce employment opportunities for workers without a college degree. We clarify this trade-off by specifying several pathways through which job upgrading can affect pay, some of which are more or less skill-biased. We then test these ideas by matching restricted-use linked employer-employee data to the near-universe of online job postings. This allows us to assess shifting worker selection and to compare among different types of job upgrading. We show that jobs listing more valuable tasks pay more, but that around half of this premium is due to more positive worker selection. We then show that jobs that specifically involve higher discretion and more tasks involving on-the-job learning have higher starting pay.

Paper is Available to Meeting Registrants Only.

OMT: **How to Stop the Clock: The Effects of Tenure Clock Extensions on Faculty Diversity**

Author: **Leroy Gonsalves**, *Boston U. Questrom School of Business*
Author: **Alexandra Kalev**, *Tel Aviv U.*
Author: **Frank Dobbin**, *Harvard U.*
Author: **Kwan Woo Kim**, *Harvard U.*
Author: **Gal Deutsch**, *Tel Aviv U.*

Winner of the OMT Division Best Paper on Environmental and Social Practices Award

Work-life policies designed to accommodate mothers often undermine their career advancement. We propose a theory of “organizational policy universalism,” arguing that work-life policies will be more effective at reducing gender inequality when they are universally applied. We examine tenure-clock extensions, adopted to mitigate career penalties faced by faculty who are caregivers. We suggest that tenure-clock extensions will better reduce inequality when they reduce the salience of motherhood through policy universalism. Three types of tenure-clock extensions embody policy universalism—tenure-clock extensions available to men and women rather than only to women, extensions that apply automatically to all parents rather than requiring parents to opt in, and extensions with guidance for promotion reviewers to evaluate policy users and non-users equally. We examine the effects of tenure clock extension policies with and without features of universalism on faculty diversity at 508 U.S. colleges and universities. The findings show that universal policies are more effective at increasing the share of women among tenured faculty. While decision makers often seek to help disadvantaged groups with targeting policies, universal policies may be more effective at mainstreaming these initiatives, reducing gender inequality in organizations.

Paper is Available to Meeting Registrants Only.

OMT: **Exploitation at the frontier of Europe: Workers’ Alienation and Emancipation in Amazon Poland**

Author: **Milosz Miszczynski**, *Kozminski U.*
Author: **Patrizia Zanoni**, *Hasselt U. & Utrecht U.*

This paper investigates workers’ exploitation in contemporary global logistics. Relying on Marx’s concept of alienation, we examine the case of an Amazon warehouse in Poland, at the eastern frontier of the European Union. In line with existing studies, our analysis shows how algorithmic Taylorism and casualized employment alienate workers from the work process, social relations with other workers, the commodities they handle, and ultimately themselves as human beings. At the same time, we highlight how these modalities of work and employment integrate workers into the global circuit of capital, reconstituting them as universal, undifferentiated, global waged labour and as consumers. This integration at once emancipates workers located at the eastern frontier of the European market from more ‘locally embedded’ exploitative capital-labour relations prevalent in that context. Our study contributes to the growing literature on global logistics and Amazon by pointing to the key role of the ‘emancipating effects’ of alienation, which Marx theorized. This complements current explanations of labour’s exploitation which focus on workers’ structural vulnerability and coercion. We conclude by reflecting on the implications of our findings for the possibilities of these workers’ mobilization.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Simulation Studies in Organization Science



Session Moderator: **Maximiliane Sachenbacher**, *U. of Lugano*

OMT: **Maladaptation - The Unintended Outcomes When Organizations Can Shape Their Environment**

Author: **Maximiliane Sachenbacher**, *U. of Lugano*

Author: **Dirk Martignoni**, *U. of Lugano*

Exogenous environmental turbulence produces a misfit between the organization and its environment. This can harm organizational performance. In contrast, shaping induces an endogenous form of environmental turbulence, leading to a better fit of the organization and its environment. This generally benefits organizations. We, however, look beyond this taken-for-granted belief about the benefits of shaping and highlight its dark side: The organization's own beliefs render the alternatives perceived as less attractive and induce the organization to stick to slightly improving, yet inferior, alternatives. This leads to hazardous performance outcomes. We call this effect maladaptation. Further, we show how this endogenous environmental turbulence operates through a different mechanism than exogenous environmental turbulence. With a modified n-armed bandit model we systematically examine the effects of shaping on organizational knowledge and performance. For this purpose, we introduce two dimensions of shaping: shaping depth and shaping scope.

Paper is Available to Meeting Registrants Only.

OMT: **Remote Access Memories: How Remote Work Will Impact Organizational Learning and What Firms Can Do**

Author: **Dong-Nghi PHAM**, *ESSEC Business School*

Author: **Luis Rios**, *The Wharton School, U. of Pennsylvania*

Author: **Maciej Workiewicz**, *ESSEC Business School*

Is the increase in the popularity of remote work something organizations should resist or embrace? Which organizations stand to gain from this new trend, and how can they prepare for or mitigate negative consequences of remote work? Using a computational model, we show that complexity and turbulence in the organizational environment as well as the structure of organizational knowledge networks play a crucial role in determining the benefits of employees working remotely. Our results suggest that remote work is beneficial for organizations operating in simpler and less turbulent environments. These organizations also benefit from more disconnected knowledge networks, while those operating in complex and turbulent environments should consider switching to flatter and more interconnected networks when implementing remote work. We shed light on the likely effects of the rise in remote work among organizations and highlight the role organizational design can play in preparing organizations for this new reality.

Paper is Available to Meeting Registrants Only.

OMT: **Intra-organizational Vicarious Learning, Organizational Resilience and its Trade-off With Efficiency**

Author: **Ekin Ilseven**, *INSEAD*

Organizational learning is a double-edged sword when it comes to determining an organization's efficiency in tranquil times and resilience in crisis times simultaneously. Through an agent based simulation, this work identifies malleability, attractiveness of next best action, and diversity, similarity in attractiveness all alternative actions, as two fundamental mechanisms driving an organization's post-shock search behavior, consequently resilience response. High density symmetric intra-organizational vicarious learning patterns among agents are shown to preserve diversity while reducing malleability. Meanwhile, less dense and asymmetric patterns lead to higher levels of malleability and less diversity. The short- and long-term performance consequences of these search behavior and exogenous factors such as organizational age at shock and shock duration offer boundary conditions to when a trade-off between efficiency and resilience may emerge; this refines our understanding regarding the efficiency consequences of pursuing organizational resilience mediated by organizational learning.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Categories and Categorization

Session Moderator: **Andy Chen**, *Seattle Pacific U.*

OMT: Focus? Or Span? A Meta-Analytic Approach to Category Spanning 

Author: **Andy Chen**, *Seattle Pacific U.*

Author: **Donghun Lee**, *Seattle Pacific U.*

Author: **Joon Woo Sohn**, *Seattle Pacific U.*

The purpose of this paper is to unveil the existing complexities in the relationship between organizations' category spanning behavior and their performance. In our study, we find two major gaps in prior studies. First, category spanning research has somewhat undervalued the importance of differentiating the role of audiences' perceptions towards spanning activities from measures of organizational performance. Second, past research mostly focused on one single industry at a time, which limits our knowledge of how industry-level characteristics shape an audience's evaluation of spanning activities. Our meta-analytic structural equation modeling (MASEM) shows that mixed results are partly due to the failure to differentiate perception-based performance such as customer ratings or reviews from outcome-based performance (e.g. sales, revenues, market share, and so forth). That the relationship between spanning and performance is weak but positive in industries such as law firms, technology, academia, and finance, where quality assessment is relatively standardized and clear than others such as wine, film, or restaurants. Our results imply that audience evaluative perceptions should be treated as a mediating path to organizational performance rather than the performance outcome itself.

Paper is Available to Meeting Registrants Only.

OMT: Informative Promotional Claims and Authenticity: A study of COVID Highlights in Restaurants

Author: **Alicia Barroso**, *U. Carlos III de Madrid*

Author: **Samira Reis**, *U. Carlos III de Madrid*

Author: **Xiaofei Qu**, *U. Carlos III de Madrid*

Authenticity commonly refers to a key attribute of organizational identity and a source of competitive advantage. Promotional claims on attributes associated with authenticity, such as geographic place of origin or traditional production methods, have been identified as a potential successful strategy as they make consumers more aware about the organization's authentic attributes. But organizations often have to communicate features not associated with authenticity including open hours and delivery services. In this paper we hypothesize and empirically study the effect of informative promotional claims on attributes not associated with authenticity on consumer perception of authenticity and on organizational performance. Drawing on a quantitative study of restaurants and taking advantage of a quasi-experiment in Yelp online reviews platform—new highlights launched in response to the pandemic about food pick-up and delivery services—we show that these informative promotional claims increase the popularity of restaurants making use of those claims, but paradoxically reduce their perceived authenticity. In addition, we show how the informative claims only improve restaurants performance when they are perceived as little authentic or inauthentic.

Paper is Available to Meeting Registrants Only.

OMT: Exemplar Similarity: A Tale of Two Countervailing Mechanisms 

Author: **Majid Majzoubi**, *Schulich School of Business, York U.*

Author: **Eric Y.-F. Zhao**, *Indiana U., Bloomington*

Author: **Greg Fisher**, *Indiana U.*

In this study, we explore the relationship between firm positioning and performance in dual benchmark settings where audiences can evaluate firms against two distinct reference points: category prototypes and exemplars. We argue that firms benefit from exemplar similarity—positioning near category exemplars—through association with an outstanding firm. However, such benefit comes with the cost of comparison against an exceptionally high-performing firm. We also argue that the impact of exemplar similarity on a firm's market value depends on firm typicality, i.e., its degree of similarity to category prototypes. An analysis of publicly listed U.S. firms from 1997 to 2018 provides strong support for our predictions. Our findings suggest that firms need to balance between the association benefits and comparison costs of exemplar similarity.

Paper is Available to Meeting Registrants Only.

OMT: Things Fell Apart: Categorization During a Foreign Currency Market Crisis

Author: **Abiodun Ige**, *U. of Detroit Mercy, CBA*

Author: **Vern Glaser**, *U. of Alberta*

Author: **Marvin Washington**, *Portland State U.*

While prior studies underscore how categories facilitate market stability, little is known about categorization processes during market instability. This study examines how actors categorize in unstable markets. We conduct an inductive inquiry into a foreign currency market instability in Nigeria using data from the nation's central bank, news articles, and interviews from actors in the foreign currency market. We propose that market instability is a form of category crisis. We further identify two mechanisms of category shifting (the process of attributing causes to category crisis) and category sifting (the enactment of inferences of the category shifting) as important components of categorization processes during market instability. We examine the implications of our findings from category in market literature and illustrate how market instabilities can provide unique contexts for categorization processes.

Paper is Available to Meeting Registrants Only.

Author: **Stanislav D. Dobrev**, *U. of Wisconsin, Milwaukee*

Author: **Kim Claes**, *Sungkyunkwan U.*

We analyze the position moves of U.S. auto firms between the industry's three main market segments over time and find support for arguments that sort out the relationship of scope with search, inertia, and crowding. Our predictions build on structural and behavioral considerations related to broad scope as concomitant to internal variation (which facilitates moves) and to buildup of inertia (which deters them). We reconcile the opposing predictions that broad scope both drives and impedes search by decoupling the direct positive effect of broad scope on likelihood to move positions from its second-order negative effects. The analyses support our conjectures and highlight the advantages of analyzing (changes in) market positions among all firms in an industry and of building cumulative specifications that facilitate theory integration.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**

Program Session: **823** | Submission: **10616** | Sponsor(s): **(OMT)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 1:00PM - 4:00PMPT (UTC-7)** at **The Westin Seattle** in **Grand Crescent**

At the Frontiers of Organizational Network Research: Developing Ideas and Draft Papers



Frontiers of Organizational Network Research

Organizer: **Daniel S. Halgin**, *U. of Kentucky*

Organizer: **Cécile Emery**, *U. of Exeter Business School*

Organizer: **Stefano Tasselli**, *Erasmus U. Rotterdam*

Organizer: **Andrew Parker**, *Durham U. Business School*

Panelist: **Daniel J Brass**, *U. of Kentucky*

Panelist: **Alexandra Gerbasi**, *U. of Exeter Business School*

Panelist: **Ajay Mehra**, *U. of Kentucky*

Panelist: **Jessica Rae Methot**, *Rutgers U., School of Management and Labor Relations*

Panelist: **Leroy White**, *Warwick Business School*

Panelist: **Giuseppe Labianca**, *U. of Massachusetts, Amherst*

This workshop aims to provide participants (in particular junior faculty and PhD students) with an understanding of how to publish organizational network studies in management journals. The study of networks within and between organizations is a growing field of research with its own unique opportunities and challenges. It is unusual in that it has theoretical relevance at the individual, team, organizational, and industry level; and can be integrated with a broad range of management theories. Therefore, it has broad applicability across the members of many of the academies divisions and interest groups. The opportunity to apply an organizational network framework across a broad range of topics also provides challenges. For example, understanding what research questions are relevant for a broad management audience is not always obvious. Network analysis has seen new statistical methods that provide opportunities and challenges, such as how to convey these new models to a wider management audience. This workshop sees the unique opportunity to bring together 15 leading academics from the LINKS Center for Social Network Analysis of the University of Kentucky, and the University of Exeter Centre for Social Networks; who have published in a wide range of top management journals. The format of the workshop includes a panel session and small roundtable discussions where individual papers from participants (submitted prior to the workshop) will be discussed.

Participants would be required to register and to submit a draft paper/proposal to Cecile Emery, c.emery@exeter.ac.uk, two weeks prior to the PDW. As we want to ensure a good amount of time to discuss each paper we would like to limit participation to a maximum of 45.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Symposium**
Program Session: **824** | Submission: **14837** | Sponsor(s): **(OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 1:00PM - 2:30PMPT (UTC-7)** at **The Westin Seattle** in **Olympic**

Reconfiguring Processes of Field Emergence: From Imprinted Practices to Grand Challenges
Reconfiguring Processes of Field Emergence



Organizer: **Aleksios Gotsopoulos**, *SKK Graduate School of Business*
Organizer: **Marco Clemente**, *IESEG School of Management (LEM-CNRS 9221)*
Organizer: **Robin Gustafsson**, *Aalto U.*
Discussant: **Joel Gehman**, *George Washington U.*
Presenter: **Shahzad Ansari**, *Cambridge U.*
Presenter: **Miyoung Chang**, *Boston U. Questrom School of Business*
Presenter: **Felipe Gorenstein Massa**, *Loyola U. New Orleans*
Participant: **Dirk De Clercq**, *Brock U.*
Participant: **Stine Grodal**, *Northeastern U.*
Participant: **Patricia Helena Hein**, *EBS U. für Wirtschaft und Recht*
Participant: **C. R. Hinings**, *U. of Calgary*
Participant: **Maxim Voronov**, *Schulich School of Business*

The concept of organizational fields occupies a central position in organizational studies and strategy research. A rich array of scholars has studied the emergence of fields bottom-up, through the actions of grassroots activists. Others have called attention to the importance of top-down intervention to preclude framing contests and hasten field emergence, especially in the case of urgent and pressing grand challenges. Still others have focused on dynamics that operate in the wider ecosystem and on how these influence the emergence of fields. This symposium brings together scholarly contributions from all these different points of view to answer the question, How do such dynamics that occur at different levels (micro, macro, ecosystem) interact to influence the emergence and reconfiguration of fields from their origins to their maturation? In particular, what are the limits of bottom-up field emergence and when might top-down intervention be warranted? What are the advantages and disadvantages associated with top-down field emergence especially in the case of grand challenges, and when might such top-down initiatives be challenged or fall apart? Finally, how do dynamics in the wider ecosystem (e.g., norms, biases, developments in adjacent or distant fields) influence a focal field's emergence and, at times, require its radical reconfiguration?

Top-Down versus Bottom-Up Processes of Field (non)-Emergence: The Case of the Biofuels Field

Author: **Marco Clemente**, *IESEG School of Management (LEM-CNRS 9221)*
Author: **Aleksios Gotsopoulos**, *SKK Graduate School of Business*
Author: **Robin Gustafsson**, *Aalto U.*

Seeding Upheaval: Explaining Proximate Field Influence in the Ontario Wine Region, 1811-2013

Author: **Felipe Gorenstein Massa**, *Loyola U. New Orleans*
Author: **Maxim Voronov**, *Schulich School of Business*
Author: **Dirk De Clercq**, *Brock U.*
Author: **C. R. Hinings**, *U. of Calgary*

Junkies, Queers and Babies: Achieving Category Coherence During the Evolution of the Category AIDS

Author: **Miyoung Chang**, *Boston U. Questrom School of Business*
Author: **Stine Grodal**, *Northeastern U.*

Me, Myself, & I: The Maintenance of Petty Institutionalized Corruption in an Era of Collective Crises

Author: **Patricia Helena Hein**, *EBS U. für Wirtschaft und Recht*
Author: **Shahzad Ansari**, *Cambridge U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **825** | Submission: **18407** | Sponsor(s): **(PNP)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 1:00PM - 2:30PMPT (UTC-7)** at **Hyatt Regency Seattle in 303 Bogachiel**

PNP Executive Committee Meeting
PNP Executive Committee

Division Chair: **Deborah Blackman**, *U. of New South Wales*
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Session Chair: **Amanda Rutherford**, *Indiana U., Bloomington*
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Representative-at-Large: **Jennifer Kuan**, *California State U., Monterey Bay*
Representative-at-Large: **Megan LePere-Schloop**, *Ohio State U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **PDW Workshop**
Program Session: **826** | Submission: **18481** | Sponsor(s): **(PUBS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 1:00PM - 2:00PMPT (UTC-7)** at **The Westin Seattle in Pine**

Would You Like to Publish in AMP? 
Would You Like to Publish in AMP?

Organizer: **Susan Zaid**, *Academy of Management*
Presenter: **Gideon D. Markman**, *Colorado State U.*
Presenter: **Geoffrey T. Wood**, *U. of Western Ontario*

Would you like to publish in AMP? If so, AMP Editors-in-Chiefs, Gideon Markman & Geoffrey Wood, and Associate Editors will clarify the type of papers that AMP publishes, explain how you can assess whether your paper is making a contribution, and provide tips on how to write a powerful introduction. Attendees will interact with the AMP editorial team, and obtain answers to their questions. All are welcome.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **827** | Submission: **19493** | Sponsor(s): **(SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 1:00PM - 2:30PMPT (UTC-7)** at **Hyatt Regency Seattle in 402 Chilwack**

Corporate Political Activity and Social Responsibility

Session Moderator: **Michael Greiner**, *Oakland U.*

SIM: The Narcissist's Guide to Corporate Political Activity

Author: **Michael Greiner**, *Oakland U.*

Author: **Jaemin Kim**, *Oakland U.*

Author: **Jennifer Cordon Thor**, *Oakland U.*

Scholars have called for further research into the antecedents of CPA, particularly those related to CEO characteristics. In this article, we consider one CEO characteristic that has seen increasing attention in the management sciences but has yet to be applied to CPA research: CEO narcissism. We argue that while CEO narcissism might not be related to CPA in general, it will be related to a specific kind of CPA, namely CPA aimed at more ideologically extreme politicians. Using two different estimators to address endogeneity bias inherent to much CPA research, we found partial support for our hypothesis regarding CPA in general and strong support for our prediction that narcissistic CEOs will be related to ideologically extreme CPA. In this way, we add nuance to the debate over why firms engage in CPA.

Paper is Available to Meeting Registrants Only.

SIM: Codifying Responsible Corporate Political Action: Insights from an Extreme Context

Author: **Wendy Dobson**, *Gordon Institute of Business Science*

The concept of Responsible CPA is not well-defined despite the costs that CPA can impose on society. This is problematic for scholars investigating the political responsibilities of firms, as well as for practitioners interested in responsible conduct, and for citizens concerned with the political influence of corporations. A code of practice for Responsible CPA is presented to address this gap. This code is the outcome of research conducted amongst CPA practitioners in an extreme context where CPA is not fully regulated nor codified.

Paper is Available to Meeting Registrants Only.

SIM: Corporate Political Activity, Corporate Social Responsibility, and Firm Competitiveness

Author: **SAMUEL ADOMAKO**, *Birmingham Business School*

Author: **Sondos Gamal Abdelgawad**, *IE Business School*

Author: **Mujtaba Ahsan**, *San Diego State U.*

In this study, we examine the relationship between corporate political activity (CPA) and corporate social responsibility (CSR) on firm competitiveness (FC). We find broad support for the relationship between CPA, CSR, and firm competitiveness. Furthermore, we highlight the moderating role of economic adversity, marketing capability, and foreign ownership on this relationship. Our findings also indicate that CPA and CSR have strong combined effects, which in turn enhances firm competitiveness.

Paper is Available to Meeting Registrants Only.

SIM: Green Product Portfolio and Environmental Lobbying

Author: **Jihyun Eun**, *Salisbury U.*

Author: **Minjung Lee**, *U. of Texas at Dallas*

Author: **Young Hoon Jung**, *Montclair State U.*

Nowadays, a growing number of firms utilize corporate lobbying in favor of more environmental-friendly policies and regulations, deviating from the traditional lobbying mainly used to minimize regulatory burdens. In this study, we investigate what motivates firms to engage in such an unusual type of corporate lobbying—environmental lobbying. Focusing on the product portfolio strategy of the firms, we suggest that firms increasing their production of “green products” are more likely to engage in environmental lobbying. When environmental lobbying raises environmental hurdles in the market, firms with intensive focus on green products can easily bear adjustment costs with little effort, making other “less green” firms relatively disadvantaged under the newly regulated market conditions. Moreover, those firms can also address demand-side issues more easily by lobbying the government to provide greater incentives for purchasing green products or to request subsidies that can be used to improve their cost structure. Our analyses based on the U.S. light vehicle market indicate that, indeed, the more electric vehicles automakers produce in their product portfolios, the greater environmental lobbying they make. We also find that such a positive relationship between green product intensity and environmental lobbying becomes more salient when a firm has greater market share.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **828** | Submission: **18786** | Sponsor(s): **(STR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 1:00PM - 2:30PMPT (UTC-7)** at **Seattle Convention Center** in **Room 606**

Top Management Teams in Corporate Strategy

Session Moderator: **Sergio Grove**, *U. of Texas at El Paso*

STR: A Two-Side Approach to Acquisition Pricing and Completion 

Author: **Sergio Grove**, *U. of Texas at El Paso*

Author: **Mengge Li**, *U. of Texas at El Paso*

Author: **Miguel Ramos**, *U. of Texas at El Paso*

Author: **Jinxin Yang**, *U. of Texas at El Paso*

Prior literature on acquisition premiums has mainly focused on the potential participation and impact of the acquiring firm's CEO while overlooking the prospective underlying role of the target firm's CEO. We argue that buyers and sellers jointly explain and determine the price in the process of acquisitions: The Acquirer's CEO offers a premium that the target's CEO assesses to see whether it is acceptable. Consistent with this notion, we propose that the psychological characteristics of CEOs on both sides of the negotiation collectively influence the determination of the final price (premium) and the conclusion of the M&A transaction. We develop several predictions about CEO-specific optimism on both sides of acquisition transactions, and its effect on premiums offered, premiums paid, and acquisition completion. Based on a sample of 192 non-hostile acquisitions between 2012 and 2016, we find that the acquirer firm CEO specific optimism correlates with higher acquisition premiums offered, while the target firm CEO specific optimism predicts the final premium and transaction completion. This research adds to the acquisitions literature by taking a two-sided approach pricing these types of strategic transactions.

Paper is Available to Meeting Registrants Only.

STR: Better Safe than Sorry? CEO Integrity and the M&A Decision Process

Author: **Jan Christian Bauer**, *U. of Goettingen*

In this study, we explore how the personality trait of CEO integrity unfolds in different stages of the Merger & Acquisition (M&A) process. Drawing on upper echelons theory and advances of applied psychology research, we argue that, in addition to formal rules, CEOs with high levels of integrity increasingly adhere to generally accepted informal norms. Therefore, they have a broader set of rules and norms that guide their behavior even, or particularly in discretionary situations. We conjecture that CEO integrity is associated with a lower latitude of action, affecting strategic M&A decisions. To obtain more nuanced insights, we apply a process perspective and derive suggestions on how CEO integrity unfolds in the different stages of the M&A process. Using data from S&P 1500 firms between 2006 and 2019, we find results consistent with our arguments. We conclude that CEO integrity attenuates opportunistic managerial behavior in the business context but at the expense of partially missing valuable strategic options.

Paper is Available to Meeting Registrants Only.

STR: Hard to Let It Go: The Role of Extraverted Target CEOs in Completing Acquisitions 

Author: **Yunke WU**, *Peking U. Guanghua School of Management*

Author: **Zhe Xing**, *Santa Clara U.*

This study examines how the personality trait of the target firm's CEO influences the acquisition completion likelihood and duration. Using a sample of 621 acquisitions undertaken between U.S. public firms, we find an acquisition involving an extravert target CEO is less likely to consummate and takes more time to complete. Further, we suggest that such effect is contingent on target CEOs' anticipated retirement because retiring extraverted target CEOs tend to suffer less from losses caused by the acquisition. In addition, prior shareholding ties can foster familiarity and trust, which mitigate extraverted target CEOs' resistance, while the tight integration following related acquisitions could make them feel more threatened by being taken over. Our theory and findings provide a novel explanation of difficulties in completing an acquisition and enrich research on the behavioral aspects of acquisitions.

Paper is NOT Available. Please contact the author(s).

STR: Balancing Both Sides of the Equation: Exploring the Joint Effects of Acquirer and Target CEO Hubris

Author: **Temitope Oladimeji**, *U. of Texas at Austin*

Management scholars and colleagues in related fields have consistently identified CEO hubris as a significant factor in acquisitions. However, little attention has been devoted to target-CEO hubris as researchers have focused predominantly on acquiring CEOs. Given that research shows that target CEOs and their attributes are critical for acquisition outcomes, a more complete understanding of the role of executive hubris in acquisitions requires considering both acquirer and target sides. Building on prior works on hubris and related psychology research, this paper explores what the joint effects of acquirer and target CEO hubris might be for specific acquisition outcomes. It explains that the association between acquirer-CEO hubris and acquisition deal completion would be positive only when target-CEO hubris is low. When target-CEO hubris is high, that relationship would more likely be negative. The paper further clarifies that the positive relationship between acquirer-CEO hubris and acquisition premium will be stronger when target-CEO hubris is high. Moreover, it argues that if a pair of more hubristic acquirer and target CEOs remain with a merged firm, the joint effect of their hubris on firm performance would more likely be positive. Overall, the paper has important implications for research on executive characteristics more broadly.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **829** | Submission: **18839** | Sponsor(s): (STR)
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 1:00PM - 2:30PMPT (UTC-7)** at **Seattle Convention Center** in **Room 608**

Entrepreneurial Business Models and Decision Making

Session Moderator: **Dong Wang**, *Communication U. of China*

STR: Demand Pull versus Resource Push Approaches to Entrepreneurship: A Field Experiment  

Author: **Simone Santamaria**, *National U. of Singapore*
Author: **Niloofar Abolfathi**, *National U. of Singapore*
Author: **Ishtiaq Pasha Mahmood**, *NUS Business School*

Despite the proliferation of entrepreneurship training programs, the question remains if and how such programs can add value to nascent entrepreneurs. To answer it, we compare two broad approaches that have inspired various entrepreneurship methodologies: resource push and demand pull. Although there are some commonalities, each approach focuses on different starting points and sources of competitive advantage for entrepreneurial ventures. We argue that entrepreneurs can benefit more from one approach than the other depending on their idea stage and educational background. To test our ideas, we conduct a randomized field experiment within a 6-month startup accelerator program in Singapore. Our findings reveal that demand pull training is more effective for early-stage and STEM entrepreneurs than resource push training as it helps them overcome their weaknesses and prioritize the activities that create the most value in the initial steps of startup launch.

Paper is NOT Available. Please contact the author(s).

STR: The Positioning Strategy for Specialized Incubators: A Dual Optimal Distinctiveness Perspective

Author: **Yonghui Li**, *School of Economics and Management, Communication U. of China*
Author: **Hai Guo**, *Renmin U. of China*
Author: **Donghan Wang**, *Communication U. of China*

Drawing on the burgeoning research on optimal distinctiveness and specialized incubators, we focus on the issue of dual optimal distinctiveness in incubation context and explore how specialized incubators position themselves through referring to prototypes in dual competitive spaces to achieve optimal distinctiveness. We identify the regional context in which specialized incubators compete for geographically adjacent resources and are dependent on local governments, as well as the industrial context in which specialized incubators attract specialized resources and are subject to professional audiences, as dual competitive spaces for specialized incubators. Using the data of specialized incubators in China from 2016 to 2018, we find an inverted U-shaped relationship between strategic distinctiveness in the regional context and specialized incubators' performance, and a U-shaped relationship between strategic distinctiveness in the industrial context and the performance of specialized incubators. Furthermore, we examine the synergy between two core components of the entrepreneurial ecosystem and find the strategic effectiveness can be strengthened by the location in high-tech development zones of specialized incubators. These findings contribute to fine-grained understandings of dual optimal distinctiveness and further the accumulation of knowledge about specialized incubators from a systematic perspective.

Paper is Available to Meeting Registrants Only.

STR: AI-Driven Entrepreneurship in Data Sensitive Markets: A Study of UK Fintechs  

Author: **Dize Dinckol**, *Oxford U., Saïd Business School*

In this inductive qualitative study, we analyze business model design and evolution of UK fintechs to explore the market entry and growth challenges of AI-driven firms in regulated, data-sensitive industries. Our findings show that data access is a key component of business model design for AI-driven start-ups in such contexts, as we find that challenges in data access due to data sensitivity force them to make significant changes in their business models (i.e., pivoting from B2C to B2B). We identify the variances in client selection component of B2B business models and document associated trade-offs, by specifically explaining their advantages and disadvantages in terms of data scope and competitive tensions. This study contributes to our understanding of business model design and evolution, interdependencies across business model components, and strategic growth potential of different business models in the context of AI-driven new ventures in a data-sensitive and regulated market.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **830** | Submission: **18737** | Sponsor(s): **(STR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 1:00PM - 2:30PMPT (UTC-7)** at **Sheraton Grand Seattle in Jefferson B**

Stakeholder Theory and Strategy

Session Moderator: **Marco S. Giarratana**, *IE Business School, IE U.*

STR: Closer or Further? Tightly or Loosely Coupled? Experiment-based Evidence from distinct CSR Actions  

Author: **Marco S. Giarratana**, *IE Business School, IE U.*

Author: **Martina Pasquini**, *IE Business School*

This paper investigates empirically the types of CSR investments that can create a higher perceived value to focal stakeholders (i.e., customers and employees). Differently from stakeholder theory, which conceives social investments as a signal to respond to stakeholders' pressures, our theory focuses on mechanisms of value creation via social identity relationship between the corporation and the focal stakeholders. We investigate qualitative characteristics of CSR investments that could strengthen identity-based mechanisms and increase the value perceived by the stakeholders. We present empirical evidence via six scenario-based experiments conducted with 126 participants each. We find that CSRs that are geographically closer to focal stakeholders, geographical closer to the firm, and more proximate to a company's core business have a more positive impact on company employer and consumer brand value.

Paper is Available to Meeting Registrants Only.

STR: Stakeholder Orientation as a Quality Signal in the Labor Market

Author: **Jang Woo Kim**, *National Taiwan U.*

A firm's stakeholder orientation is an instrument to acquire, govern, and retain human capital. This paper particularly focuses on how a firm utilizes its attention and activities with various stakeholders to prevent leakage of its newly acquired human capital through mergers and acquisitions (M&As). The findings from my analyses of a sample of 10,728 corporate scientists from 1,463 unique acquirors indicate that an acquiror's stronger stakeholder orientation delays its target corporate scientist's departure. Such an empirical setting helps solve the potential biases from self-selection and information asymmetry, and I thus conducted several supplementary analyses to rule out multiple alternative mechanisms (e.g. using different stakeholder orientation measures, using target's stakeholder orientation). The main effect is moderated by the corporate scientist's quality as an inventor, the pre-M&A alliance experience between the acquiror and the target, and the pre-M&A co-patenting experience between the acquiror and the acquired corporate scientist.

Paper is NOT Available. Please contact the author(s).

STR: Pathways To Materiality: Environmental, Social & Governance (ESG) Factors And Financial Performance   

Author: **Michael Gavin**, *Colorado State U.*

Author: **Marco Túlio Pacheco Coelho**, *Colorado State U.*

Author: **James McGlinch**, *The Wharton School, U. of Pennsylvania*

Author: **Witold Jerzy Henisz**, *U. of Pennsylvania*

ABSTRACT Building on recent extensions of stakeholder value-based strategy and findings linking higher Environmental, Social and Governance (ESG) performance by corporates to better intermediate accounting outcomes (i.e., revenue growth, cost margins and labor productivity), we use piecewise structural equation modeling to further unpack the relationship across industries and to link ESG, intermediate accounting outcomes and end-state financial performance in the same model. More formally, we test the degree to which the effects of ESG on financial performance are mediated by sales growth, employee productivity, and cost reductions in the panel of S&P 1500 firms inclusive from 2007-2018. We find evidence that ESG has both direct impacts on end-state corporate financial performance (CFP) and indirect impacts mediated via each of these three pathways. Critically, the pattern of these direct and indirect pathways differs dramatically by industry.

Paper is Available to Meeting Registrants Only.

STR: Who and Why do Stakeholders Trust when They Trust Firms? 

Author: **Gijs Van Houwelingen**, *Amsterdam Business School, U. of Amsterdam*

Author: **Jan-Willem Stoelhorst**, *U. of Amsterdam*

Author: **Katinka J.P. Quintelier**, *Vrije U. Amsterdam, School of Business and Economics*

A key assumption in stakeholder theory is that stakeholder-oriented firms will be better able to build and maintain trusting relations with their stakeholders than profit-oriented firms. However, this assumption remains to be tested. Moreover, the arguments that recent work in behavioral stakeholder theory has developed to support this assumption is based on yet another key assumption: that stakeholders cognize and experience their relations with stakeholder-oriented firms in ways that are comparable to how they experience and cognize about interpersonal relations. This would suggest that firm humanization, i.e., the attribution of human-like characteristics (agency and experience) to firms, may be an important mechanism to explain why stakeholders may trust stakeholder-oriented firms more than profit-oriented firms. At the same time, other research suggests that dehumanization (i.e., the denial of humanity) of employees of profit-oriented firms may drive mistrust in such firms – providing a potential alternative explanation of the trust differential between stakeholder- and profit-oriented firm. Over a series of experimental studies (total N = 950), we find supporting evidence for stakeholder theory's assumption that people will tend to trust stakeholder-oriented firms more than profit-oriented firms, and for both explanations of this effect: the trust differential seems to be in part driven by stakeholders' tendency to humanize stakeholder-oriented firms more, and in part driven by their tendency to dehumanize the employees of profit-oriented firms.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **831** | Submission: **19619** | Sponsor(s): **(TLC)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Sunday, Aug 7 2022 1:00PM - 2:00PMPT (UTC-7)** at **Seattle Convention Center in Ballroom 6E**

‘We Should Really be Careful About This!’ Using Experiential Pedagogy Effectively and Ethically
Experiential Pedagogy Effectively and Ethically

Participant: **Kathy Lund Dean**, *Gustavus Adolphus College*

Participant: **Jennifer Leigh**, *Nazareth College*

While there is much advocacy for using experiential teaching practices in business schools, there is less support for faculty who use experiential pedagogies than there should be. This interactive session explores the gap between stakeholder advocacy and encouragement for business school educators to use experiential pedagogies, and the recognition that experiential learning requires unique educator skills and engenders unique student outcomes. After introducing the topic and current research coverage, Kathy and Jen will facilitate small group conversations for the in-person and online participants about some of the ethical challenges associated with using experiential teaching practices. We will challenge participants to identify instructional and institutional practices, policies, and procedures that can impact robust and ethical use of experiential learning. We end the session by sharing how experiential educators would benefit from creating an experiential learning community of practice, including how a community of practice encourages robust peer development and support.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Advanced Methods for Online Research

Session Moderator: **Fran McKee-Ryan**, *U. of Nevada, Reno*

RM: **Getting More Bang for Your Buck on MTurk**  

Author: **Fran McKee-Ryan**, *U. of Nevada, Reno*

Author: **Tory D. A. Taylor**, *U. of Nevada, Reno*

Over the last several years, researchers have increasingly engaged online panels such as Amazon's Mechanical Turk (MTurk) and Prolific to distribute surveys for academic research. This trend has sparked much debate over the quality of data generated from such panels. Thus far, researchers have overwhelmingly blamed panel participants for quality issues (e.g. worker distraction or deception); very little attention has been paid to the role that researchers may be playing in the matter. This paper considers the relation between the design and distribution of online surveys and data quality. In study 1, we review a sample of 5 Qualtrics surveys retrieved from the Open Science Foundation (OSF) platform, summarizing their strengths and weaknesses to identify common characteristics of survey quality—or lack thereof. In study 2, we empirically test whether three survey quality characteristics (title comprehensibility, device compatibility, and scale quality) affect sample composition (age, gender, ethnicity, education level, employment status, household income, or HITS completed) and data quality (attention check pass rate, item completion rate, and survey submission rate.) We also look more broadly for differences in means among responses between conditions. Our results indicate that title comprehensibility does not affect sample composition; device compatibility has a significant effect on attention check pass rates and means for multiple items; and scale quality has a significant effect on the reported level of psychological safety in participants' place of employment. We conclude with a discussion of the results, post-hoc observations, and recommendations for researchers conducting online surveys.

Paper is Available to Meeting Registrants Only.

RM: **Would I Lie to You? Using Markov Chains to Detect Careless Responding in Survey Data** 

Author: **Torsten Biemann**, *U. of Mannheim*

Author: **Irmela Koch-Bayram**, *U. of Mannheim*

Author: **Madleen Meier-Barthold**, *U. of Mannheim*

Sage Publications/RM Division Best Paper Award Nominee

Although careless response behaviors by survey participants bear considerable threats to the quality of the data, scholars often do not sufficiently address this issue in their analyses. This might be partially because existing approaches to detect careless responding are specialized to detect a certain type of careless response patterns, but fail to detect others. We develop a post-hoc measure, the Lazy Respondents (LazR) index, that is based on first-order Markov chains and the idea that careless respondents' last response can be used to predict their next response. Using large, publicly available datasets to compare our LazR index to the most common precautionary and post-hoc measures, we find that (1) the LazR index correctly identifies patterns of careless respondents that some or all of the other indices overlook and (2) the LazR index avoids false positives (i.e., patterns that are flagged by single other indices, but which seem to capture truthful answering behavior). Furthermore, we suggest an approach to find a sample-specific cutoff value for careless respondents via kneedle algorithm. Finally, we introduce an R Shiny application that provides scholars a simple and readily available means to implement the LazR index.

Paper is Available to Meeting Registrants Only.

RM: **Like and Subscribe: Opportunities for Qualitative Social Media Research in Management**

Author: **Alex Wilson**, *Loughborough U.*

Author: **Josh Morton**, *U. of Leeds*

Author: **Jade Wendy Brooks**, *Loughborough U.*

Management scholars have paid greater attention to social media as a phenomenon than as a method used to interrogate organisations and organising. While social media has emerged as a rich source of data, it has been used predominately to increase the quantity of data rather than enrich the quality of data for researchers to analyse. In this paper we argue that, as a result, many advantages of qualitative social media data remain latent. Our aim is to provide a more substantial definition of the domains of social media as a phenomenon and as means for data collection before we define types of social media for data collection. This provides a discussion of social media data and the nature of user generated digital texts. We then highlight four main choices for researchers: (i) intensive vs. extensive research and temporality, (ii) the potential of digital ethnographic research designs, (iii) who SM can reach in terms of accessing research participants, and (iv) options for integrating SM research. We conjecture that this opens-up new possibilities for qualitative research in management by providing a more granular assessment of how social media can be used to collect insightful and previously unavailable, data for qualitative research.

Paper is Available to Meeting Registrants Only.

Author: **Anjana Karumathil**, *Doctoral Student at Indian Institute of Management Bangalore*

Author: **Ritu Tripathi**, *Indian Institute of Management, Bangalore*

Survey bots represent an emerging threat to online survey research given their ability to generate vast quantities of fraudulent data within seconds. Despite rising scholarly cognizance of this threat, mitigation strategies remain fragmented and confined to the specific domains in which bots were encountered. Our paper investigates extant literature on survey bots using an integrative literature review and thematic analysis to analyze how they may be managed. Integrating categories from extant literature, we offer a series of seven guidelines for scholars to reduce the probability of being subject to a survey bot attack. In addition, we offer a pragmatic decision tree that academics and practitioners may use as a handy guide while developing and deploying online surveys.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **833** | Submission: **18588** | Sponsor(s): **(STR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 1:15PM - 2:45PMPT (UTC-7)** at **Sheraton Grand Seattle in Dashpoint**

Navigating Conflict in Alliance Formation

Session Moderator: **Insa Kramer**, *Leibniz U. Hannover*

STR: **Internal Dynamics of Business Ecosystems: A Network Approach** 

Author: **Insa Kramer**, *Leibniz U. Hannover*

Author: **Steffen Triebel**, *Leibniz U. Hannover*

Author: **Julia Brennecke**, *U. of Potsdam*

Author: **Christiana Weber**, *Leibniz U. Hannover*

Scholarly interest in business ecosystems has seen a steady increase over the past decades. Surprisingly, while many studies have dealt with theoretical approaches, the architecture or outcomes of ecosystems, literature on their internal dynamics remains scarce. Without understanding these dynamics, however, our understanding of business ecosystems remains incomplete. In this paper, we investigate the dynamics of business ecosystems in the pharmaceutical sector, arguing that firms exhibit different partner selection mechanisms depending on which attribute they choose their partners on. Specifically, we propose that firms will show tendencies for aspiration when considering the size of potential partners, homophily when considering their inventiveness and conformity when considering their profitability. Applying a longitudinal network approach, we empirically test our hypotheses on the business ecosystems of four major US-based pharmaceutical firms, which we observed over a 4-year period from 2016 to 2019. Our results give a nuanced depiction of the mechanisms underlying the creation and dissolution of partnerships in business ecosystems. With the exception of conformity as the dominant mechanism regarding profitability, our results support our predictions.

Paper is Available to Meeting Registrants Only.

STR: **Big Picture Thinking in Small Pieces: Disentangling the Multi-Partner Collaboration** 

Author: **Seyed Mohammad Taghi Hosseini**, *HEC Paris*

Author: **Bertrand V. Quelin**, *HEC Paris*

We study partnership within multi-partner collaborative projects. Multi-partners closely collaborate such as sponsors alliance and loan syndicate for financing big projects. A big challenge is to form a multi-partner collaboration. It involves tough and delicate financial negotiations between partners before ending the financial closing period, incurring huge ex ante transaction costs and deferring the provision of public services to citizens. Our hypotheses are tested by using an original database containing about 1,100 projects across 80 countries and eight different sectors between 2001 to 2019. Our study makes three contributions to research on inter-organizational collaboration. It contributes by extending the unit of analysis from collaboration between firms to collaboration between alliances. Inter-alliance collaborations are not like a dyadic alliance. Our study advances research on multi-partner collaboration by investigating their formation and composition. It also contributes to inter-organizational relationships by analyzing the different aspects of multi-partner roles and functions, exposure to risks, and monitoring ability.

Paper is Available to Meeting Registrants Only.

STR: **The Effect of Litigation Experience on the Scope of R&D Alliances**

Author: **Dutt Dev Harsha Tadikonda**, *Indian School of Business*

Author: **Siva Ramakrishna Devarakonda**, *Tilburg U.*

Author: **Hugo Leenders**, *PhD student at CU Boulder*

This paper examines the role of partnering firms' litigation experience on their proclivity to enter into broad scope R&D alliances. Although prior alliance research proposed factors that will likely influence partnering firms' preference for engaging in a broad scope alliance, these studies have focused on product market and capability linkages between partnering firms that are likely to intensify competitive concerns, while understudying how partnering firms' prior experience can generate similar concerns. In this study, we attempt to fill this theoretical gap by unpacking partnering firms' prior litigation experience as a novel dimension of experience that has been hitherto not considered in alliance research. We suggest that partnering firms' greater litigation experience will be negatively associated with their choice of a broad scope alliance. Furthermore, we argue that insofar as partnering firms' litigation experience intensifies competitive concerns and induces them to opt-out a broad scope alliance, such concerns will allay for partners when partners share dyadic experiences such as common technological experience and collaborative experience. Using a sample of R&D alliance agreements in the biopharmaceutical industry we furnish evidence for our theory.

Paper is Available to Meeting Registrants Only.

STR: **Starting off on the Wrong Foot: The Formation of Licensing Agreements in the Shadow of the Court**

Author: **Dutt Dev Harsha Tadikonda**, *Indian School of Business*

Prior research on contract design and interorganizational governance has emphasized how the grant of exclusive licenses help reduce transactional hazards between parties. While these licensing deals are typically negotiated and signed on their own volition, the literature is scant on the inclusion of exclusivity provisions when parties are forced to negotiate and come to an agreement. We fill this gap by comparing the inclusion of exclusivity in volitional licensing agreements and those that are signed as a result of settlement of patent litigation between parties. It is likely that negotiations between both parties for a licensing agreement post settlement happen in an environment of mistrust caused by their involvement in a patent lawsuit. We suggest that licensing agreements signed post settlement are less likely to include exclusivity provisions due to an increase in transactional hazards between the parties.

Additionally, evidence from our data suggest that while exclusivity is used as a contractual safeguard to protect licensee investments in complementary assets especially when there is uncertainty in the technology, this relationship is adversely impacted in the deals signed post settlement. Finally, we also examine the inclusion of exclusivity provisions in settlement contracts signed between parties that relied on relational governance mechanisms such as past licensing relationships. Evidence on these comparisons between contracts are provided from licensing deals in the biopharmaceuticals industry.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **834** | Submission: **14799** | Sponsor(s): **(STR, ENT, RM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 1:15PM- 3:15PMPT (UTC-7)** at **Seattle Convention Center in Yakima 2**

**Survey Methods PDW: Designing Surveys to Collect
Individual and Firm Level Data**
Survey Methods PDW



Organizer: **Benjamin King**, *U. of Illinois at Urbana-Champaign*
Participant: **Wesley Cohen**, *Duke U.*
Participant: **Victor M. Bennett**, *U. of Utah, David Eccles School of Business*
Participant: **Michael Roach**, *U. of Illinois at Urbana-Champaign*
Participant: **Daniela Scur**, *Massachusetts Institute of Technology*
Organizer: **Evan Penniman Starr**, *U. of Maryland, College Park*

The purpose of this PDW is to enhance participant's understanding of how and when to use survey methods to answer important questions in the field of Strategic Management, or the related fields of entrepreneurship and technology management. The session aims to instill within participants the tools to know when survey methods should be used, and how to gather firm and individual level data in a manner that allows for statistical inference and hypothesis testing. The PDW advances the argument that survey methods can provide unique, primary datasets that offer several advantages over secondary datasets (i.e., government surveys, data scraped from the web). These include establishing novel facts and elucidating new mechanisms. Moreover, in-so-far-as these new facts and mechanisms are not explained by existing theories; survey methods also provide an important avenue for theory development and testing. Developing a careful and reliable survey is not easy, however, and so this PDW highlights several of the potential pitfalls in survey work and how to avoid them. Finally, the PDW provides interactive elements to assist participants in uncovering the extent to which survey methods can be used to further their research stream, and provide answers to specific methodological questions.

All are welcome to attend the first 80 minutes of the PDW. If you would like to attend the small group discussion portion of the PDW (about 40 minutes), please fill out this form (<https://forms.gle/EKcMxmFsPAHyYn3B7>) to preregister before July 29, 2022. For consideration, fill out the form by submitting 1 or 2 questions about survey methods or about your own specific survey that you would like answered by an expert. We plan to have up to 15-20 participants in the small group discussion and will give priority to those who sign up first, those who are earlier in their careers, and/or those with good questions. Please email Ben King at bck8@illinois.edu with any questions.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **835** | Submission: **10783** | Sponsor(s): (AAT)
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 10:00AM- 12:30PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 2**

AOM Practice-Oriented Doctoral Consortium (DBA and ePhD Programs)
Practice-Oriented Doctoral Consortium



Session Chair: **Marc Bonnet**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*
Session Chair: **Emmanuel Monod**, *UCMT and Paris-Dauphine U.*
Coordinator: **Christof Backhaus**, *Edinburgh Napier U.*
Distinguished Speaker: **Thomas G. Cummings**, *U. of Southern California*
Distinguished Speaker: **Denise M. Rousseau**, *Carnegie Mellon U.*
Distinguished Speaker: **Henri Savall**, *ISEOR, U. of Lyon*
Discussant: **Francoise Chevalier**, *HEC*
Discussant: **David Jamieson**, *President, NTL Institute*
Discussant: **Helaine J. Korn**, *City U. of New York, Baruch College*
Discussant: **Tyrone Pitsis**, *Durham U.*
Discussant: **Eric Sanders**, *Elmhurst U.*
Discussant: **Peter Sorensen**, *Benedictine U.*
Discussant: **Chris Worley**, *Pepperdine Graziadio Business School*
Discussant: **Therese F. Yaeger**, *Benedictine U.*
Discussant: **Abhishek AGARWAL**, -
Participant: **Laurent Cappelletti**, *LIRSA-Cnam Paris*
Participant: **Xavier Bruno BORG**, *U. Paul Valery Montpellier*
Participant: **Adele Jamaeldine**, *U. of Balamand*
Panelist: **Richard Jackson Major**, *Institut de Gestion Sociale Paris*
Participant: **Sophie Claire Le Lédan**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*
Participant: **Bassam Naja**, *U. of Balamand, U. Lyon 3, and ISEOR Research Center*
Panelist: **Florence Noguera**, *U. Paul Valery, Montpellier*
Panelist: **Jean-Michel Plane**, *U. Paul Valery, Montpellier*
Panelist: **Jeremy Salmeron**, *ISEOR International Research Center, Écully, France*
Participant: **Eric Scarazzini**, *U. Paul Valery, Montpellier*
Participant: **Ziyuan Tang**, *U. of Lyon 3*
Panelist: **Deborah Colwill**, *Trinity International U.*
Panelist: **Lionel Sweeny**, -
Panelist: **Kirsteen Grant**, *Edinburgh Napier U.*
Panelist: **George W. Hay**, *Chicago School of Professional Psychology*
Participant: **Madina Rival**, *LIRSA-Cnam Paris*
Participant: **Tobias Heussler**, *Wiesbaden Business School, UAS Wiesbaden*
Panelist: **Stephanie Royce**, *Oklahoma State U.*
Participant: **Theodore L. Hill**, *Fox School of Business, Temple U.*
Panelist: **Alan B. Eisner**, *Clark U.*
Discussant: **Aline Scouarnec**, *IAE CAEN NORMANDIE U.*
Participant: **Xin Ye**, *UCMT, Montpellier Management, U. of Montpellier, Children's Hospital of Shanghai*
Participant: **Annella Yan**, -
Participant: **Hua Xu**, -
Participant: **Li Li**, *UCMT, U. of Montpellier, Qingdao United Family Hospital*
Participant: **Zien Huang**, -
Participant: **Xiaohua Fan**, *ENPC, UCMT*
Participant: **Tony Huang**, *ENPC, UCMT, AT&S (China)*
Participant: **Yanfei Zhang**, *UCMT, ParisTech Ecole Des Ponts Business School, Hikvison (China)*
Participant: **Caiyan Nie**, -
Participant: **Yaowu Zhong**, -
Participant: **Jinqiu Zhang**, -
Participant: **Wenting Yu**, -
Participant: **Yun Yuan**, -
Participant: **Qian Ren**, -
Participant: **Huanqing Zhou**, -
Presenter: **Annella Yan**, -
Participant: **Wenjia Ni**, -
Participant: **Zhou Pin**, -
Participant: **Jian Zhao**, *UCMT, NEOMA, BANA Shanghai Branch*
Participant: **Shunsong Gong**, *UCMT, NEOMA Business School, Country Garden Services Co., Ltd*
Participant: **Yanli Che**, -
Participant: **Xiaoxia Zhu**, -

The objective of this PDW session is to respond to the AAT call to create a better world together. More precisely how to develop a research that may have impact for both scholars and practitioners? To do so, the self-imposed dichotomy between rigor and relevance still remain as one of the most important to be overcome. This requires to broaden our sight regarding the way we practice research in the AOM communities. Whereas many initiatives such as AOM discoveries were launched by AOM, DBA and e-Ph.D programs stand as a most promising way to create synergies between these two professional communities with strong professional identities which are too often separated by barriers that are detrimental to the creation of impactful management knowledge. The PDW will focus on DBA programs and other professional doctorates because these programs gather executives from companies and institutions willing to increase their knowledge about research in management in order to create a better world. In particular, practice-oriented doctoral dissertations bring evidence that applied management research contribute to create systems and processes that are different from the past and that can solve problems such as environmental degradation, inequality and poverty .

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented

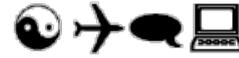


Selected as a Best Paper

Session Type: **Caucus**
Program Session: **836** | Submission: **15701** | Sponsor(s): (CAU)
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 1:30PM - 3:00PMPT (UTC-7)**

Framing the Discourse of Remote Working During the Covid-19 Pandemic

Framing the Discourse of Remote Working



Organizer: **Clare Kelliher**, *Cranfield U.*
Organizer: **Maral Darouei**, *Vrije U. Amsterdam, School of Business and Economics*
Participant: **Julia Richardson**, *Curtin U.*
Participant: **Marijke Verbruggen**, *KU Leuven*
Participant: **Joni Delanoei**, *KU Leuven*
Participant: **Svetlana Khapova**, *Vrije U. Amsterdam*
Participant: **Scott Fitzgerald**, *Curtin Business School*
Participant: **Deirdre Anderson**, *Cranfield School of Management*

How working-from-home was presented in the media changed during the pandemic. Importantly, media framing can shape opinions about workplace practices, with longer-term implications. This caucus will explore media framing of working-from-home pre and during the pandemic and will discuss the implications for wider public discourse, future practice and post-pandemic research.

The Covid-19 pandemic put a premium on remote working as many governments mandated employees to work from home where possible to control the spread of the virus. This “Great Remote Work Experiment” (Lufkin, 2021) received significant attention in the general and business press with opinions about working-from-home notably changing from scepticism pre-pandemic, to a more positive outlook on individual and organizational performance. The portrayal of working-from-home in the media is important since it influences public discourse, and organizational and public policies, which in turn have consequences for wider social outcomes (Klein & Amis, 2021). Flexible working has become increasingly common in many countries in the 21st century, where employees are able to exercise some choice over where, when, and how much they work. The opportunity to work remotely, usually from home, for some working time has been seen as a way to help employees achieve a better work-life balance. However, the way in which working-from-home has been reported in the general and business press has been mixed, including coverage of both benefits (e.g. improved performance, greater employee commitment, enhanced employee well-being) and problems (e.g. employee motivation, work outcomes), with suggestions that unmonitored employees may engage in non-work activities during working time, distracting them from work. In early 2020 many governments introduced mandatory working-from-home to minimize further spread of the virus, resulting in a significant growth in the number of employees working-from-home. This dramatic change in working patterns attracted significant media attention and much airtime and column inches were devoted to it. Analysis shows that the content and tone of this coverage differed from previous approaches, with a greater focus on positive outcomes for both employers and employees. Furthermore, the framing of the consequences of working-from-home for individuals also appeared to change over time. The focus on mostly beneficial consequences (e.g. saved commuting time improving work-life balance) in the early stages shifted to increasingly negative outcomes, such as blurring boundaries and social isolation. In today’s heavily mediated world, framing is a powerful tool that can drive and shape opinions about societal events and processes (Steidley & Colen, 2017). Yet, understanding of how media framing of societal events and processes is shaped and why framing changes is limited. Using framing theory, it is important for media framing of working-from-home to be examined and investigated in a more systematic and detailed way, including identification of the drivers and mechanisms that influence changes in tone and content. This caucus will bring together scholars interested in how the practice of work-life policies is portrayed in the media and the implications for business practices and perceptions of these policies in the broader social domain. It will 1) explore how working-from-home has been portrayed in different countries (pre-pandemic, as working-from-home was mandated, and as restrictions were lifted; 2) discuss the implications of how workplace practices are framed in the media for wider public discourse and future organizational practice; 3) discuss the implications of 1 and 2 for future research on working-from-home in the post-pandemic world.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **837** | Submission: **19035** | Sponsor(s): **(CMS)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 1:30PM - 3:00PMPT (UTC-7)**

Decolonial Perspectives

Session Moderator: **Liela A. Jamjoom**, *Dar Al-Hekma U.*

CMS: Decolonizing-Recolonizing Curriculum in Management and Accounting with Southern Praxis   

Author: **Fernanda Filgueiras Sauerbronn**, *U. Federal do Rio de Janeiro - UFRJ*
Author: **João Paulo Lima**, *USP*
Author: **Alexandre Faria**, *EBAPE/FGV*

The study emerged from collective everyday struggles for decolonization in Brazil, particularly against the myth of racial democracy we embody, aiming to understand how a local scholarly community engaged with decolonial perspective from Latin America or other origins enact the northern project of curriculum decolonization in management and accounting. We start with the assumption that the predominantly white Westernized university and its business school system we reproduce and refute in the south embody the *longue durée* of dynamics of decolonization-recolonization that decolonize without decolonizing. In this first phase of a broader rehumanizing project, we reflexively engage scholars with a semi-structured online questionnaire searching for post-abysal interknowledge and inter-intelligibility. Through a praxistical perspective, we recognize ourselves as part of conditions of (im)possibility for doing decolonization from the perspective of the wretched of the earth in both South and North. Results reveal tensions in everyday individual practices, which reproduce and refute the pattern of curriculum decolonization that does not decolonize and hopes for recuperation-renewal of collective praxistical projects from within and outside the westernized plantation academy. We hope our southern praxis contributes to paving the way for collective everyday rehumanization of management and accounting for the dehumanizing agendas we embody in both South and North.

Paper is Available to Meeting Registrants Only.

CMS: GMO in Brazil as Political-Discursive Struggle: Approximating Hegemony and Decolonial Epistemology 

Author: **Yuna Fontoura**, *FGV/EBAPE*
Author: **Morgana Krieger**, *Federal U. of Bahia*
Author: **Alketa Peci**, *EBAPE/FGV*
Author: **Flávia Naves**, *UFPA - Federal U. of Lavras*

In the past decades, Genetic Modified Organisms (GMO) became the flagship of agro-neoliberalism in Brazil, despite the opposition of environmentalists and social movements advocating other forms of production. GMO status quo seems inevitable and unquestionable which turns resistance or any type of systemic change impossible. Our aim is to promote a reflection upon GMO hegemony formation in modern-colonial rural Brazil, hence we ask: how can we understand hegemonic formation in postcolonial realities? We endorse an approximation between the neo-Gramscian Political Discourse Theory (PDT) and decolonial epistemology for a deeper understanding of unquestioned norms in the periphery of the modern capitalist world-system. Through a longitudinal analysis of the formation and perpetuation of GMO hegemony in Brazil throughout the past decades, we identify that the hegemony is based on the dyad: a) ‘The expected role of GMO and Brazil in the international geopolitics’ and b) ‘The Western civilizing knowledge’. This analysis provides two main contributions to Management and Organization Studies: it promotes a deeper comprehension of how hegemonies consolidate over time in peripheral states and fosters the approximation between PDT and decolonial epistemology applied to unveil dynamics of in- and exclusion in political rural settings.

Paper is Available to Meeting Registrants Only.

CMS: Nourishing the Methodological Debate on Critical Management Studies Through a Decolonial Perspective

Author: **Teresa Harari**, *FGV EAESP*
Author: **Marlei Pozzebon**, *HEC Montreal & FGV/EAESP*

There is a growing number of academic scholars that anchor themselves in decolonial concepts, seeking to break with the so-called coloniality of knowledge. However, research that proposes to be decolonial must think not only about the theoretical frameworks on which it is based, but also about the methods with which it intends to elaborate. This is not a simple task, since it often clashes with conventional assumptions assimilated and crystallized within the scientific field. The main goal of this study is to uncover the main paths presented in the literature regarding methodologies from and for a decolonial perspective. To this end, we conducted a selective review of articles, theses, and dissertations published in Google Scholar and Scielo to identify research strategies and how they are put into practice. Our analysis shows that, although it is still not easily understood how to break with the modern/colonial matrix methodologically, it is possible to identify some principles underlying decolonial practices: (a) critical attitude, reflexivity and place of enunciation, (b) political commitment, (c) dialogue and interculturality, (d) affectivity and (e) “*escrevivência*”. We conclude that the concern lies less in what the research instruments are and more in how they are used, seeking to present the paths of knowledge on the margins and question the hegemony of Eurocentric methodologies and their linearities.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **838** | Submission: **18411** | Sponsor(s): **(GOV)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 1:30PM - 2:30PMPT (UTC-7)** at **Sheraton Grand Seattle in Aspen**

Global Conversation with Deans and Administrators from Emerging Economies
Dean & Administrator Conversation

Organizer: **Kelly N. Mitchell**, *Academy of Management*
Participant: **Lucy Leety-Wheeler**, *Academy of Management*

by invitation only

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **839** | Submission: **17818** | Sponsor(s): **(MED, OB, HCM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 1:30PM - 3:30PMPT (UTC-7)** at **The Westin Seattle in Cascade I-A**

Teaching Students How to Team: Perspectives from Team Science

Teaching Students How To Team

Presenter: **Tera Webb**, *U. of Alabama, Birmingham*
Presenter: **Anthony C. Hood**, *First Horizon Bank*
Presenter: **Michelle Brown**, -

Although students often have little to no training in how to effectively work with other students in a team environment, team-based assignments are commonly used in higher education courses. This sink-or-swim model leads to misunderstandings, dissatisfaction within student teams, conflicts, and frustration among students and faculty. This workshop will: 1) describe how to develop a team training session for students prior to initiating team projects and 2) illuminate key concepts that should be covered in team training for effective team performance. This will be an interactive experience where participants will engage with hands-on exercises that could be used to develop a structured team training for students.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Voice, Leadership, and Crises

Session Moderator: **Nan Guo**, *U. of Texas at Dallas - Jindal School of Management*

OB: **Death Awareness and Employee Voice: Two-study, Multi-Wave Investigation**

Author: **Nan Guo**, *U. of Texas at Dallas - Jindal School of Management*
Author: **Riki Takeuchi**, *U. of Texas at Dallas*
Author: **Jason Kautz**, *U. of Texas at Dallas*
Author: **Ryan Scott Teschner**, *U. of Texas at Dallas*

Crises create an environment in which death becomes salient to the general population. This death awareness is associated with negative outcomes such as aggression or burnout. However, more recent studies have shown that death awareness can lead to two different psychological states (death anxiety and death reflection), the latter of which can be associated with positive outcomes, such as creativity. The current study extends this research by examining employee voice, a behavioral outcome considered critical during times of crisis, and perceived organizational support, an important boundary conditions associated with the relationships between the two psychological states of death awareness and employee voice. Two longitudinal studies (ten-wave, daily sampling and four-wave, weekly sampling) are used to measure employees' reaction to increases in death awareness. Specifically, this study differentiates the two psychological states—death anxiety and death reflection—in terms of how they relate to employee voice. In both studies, death awareness is significantly related to death reflection and death anxiety. However, death reflection is found to be positively related to employee voice while death anxiety is not. Death anxiety appears to be moderated by perceptions of organizational support such that the relationship between death anxiety and employee voice was significant and negative at high levels of perceived organizational support. These findings provide new insights into the death awareness literature by underscoring the importance of death reflection and perceived organizational support in enhancing positive behavioral outcomes such as employee voice. Implications of our findings are also discussed.

Paper is Available to Meeting Registrants Only.

OB: **Impact of Collective Affect on Employee Voice at Onset of Crisis: A Social Identity Perspective**

Author: **Niranjan Srinivasan Janardhanan**, *London School of Economics*
Author: **Uta K. Bindl**, *King's College London*
Author: **Chris Stride**, *U. of Sheffield*

Employee voice behaviors—the discretionary provision of ideas and suggestions to improve organizational processes—have significant benefits to organizations, particularly in times of crisis. Yet, we know less about how external crises affect employees' voice behaviors within organizations. In this research, we examine the effect of crisis onset on employee voice behaviors and investigate how and when employees will engage in this important type of behavior during crisis. Integrating insights from social identity theory and research on crises and threat rigidity, we examine how collective positive affect during crisis and perceived opportunity for organizations from the crisis jointly influence employees' perceptions of self-worth and their voice behaviors during crisis. We test our hypotheses using a seven-wave longitudinal study spanning before and after the onset of the COVID-19 pandemic on 548 working professionals across a wide range of organizations in the UK, and using piecewise latent growth curve modelling. Our findings enable a better understanding of temporal dynamics of voice in organizations, situates employee voice within the broader socio-emotional organizational context during a crisis, and extends social identity theory through the consideration of emotional (in addition to cognitive) cues as guides to employees' proactive behavior.

Paper is Available to Meeting Registrants Only.

OB: **Will You Hear Me Now?: Empowering Leadership's Role in Minimizing Hierarchical Barriers to Voice**

Author: **Oguz Gencay**, *Robert H. Smith School of Business, U. of Maryland*
Author: **Gilad Chen**, *U. of Maryland*
Author: **Subrahmaniam Tangirala**, *U. of Maryland*

Organizations adopt hierarchies to promote coordination; however, hierarchies also decrease the flow of critical information – especially voice from lower-level employees to upper-level leaders. Building on relative deprivation theory (Crosby, 1976) and the voice, hierarchy, and empowering leadership literatures, we argue that employees at lower hierarchical levels engage in less leader-directed voice than those at higher hierarchical levels due to reduced agency (i.e., lower perceived voice impact). However, we also propose that empowering leadership can (a) directly increase employees' perceived voice impact and (b) attenuate the influences of hierarchical position on employee perceived voice impact and voice. As a result, empowering leadership can minimize the hierarchical differences in work units for perceived impact and leader-directed voice. We tested our theoretical model using multi-source field data collected from 531 employees and their leaders in 148 units of a bank in Turkey. We found support for our expectations that, in each unit, more junior employees felt less perceived voice impact and thus spoke up to the unit leader less. However, empowering leadership increased perceived voice impact and nullified the influences of employees' hierarchical position on perceived voice impact and voice. Results also showed less support for psychological safety as an alternative mediator, and provided robustness evidence for alternative measures of hierarchical differences among employees.

Paper is Available to Meeting Registrants Only.

OB: Reciprocal Effects of Team Members' Collective Voice and Perceived Leader Voice Internalization

Author: **PAN FAN**, *Xi'an Jiaotong U. School of Management*

Author: **Ze Sheng Wei**, *Xi'an Jiaotong U. School of Management*

Author: **Zhiyuan Yan**, *Yashili International Group Co.,Ltd.*

Drawing from the social movement and social information processing theory, we investigated the lagged reciprocal relationship between team members' collective voice and perceived leader voice internalization. We predicted that team members' collective voice (collective promotive voice and collective prohibitive voice) is positively related to their perceptions of leader voice internalization and that conversely perceived leader voice internalization is positively related to the collective voice. We tested our hypotheses with a longitudinal study of 554 individual employees of 71 teams who were assessed 5 times over a 5-month period. Findings from the results showed that team members' collective promotive voice (but not collective prohibitive voice) predicted the subsequent perceived leader voice internalization, and team members' perceived leader voice internalization predicted the subsequent collective promotive and prohibitive voice. Because the reciprocal effects depict a virtuous cycle with the collective voice, findings provide theoretical and practical importance.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **841** | Submission: **10696** | Sponsor(s): **(ODC)**
Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**
Scheduled: **Sunday, Aug 7 2022 1:30PM - 5:00PMPT (UTC-7)** at **Seattle Convention Center in Room 203**

Joint Junior Faculty and Doctoral Student Consortium

Organizer: **Amit Nigam**, *City, U. of London*

Organizer: **Christine Benedicte Meyer**, *NHH Norwegian School of Economics*

Professionalism matters

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: **842** | Submission: **10775** | Sponsor(s): **(OMT, CTO)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Sunday, Aug 7 2022 1:30PM - 3:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 212**

**Data Workers in Organizations: What They Do, How They Do,
and Why They Do It!**
Data Workers in Organizations



Organizer: **Mayur Prataprai Joshi**, *Alliance Manchester Business School, U. of Manchester*

Organizer: **Ryan Stice-Lusvardi**, *Stanford U.*

Discussant: **Natalia Levina**, *New York U.*

Discussant: **Stella Pachidi**, *U. of Cambridge*

Presenter: **Elina I. Mäkinen**, *Tampere U.*

Participant: **Charles Gomez**, -

Presenter: **Pauli Pakarinen**, *Stanford U.*

Presenter: **Mayur Prataprai Joshi**, *Alliance Manchester Business School, U. of Manchester*

Participant: **Ning Su**, *Ivey Business School*

Presenter: **Ryan Stice-Lusvardi**, *Stanford U.*

Participant: **Pamela Hinds**, *Stanford U.*

Over the last decade, data workers have increasingly made their way not only into technology and born-digital firms but also in incumbent firms in long-standing industries. Organizational scientists, management scholars, and information systems researchers have started paying attention to data workers as an emerging occupational group, who tend to embody expertise in collecting, organizing, analyzing, and generating insights from data that may help in explaining as well as predicting various phenomena that are of interest to business managers or policy makers. Scholars have started examining data workers at the field level, inter-organizational level, as well as intra-organizational level. Building on this emerging literature, this symposium sets out to explore what data workers do, how they do, and why they do it, in the context of economic forecasting, medical science, as well as banking and financial services.

Disenchantment with Big Data Analytics: When Knowledge Mediators Fail

Author: **Elina I. Mäkinen**, *Tampere U.*

Experts and Machines: How Central Bank Economists Produce Inferences via Simulation Model

Author: **Pauli Pakarinen**, *Stanford U.*

Custodians of Rationality: Data Scientists' Role in Organizational Decision-Making

Author: **Mayur Prataprai Joshi**, *Alliance Manchester Business School, U. of Manchester*

Legitimizing Illegitimate Practices: How Data Analysts Compromised Standards to Scale Expertise

Author: **Ryan Stice-Lusvardi**, *Stanford U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **843** | Submission: **14206** | Sponsor(s): **(OMT, MH, OB, CTO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 1:30PM - 4:00PMPT (UTC-7)** at **The Westin Seattle in Cascade II**

**Classics of Organization and Management Theory:
Approaches to the Study of Work**
Classics of OMT: Approaches to the Study of Work



Organizer: **Pedro Monteiro**, *Copenhagen Business School*
Organizer: **Greetje Frankje Corporaal**, *U. of Oxford*
Presenter: **Stephen Barley**, *U. of California, Santa Barbara*
Presenter: **Gina Dokko**, *U. of California, Davis*
Presenter: **Ingrid Erickson**, *Syracuse U. School of Information*
Presenter: **Davide Nicolini**, *U. of Warwick*

This PDW explores key approaches to the study of work in organization and management theory. It represents the fourth edition of a standing series showcasing the enduring relevance of earlier organizational research. We believe that continually re-visiting the 'classics' may complement the strong emphasis (at AOM and beyond) on new/fashionable ideas, enable cumulative insights, and promote the value of research committed to theorizing core organizational dynamics. This is particularly relevant since current debates about "the future of work" in management often overlook insights from earlier studies and research traditions. The event is structured through a mix of expository and interactive moments. The first part features an introduction by the organizers, a panel discussion among speakers, and presentations by Steve Barley on the Chicago School, Davide Nicolini on the Tavistock Institute, Ingrid Erickson on Computer Supported Collaborative Work, and Gina Dokko on employment and careers research. The second part (requiring registration) will include roundtables mediated by the speakers and a plenary discussion led by the organizers. All presentations will be recorded and made available via the Talking About Organizations Podcast.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**

Program Session: **844** | Submission: **18513** | Sponsor(s): **(OSCM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 1:30PM - 3:00PMPT (UTC-7)** at **The Westin Seattle** in **Fifth Avenue Room**

Diversity, Equity & Inclusion in OSCM Division *DEI in OSCM Division*

Professional Development Workshop Chair: **Veronica Haydee Villena**, *W. P. Carey School of Business, Arizona State U.*

Organizer: **Wendy Tate**, *U. of Tennessee*

Organizer: **Lisa Ellram**, *Miami U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **845** | Submission: **19475** | Sponsor(s): **(SIM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 1:30PM- 3:00PMPT (UTC-7)** at **Seattle Convention Center in Chelan 4**

Managing Stigma in Business and Society

Session Moderator: **Neva Bojovic**, *Kedge Business School*

SIM: Reducing Stigma: The Process of Destigmatization in Groups Embedded Within Groups

Author: **Aminat Muibi**, *U. of Victoria*

Stigma has always been an almost permanent and significant challenge for society. Past literature has extensively theorized its beginnings and the mechanisms through which stigmatization occurs. Yet, the question of how stigma fades has largely been left unexplored. This article begins to fill this gap in our knowledge by examining how the stigmatizer can initiate the destigmatization process. Specifically, I explore how groups embeddedness can create an avenue for cognitive complexity to occur in the non-dominant group through experiences that foster an expansion of cognitive structures. The nature of cognitive complexity gives the non-dominant group the ability to engage in nuanced thinking that departs from perceiving stigmatized entities using established schemas derived from societal norms. Rather, the non-dominant group is able to evaluate the reason for the stigma and recognize the complexity of individuals who bear the mark of stigma. I propose that acquiring cognitive complexity can aid in the initiation of the destigmatization process by giving individuals more schemas to draw from and the ability to engage in nuanced thinking regarding stigmatized entities. I present an avenue to understand the destigmatization process from the audience perspective- an often-forgotten actor in stigma dissipation.

Paper is Available to Meeting Registrants Only.

SIM: Social Entrepreneurship in Stigmatized Settings: The Case of Fem-tech

Author: **Neva Bojovic**, *Kedge Business School*

Author: **Padmaja Argade**, *IUM Monaco*

Author: **Raghu Garud**, *Pennsylvania State U.*

Author: **Rachel Scherl**, *No Affiliation*

Social entrepreneurs work in different domains, while some domains remain socially accepted others are situated in more challenging and stigmatized contexts and industries. This paper explores how social entrepreneurs manage to create value in those settings and the role of entrepreneurial efforts in alleviating stigma. Drawing on a dataset of 111 interviews of fem-tech entrepreneurs we identify the multiple ways they work towards alleviating stigma associated with products that address women bodies, sexual and reproductive health. Our findings highlight that stigma can act as a motivator to address unmet needs and create social value, yet many challenges remain for social entrepreneurs in such settings. We uncovered that these challenges bring entrepreneurs together in addressing them, no matter the source of stigma. Finally, we identified practices of social entrepreneurs in alleviating stigma.

Paper is Available to Meeting Registrants Only.

SIM: Understanding Event Stigma: A Configurational Approach

Author: **Sun Hye Lee**, *Surrey Business School*

Stigma is not fair. While some firms get permanently stigmatized, others emerge untamished by the same or a similar event. However, such unfairness may not necessarily be a bad thing for firms. This study claims that repeated media coverage of a negative event over time is symptomatic of organizational stigma, and pathways exist to encourage the development or avoidance of this stigma. Using a fuzzy set qualitative comparative analysis, I navigate the configurations of stigma for an event of corporate social irresponsibility in the global supply chain. The findings of the study suggest the confluence of multiple factors around a stigmatizing event, the media and the firm on stigmatization of a negative event. Most importantly, to effectively avoid stigma, the firm's immediate response to a negative incident should be strategically directed based on the understanding of the other factors. The main purpose of this study is to address a gap in the event stigma literature where there is a paucity of research on what contributes to its development. This study has important implications for practitioners as it offers concrete suggestions on how to avert event stigma.

Paper is Available to Meeting Registrants Only.

SIM: From Vile to Virtuous: Challenging Animal Rights Stigma in Canada's Wild Fur Industry

Author: **Jose Carlos Marques**, *Telfer School of Management, U. of Ottawa*

Author: **Johnny Boghossian**, *FSA ULaval (Laval U.)*

This paper contributes to the stigma management literature by examining the viability of stigma-challenge strategies in mature, harm-based industries – contexts characterized by intense public scrutiny and threats to the continued survival of the industry category. Drawing on a case study of the Canadian wild fur industry's response to anti-fur, animal rights activism and a possible ban on its products, we show how such intense core-stigmas may be managed via industry-government collective action. Based on our findings, we develop the concept of virtue transfer to describe a stigma-challenge mechanism whereby a virtuous identity – the positive attributes of a sub-group – is effectively transferred onto an entire industry category, in order to counter core-stigma and ensure the industry's survival.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **846** | Submission: **18862** | Sponsor(s): (STR)
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Sunday, Aug 7 2022 1:30PM - 3:00PMPT (UTC-7)**

Platform Structure and Governance

Session Moderator: **Georg Reischauer**, *WU Vienna & JKU Linz*

STR: Governing Ecosystems to Generate Digital Innovation  

Author: **Georg Reischauer**, *WU Vienna & JKU Linz*
Author: **Alexander Engelmann**, *WU Vienna U. of Economics and Business*
Author: **Annabelle Gawer**, *U. of Surrey*
Author: **Werner Helmut Hoffmann**, *WU Vienna U. of Economics and Business*

In this paper, we study how to govern ecosystems that are not based on digital platforms to generate digital innovation. Drawing upon an in-depth case study of an ecosystem in the automotive industry, we identify distinct ecosystem governance activities, generative effects of the parallel engagement of these activities, and antecedents in the ecosystem's technological environment. Based on these insights, we develop a contingency framework of ecosystem governance for digital innovation. We propose that the parallel engagement of governance activities generates digital innovation as it strikes an ecosystem-wide balance between exploration and exploitation as well as between multilateralism and unilateralism. Our study advances research on the governance of ecosystems that are not based on digital platforms.

Paper is NOT Available. Please contact the author(s).

STR: Platform Sponsor Scope, Ecosystem Structure and Heterogeneity: A Configurational Approach

Author: **Ramya Krishna Murthy**, *Indian Institute of Management Bangalore*
Author: **Anoop Madhok**, *Schulich School of Business*

The literature on platform-based ecosystems has focused extensively on the influence of platform structure and governance on the growth of the ecosystem. However, such a focus has remained largely discrete with little understanding of the nature and implications of the platform sponsors simultaneous choice of ecosystem structure and governance elements. We develop a configurational approach to holistically understand how elements of platform ecosystem structure and platform sponsor scope combine to shape performance. We examine how such choices differ across different types of platform ecosystems and at different stages of the ecosystem lifecycle. Our findings shed light on heterogeneity in platform ecosystems in terms of their structure and governance and contribute to the platform literature by advancing a configurational approach to understanding platform ecosystems.

Paper is Available to Meeting Registrants Only.

STR: How to Channel Knowledge Coproduction Behavior in an Online Community

Author: **Jialing Liu**, *School of management, Zhejiang U.*
Author: **Yang Liu**, *Zhejiang U.*
Author: **Duo Jin**, *School of management, Zhejiang U.*

Generally with ambiguous role definitions and without traditional organizational control or coordination mechanisms, how do knowledge coproduction behaviors of participants with heterogeneity roles in online community are channeled for value creation? By using a novel theory-building method combining machine learning and narrative analysis, we investigate the heterogeneity of participant roles and knowledge coproduction channeling behaviors in a Chinese self-organizing online community—Miiu.com, launched by Xiaomi Inc. Using latent Dirichlet allocation topic modeling analysis and a complementary qualitative analysis of community participants' online forum posts, we initially identify three types of participant role in the community, namely, leaders, supporters, and integrators, and find that (a) conceptualizing narrative practice is adopted to promote knowledge collaboration for leaders; (b) serializing and anthologizing narrative practices are used to promote knowledge collaboration for supporters; and (c) anthologizing narrative practice is adopted to promote knowledge collaboration for integrators. Our study advances the theoretical understanding of the knowledge coproduction and value creation in online communities.

Paper is Available to Meeting Registrants Only.

STR: Win from Within: An Internal Fit Perspective of CSR Models Applied in Digital Platforms  

Author: **Dongdong Huang**, *Business School, Nankai U.*
Author: **Wang He**, *Sun Yat-Sen U.*

Based on the internal fit perspective from contingency theory, this study unveils the latest CSR models applied in digital platforms and finds out the internal forces that drive the adoption of those models. We select four representative cases in China and conduct detailed within- and cross-case analyses. Four distinctive CSR models emerge from the results: the platform-embeddedness model, the platform-leverage model, the platform-outsourcing model, and the platform-generation model. We also discover three major internal contingency factors behind the selection of those CSR models: resource commitment, relevance of CSR practices to core businesses, and social-orientation. Our study supports the active agent role championed by the internal fit perspective in that firms can selectively design a strategy based on its internal contingencies rather than passively responds to external constraints.

Paper is Available to Meeting Registrants Only.

Author: **Anil R. Doshi**, *UCL School of Management*

Author: **William Schmidt**, *Cornell SC Johnson College of Business*

False information, which can include disinformation, misinformation, and other 'fake news,' is persistent on digital content platforms. Research and strategies for constraining exposure to false information have focused on interrupting its spread within a platform, rather than its initial entry into a platform. We propose expanding the boundaries of the platform's functions to include monitoring and identifying false information internet domains. There are few burdens on establishing a domain, which has the unintended consequence of making it quick and inexpensive to create, replicate, and distribute false information through domains. To counter some of these advantages, we examine whether a platform can identify problematic domains before users engage with the domains' content on the platform. To establish the feasibility of such a strategy, we show that (1) a platform can predict false information domains at the time of registration, (2) the predictions are valuable under different platform governance types, and (3) the platform can exploit a false information creator's low transparency to sustain the efficacy of the prediction models.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

-  Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
-  Selected as a Best Paper

A Cognitive and Behavioral View of Organizational Decision-making

Session Moderator: **Rajyalakshmi Kunapuli**, *Southwestern U.*

STR: Unpacking the Impact of Overconfidence on Firm Performance  

Author: **Wayne Borchardt**, *U. of Cape Town, Graduate School of Business*
Author: **Dan Lovallo**, *U. of Sydney*
Author: **Mikael Samuelsson**, *U. of Cape Town Graduate School of Business*
Author: **Ayrton Da Silva**, *U. of Cape Town*

We report a surprising finding where one-third of a firm's asset value is explained by the overconfidence of the group making the firm's strategic decisions. This result emerges from an empirical analysis of a group-level overconfidence construct and its impact on firm performance using a real-world data set. Our overconfidence construct examines the behavior of the group, not just the CEO, and it allows us to simultaneously analyze the impact of two facets of overconfidence – overestimation and overprecision bias. Using proxies derived from management earnings guidance we find that overestimation has a sizeable, negative impact, which is uncorrelated with overprecision's sizeable, positive impact on firm performance, and we show that these relationships are plausibly causal.

Paper is Available to Meeting Registrants Only.

STR: Effect of Expertise on Cognitive Complexity: The Case of Security Analysts 

Author: **Rajyalakshmi Kunapuli**, *Southwestern U.*

I examine how security analysts' prior expertise influences the complexity of their evaluations in the context of a new technology. Drawing from research on managerial cognition, I argue that analysts with prior experience or status engage in schematic information processing that affects the complexity of their evaluations. Further, I develop the construct of evaluative complexity, which is an indicator of comprehensiveness of analyst evaluations. Historical data from the early internet industry (from 1995 to 2005) of approximately 1800 analyst reports on the initial public offerings in the internet industry support my predictions that analysts with either prior experience or status demonstrate less complexity in their evaluations of internet firms. Specifically, in new technology contexts experienced or high-status analysts are more likely to assess new technological firms from unitary perspectives and convey more certainty in a context that calls for caution. My research aims to contribute to our understanding of the role of intermediaries in the emergence of new technologies and the paradox of experience and status in these contexts.

Paper is Available to Meeting Registrants Only.

STR: Delegation of Decision Rights and Inertia in Capital Reallocation  

Author: **Nauman Asghar**, *HEC Paris*
Author: **Tomasz Obloj**, *HEC Paris*

In this paper, we investigate the antecedents of inertia in capital allocation decisions in organizations. Despite the importance of flexible capital reallocation, empirical evidence points to remarkably high levels of stability in these decisions. Adopting a behavioral perspective, we focus on information processing demands faced by boundedly rational decision makers as a driver of such inertia. In particular, we argue that centralization of decision rights, which increases the information processing demands on relevant decision makers, results in an increased inertia in capital reallocations. To empirically test our proposition and explore the causal effect of centralization on reallocation flexibility, we take advantage of an exogenous variation in decision rights among municipalities located in the state of Illinois in the US. Our findings indicate that the delegation of decision rights for capital allocation significantly decreases inertia in reallocation decisions. Additional analyses further provide evidence that a likely mechanism explaining our findings is that of decentralization reducing information processing load on relevant decision makers.

Paper is Available to Meeting Registrants Only.

STR: The Power of Open-Minded Simplicity in Mental Models 

Author: **Daniel Albert**, *Drexel U.*
Author: **Dirk Martignoni**, *U. of Lugano*
Author: **Anoop Menon**, -
Author: **Nicolaj Siggelkow**, *U. of Pennsylvania*

The mental models held by managers – their cognitive representations of the real world – have an important effect on decision making and influence the way experiences are encoded. Mental models contain performance expectations of different actions, and higher-level beliefs of contingencies, i.e., whether prior experiences in one setting are applicable in other settings, a contingency model. While a growing literature has explored how first-order learning of performance expectations is affected by fixed contingency models that do not reflect reality correctly, relatively little is known how second-order learning with respect to the higher-level contingency model affects decision outcomes. Using a computer simulation built on prior theory and models of learning and cognition, we find that a simple mental model that is refined over time tends to lead to higher performance than a complex mental model that is simplified over time. Our findings suggest that the ubiquity of relatively simple mental models may not only be a reflection of cognitive limitations, but also an evolutionary advantageous outcome of a dynamic learning process.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **848** | Submission: **12800** | Sponsor(s): **(GDO, OB)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 1:45PM - 3:15PMPT (UTC-7)** at **Seattle Convention Center in Room 210**

Motherhood and Work: Broadening Our Perspective
Motherhood and Work: Broadening Our Perspective



Organizer: **Serena Sohrab**, *Ontario Tech U.*
Organizer: **Nada Basir**, *U. of Waterloo*
Discussant: **Eden King**, *Rice U.*

In this symposium, we present research that broadens the notion of motherhood and its intersection with work. While past research has highlighted the many challenges that mothers and pregnant women experience at work, the studies presented in this symposium show that challenges arising from women's motherhood intentions and the societal expectations of women may reach far beyond pregnancy and actual mothering. We hope this symposium inspires management scholars to pursue questions that tackle the nuanced complexities of a working woman's life.

Single at Home, Single at Work: Marital Status, Motherhood, and Workplace Relationships

Author: **Kerry Roberts Gibson**, *Babson College*
Author: **Danna Greenberg**, *Babson College*

Identity Management during the Grief Process in Employees Who Have Experienced Pregnancy Loss

Author: **Sabrina DeeAnn Volpone**, *U. of Colorado, Boulder*
Author: **Liza Yasemin Barnes**, *U. of Colorado, Boulder*
Author: **Kristen Price Jones**, *U. of Memphis*
Author: **Sarah Lurie**, *U. of Colorado, Boulder*
Author: **H. Lena Kim**, *U. of Colorado, Boulder*

Walking on Coals: Resource Depletion and Disclosure Decisions of Women Undergoing Fertility Treatment

Author: **Nada Basir**, *U. of Waterloo*
Author: **Serena Sohrab**, *Ontario Tech U.*

Maternity Salience: Concerns About Women's Family Responsibilities Undermine Gender Equity Policies

Author: **Ezgi Ozgumus**, *London Business School*
Author: **Aneeta Rattan**, *London Business School*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **849** | Submission: **19713** | Sponsor(s): **(TLC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 1:45PM - 2:15PMPT (UTC-7)** at **Seattle Convention Center in Ballroom 6E**
Lobby

TLC Afternoon Break
TLC Afternoon Break

For TLC Attendees only Sponsored by Ivey Publishing

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **850** | Submission: **11558** | Sponsor(s): **(AAM, ENT, HR, IM, INDAM, OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 2:00PM - 4:00PMPT (UTC-7)** at **The Westin Seattle** in **Grand Ballroom III**

**Meeting the Editorial Team of Asia Pacific Journal of Management
(APJM)**
Meet the Editors of APJM



Session Chair: **Jintong Tang**, *Saint Louis U.*
Panelist: **Liqun Wei**, *Hong Kong Baptist U.*
Panelist: **Chinmay Pattnaik**, *U. Of Sydney*

Asia Pacific Journal of Management (APJM) is the official journal of the Asia Academy of Management published by Springer. The mission of the journal is to provide a platform for the communication of rigorous scientific management research with Asia Pacific relevance among interested researchers. The most recent APJM citation impact factor (i.e., year 2021) as stated in the ISI Journal Citation Reports is 5.616 with a five-year citation impact factor of 6.721. Researchers who are interested in academic research that has Asia Pacific relevance are invited to attend this workshop to meet the Editors-in-Chief, Senior Editors, and Editorial Review Board members. The editorial team will explain the mission and editorial policy of the journal. Statistics of the journal (e.g., number of submissions received per year, acceptance rate) will be presented. Editors will present the scope of the journal (e.g., strategic management, human resource management, organizational behavior, entrepreneurship, and international business) and the meaning of “Asia Relevant Management Research.” Examples of accepted papers will be discussed and participants are welcome to discuss whether their research projects are suitable for the journal.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **851** | Submission: **11825** | Sponsor(s): **(CMS, SIM, IM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 2:00PM - 3:30PMPT (UTC-7)** at **The Westin Seattle** in **Whidbey**

The Business of (Im)migration: Bodies Across Borders *The Business of (Im)migration*



Facilitator: **Marco Distinto**, *The Open U.*
Facilitator: **Vijayta Doshi**, *Indian Institute of Management, Udaipur*
Facilitator: **Arturo E. Osorio**, *Rutgers U.*
Facilitator: **Paulina Segarra**, *U. Anáhuac México*
Facilitator: **Martyna Sliwa**, *Durham U. Business School*

This PDW will provide a workshop to discuss matters of (im)migration in the context of the upcoming special issue entitled “The Business of (Im)migration: Bodies Across Borders ” in the Journal of Business Ethics (JBE). (Im)migration is the phenomenon of the movement of bodies from one's place of origin or last residence to another for various voluntary or involuntary reasons ranging from education, work, marriage, ambition, or crisis. To (im)migrate, bodies move across places and spaces where the discourse of diversity and internationalization might be found even when the reality is that migrant bodies are systematically excluded; this exclusion directly affects migrants' human rights, which cannot and should not be overlooked. Moreover, dealing with (im)migrants has become a very profitable business all around the world. Indeed, the business of (im)migration can be observed in different contexts: from higher education institutions to the food sector. No matter the context, (im)migration brings consequences of exclusion, abuse, exploitation, precariousness, and vulnerability which we urgently need to question in order to ethically enrich the (im)migrant experience.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **PDW Workshop**

Program Session: **852** | Submission: **12195** | Sponsor(s): **(ENT, OB, RM, IM, HR, MOC)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Sunday, Aug 7 2022 2:00PM - 5:00PMPT (UTC-7)** at **Seattle Convention Center** in **Skagit 4**

Advances in Using Experience Sampling Methodology in Entrepreneurship Research *Advancing ESM in Entrepreneurship*



Organizer: **Emi Makino**, *Hiroshima U.*

Organizer: **Cynthia L. Sherman**, *California State U. Channel Islands*

Organizer: **Masakatsu Ono**, *Alliance Manchester Business School, U. of Manchester*

Speaker: **Daniel Judson Beal**, *Virginia Tech*

Speaker: **Marilyn Ang Uy**, *Nanyang Technological U.*

Speaker: **Dominika Wach**, *Technische U. Dresden*

Speaker: **Martin Lackeus**, -

Entrepreneurs operate in contexts characterized by high degrees of complexity and uncertainty that cannot be effectively examined using traditional cross-sectional surveys. For over a decade now, researchers have identified the Experience Sampling Method (ESM) as having methodological strengths that can overcome many of the challenges in studying the dynamic, multi-level, psychological and organizational processes inherent in entrepreneurship. In ESM studies - known in some disciplines as Ecological Momentary Assessment (EMA)- researchers can sample the lived experiences of participants by having them answer questions “in the moment” with high ecological validity and low recollection bias. Advances in mobile technologies have made it both a cost-efficient and accessible method, resulting in an explosion of ESM-based studies in organizational behavior and medicine. Despite the interest in the method however, entrepreneurship has yet to fully leverage the potential of experience sampling. This workshop brings together researchers who are conducting innovative studies utilizing ESM to examine emotions, well-being and education in the context of entrepreneurship. Preliminary findings from a structured literature review of ESM in entrepreneurship will also be presented. Methodological issues including the limitations and challenges will be addressed by invited speakers. Scholars and practitioners who are new to the method will have the opportunity to ask questions and discuss how ESM can advance their research and practice. We pay tribute to Mihaly Csikszentmihalyi (1934-2021), the psychologist who pioneered the method through his studies on creativity and flow.

We will provide additional logistical information about the PDW through this URL: <https://bit.ly/AOMESM-PDW>

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **853** | Submission: **18646** | Sponsor(s): **(GDO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 2:00PM - 3:30PMPT (UTC-7)** at **Sheraton Grand Seattle in University**

Rooting Out Racism in Organizations

Session Moderator: **Jay Hardy**, *Oregon State U.*

GDO: **Racial Stratification in Organizational Hierarchies as an Emergent Phenomenon**   

Author: **Jay Hardy**, *Oregon State U.*

Racially stratified organizational hierarchies are prevalent in modern society. In this paper, we draw upon theories of emergence to argue that this phenomenon can be explained, in part, as a byproduct of the combined behavior of many individuals who express only small biases against persons of color (POCs) in promotability evaluations. Compounding this problem, we contend that commonly used, seemingly “color-blind” promotion policies can have the unintended side effect of exacerbating and institutionalizing racial disadvantage. To test these propositions, we developed a dynamic, agent-based model designed to simulate the structure and staffing decision-making policies of a typical, mid-sized Fortune 500 company. We then used this model to run a series of simulated experiments exploring the combined impact of racial bias and promotion policy on POC representation within the organizational hierarchy. Simulation results highlight the largely untapped promise of structural solutions to the problems of racism at work.

Paper is Available to Meeting Registrants Only.

GDO: **An Occupational Source of Racial Inequality: The Roles of Conscientiousness and Education**   

Author: **Hee Man Park**, *Pennsylvania State U.*

Author: **Timothy A. Judge**, *The Ohio State U. Fisher College of Business*

Author: **Seunghoo Chung**, *The Hong Kong Polytechnic U.*

Author: **Yuhan Zhan**, *Western Kentucky U.*

The literature on racism in the workplace has shed much light on the impact of racial discrimination on career outcomes, especially with respect to psychological processes (e.g., biases, attributions, perceptions, and decision-making). However, there has been relatively little research on the role of the occupational environment in racial inequality. Because the focus of most previous studies has been on income or types of occupations, a comprehensive understanding of the occupational contexts associated with racism has remained elusive. We argue that certain occupations tend to confer significant systemic, and often implicit, advantages and that racial minorities have less access to occupations with high privilege. Invoking the theory of work adjustment, status process theory, and racial stereotyping, we theorize that the socially desirable occupational characteristics of status, recognition, authority, and advancement constitute occupational privilege and are distributed unevenly across racial groups. Furthermore, we propose that occupational privilege serves to create racial disparities in extrinsic and intrinsic career outcomes. Finally, it was argued that educational level and conscientiousness, two robust predictors of career outcomes, are positively associated with occupational privilege but that the positive associations are weaker for members of racial minorities than for the racial majority owing to negative racial stereotypes. We tested these hypotheses with a large (N = 4,445) longitudinal sample created from two comprehensive datasets collected over 20 years. Results of multi-level regression supported our hypotheses. Thus, our research demonstrates that occupational privilege is a fundamental aspect of racism in the workplace.

Paper is Available to Meeting Registrants Only.

GDO: **The Influence of Social Norms on the Endorsement of Anti-Black Attitudes**  

Author: **Abby Corrington**, *Providence College, School of Business*

Author: **Naomi Fa-Kaji**, *Rice U.*

Author: **Michelle Hebl**, *Rice U.*

Author: **Anamely Salgado**, *U. of Southern California*

Author: **N. Derek Brown**, *Haas School of Business, UC Berkeley*

Author: **Linnea Ng**, *Rice U.*

The last few years have been a testament to the fact that anti-Black racism is alive and well in America. It manifests not only in macro-level indicators of social inequity (e.g., housing, education) but also manifests within individual organizations. Importantly, individuals in organizations can express anti-Black and other racist sentiments that influence the attitudes that others express. In the current research, we examine the power of proximal organizational norms in two studies. In Study 1, 269 participants heard a member of their institution condone or condemn anti-Black racism and were then asked to give their own attitudes about that same group. Results revealed that participants were strongly influenced by the racist or anti-racist sentiments they heard; compared to those in the control condition, those who heard an organizational peer condone racism were also more likely to condone, and those who heard an organizational peer condemn racism were also more likely to condemn. In Study 2, we continued to examine the expression of anti-Black racism by investigating the influence of proximal norms (within an organization) in comparison to distal norms (within a more socially and physically distant reference group, i.e., country). Consistent with Study 1, results showed that the proximal norms (but not the global norms) strongly influenced the extent to which 217 participants expressed anti-racist sentiments. We discuss the results by considering the critical role that both individual workplace allies and collective organizations can play in shaping the expression of anti-Black racism.

Paper is Available to Meeting Registrants Only.

Author: **Darryl Rice**, *Miami U.*

Author: **Terrance L. Boyd**, *Louisiana State U.*

Author: **Douglas A. Franklin**, *U. of St. Thomas*

In the wake of the tragic deaths of Breonna Taylor, Ahmaud Arbery, and George Floyd, many organizations issued statements proclaiming #BlackLivesMatter. Nonetheless, management scholars have highlighted the various ways that organizations show that Black employees do not matter and have called for a greater emphasis on Black scholarship. Black scholarship refers to the epistemic practices grounded in the social realities of Black people at work or in society. We seek to extend Black scholarship research by integrating insights from the Trump effect literature. Subsequently, we rely on social cognitive and organizational resentment theories to explain why Trump-supporting supervisors have an anti-Black racial bias and why they model the abusive leadership style of former United States President Donald J. Trump that elicits organizational resentment from Black employees. Across two studies (an experimental-causal-chain study and a field study), we find that perceived Trump-supporting supervisors, in comparison to perceived Trump-opposing supervisors, are more likely to abuse their Black employees. In turn, as Black employees experience abusive supervision, they develop resentment toward their employers. We also find that the impact of abusive supervision on organizational resentment is weaker when Black employees' organization-based self-esteem (OBSE) is low compared to high. This is because Black employees with low OBSE are more likely to blame themselves for the abuse. Theoretical contributions, practical implications, limitations, and future research are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **854** | Submission: **18970** | Sponsor(s): **(HR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 2:00PM - 3:30PMPT (UTC-7)**

High-performance Work Systems

Session Moderator: **Peipei Bai**, *Hongik U.*

HR: Self-Sacrificial Leadership and the Dark Side of High-Performance Work Systems

Author: **Peipei Bai**, *Hongik U.*

Author: **Longzhen Li**, *Hongik U. College of Business Management*

Author: **Jongwook Pak**, *Trinity College Dublin*

Although the dark side of high-performance work systems (HPWS) has been recognized among researchers, few studies have inquired about how negative employee-level HR experiences could be alleviated. To fill this void, we investigate how self-sacrificial leadership (SSL) interacted with HPWS in explaining variance in such individual experiences as employee exhaustion and turnover intention, using a multilevel sample of 209 employees nested in 37 teams from a large real estate company in China. The findings showed that HPWS was positively related to the two experience measures. More notably, we found that such a dark side of HPWS is mitigated under the condition of high SSL. The findings contribute to the HRM literature, underlining the roles of SSL over the implementation processes of HPWS. We discuss the theoretical and managerial implications and propose future research directions.

Paper is Available to Meeting Registrants Only.

HR: Antecedents of Use of High-Performance Work Systems: A Meta-Analysis

Author: **Dishi Hu**, *Fox School of Business, Temple U.*

Author: **In-Sue Oh**, *Fox School of Business, Temple U.*

Author: **Joo Hun Han**, *Rutgers U.*

Author: **Yan Pan**, *Rutgers U., School of Management and Labor Relations*

Strategic human resource management scholars have examined whether and how the intensity with which firms utilize high-performance work systems (HPWS) affects firm outcomes (e.g., firm productivity and profitability). However, our understanding of the conditions under which HPWS are used is limited. This opens the question of what external and internal factors are related to HPWS use in firms. In the current study, we (a) identify and classify essential antecedents of HPWS use based on the ability-motivation-opportunity (AMO) perspective and (b) conduct a comprehensive narrative and meta-analytic review of previous studies. After controlling for common method/source variance, our meta-analytic results show that past operational performance and past financial performance are the two strongest ability-related antecedents of the use of HPWS. Management's emphasis on the HR function and management's emphasis on the HR function are the two strongest motivation-related antecedents; and industry complexity is the strongest opportunity-related antecedent. Furthermore, our second-order meta-analysis indicates that the motivation-related category has the strongest association with HPWS use, followed by the ability- and opportunity-related categories. We discuss the theoretical and practical implications of these results along with study limitations and future research directions.

Paper is NOT Available. Please contact the author(s).

HR: Going Beyond the Firm Perspective: What Do Employees Think of the High-Performance Work Systems?  

Author: **Jimin Kwon**, *Yonsei U.*

Author: **Sun Wang Kim**, *Doctoral Student at Yonsei U.*

Although research on High-Performance Work Systems (HPWS) has been measured from the perspective of organizations, recent work calls for the need to focus on the perceptions of HPWS by employees. Drawing on assertions from social exchange theory and signaling theory, we propose that perceptions of HPWS (PHPWS) will generate innovative behavior among employees via perceived organizational support (POS), which could be even more strengthened when they are supported by their leader. Based on a sample of 800 employees from 10 firms across different industries, results indicate that employees' PHPWS have positive associations both with their POS and innovative behavior, and that POS mediates the positive relationship between PHPWS and innovative behavior. Moreover, we further found that a positive relationship between their POS and innovative behavior and the indirect effect of PHPWS on innovative behavior via POS were even more strengthened by leader support, confirming its moderating effect. We discuss theoretical and practical implications for human resources management and innovation in organizations.

Paper is Available to Meeting Registrants Only.

HR: High-Performance Work Systems and Innovation Performance Link: How Dynamic Capabilities Mediate

Author: **Shiva Sheikhi**, *Shahid Beheshti U. of Medical Sciences*

Author: **Christopher D. Zatzick**, *Simon Fraser U.*

Author: **Hossein Heidarian Ghaleh**, *Phd candidate at allameh tabataba'i U.*

Author: **Gholamhossein Mehralian**, *Nottingham Business School*

In this study, we develop and test a framework that theorizes how high-performance work systems (HPWS) - a set of interrelated HR practices - build dynamic capabilities (i.e., learning, integration, and reconfiguration capabilities), which in turn lead to innovation performance. We also hypothesize that organizations with a stronger innovation culture will be better able to convert resources and capabilities into innovation performance. We test our hypotheses using time-lagged, multisource data from 173 companies in the Iranian pharmaceutical industry, a knowledge-intensive, high-velocity environment highly dependent on human resources to innovate. We found that the relationship between HPWS and innovation performance was mediated by dynamic capabilities. Further, consistent with our prediction, innovation culture moderated the relationship between dynamic capabilities and innovation performance such that innovation culture strengthened the relationship between dynamic capabilities and innovation performance. The theoretical and practical implications of our findings are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **855** | Submission: **18718** | Sponsor(s): **(HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 2:00PM - 3:30PMPT (UTC-7)** at **Hyatt Regency Seattle in 603 Skagit**

The Use of Artificial Intelligence in HRM

Session Moderator: **Brent Clark**, *U. of Nebraska Omaha*

HR: **Artificial Intelligence in Hiring and Applicant Attraction: The Role of Ethical Perceptions**  

Author: **Serge P. Da Motta Veiga**, *EDHEC Business School*
Author: **Maria Figueroa-Armijos**, *EDHEC Business School*
Author: **Brent Clark**, *U. of Nebraska Omaha*

The ethics of using artificial intelligence (AI) have been of concern for a generation, but interest in the topic has sharply increased in recent years. Yet, we do not fully understand how ethical perceptions about AI influence both applicants and the organizations that use it. In this paper, we build on the person-organization fit model (Kristof, 1996), social identity theory (Tajfel & Turner, 1979), and applicant attraction research (Chapman et al., 2005) to investigate whether and how ethical perceptions of using AI in hiring are related to applicant attraction. We conducted two studies with both job seekers and employed individuals with hiring experience and found that ethical perceptions of using AI in hiring are positively related to perceptions of organizational attractiveness both directly and indirectly via perceptions of organizational innovativeness. We found no differences in these relationships between job seekers and employed individuals with hiring experience. Interestingly, the influence of ethical perceptions of using AI in hiring are not consistent across hiring methods. For instance, we found that individuals who consider it ethical for organizations to use AI in intrusive ways, such as analyzing social media information for traits and characteristics, viewed such organizations as more innovative and attractive.

Paper is Available to Meeting Registrants Only.

HR: **Warmth Matters, Not Competence: AI Recruiting and Applicants' Organization Attraction**  

Author: **Federico Magni**, *ETH Zürich*
Author: **Yaping Gong**, *The Hong Kong U. of Science and Technology*

Organizations are increasingly using artificial intelligence (AI) in recruitment and selection to enhance their hiring, but little research has been conducted on how and when having an AI recruiter influences recruitment outcomes. Basing our hypotheses on signaling theory and theories of algorithm aversion, with four experimental studies we tested (a) whether perceptions of the organization's (reduced) warmth and (increased) competence mediate the effect of the recruiter's identity (as AI rather than human) on organization attraction, and (b) the applicants' technophilia as a moderator of these indirect effects. We found consistent support for the hypotheses about the warmth pathway, but not for the ones about the competence pathway. With these findings, we extend recruitment research by applying signaling theory to human-machine interactions in the recruitment process. We also extend signaling theory and research by identifying AI recruiter as a signal that job applicants use to infer an organization's characteristics, which influence their attraction to the organization.

Paper is NOT Available. Please contact the author(s).

HR: **Robot Recruiting: The Impact of AI Evaluators on Justice, Trust and Company Perceptions**  

Author: **Nathan Meikle**, *U. of Kansas*
Author: **Agnes Andor**, *Southern Methodist U.*
Author: **Ann Tenbrunsel**, *U. of Notre Dame*

Organizations are increasingly utilizing artificial intelligence (AI) to evaluate job candidates. While much is known about how job candidates perceive companies based on human-to-human interaction in the personnel selection process, little is known about how the use of AI to evaluate candidates affects company perceptions. In a field study (N=179), we find that candidates perceive companies more negatively when they use AI evaluators compared to human evaluators. This result is partially explained by decreased perceptions of fairness and trustworthiness on behalf of the candidates. In Study 2 we conducted a field experiment (N=307) replicating these findings. Our research demonstrates that while it may be more efficient for companies to use AIs to evaluate candidates this approach may come at a significant cost to companies.

Paper is Available to Meeting Registrants Only.

HR: **An Integrated Strategic Architectural Framework for AI-Augmented HRM**   

Author: **Prikshat Verma**, *cardiffmet*

Scholars currently lack a conceptual framework that explains, from a technology-driven HRM perspective, how Artificial Intelligence(AI) techniques can be acquired, deployed, integrated, and reconfigured to fulfil HRM objectives. To bridge this research gap, this study presents an integrated strategic architectural framework for AI-Augmented HRM. Drawing on management theories and integration process of AI from information management literature, this research presents an integrated strategic architectural framework for HRM(AI) exploring organisational antecedents, the processual mechanism of HRM(AI) architecture, its linkage with HRM domain-specific outcomes, organisational level outcomes and resultant organisational performance. The proposed integrated strategic architectural HRM(AI) framework has the potential to be explored in the form of multiple testable research propositions for future research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **856** | Submission: **10809** | Sponsor(s): **(HR, OB, GDO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 2:00PM - 3:30PMPT (UTC-7)** at **Hyatt Regency Seattle in 408 Was hougal**

The Pervasiveness and Power of Political Affiliation/Ideology in Organizations

Political Affiliation/Ideology



Session Chair: **Sharon Sheridan**, *College of Business, Clemson U.*
Session Chair: **Philip L. Roth**, *Clemson U.*
Participant: **Phil Bobko**, *Gettysburg College*
Participant: **Jason Thatcher**, *Fox School of Business, Temple U.*
Participant: **Wenxi Pu**, *U. of Manitoba*
Participant: **Christopher C. Rosen**, *U. of Arkansas*
Participant: **Young Eun Lee**, *Florida State U.*
Presenter: **Maira Elize Ezerins**, *U. of Arkansas, Fayetteville*
Presenter: **Cecily Cooper**, *U. of Miami*
Participant: **Craig D. Crossley**, *U. of Central Florida*
Participant: **Kurt T Dirks**, *Washington U. in St. Louis*
Presenter: **David A. Harrison**, *U. of Texas at Austin*
Participant: **Alison V. Hall**, *U. of Texas At Arlington*
Participant: **Larissa R. Garcia**, *U. of Houston*

The political landscape in the U.S. has become increasingly negative as members of major parties dislike each other more than at any time in the recent past. Some researchers characterize the dynamics as the “age of rage” (Webster, 2020). Against this backdrop we bring together four papers that outline the pervasive implications of political affiliation/ideology at work. Two papers suggest that political discourse at work, even if one is not engaging in it, has negative effects such as job dissatisfaction, rumination (on negative events), and insomnia as well as engaging in counterproductive work behaviors. A third paper addresses the explanatory variables that help understand why political affiliation/ideology related variables influence hiring. Results suggest that suspicion and trustworthiness are key variables such that suspicion helps predict negative outcomes such as expected CWBs while trustworthiness helps explain positive outcomes such as expected task performance. Our last paper addresses the issue of how political affiliation influences reactions toward anti-racism programs and shows that political affiliation was the strongest antecedent of reactions toward such programs and toward organizational attraction. All told, the papers suggest political affiliation/ideology is a critical variable with pervasive effects on employees’ cognitions, emotions, and well-being, as well as consequences for organizations.

Political Discourse at Work: How and Why Ambient Political Conversations Impact Employee Outcomes

Author: **Maira Elize Ezerins**, *U. of Arkansas, Fayetteville*
Author: **Young Eun Lee**, *Florida State U.*
Author: **Christopher C. Rosen**, *U. of Arkansas*
Author: **Phillip L. Roth**, *Clemson U.*

Enough Already! The Implications of Political Discourse at Work

Author: **Cecily Cooper**, *U. of Miami*
Author: **Kurt T Dirks**, *Washington U. in St. Louis*
Author: **Craig D. Crossley**, *U. of Central Florida*
Author: **Sharon Sheridan**, *College of Business, Clemson U.*

The Influence of Political Affiliation in the Workplace: The Role of Trustworthiness and Suspicion

Author: **Philip L. Roth**, *Clemson U.*
Author: **Phil Bobko**, *Gettysburg College*
Author: **Jason Thatcher**, *Fox School of Business, Temple U.*
Author: **Wenxi Pu**, *U. of Manitoba*

Partisanship vs. Principles for Policies: What Drives Responses to Anti-Racist Workplace Initiatives

Author: **David A. Harrison**, *U. of Texas at Austin*
Author: **Alison V. Hall**, *U. of Texas At Arlington*
Author: **Laura Garcia**, -

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **857** | Submission: **12791** | Sponsor(s): **(MED)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 2:00PM - 3:30PMPT (UTC-7)**

On the Worth of Entrepreneurship Education: Entrepreneurship beyond Entrepreneurship? *On the Worth of Entrepreneurship Education*

Panelist: **Eliana Crosina**, *Babson College*
Organizer: **Danna Greenberg**, *Babson College*
Organizer: **Erin Frey**, *U. of Southern California -Marshall School of Business*
Moderator: **Andrew C. Corbett**, *Babson College*
Panelist: **Alain Fayolle**, *EMLYON Business School*
Panelist: **Michela Loi**, *U. of Cagliari*
Panelist: **Ulla Hytti**, *U. of Turku, Finland*
Panelist: **Luke A. Pittaway**, *Ohio U.*
Panelist: **Diamanto Politis**, *Lund U., School of Economics and Management*
Discussant: **Eric Liguori**, *Rowan U.*

Decades of research at the nexus of economics, management, and public policy suggest that entrepreneurship spurs innovation (Acs & Audretsch 1990; Baumol, 2002), creates jobs (Davidsson, Delmar, & Wiklund, 2006), and drives economic growth (Malecki, 2018). Given the importance of entrepreneurship, it is no surprise that over the past decades, academic institutions worldwide have invested extensive resources in developing an array of entrepreneurship offerings (Katz, 2003). Despite the growing popularity of entrepreneurship education, some continue to question whether entrepreneurship can be taught in a formal educational setting, particularly given the traditional structure of higher education vis-à-vis the fluid needs of aspiring entrepreneurs (Aronsson 2004; Bhatia & Levina, 2020; Fiet, 2000). In addition, there remains a paucity of evidence supporting the link between entrepreneurial education and entrepreneurial outcomes, and most notably, the creation of new ventures (Pittaway & Cope, 2007). As a result, the relationship between entrepreneurship education and new business formation remains inconclusive (Patzelt, Williams, & Shepherd, 2014). In this symposium, we bring together an international group of entrepreneurship education scholars who will lead us in discussion to explore the value of entrepreneurship education and consider pedagogies and approaches that best support the learning of students aspiring to engage in entrepreneurship. These questions are particularly pertinent to the 2020 AOM Theme of “Creating a Better World Together” as entrepreneurship and entrepreneurship education have an important role to play in building new organizations that are poised to partner to address societal challenges, environmental degradation, and build a “new normal.”

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **858** | Submission: **18895** | Sponsor(s): **(MH)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 2:00PM - 3:30PMPT (UTC-7)** at **Hyatt Regency Seattle** in **305 Chelais**

**Business Ethics, Corporate Historic Crimes and Religious Identity in
Management History**



Session Moderator: **James M. Wilson**, *U. of Glasgow*

MH: A cursory Overview of Business Ethics  

Author: **Aleta Sanford**, *Minnesota State U., Moorhead*

Author: **Gokce Serdar**, *Minnesota State U., Moorhead*

Author: **Siwei Zhu**, *Minnesota State U., Moorhead*

The ethical dimension of business has long been acknowledged; however, specific frameworks for implementing ethics in business contexts have arisen and garnered attention. This paper aims to provide a brief overview of the evolution of business ethics throughout history, beginning with broader normative ethical theories that can be applied to businesses and then moving to business-specific theories. An understanding of the past, including both ethical theories and the history of modern business, can illuminate the current situation and layout potential future directions for the discipline and practice of business ethics. The paper takes a literature review approach, conducting several searches with no time restrictions, to summarize and understand critical movements in business ethics that impact the practice of modern business. The contributions of this paper include a high-level overview of the current status of ethics in business as well as future directions for both the research and practice of business ethics.

Paper is Available to Meeting Registrants Only.

MH: Accounting, Religious Identity, Control and Discipline in the Quaker Lead Company, c.1800–c. 1860

Author: **Tom McLean**, *Durham U. Business School*

Author: **Tom McGovern**, *Newcastle U.*

Business histories of Quaker firms have generally presented them as enlightened employers and providers of industrial welfare. Quaker labour management and industrial welfare practices during the British Industrial Revolution (BIR) have been relatively neglected by accounting and business historians. We conduct a ‘macro’ study of the roles of accounting in labour control and discipline and the provision of industrial welfare during the BIR in the religious, social and institutional contexts of the Quaker Lead Company. The research draws upon literature and data which present divergent views of the Company’s employment practices. The research finds that the historical construction of Quakers as enlightened employers and industrial philanthropists must be viewed with much caution. There was little that was uniquely and distinctively ‘Quaker’ in the Company’s approaches to labour control and discipline and its use of accounting in these respects.

Paper is Available to Meeting Registrants Only.

MH: Situational Influences on how Daisy Douglas Barr turned from Quaker Minister to Ku Klux Klan Empress  

Author: **Jay J. Janney**, *U. of Dayton*

Author: **Terry L Amburgey**, *U. of Toronto*

Author: **Della Stanley-Green**, *U. of Dayton*

Famed Quaker minister and pastor Daisy Douglass Barr did not change her message but she changed her audience in the 1920s, from Friends Meetinghouses to Ku Klux Klan rallies. We argue three situational influences contributed to her decision. First, the rise of paid pastors (1870s) increased ministerial turnover, as paid ministers moved to larger congregations. In addition, Friends became more open to allying with non-Quaker organizations. Second the 1902 merger of the Men’s and Women’s Monthly Meeting for Worship and Business decreased networking opportunities for ministers. Finally, the Ku Klux Klan formally adopted several social activism values consistent with protestant denominational values, including temperance. A minister who advocated for temperance did not have to change their message, while enjoying the potential for larger audiences and more compensation.

Paper is Available to Meeting Registrants Only.

MH: Why Do Organizations Respond Differently When Accused of Historic Crimes?  

Author: **Andrew D A Smith**, *U. of Liverpool*

Author: **William Foster**, *U. of Alberta*

Author: **Jason Russell**, *State U. of New York Empire State College*

Author: **Emily Buchnea**, *Newcastle Business School, Northumbria U.*

This paper contributes to the growing literature on corporate historic crimes by challenging the ways of thinking about moral evaluation that have hitherto informed research on this topic. We do so by examining managers’ responses to the ongoing campaign for corporate reparations for slavery. In recent years, social movements such as BLM have called upon the firms that historically profited from African slavery to apologize and pay reparations. We show that these firms have responded in strikingly different ways when confronted by activists who produced irrefutable evidence that they had once profited from slavery. Some of these firms apologising profusely and announced they would spend on restorative justice measures, while other firms facing essentially similar accusations refused to apologize or even comment on the accusation. We explain this difference in response with the Social Intuitionist Model (SIM) of moral reasoning. We find that while part of the observed difference in firm responses can be easily explained by looking at their current business models, firm responses were also strongly influenced by political ideology, a factor largely ignored by the extant literature on historic corporate responsibility. In the model we develop to explain firm responses to accusations of immoral behaviour in the past, a key factor is the nature of the moral universe inhabited by the firm’s managers and stakeholders. When a firm’s core stakeholders and managers inhabit the “moral universe” associated with the present-day Anglo-American left, the firm is much more likely to apologise for its historical connections to racial slavery than if its core stakeholders and managers inhabit the moral universe associated with political conservatism. We identify important implications for business ethics researchers and practitioners.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **859** | Submission: **15662** | Sponsor(s): **(MSR, ODC, OB)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Sunday, Aug 7 2022 2:00PM - 3:30PMPT (UTC-7)**

From Mindless Empathy to Conscious Compassion
From Mindless Empathy to Conscious Compassion



Coordinator: **Svetlana S. Holt**, *Woodbury U.*

Presenter: **Adam Wood**, *Woodbury U.*

Presenter: **Susan Brownlee**, *The Center for Leading in Community*

Presenter: **Amelia N. Indrajaya**, *Sekolah Tinggi Manajemen IPMI (IPMI International Business School)*

The PDW will explore, in an interactive mode, the different forms and aspects of empathy, our own underlying conscious and unconscious biases influencing our capacity for and direction of empathy, and discuss ways to apply it mindfully, at the right time and place, consciously making an effort to minimize the potential unintended harm these biases may cause to all stakeholders.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **860** | Submission: **19588** | Sponsor(s): **(OB)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 2:00PM - 3:30PMPT (UTC-7)**

Dysfunctional Work Contexts

Session Moderator: **Wen Xu**, *U. of Nottingham, China*

OB: Antecedents of Abusive Supervision: A Trait Activation Perspective

Author: **Zengxin Li**, *Renmin U. of China*

Author: **Ge Li**, *School of Business, Renmin U. of China*

The prevalence and destructiveness of abusive supervision call for attention on its antecedents to prevent its occurrence. Drawing on general aggression model, this study examines the combined effect of personal traits (i.e. supervisor trait anger and subordinate trait anger) and situational factors (i.e. group interpersonal justice climate and group positive emotion climate) on abusive supervision. Data analysis from a two-wave data from 113 teams (each with one supervisor and four subordinates) in one property management company in southern China showed that : At the team level, supervisor trait anger was positively related to the team-level abusive supervision, and this relationship was negatively moderated by group interpersonal justice climate and group positive emotion climate; at the individual level, subordinate trait anger was positively related to the individual-level abusive supervision perception, and their positive relationship was strengthened by supervisor trait anger, while the moderating effect of supervisor trait anger was negatively moderated by group interpersonal justice climate.

Paper is Available to Meeting Registrants Only.

OB: The Antecedents to, and Outcomes of, Workplace Leader Arrogance

Author: **Graeme Keith Mitchell**, *Flinders U.*

Author: **Adela Jana McMurray**, *Flinders U.*

Author: **Ashokkumar Manoharan**, *Flinders U.*

Author: **J. Irudhaya Rajesh**, *Flinders U.*

Legislation enacted in the past two decades has been designed to address unacceptable behavior at work to protect people from harm. Yet little attention has been given to a specific behavior that contributes to the detrimental treatment of people at work that can seriously impact both individuals and organizations. That behavior is arrogance, both workplace and workplace leader arrogance. This study conducts a systematic literature review into how workplace and workplace leader arrogance is understood and defined in the literature, and what the antecedents to, and outcomes from it, are. Our purpose is to examine and clarify research into this behavior in the workplace, with the intention that potential gaps in the literature be identified to create opportunities for future interventions and research. Arrogance, including workplace and workplace leader arrogance, is generally defined in terms of an individual's misplaced sense of superiority manifested in disparaging behaviors targeting others. The systematic literature review identified that from 2000-2021, thirty-seven scholarly papers were published addressing arrogance, workplace arrogance and workplace leader arrogance. Of these, fourteen papers investigated workplace and workplace leader arrogance, seven being empirical studies and seven non-empirical. Analysis revealed the common antecedent was self-esteem and variables reflecting organizational culture were the most common outcomes studied over the past two decades. Our findings inform the development of a new model identifying the antecedents and outcomes to workplace arrogance, which to date is not found in the literature.

Paper is Available to Meeting Registrants Only.

OB: The Online Self-Disclosure of Workplace Mistreatment: A Novel Construct 

Author: **Chelsie Josephine Smith**, *Sprott School of Business, Carleton U.*

Author: **Angela M. Dionisi**, *Sprott School of Business, Carleton U.*

Anecdotal evidence suggests that employees who are mistreated at work are speaking out about these incidents online, despite the risks to both themselves (e.g., social retaliation, professional consequences) and their organizations (e.g., reputational damage). Throughout this paper, the construct of online self-disclosure is borrowed from the literatures of social, clinical, and media psychology, and applied to the context of speaking out about workplace mistreatment. Online self-disclosure of workplace mistreatment is differentiated from the established constructs of voice and silence, and expectancy theory and cognitive heuristics are integrated to suggest when a target may choose to disclose their experiences of workplace mistreatment online. Finally, propositions are presented to support future investigations into this unique behavioural response. Scholars and practitioners who are invested in eradicating workplace mistreatment are advised to pay attention to online self-disclosures, as these communications signal inadequate workplace voice mechanisms, and thus multiple workplace mistreatment-related problems that need to be addressed.

Paper is Available to Meeting Registrants Only.

OB: How Does Customer Mistreatment Lead to Employee Retaliation? From The Lens of Self-Threat   

Author: **Xi Chen**, *U. of Nottingham, China*

Author: **Wen Xu**, *U. of Nottingham, China*

Author: **Sathyaprakash Balaji Makam**, *U. of Nottingham, China*

Customer mistreatment is a serious issue faced by employees and significantly undermines their service behaviors. Previous studies have identified two mechanisms underlying the negative effects of customer mistreatment—by generating negative emotions and injustice perceptions. In this paper, we advance a new mechanism and argue that customer mistreatment engenders a threat for how employees feel about themselves—defined as self-threat—which further undermines their customer-oriented behaviors and leads to sabotage against customers. With an online experiment, we show that self-threat mediates the effect of customer mistreatment on reduced customer-oriented behaviors and increased customer-directed sabotage, especially for those whose self-worth is contingent on their workplace performance. A field experiment with medical professionals further shows that self-affirmation intervention attenuated the effect of patient mistreatment on medical professionals' self-threat and further decreased their sabotage against patients. This paper contributes to research of customer mistreatment by illuminating a new mechanism, highlighting the risk group impacted by customer mistreatment and suggesting a new way to alleviate negative impacts of customer mistreatment.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **861** | Submission: **19558** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 2:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center in Room 309**

Coworking, Platforms and Flexible Work

Session Moderator: **Stefano Rodighiero**, *U. of Bologna*

OB: Flubber Teams: The Emergence of Dynamic Platform-Enabled Teams in Business Organizations 

Author: **Michał Szymanski**, *Moscow School of Management Skolkovo*

Author: **Ivan Smagin**, *Moscow School of Management Skolkovo*

Author: **Eugeny A. Kaganer**, *IESE Business School*

Digitalization is changing how organizations do business and organize their activities. New digital technologies have transformed sales, marketing, human resource management and other organizational processes. In this study, we examine the effect of digital transformation and the introduction of platform-enabled collaboration on the functioning of teams in organizations. We use the grounded theory method to analyze data collected during a year-long collaboration with a leading gas and oil company, which has introduced a proprietary freelance platform. We observe a novel approach to project and teamwork management resulting in a formation of new form of collaboration, which we call flubber teaming. Such teams have the ability to dynamically change their shape, form, hierarchy, and other properties, making these structures an attractive approach to teaming for large organizations. However, their emergence introduces additional pressures on organizational structures and culture.

Paper is Available to Meeting Registrants Only.

OB: A Longitudinal Study on Weekly Flexibilization, Boundaryless Work, and Presenteeism  

Author: **Ute Poethke**, *TU Dortmund U.*

Author: **Kai Klasmeyer**, *Federal Institute for Occupational Safety and Health (BAuA)*

Author: **Elvira Radaca**, *U. of Wuppertal - Schumpeter School of Business and Economics*

Author: **Stefan Diestel**, *U. of Wuppertal*

In the face of technological advancements, flexibilization and boundaryless work have become integral parts of modern occupational settings. Simultaneously, current research indicates a considerable increase in presenteeism—the behavior of working while sick. Meta-analytic findings indicate two main drivers for presenteeism: a high work motivation and an impaired state of health and psychological well-being. Research on flexibilization and boundaryless work shows that these job conditions enhance employees' work motivation but also impair employees' health. Based on conservation of resources theory and Miraglia and John's (2016) dual-path model on antecedents of presenteeism, we investigate how both job conditions affect attendance behavior (absenteeism and presenteeism) via motivation and well-being by conducting a weekly diary study over the course of nine weeks. In total, 284 people provided data on flexibilization, boundaryless work, flow experience, well-being, absenteeism, and presenteeism. Multilevel mediational analyses revealed that flexibilization prevents presenteeism, whereas boundaryless work can increase presenteeism (N = 2284 week-level). The results further revealed support for the health impairment path at the within-person and between-person levels whereas the motivational path was not supported at the within-person level. Our results offer several theoretical and practical implications for how modern work shape attendance behavior.

Paper is NOT Available. Please contact the author(s).

OB: Trouble in Paradise? How Competition and Sense of Community Affect Satisfaction in Coworking Spaces 

Author: **Till Marius Gantert**, *U. of Bayreuth*

Author: **Viktor Fredrich**, *U. of Bayreuth*

Author: **Mahmood Aslam**, *U. of Bayreuth*

Coworking spaces allow collaboration, knowledge exchange, and offer opportunities to develop social and professional networks. Our study of 182 users across 39 coworking spaces indicates that competition among users predicts users' overall satisfaction embedded within the space. By using data from two different sources and using structural equation modeling, we show that the combination of competition, sense of community, and self-efficacy positively influences users' satisfaction. In this paper, we contribute to the competition and sense of community literature by proposing how the reciprocal relationship with both factors can be crucial to user satisfaction and thus to the success of the CWS.

Paper is Available to Meeting Registrants Only.

OB: Thriving While Working Remotely: An fsQCA Application in Coworking Spaces 

Author: **Stefano Rodighiero**, *U. of Bologna*

Author: **Daniele Scarpi**, *U. of Bologna*

Author: **Cristina Boari**, *Department of management, Bologna U.*

The present study investigates what drives thriving at work for remote workers in coworking spaces. Coworking spaces are flexible workspaces involving individuals from various occupational backgrounds that work in shared work environments that are usually deemed as vibrant and supportive. Coworking spaces reflect significant changes in economic activity due to the increase in digital and location-independent knowledge work. These changes have been further accelerated by the COVID-19 pandemic, with many companies relying on coworking alternatives for their employees who work remotely. Within this scenario, acknowledging the complexity and importance of coworking spaces, recent literature calls for a more fine-grained understanding of how coworking spaces help achieve positive psychological outcomes such as thriving at work (e.g., represented by a joint sense of vitality and learning at work). A greater understanding of what drives remote workers' thriving in coworking spaces can help coworking providers and employing companies define work arrangements and environments that suit the different – and sometimes conflicting – needs, motives, and psychological experiences of remote workers. Acknowledging the complex set of interrelationships underlying thriving at work, this study leverages complexity theory and qualitative comparative analysis to uncover six different, yet equifinal, configurations of antecedents driving remote workers' thriving in coworking spaces.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **862** | Submission: **19587** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 2:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center** in **Room 611**

Developing Teams

Session Moderator: **Joo Hun Han**, *Rutgers U.*

OB: When Variability Becomes a Liability: Team Incentive Composition and its Multilevel Influences   

Author: **Joo Hun Han**, *Rutgers U.*

Author: **Hui Liao**, *U. of Maryland*

Author: **Aichia Chuang**, *U. of North Carolina at Greensboro*

Author: **Karen Lynden**, *U. of North Carolina, Greensboro*

In the present study, we propose the concept of team incentive composition that involves the average level of team members' team incentive levels and the variability in the team members' team incentive levels, and examine its influence processes at the individual and team levels. We suggest that, especially in project team contexts, teams may consist of members who receive varying levels of incentives based on team performance (termed team incentives). Despite the well-documented motivational effects, we hypothesize that team incentives may not adequately motivate individuals and teams when the variability of team incentives among the members is high. Drawing on expectancy theory and the free-riding concept, we theorize how such team incentive variability induces pervasive motivational loss for both individuals and teams, thus weakening the effects of team incentives on team performance. Analyses of data from 720 teams conducting business consulting projects reveal robust support for our hypotheses, underscoring the importance of aligning the intensities of team incentives among the team members to more fully unlock the motivational potential of the team incentives.

Paper is NOT Available. Please contact the author(s).

OB: Magnets of Collaboration: When Salary Disparity is a Draw Rather Than a Drag for Teaming  

Author: **Kevin M. Kniffin**, *Cornell SC Johnson College of Business*

Author: **John Angus Hildreth**, *Cornell SC Johnson College of Business*

Salary differences within teams have been studied in relation to a range of operational conditions and outcomes; however, whether and how the formation of teams is influenced by salary disparity has not been closely examined. Through a set of three replicated and pre-registered studies, we show evidence that teaming decisions are influenced by salary disparities. Study 1 finds – contrary to extant theories – that people tend to choose co-workers who are relatively high paid; however, the tendency relies significantly upon an assumption that salary is positively associated with co-workers' knowledge, skills, abilities, and experience (KSAE). In Study 2, we show that the prospect of teaming-up with higher-paid co-workers is associated with more favorable dispositions towards higher-paid co-workers, suggesting that organizations that foster collaboration enjoy greater flexibility with respect to their compensation structures. Study 3 indicates that people are more inclined to select a higher-paid co-worker when there will be generalizable skills; and, such decisions are mediated by the favorable dispositions expected of such a teammate. In contrast with frameworks that predict salary disparities should be a drag on teaming with higher-paid co-workers, we build new theory while identifying multiple conditions when people are more likely drawn to working with higher-paid co-workers.

Paper is Available to Meeting Registrants Only.

OB: A Closer Look at Team Interdependence: A Review and a Research Agenda

Author: **GERMAN CESPEDES**, *IPADE Business School*

Author: **Monica Franco-Santos**, *Cranfield School of Management*

Author: **Patrick Reinmoeller**, *IMD*

We conduct a systematic literature review addressing the question on what we know about team interdependence and its relationship to teams' performance. For that purpose, we select 114 peer-reviewed journal articles published in the last 21 years (1999-2020) that meet our inclusion and quality criteria and synthesize the knowledge presented in these papers advancing the team interdependence debate in three different ways. First, we provide an in-depth and updated analysis of the research on team interdependence to identify past and emergent trends. Second, we offer a summary of what we know about the relationship between interdependence and team performance. Third, we identify some of the gaps in the literature and opportunities for future research.

Paper is Available to Meeting Registrants Only.

OB: Taking the Emergent in Team Emergent States Seriously: A Review and Preview

Author: **Bård Fyhn**, *NHH Norwegian School of Economics*

Author: **Vidar Schei**, *NHH Norwegian School of Economics*

Author: **Therese Egeland Sverdrup**, *NHH Norwegian School of Economics*

Team emergent states are properties that develop during team interactions and describe team members' attitudes and feelings (e.g., cohesion, trust, and psychological safety). However, these states' "emergent" aspects have largely been neglected, as most studies do not examine the temporality of team phenomena. We review the empirical literature on team emergent states and demonstrate that while these states do emerge, there are no universal patterns in how they emerge. The review highlights the importance of studying the emergence of these states to enhance our knowledge of the causal directions, antecedents, and outcomes of team emergent states. We suggest that further research can advance our understanding of team dynamics by clarifying the concept of team emergent states, connecting to theories that can guide our search for temporal dynamics, adopting more qualitative studies to answer the "why" question, improving the methods used to study team emergent states, and including dynamics in our research models.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **863** | Submission: **10807** | Sponsor(s): **(OB, OMT, MOC)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Sunday, Aug 7 2022 2:00PM - 3:30PMPT (UTC-7)** at Seattle Convention Center in Chelan 5

The Flow of Information through Organizations: Exploring Multilevel Theorizing and Future Directions *The Flow of Information through Organizations*



Organizer: **Elizabeth Nguyen Trinh**, *U. of Michigan, Ross School of Business*

Panelist: **Ethan Scott Bernstein**, *Harvard Business School*

Panelist: **Brandy Aven**, *Carnegie Mellon U.*

Panelist: **Nir Halevy**, *Stanford U.*

Panelist: **Daan Van Knippenberg**, *Rice U.*

Panelist: **Markus Reitzig**, *U. of Vienna*

Organizer: **Derek Harmon**, *U. of Michigan*

The massive influx of information flowing through organizations has completely changed the landscape of work. The abundance of information offers both exciting and promising opportunities as well as creates workplaces that have become increasingly complex and difficult to navigate, presenting counterproductive and even harmful challenges. Therefore, how do (or should) individuals, teams, and organizations better process, harness, and influence the flow of information through hierarchies and other organizing structures? This question is especially relevant in the context of a greater push for transparency that we are seeing in society as well as in times of severe organizational uncertainty and instability (e.g., in light of the pandemic and its economic fallout)? In this moderated panel symposium, we seek to engage in meaningful discussion on how individuals, teams, and organizations can fully realize potentials and detriments of the increased information flow. Our symposium consists of a panel of five leading scholars -- Brandy Aven, Ethan Bernstein, Nir Halevy, Markus Reitzig, and Daan van Knippenberg (in alphabetical order by last name) -- who hold diverse perspectives and who were chosen due to their expertise on this topic. This symposium will highlight important insights into the potential possibilities and issues confronting scholars on information flow and information management, which we hope will guide future organizational research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **864** | Submission: **14893** | Sponsor(s): **(OB, RM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 12:30PM - 2:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **605 Snohomish**

Future Directions in Leadership: A Research Incubator with NLS Award Winners



Future Directions in Leadership

Organizer: **Brett Neely**, *U. of Nebraska-Lincoln*

Organizer: **Karen Landay**, *U. of Missouri - Kansas City*

Moderator: **Jeremy D. Meuser**, *U. of Mississippi*

Panelist: **Leanne Atwater**, *U. of Houston*

Panelist: **Peter Harms**, *U. of Alabama*

Panelist: **Jackson Lu**, *MIT Sloan School of Management*

Panelist: **Fadel Khalil Matta**, *U. of Georgia*

Panelist: **Brad Paul Owens**, *Brigham Young U.*

Panelist: **David A. Waldman**, *Arizona State U.*

This panel symposium brings together the 2020 and 2021 NLS award winners - eminent, mid-career, and rising leadership scholars - to discuss current trends in, and the future of, leadership research. The goal of the panel is to explore the conceptual, theoretical, and methodological challenges faced by leadership researchers as well as future directions in which the field may progress. Participants will have the opportunity to engage in a Q&A with the panelists to further discuss the current state of leadership's construct clarity, methods, and the application of leadership, to meaningfully move the field forward.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **865** | Submission: **11131** | Sponsor(s): **(OMT)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 2:00PM - 6:45PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 2**

**OMT Global Consortium: Doing Organizational Research
Around the World**
OMT Global Consortium



Organizer: **Yutaka Yamauchi**, *Kyoto U.*
Organizer: **Srividya Jandhyala**, *ESSEC Business School*
Panelist: **Andrew Spicer**, *U. of South Carolina*
Panelist: **Anna Kim**, *McGill U.*
Panelist: **Baniyelme D. Zoogah**, *DeGroot school of business*
Panelist: **Christina L. Ahmadjian**, *Rikkyo U.*
Panelist: **Christopher B. Yenkey**, *Darla Moore School of Business, U. of South Carolina*
Panelist: **Charles Eric Easley**, *Stanford School of Engineering*
Panelist: **Dalhia Mani**, *Indian Institute of Management, Bangalore*
Panelist: **Daniel Lerner**, *IE Business School*
Panelist: **Daniel Hjorth**, *Copenhagen Business School*
Panelist: **Eric Quintane**, *ESMT Berlin*
Panelist: **Gregoire Croidieu**, *EMLYON Business School*
Panelist: **Hitoshi Mitsuhashi**, *Waseda U.*
Panelist: **Jochem Kroezen**, *U. of Cambridge*
Panelist: **Jordan Siegel**, *U. of Michigan, Ross School of Business*
Panelist: **Maria Jose Murcia**, *FCE U. Austral & IAE Business School*
Panelist: **Mukta Kulkarni**, *Indian Institute of Management, Bangalore*
Panelist: **Pablo Daniel Fernandez**, *IAE Business School Argentina*
Panelist: **Rajiv Krishnan Kozhikode**, *Simon Fraser U.*
Panelist: **Robin Holt**, *Copenhagen Business School*
Panelist: **Ruth V. Aguilera**, *Northeastern U.*
Panelist: **Shige Makino**, *Kyoto U.*
Panelist: **Sun Hyun Park**, *Seoul National U.*
Panelist: **Suresh Bhagavatula**, *Indian Institute of Management, Bangalore*
Panelist: **Takahiro Endo**, *Hitotsubashi U.*
Panelist: **Tal Simons**, *Erasmus U. Rotterdam*
Panelist: **Tao Wang**, *Kyoto U.*
Panelist: **Yujin Jeong**, *American U., Kogod School of Business*

The Organization & Management Theory Division is hosting a “Global Consortium” for the fifth consecutive year at the 2022 Annual Meeting of the Academy of Management, titled “Doing Organizational Research Around the World”. The objective of the workshop is (1) to expand the organization and management theory scholarship from global perspectives, with questions, issues and practices based on alternative cultural and historical backgrounds; (2) to obtain high quality and specific feedback on research, based in international settings, from experienced mentors; and (3) to discuss common challenges and opportunities of planning, implementing, and publishing high quality organizational research using international settings. This PDW is sponsored by OMT and supported from regional organizations in a spirit of global collaborations: Africa Academy of Management, Asia Academy of Management, Iberoamerican Academy of Management, and Japanese Academic Association for Organizational Science.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**

Program Session: **866** | Submission: **18373** | Sponsor(s): **(ONE)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Sunday, Aug 7 2022 2:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center** in **Skagit 3**

**Rising to the Climate Emergency Through Corporate
Social Intrapreneurship**
Rising to the Climate Emergency



Panelist: **Bonnie Lei**, *Industry*

Panelist: **Chris Librie**, *Industry*

Panelist: **Kelsea Ballantyne**, *Industry*

Organizer: **Elisa Alt**, *King's College London*

Organizer: **Eli Malinsky**, *Aspen Institute Business & Society Program*

Organizer: **Nancy McGaw**, *Aspen Institute Business & Society Program*

Distinguished Speaker: **Maureen A. Scully**, *U. of Massachusetts, Boston*

Organizer: **Katrin Heucher**, *U. of Michigan*

Organizer: **Nicholas Poggioli**, *Appalachian State U.*

This consortium will engage a group of panelists in a formal, moderated, interactive discussion of (1) the corporate challenges in establishing and meeting net zero targets; (2) the role of corporate social intrapreneurs in addressing these challenges; (3) how corporations can find and nurture their 'climate intrapreneurs'; and (4) how academia can help advance corporate social intrapreneurship.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **867** | Submission: **18472** | Sponsor(s): **(PUBS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 2:00PM - 3:00PMPT (UTC-7)** at **The Westin Seattle in Pike**

AMJ OUTGOING Editorial Review Board
AMJ OUTGOING Editorial Review Board

Organizer: **Susan Zaid**, *Academy of Management*
Presenter: **Laszlo Tihanyi**, *Rice U.*

By invitation only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **868** | Submission: **19472** | Sponsor(s): **(SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 2:00PM - 3:30PMPT (UTC-7)** at **Hyatt Regency Seattle in 501 Chivawa**

(Un)Ethical Behavior, Leadership and Culture

Session Moderator: **Inge Marije Brokerhof**, *The Open U., Netherlands*

SIM: The Lure of Greed Beyond the Business School Popular Wall Street Narratives and Future Work Selves     

Author: **Inge Marije Brokerhof**, *The Open U., Netherlands*
Author: **Matthijs Bal**, *U. of Bath*
Author: **Omar Solinger**, *Vrije U. Amsterdam*
Author: **Paul G W Jansen**, *Vrije U. Amsterdam*

Popular Wall Street narratives displaying greed and wealth, such as *The Wolf of Wall Street*, have become large box-office successes, reaching wide audiences. In three exploratory mixed-method experiments, this study investigates how popular Wall Street narratives relate to students' and sales employees' future work selves - who they aspire to become in their future job or career. The findings indicate that, for business school students as well as sales professionals, characters in greedy Wall Street narratives are considered more desired future work selves in comparison to characters in critical or realistic narratives. Participants perceived morally ambiguous characters in greed narratives through a "winner frame" of self-made success and wealth. Greed narratives were also associated with lower levels of empathy, indicating an activation of the psychological mechanism of "self-reliance". In contrast, narratives adopting a "victim perspective" - in which the main characters suffer as a result of financial malpractice - were associated with higher levels of empathy. This study demonstrates the appeal of greedy characters on the future work selves of people who (aspire to) work in the field of financial sales. It sheds new light on the underlying mechanisms with which popular narratives can perpetuate a culture of greed in Wall Street.

Paper is Available to Meeting Registrants Only.

SIM: Means versus Ends in Business Ethics: A Behavioural Trade-off Between Compliance and Achievement

Author: **Leonie Decrinis**, *Copenhagen Business School Department of Management, Society and Communication*

William H. Newman Award Nominee

The academic discussion on decoupling commonly centres on the macro level, distinguishing between policy-practice and means-ends decoupling. The former concerns the merely symbolic adoption of policies; the latter refers to compliant adopters not achieving intended goals. I build on prior propositions of a trade-off between policy-practice and means-end decoupling in highly opaque fields where causal complexity undermines the understanding of institutional actors. Specifically, I argue that a similar tension exists on the micro level regarding the ethical behaviour of employees. Norm ambiguity in organisations is prone to trigger ethical blindness among ethically bounded humans, whereby their moral values and intentions fade away. This drives corporations to introduce tight control elements in form of clear rules, stringent monitoring and sanctioning to induce substantive compliance with specific aspects of ethics programmes. However, such tight controls fail to address overall field opacity by undermining the moral awareness of target individuals. Thereby, they hinder the achievement of an organisation's broader value-oriented ethics goals. The resulting tension points towards an inherent trade-off: addressing policy-practice decoupling may aggravate means-ends decoupling and vice versa. I conceptualise this tension and define conditions for a behavioural ethics approach in corporations under which the trade-off can be reduced.

Paper is Available to Meeting Registrants Only.

SIM: Extreme Organizational Identification: Evidence from a Modern Day Corporate Cult

Author: **Antonio Sadaric**, *U. of Ljubljana, School of Economics and Business*
Author: **Nina Pološki Vokic**, *Faculty of Economics & Business, U. of Zagreb*
Author: **Miha Skerlavaj**, *U. of Ljubljana, School of Economics and Business*

ABSTRACT After observing modern organizations experiment with spirituality and organizational culture, we revisit corporate cultism nearly 20 years after its initial conceptualization. We argue that strong and high-performing organizational cultures risk transforming into corporate cults without strong ethical standards, and propose a mixed-methods research approach to explore corporate cultism in a modern organization. In our qualitative study, we examine how many characteristics of destructive cults the observed organization exhibits. We summarize interviews with five middle managers from a single organization and conclude that 12 out of 14 characteristics of destructive cults are present in the studied organization. This suggests that occult behaviors can manifest themselves within a high-performing multinational company with a strong organizational culture, strong market brand and numerous international employer excellence certifications. By surveying 304 employees within the observed organization in our quantitative study, we test the empirical model of transformational leadership, organizational identification, and employee engagement within a corporate cult. Results indicate that the positive effects of transformational leadership on employee engagement are partially mediated by organizational identification. We conclude with theoretical and practical implications of corporate cultism as a salient ethical dimension of modern leadership.

Paper is Available to Meeting Registrants Only.

SIM: The Congruence Effect of Ethical Values of Leaders and Followers on Ethical Climate

Author: **Saleem Azhar**, *XJTU*
Author: **Zhe Zhang**, *Xi'an Jiaotong U.*
Author: **Aditya Simha**, *U. of Wisconsin, Whitewater*

Although research on organizational ethical climate (OEC) has attracted ample attention, research on antecedents of OEC remains relatively scarce. This study focuses on the critical internal drivers of OEC: leaders and followers. Specifically, integrating social cognitive theory and balance theory, we use a dyadic approach to consider leaders' and followers' ethical values in predicting OEC. We investigate whether and how the congruent ethical values of leaders and followers predict OEC. We conducted a multilevel field study with 164 leader-follower dyads and used polynomial regression with three-dimensional surface analysis. Our results reveal that leaders' and followers' ethical values predict OEC as independent ethical identities. They also determine OEC when their ethical values are more congruent and vice-versa. Furthermore, the incongruent ethical values of counterparts are vital in predicting OEC. We discuss the theoretical and practical implications of these findings.

Paper is Available to Meeting Registrants Only.

Author: **Darryl Rice**, *Miami U.*

Author: **MaQueba Massey**, *Jackson State U.*

Author: **Steven William Day**, *North Carolina Central U.*

In effort to extend duty orientation research, we focus on identifying an antecedent and two leadership outcomes of duty-oriented behavior. Across two studies (an experimental-causal-chain study and a multi-source field study), we rely on deonance and behavioral plasticity theories to explain how the institutionalization of ethics impact ethical leadership and abusive supervision. We argue that the institutionalization of ethics operates as an ethical ought force that triggers leader duty-oriented behavior. In turn, the demonstration of leader duty-oriented behavior impacts followers' evaluations of ethical leadership and abusive supervision. Given our deontic framework and the its emphasis on behavioral expansion and constriction, we integrate behavioral plasticity theory to examine and explain when leader organization-based self-esteem impacts the reactivity to the effect of the institutionalization of ethics. Specifically, we find that the impact of the institutionalization of ethics on ethical leadership and abusive supervision via leader duty-oriented behavior is stronger when leader OBSE is low. Theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **869** | Submission: **18732** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 2:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center in Room 306**

Top Management and CSR

Session Moderator: **Setiadi Umar**, *INSEEC Business School*

STR: Improving the Efficiency of Firm's Environmental Strategy Through Environmentally Oriented Corporate 

Author: **Setiadi Umar**, *INSEEC Business School*
Author: **Qiao (Stella) Wei**, *Nankai U.*

This study analyzes how corporate governance drives greener company performances by motivating and monitoring managers' actions in conducting company's environmental strategy. By testing 600 companies listed in the U.S. Newsweek 500 during 2012-2014, this study found that firms could rely on a group of corporate governance controls that specifically target managers' incentives and efforts associated with environmental strategy (i.e., linking managers' compensation with environmental productivities, establishing a sustainability-oriented committee, and deploying third-party auditors for environmental metrics reports) to promote multidimensional environmental performances (i.e., energy, water and waste productivities). Then, these manager-driven environmental performances would positively influence both financial and nonfinancial performance.

Paper is NOT Available. Please contact the author(s).

STR: "Silence is Not an Option!" Is (Liberal) CEO Activism Beneficial to Firm Performance? 

Author: **Alessandra Rizzi**, *Texas Christian U.*
Author: **Vilmos F. Misangyi**, *Pennsylvania State U.*

This study frames CEO activism as a sensegiving process and focuses on the effects of CEO activism on organizational outcomes. We propose that the effects of CEO activism on firm performance are contingent upon whether CEO activism is perceived as congruent with employees' dominant political ideology. As a symbolic action, CEO activism has the power to influence employees' values and goals; therefore, when it is aligned with employees' political ideology, it will engender a positive employees' cognitive, affective and behavioral response in the organization, which will ultimately benefit firm performance. However, such positive outcomes will be hindered when the executive is perceived as not invested in the activism. By contrast, CEOs who are also firm founders tend to amplify the beneficial effects of CEO activism. All of these findings were derived from tests of a sample of 236 CEOs who engaged in activism between 2015 and 2018 and a total of 880 firm-year observations. Through a set of post-hoc and supplementary analyses we also tested for endogeneity concerns, treatment effects, and the plausibility of our theoretical mechanism.

Paper is Available to Meeting Registrants Only.

STR: Executive Pay and CSR: How Pay Components Influence Executive Attention towards CSR 

Author: **Steffen Burkert**, *LMU Munich*

Prior work has emphasized that top executives are a key predictor for the observed variance in firms' corporate social performance (CSP). While much work has investigated the implications of specific pay components for corporate social responsibility (CSR) behavior of top executives, only little is known about the underlying process that explain how these relations occur and how they can be influenced. In particular, prior work has commonly assumed that executive pay influences firm CSP through executive attention. In order to integrate prior work and provide important evidence for the attention-effect of executive pay, the present study examines how pay components are related with executive attention. I test these predictions on a sample of large, publicly traded U.S. firms between 2007 and 2018. The findings suggest a significant relation between salary, short-term pay, long-term pay and CSR attention. The implementation of CSR performance goals is not statistically significantly related with CSR attention, however, this relation depends on the substance of the goal, the distinctiveness of the goal, and executive tenure. I discuss these findings and provide potentially promising avenues for future research.

Paper is Available to Meeting Registrants Only.

STR: Firms' Commitment to Sustainability: To What Extent is the Presence of Women on Boards Important?

Author: **Pedro Torres**, *U. of Coimbra*

Many firms are committed to Sustainable Development Goals, such as climate change, but their performance differs. Boards' attention to sustainability might influence strategic decision making and consequently firms' practices and ESG performance. Inspired by upper echelons theory, this study aims to examine the extent to which female board representation is important for ESG performance, considering board-management interactions. Building on past research, this study argues that women can enhance board monitoring and board strategy involvement, which can influence ESG performance. A configurational analysis is used, including different corporate governance mechanisms: board independence, female board representation, board orientation, CEO power and ESG-related executive compensation. The findings suggest that the presence of women on boards is important to firms' ESG performance; however, it is not mandatory. A well-defined CSR strategy combined with ESG-linked executive compensation can make the presence of women on boards indifferent, if firms have high levels of board independence, CEO non-duality and a CSR Sustainability Committee. The results also show that a high ESG scores can be achieved with a combination of board-management mechanisms, which does not include executive alignment incentives, thereby contributing to the debate on whether monitoring and executive alignment incentives act as substitutes or complements. In addition, the results reinforce the notion that CSR Sustainability Committees are important, but should be combined with other conditions to be effective.

Paper is Available to Meeting Registrants Only.

Author: **Ronei Da Silva Leonel**, *Salisbury U.*

Author: **Michael Seth Nalick**, *U. of Denver*

Author: **Frances H. Fabian**, *U. of Memphis*

Author: **Scott Kuban**, *Tulane U.*

Research has extensively documented how executives' personality traits, experience, and personal values shape firm behaviors and outcomes. Narcissism in Chief Executive Officers (CEOs) has been convincingly associated with pursuing risky market strategies but has not been explored in regard to influencing a firm's nonmarket strategies. We investigate narcissistic CEOs' involvement with contentious sociopolitical issues (SPIs) to understand whether they also engage in risky nonmarket actions. Drawing from the wider constructs on narcissism in personality psychology research, we argue narcissistic CEOs steer firms toward risky nonmarket actions due to: insensitivity to risks, search for attention, and the need to expose socially desirable identities. Testing for interactions with celebrity status and the degree of national public opposition to the SPI also reflect the likelihood that such involvement is driven strongly by selfish motives. We tested our theoretical model examining firms' support to the same-sex marriage from 2004-2015 with a random sample of 209 S&P 500 firms. We found support for our model showing that narcissistic CEOs were more likely to engage in SPI, and both low celebrity status and high degree of public opposition strengthen this involvement.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **870** | Submission: **18764** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 2:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center** in **Room 307**

Boards and Their Effectiveness

Session Moderator: **Kalin D. Kolev**, *Marquette U.*

STR: The Board Committee Chair Effect: How Much Does It Contribute to Firm Performance? 

Author: **Kalin D. Kolev**, *Marquette U.*

Author: **Donald Joseph Schepker**, *U. of South Carolina*

Author: **David B. Wangrow**, *Marquette U.*

Author: **Vincent L. Barker**, *U. of Kansas*

Boards of directors rely on committees to perform important specialized monitoring and advising tasks. While there is general consensus that committees and their chairs influence board outcomes and, thus, firm performance, we know little about the magnitude of these effects. Using variance decomposition, we show that audit, compensation, and nominating committee chairs explain a significant portion of variance in firm performance that prior research might have inaccurately attributed to other levels. Results show that committee chairs have much stronger influence on firm performance than board chairs, illustrating a need for more research on the critical role committee chairs play in the functioning of committees, boards, and firms. Furthermore, drawing on managerial discretion research, we find evidence that the committee chair effect on performance is stronger in low discretion industries than in high discretion industries.

Paper is Available to Meeting Registrants Only.

STR: The Missing Link? A Meta-Analysis of Board Processes and Their Mediating Role 

Author: **Fabian K. Ahrens**, *U. of Groningen*

Author: **Niels Hermes**, *U. of Groningen, Faculty of Economics and Business*

Author: **Dennis Veltrop**, *U. of Groningen*

Author: **Laetitia Mulder**, *U. of Groningen*

Author: **Chuk Yan (Edwina) Wong**, *Faculty of Economics and Business, U. of Groningen*

Scholars and practitioners alike are interested in understanding what distinguishes well-functioning boards of directors from malfunctioning ones. One way to further this understanding is through the study of social-psychological processes inside the boardroom. These board processes are assumed to translate the influence of board characteristics into board effectiveness and may provide an often-referenced missing link to inconsistent findings of the characteristic-effectiveness relationship. Our meta-analysis of 84 board process studies is the first explicit examination of this assumption. Using one-stage meta-analytic structural equation modeling, we show that board processes are not per se the missing link that explains why characteristics impact effectiveness. Instead, on a bivariate level, most characteristics are only weakly or not at all related to board processes whereas board processes strongly relate to board effectiveness. Path model results show that board processes independently influence board effectiveness and that board processes only mediate the effect of board capital on board effectiveness.

Paper is Available to Meeting Registrants Only.

STR: When Does Chair-CEO Separation Work? The Influence of Formal and Informal Forces in the Dyad 

Author: **Jinyu He**, *China Europe International Business School (CEIBS)*

Author: **Yan Ling**, *Oakland U.*

Author: **Xinhao QIAO**, *Hong Kong U. of Science and Technology*

Author: **Wei Guo**, *China Europe International Business School (CEIBS)*

This study intends to examine the conditions under which firms that separate chair and CEO roles can really benefit from this governance practice and achieve higher firm performance. We reason that to help the chair to navigate his or her official domain and the CEO to better understand what to expect when working with the chair, it is necessary for the firm to articulate and institutionalize chair's authority through formal channels. Accordingly, we predict that in a firm with chair-CEO separation, formalization of chair's authority is positively related to firm performance. Meanwhile, we argue that the performance effect of this formal force is subject to the influence of informal force between chair and CEO. Particularly, we expect chair-CEO demographic similarity to strengthen the performance effect of formalization of chair's authority and chair-CEO achievement similarity to weaken it. Data from an unbalanced panel of 285 S&P 500 companies with 1884 observations from 2010 to 2019 supports our hypotheses. The results indicate that chair-CEO separation is a more nuanced phenomenon than the extant literature would suggest.

Paper is NOT Available. Please contact the author(s).

STR: Opening The Black Box Between Board Characteristics And Firm Performance: A Meta-Analysis Study 

Author: **Dinesh Hasija**, *Augusta U.*

Author: **Aten Zaandam**, *Kent State U.*

Author: **Tatiana Romanova Stettler**, *Kent State U.*

Author: **Alan E Ellstrand**, *U. of Arkansas*

Author: **Orhun Guldiken**, *Florida International U.*

Decades of corporate governance research have explored the relationship between board characteristics and firm financial performance; yet, empirical findings are either weak or contradictory. To address this, our study investigates how the board of directors in general and board characteristics in particular, influence firm financial performance by examining the mediating mechanisms in this relationship. Using meta-analytic structural equation modeling (MASEM) and drawing from 139 primary studies (N=45,889), this study theorizes a process model to explain the relationship between board characteristics and firm financial performance. We find no significant direct relationship between board characteristics and firm performance. Instead, we find this relationship to be serially mediated by the enactment of board roles (monitoring and resource provision) and the alignment of managerial risk profiles with shareholder interests. These findings help reconcile the age-old debate between agency and resource dependence theorists, by examining the comparative and complementary performance implications of board monitoring and resource provision.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Diversity in Corporate Governance

Session Moderator: **Seung-Hwan Jeong**, *U. of Georgia*

STR: Do She-EOs Still Experience Gender Bias? Examination of Market Reactions to Female CEO Appointments 

Author: **Kalin D. Kolev**, *Marquette U.*

Author: **Junghyun Mah**, *Michigan State U.*

Author: **Gerry M. McNamara**, *Michigan State U.*

We conduct replication and extension of Lee and James (2007) study on market reactions to female CEO appointments. Utilizing the same time period (1990-2000), we replicate the findings of market bias against female CEOs. We then extend the replication to a broader and more recent time period (2000-2019) and find evidence of a negative market reaction to female CEO appointments. Yet, this bias disappears in more recent years suggesting that temporal context serves as an important contingency affecting how investors view female CEO appointments.

Paper is Available to Meeting Registrants Only.

STR: How do Investors Really React to the Appointment of Black CEOs?  

Author: **Seung-Hwan Jeong**, *U. of Georgia*

Author: **Ann Mooney Murphy**, *Stevens Institute of Technology*

Author: **Yangyang Zhang**, *Stevens Institute of Technology*

Author: **Timothy J. Quigley**, *U. of Georgia*

A recently published study found that markets react negatively to the appointment of Black CEOs, with an average cumulative abnormal return of -4.21%. The authors argue this is caused by investors invoking racial biases and stereotypes. In contrast, using a comparable sampling period and analytic approach, we find markets react positively to the appointment of Black CEOs with an average abnormal return of +3.1% (or +2.0% after conservatively addressing outliers). Our results are consistent across several alternative analyses, sample adjustments, and robustness tests. We argue racial biases and stereotypes in markets are outweighed by investor appreciation for the higher bar for advancement that Black CEOs face and the exceptional attributes they must exhibit as a result. To conclude, we discuss implications of our findings.

Paper is Available to Meeting Registrants Only.

STR: Bringing in a Neutral Party: Demographic Faultlines and the Appointment of an Outsider Board Chair   

Author: **Rob Langan**, *U. of Geneva*

Author: **Ryan Adam Krause**, *Texas Christian U.*

Author: **Markus Menz**, *U. of Geneva*

Sociopolitical models of board governance posit that directors split into factions, often along demographic lines, potentially increasing conflict that hurts the board's functioning. Yet little knowledge exists about how boards adapt their composition or leadership to reduce conflict. In this study, we develop theory to propose that boards with strong demographic faultlines between factions will seek a compromise by appointing an outsider board chair. We further argue that the strength of this relationship depends on the likelihood of conflict across faultlines, the availability of an alternative impartial leader on the board, and the salience of pressures from outside the board. Analyses on a sample of 1,345 non-CEO board chair appointments at S&P 1500 firms between the years 2003 and 2017 support our hypotheses.

Paper is NOT Available. Please contact the author(s).

STR: Information and the Gender Gap in the Market for Top Managers: Evidence from a Quasi-Experiment 

Author: **Ulya Tsolmon**, *Washington U. in St. Louis*

This study examines the role of information on the gender gap in the executive labor market from the market frictions perspective. We examine whether increases in objective and reliable information about managerial quality improve the promotion rates of women managers. To obtain exogenous variation in the availability of information, we exploit a natural experiment provided by the adoption of the International Financial Reporting Standards (IFRS) in 2005 by the European Union countries. Consistent with statistical discrimination theory, we find that when performance information is more available and reliable, the promotion rates of women executives almost double. These increases are driven by both internal and external promotions. However, the gains in advancement rates are dampened in regions where societal views on women in the workplace are less favorable. This study rectifies the data and empirical challenges in identifying sources of discrimination in the executive labor market and offers implications for theory development and firm policy.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Corporate Diversification and Integration Strategies

Session Moderator: **Sam Arts, KU Leuven**

STR: Related Product Diversification and Firm Performance: The Role of Brand Equity

Author: **Nan Zhou, Tongji U.**
Author: **Xingyao Ren, Nankai U.**

This study integrates the supply- and demand-side perspectives to explore the impact of brand equity on the relationship between related product diversification and firm performance. Although brand equity is a valuable resource which could create competitive advantages for firms, it could hinder the benefits of related product diversification if a focal firm's brand equity in its existing product is strong, or rival firms' brand equity in its new product is strong. Both would prevent customers from establishing a new association between a focal firm and its new product in customers' minds, and thus influence their intention to buy the new product and dampen the potential benefits of related product diversification. Particularly, we perform complementary studies with different methods (secondary data analysis of 183 listed firms in China from 2004 to 2019 and lab experiments). We reveal that brand equity of a focal firm in its existing product and that of rival firms in its new product attenuate the relationship between related product diversification and firm performance.

Paper is Available to Meeting Registrants Only.

STR: Technology Differentiation, Product Market Rivalry and M&A Transactions

Author: **Sam Arts, KU Leuven**
Author: **Bruno Cassiman, KU Leuven**
Author: **Jianan Hou, KU Leuven**

Prior work has mostly studied the relation between product market competition and M&A deals. In this paper, we study how competition and differentiation in technology space relates to M&A transactions. Relying on a new text-based method to map each firm's competitive position in technology space and to measure the differentiation of a firm's technology portfolio relative to all other firms, we find that firms with unique and differentiated technology are typical targets while firms with less differentiated technology are more likely to become acquirers. Moreover, firms with unique technology are particularly targeted by close competitors in the product market and receive a higher acquisition price, particularly in case of M&As with close product market firms. Our findings illustrate that a unique and differentiated technology portfolio is an important resource traded in the market for corporate control and a key driver of M&A deals, particularly between close competitors in the product market.

Paper is Available to Meeting Registrants Only.

STR: Vertical Integration and Downstream Resource Allocation: An Empirical Study in the Movie Industry

Author: **Yu XIA, U. of Hong Kong**
Author: **Hailiang Chen, U. of Hong Kong**

How does vertical integration affect resource allocation and economic efficiency in downstream channels? By analyzing a fine-grained screen-level panel dataset of 78 domestic movies shown in 47 theater chains in China, this study examines the impact of vertical integration on the screen allocation of theater chains. We find that vertical integration between movie producers or distributors and theater chains results in preferential screen allocation. Although there is no significant difference in the share of overall screens, theater chains allocate more large-sized and less small-sized screens to their integrated movies than nonintegrated movies. Furthermore, the impact of vertical integration on screen allocation is conditional on movie popularity. Specifically, only popular integrated movies gain preferential resource allocation, and unpopular integrated movies get even fewer screens. Our investigation on the economic efficiency of resource allocation shows that, for each seat of the screening room, integrated movies generate lower box office revenues than nonintegrated movies. Our findings suggest that vertical integration brings benefits of preferential resource allocation for upstream suppliers but leads to resource underutilization for downstream firms.

Paper is Available to Meeting Registrants Only.

STR: Firm Quality and Acquisition Performance

Author: **Fan Xia, Rennes School of Business**
Author: **Gordon Walker, Southern Methodist U.**

Firm Quality and Acquisition Performance Abstract In this paper we study the operating performance of acquisitions where the buyer and target are in the same industry. Arguing from the resource-based view and other theories of heterogeneity among firms in an industry and year, we partition acquirers and targets according to their quality, which denotes their degree of valuable idiosyncratic capabilities relative to each other. We define four types of deal: Low-High, High, High-Low and Low-Low, consistent with a wide body of research in finance and strategy. Drawing on the extant literature on resource transfer in horizontal deals, we argue that in some types of acquisition, integration costs may overwhelm the benefits from transferring quality between the acquirer and target and test five hypotheses to examine the implications of this argument. Using a differences-in-differences design with propensity score matching over twenty-six years of data on U.S. public firms, we show that contrary to much research without a control group, the most profitable type of acquisition is Low-High, with High-High second. This finding potentially conflicts with the large literature on synergy. Issues of generalizability and implications for management are discussed.

Paper is Available to Meeting Registrants Only.

Author: **Rico Kremer**, *Doctoral Student*

Author: **Sebastian Fourne**, *Wilfrid Laurier U.*

Author: **Miriam Zschoche**, *U. of Erfurt*

Prior research remains divided whether social approval assets are a benefit or burden when external observers make sense of firm behavior. By drawing on expectancy violation theory in the context of announcements of different types of restructuring decisions (i.e., downsizing and upsizing), we examine the conditions under which high and low social approval assets provide a benefit and burden. We do so by assessing the corresponding media coverage about these decisions. Our results of all restructuring announcements of firms in Germany between 2006 – 2019 suggest the following: high social approval firms face a burden in negatively perceived situations (i.e., downsizing announcements), whereas low social approval firms enjoy a buffer as media coverage is not as negative. In contrast, in positive situations (i.e., upsizing announcements), high social approval is of benefit as it translates into more favorable media coverage, whereas low social approval is a burden. The results of this study contribute to the discussion about the equivocal effects of social approval assets on external observers sensemaking. Our theorizing and empirical results explain in which situations, high or low social approval can be beneficial and burdensome for the same organization. Specifically, the context in which a high or low social approval actors are evaluated by external observers helps explain which mechanisms is more dominant.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **873** | Submission: **18849** | Sponsor(s): **(STR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 2:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center** in **Room 614**

Innovation, Incentives and Top Management

Session Moderator: **Umair Khan**, *U. of Neuchatel*

STR: General Managerial Skills and Organizational Ambidexterity

Author: **Umair Khan**, *U. of Neuchatel*

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

Paper is NOT Available. Please contact the author(s).

STR: CEO and TMT Incentives and Organizational Ambidexterity

Author: **Djordje Zivkovic**, *U. of Liechtenstein*

Author: **Alexander Zimmermann**, *U. of Liechtenstein*

Author: **Susan Anne Hill**, *Bayes Business School (formerly Cass)*

We study the effects of senior executives' incentive systems on firms' abilities to exploit and explore simultaneously (i.e., to become ambidextrous). Perhaps surprisingly, given the importance and attention accorded to the role of executives in shaping organizational ambidexterity, CEO and TMT incentives have received scant consideration to date in this literature. Based on archival data and computer-aided textual analysis (CATA) of company filings from 176 manufacturing companies between the years 2006 and 2018, we find that firms headed by CEOs receiving lower performance-based pay demonstrate higher rates of ambidexterity. However, this effect is weaker for female than for male CEOs. Furthermore, we provide evidence that the overall configuration of CEO and TMT pay (and particularly the variance between their incentives) is important to understanding how executive compensation might enhance firm-level ambidexterity. By doing so, we contribute to the literature by (1) introducing incentives as a contextual antecedent of ambidexterity at the senior management level, (2) demonstrating that "inconsistent" senior team incentive systems (i.e., incentive heterogeneity between CEOs and TMTs) are associated with balanced strategic outcomes, and (3) showing that executive attributes and incentives act in tandem to influence strategic decisions.

Paper is Available to Meeting Registrants Only.

STR: The Symbolic Effect of Granting Employee Stock Options to R&D Professionals

Author: **Jingyu Li**, *Chinese U. of Hong Kong*

Author: **Wan Cheng**, *Shanghai Jiao Tong U.*

Author: **Daphne Yiu**, *U. of Oklahoma*

While prior research primarily focused on the impacts of executives' stock options, we explore how granting stock options to R&D professionals may be an attention attractor that affects the firm innovation. Going beyond the agency view that stock options motivate innovation by aligning long-term benefits between employees and their companies, we propose that the frequency of granting stock options to R&D employees promote innovation by attracting their attention to innovation. The proportion of rewarded R&D employees weakens this relationship. In contrast, the proportion of industry peers that offer employee stock options to R&D professionals reinforces the relationship. We empirically tested our theory. We also compared our attentional perspective with the interest-based agency perspective on stock options and found consistent support.

Paper is NOT Available. Please contact the author(s).

STR: An Awareness-Motivation-Capability Perspective of Competitive Nonconformity 

Author: **Hai-Trung Nguyen**, *International U., Vietnam National U.-HCM*

Author: **Hao-Chieh Lin**, *National Sun Yat-Sen U.*

Author: **Yannick Turkier**, *FHNW School of Applied Psychology*

This study employs the Awareness-Motivation-Capability (AMC) perspective to explore the antecedents and consequences of competitive nonconformity, as perceived by a firm's top management team (TMT). Analytical results based on a two-stage sample collected from Taiwanese firms and analyzed by the Mplus approach show that a TMT's perception of its direct rivals' competitive inertia (awareness) exerts a negative effect on competitive nonconformity while organizational slack (capability) produces a positive effect. Moreover, environmental dynamism and munificence, respectively, positively moderates the effect of competitive nonconformity on firm performance. The study contributes to the field of competitive dynamics, or specifically the AMC perspective, by incorporating the institutional perspective to examine how TMTs' interpretations of their own and competitors' socio-psychodynamic processes affect a firm's deviant behaviors in the competitive contexts.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **874** | Submission: **18582** | Sponsor(s): **(STR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 2:00PM - 3:30PMPT (UTC-7)** at **Sheraton Grand Seattle in Cedar A**

Using Incentives and Goal-setting to Achieve Strategic Objectives



Session Moderator: **Richard J. Arend**, *U. of Southern Maine*

STR: **The Costs of Ambiguity in Strategic Management Contexts** 

Author: **Richard J. Arend**, *U. of Southern Maine*

We contribute to the study of ambiguity by analyzing it how it can be handled in a rational, objective manner across the main strategic decision-making contexts that organizations face. Differentiating from previous managerial studies, we conduct the analysis apart from behavioral concerns, and illustrated by a robust-yet-simple decision problem. Significantly, the analysis sets a clear benchmark to use when assessing the impact of an ambiguity level of information against cases where more precise information is available. We identify the many costs of ambiguity, including direct absolute and relative maximums and indirect possibilities. We discuss the strategic managerial implications.

Paper is NOT Available. Please contact the author(s).

STR: **The Impact of Formal Incentives on Teams: Micro-Evidence from Retail**

Author: **Francisco Brahm**, *London Business School*

Author: **Marcos Singer**, *Pontificia U. Católica de Chile*

Author: **Antoine Feylessoufi**, *UCL School of Management*

While the impact of formal incentives on individuals is well understood, their impact on teams is less clear. A handful of field experiments document a small or null impact of incentives on teams. However, these studies do not contrast their results with the impact of incentives on individuals, and thus, cannot rule out the possibility that the null/small results on teams are due to incentives being ineffective on individuals to begin with (for example, due to organizational culture). In this paper we perform a full comparison: we estimate the impact of incentives both on individuals and on teams, within the same setting. Concurring with the extant literature, we observe that incentives on individuals generate approximately a 20% productivity increase, but that such a gain disappears in teams. Exploiting the details of our setting, and guided by a formal model, we show that this is not because incentives do not work in teams, but because teams in our setting do not need them. This is because: i) effort complementarities strongly counteract free-riding in teams (so incentives do work), and ii) teams without incentives display larger social incentives than teams with them (and this asymmetry is large enough so that teams without incentives catch-up with those with incentives). We conclude that, under plausible conditions, having only an estimate of the impact of incentives on teams, without having an estimate for individuals, one cannot say much about the presence and magnitude of the generic mechanisms of free-riding, effort complementarity and social incentives.

Paper is Available to Meeting Registrants Only.

STR: **Goal-setting in Organizations** 

Author: **Stephan Billinger**, *U. of Southern Denmark*

Author: **Michael Christensen**, *U. of Southern Denmark*

Author: **Thorbjørn Knudsen**, *Frankfurt School of Finance & Management gGMBH*

Goal-setting can be a powerful driver of performance and many hierarchical organizations rely on it to improve organizational performance. When tasks and task-interdependencies are well-understood, goals can facilitate coordination as much as motivation. In contrast, when tasks are not well-understood and involve non-trivial interdependencies – as typically observed in complex or changing business environments – it is rarely possible to assign goals in a way that avoids some level of goal-conflict. While specific and ambitious goals may still motivate individuals, the same goals are likely to create conflict among organizational members. We employ a series of computational simulations to analyze how organizations should set individual-level goals and define an organizational goal structure that supports the pursuit of these goals. Specifically, we show that the joint choice of goal distribution (how many goals, specific or vague) and goal priority (whose goals are most important) in combination with the choice of goal structure (in terms of breadth and depth) results in an efficiency frontier. Different choices become optimal depending on the need to balance the quality of the outcome and the effort spent obtaining it. The results have significant implications for organization designers and the management of organizations.

Paper is Available to Meeting Registrants Only.

 STR: **Towards a Process Theory of Digital Transformation through Mixed Ownership Reform**  

Author: **Bin Zhang**, *Beijing U. of Posts and Telecommunications*

Author: **Jiacong Li**, *Beijing U. of Posts and Telecommunications*

Author: **Tazeeb Rajwani**, *U. of Surrey*

Various privatization modes were designed to improve the efficiency of state-owned enterprises (SOEs) by overcoming resource and routine rigidity. Mixed ownership in China, for example, is regarded not only as a reform for improving SOEs' efficiency, but also as an opportunity for digital transformation (DT) in this digital era. However, the potential link between ownership and DT is neglected in the existing literature. We draw on a six-year qualitative study of the dynamic process of achieving DT through mixed ownership reform. It shows that desire alignment plays a great role in promoting DT, as well as resource synergy and governance improvement. Our findings show that there are three interactive relationships among desire, resource and governance according to the different phases for DT, which is defined as desire-pushed, resource-led and governance-inspired transformation in this paper. We conclude these findings together into a tripod helix model of desire-resource-governance that contributes to the DT literature by integrating the interactions among desire, resource and governance as a dynamic process of DT.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: **875** | Submission: **13468** | Sponsor(s): **(STR, TIM)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom "meeting" style**

Scheduled: **Sunday, Aug 7 2022 2:00PM - 3:30PMT (UTC-7)** at **Seattle Convention Center in Tahoma 3**

Strategic Transformation of Large Incumbents: The Role of Managers

Strategic Transformation of Large Incumbents



Session Chair: **Yuliya Snihur**, *TBS Education*

Session Chair: **Krsto Pandza**, *U. of Leeds*

Panelist: **Robert A Burgelman**, *Stanford U.*

Panelist: **Raghu Garud**, *Pennsylvania State U.*

Panelist: **Tomi MM Laamanen**, *U. of St. Gallen*

Panelist: **Ryan L. Raffaelli**, *Harvard Business School*

Panelist: **Mary Tripsas**, *U. of California, Santa Barbara*

Panelist: **Timo Olavi Vuori**, *Aalto U.*

Current technological and societal changes often require incumbents to consider their strategic identity and embark on a process of transformation. The purpose of this panel is to stimulate a conversation around different ways in which managerial agency across different hierarchical levels has been theorized in the context of organizational transformation. We will address different cognitive, behavioral, organizational, and cultural aspects that enable or constrain managerial actions during strategic transformation. This panel symposium will bring together scholars working in this area to reflect on the current state of research into strategic transformation with the intention to: (a) develop a common future research agenda, and (b) generate new conversations on the role of managers during transformation processes.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Symposium**

Program Session: **876** | Submission: **14936** | Sponsor(s): **(STR, TIM, ENT)**

Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**

Scheduled: **Sunday, Aug 7 2022 2:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center** in **Skagit 2**

The Long and Winding Road: Nonlinear Trajectories in Nascent Industry Emergence

Nonlinear Trajectories in Industry Emergence



Organizer: **Paolo Aversa**, *City U. London*
Organizer: **Mahka Moeen**, *U. of North Carolina, Chapel Hill*
Presenter: **Rajshree Agarwal**, *U. of Maryland*
Presenter: **Paolo Aversa**, *City U. London*
Presenter: **Stefano Brusoni**, *ETH Zürich*
Presenter: **J.P. Eggers**, *New York U.*
Presenter: **Mara Guerra**, *ETH Zürich*
Presenter: **Daniella Laureiro Martinez**, *ETH Zürich*
Presenter: **Raphael Martins**, *New York U.*
Presenter: **Mahka Moeen**, *U. of North Carolina, Chapel Hill*
Presenter: **Andrew Nelson**, *U. of Oregon*
Presenter: **Axel Zeijen**, *ETH Zürich*

This symposium features five research papers that explore nonlinear evolutionary trajectories of new industries. Studies of industry emergence often describe the temporal progression of a potential industry, in terms of linear stages of industry incubation, pre-firm takeoff, and pre-sales takeoff. Although these linear and stylized patterns shed light on how technology pioneers and entrepreneurial leaders shape new industries, not all industries exhibit a smooth progression toward commercial viability. Using detailed historical and quantitative data across different empirical contexts, the five papers in this symposium investigate the causes, processes, and consequences of nonlinear patterns in industry emergence. Together, they highlight the strategic importance of studying the complexities and setbacks masked behind smooth trajectories.

Sustaining Enthusiasm for a Non-Emergent Technological Practice: The Case of Telecommuting

Author: **Andrew Nelson**, *U. of Oregon*

Understanding Industry Stall Through the Rise and Fall of Concorde

Author: **Paolo Aversa**, *City U. London*
Author: **Mahka Moeen**, *U. of North Carolina, Chapel Hill*

Failing To Take-Off: The Role of Ecosystem and Institutional Uncertainty In Solar Technologies

Author: **Mara Guerra**, *ETH Zürich*
Author: **Rajshree Agarwal**, *U. of Maryland*

From Revolution to Evolution: Evidence from 3D Printing

Author: **Axel Zeijen**, *ETH Zürich*
Author: **Stefano Brusoni**, *ETH Zürich*
Author: **Daniella Laureiro Martinez**, *ETH Zürich*

Technology Re-emergence: How Firms Challenge Dominant Technologies with Old Technologies

Author: **Raphael Martins**, *New York U.*
Author: **J.P. Eggers**, *New York U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **877** | Submission: **18185** | Sponsor(s): **(TIM)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Sunday, Aug 7 2022 2:00PM - 5:00PMPT (UTC-7)**

Corporate Underground: Bootleg Innovation, and Creative and Constructive Deviance *Corporate Underground Projects*



Organizer: **Anika Stephan**, *HEG School of Management Fribourg / HES-SO // U. of Applied Sciences Wes*
Participant: **Philipp Bubenzer**, *HES-SO / ETH Zurich*
Participant: **Charalampos Mainemelis**, *ALBA Graduate Business School*
Participant: **Peter Augsdorfer**, *TH Ingolstadt*
Organizer: **Evy Sakellariou**, *Kingston Business School*
Organizer: **Dietfried Globocnik**, *Alpen-Adria U. Klagenfurt, Austria*

This PDW sheds light on a relatively under-researched and underrepresented research topic within the broad field of innovation and technology management. The objective is to increase our understanding about the corporate underground with particular focus on R&D and general innovation activities. Employees often have to escape into the organizational underground, which is called bootlegging or creative deviance. It is defined as a non-formalized and non-declared bottom-up innovation process for the benefit of the bootlegger's firm. It violates - deliberately or not - corporate norms (Augsdorfer, 2021). It is a kind of constructive deviant behavior (Galperin, 2003) but for the benefit of the organization (Stephan and Bubenzer, 2021). Underground activities have no formal support and are otherwise rejected by the leadership of the organization or decided to start in the underground before showing to senior management. However, underground projects have the potential to bridge the link between individual creativity and formal innovation. To handle individual creativity within the company, management can accept this form of covert R&D as a source for new innovations and to give actively creative people an outlet. This imposes a certain legitimacy of the underground and reflect a new product creation process (Stephan and Bubenzer, 2019). It reflects a basic axiom of the evolutionary perspective: change and creativity are reliant upon elements of redundancy, waste and inefficiency. Based on different short presentations/keynotes by the organizers of the PDW we will invite different papers for presentation before and in the roundtables. In the roundtables we will focus on different contexts, methods and approaches about the underground: covert projects, bootlegging, creative and constructive deviance, unsponsored activities and unconventional methods of innovation. After the presentations the experts will discuss the different papers with a Q&A session. This will give the participants the opportunity to explore their research ideas in a dialectic process. In a final discussion, an expert will share her thoughts, reactions and concerns as well as suggestions for methodological and theoretical progress and fit in the current TIM literature.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **878** | Submission: **12964** | Sponsor(s): **(TIM, ENT, STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 2:00PM - 4:00PMPT (UTC-7)** at **Sheraton Grand Seattle in Grand Ballroom D**

Lean Startups and Innovation Strategy: Building a Research Agenda

Lean Startups and Innovation Strategy



Organizer: **David R. Clough**, *Sauder School of Business, U. of British Columbia*
Organizer: **Sourobh Ghosh**, *Harvard Business School*
Organizer: **Andy Wu**, *Harvard Business School*
Presenter: **Charles Eric Eesley**, *Stanford School of Engineering*
Presenter: **J.P. Eggers**, *New York U.*
Presenter: **Daniel Walter Efenbein**, *Washington U. in St. Louis*
Presenter: **Emily Cox-Pahnke**, *U. of Washington*
Presenter: **Chiara Spina**, *INSEAD*
Presenter: **Noam Wasserman**, *Yeshiva U.*

In the decade since ‘The Lean Startup’ was published, the method outlined in this book has been widely adopted by entrepreneurs and the principles it embodies have guided many new venture launches and product innovations. Established corporations have attempted to adopt these practices for their in-house innovation efforts with varying levels of success. This has prompted a surge in academic interest in the Lean Startup and associated methodology. While some underlying principles of the Lean Startup method are present in established streams of literature, a flourishing body of research has emerged to address remaining gaps between theory and the practices inspired by the Lean Startup method. Thus, we ask: What new research questions does the Lean Startup movement open up? In the seventh iteration of this highly popular workshop, we continue our discussion of these issues by assembling a panel of leading scholars who will share their current work and their perspectives on interesting directions for future research.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **PDW Workshop**

Program Session: **879** | Submission: **17357** | Sponsor(s): **(TIM, OMT, PNP)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Sunday, Aug 7 2022 2:00PM - 4:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 211**

Scientific Publication Data: Promises, Perils, and Solutions *Bibliometrics in Management*



Organizer: **Stefano Horst Baruffaldi**, *U. of Bath*

Organizer: **Myra Mohnen**, *U. of Ottawa*

Organizer: **Michael Ernst Rose**, *Max Planck Institute for Innovation and Competition*

Panelist: **Matt Marx**, *Cornell U.*

Panelist: **Michael A. Bikard**, *INSEAD*

Panelist: **Kyle Roy Myers**, *Harvard Business School*

Panelist: **Florenta Teodoridis**, *California Southern U.*

Management scholars have used scientific publications to investigate a broad range of topics, including the production and management of knowledge, university-industry linkages, and firms' R&D strategies. The emergence of new data sources and recent methodological advances represent both exciting research opportunities and challenges. The workshop's main objective is to provide an introduction to the use of scientific publication data to tackle existing and open research questions. Experts in the field will present data sources, discuss state-of-the-art methodologies, and review applications to research. The workshop also intends to promote a forum and foster a community of scholars to discuss best practices and share data, software, and methods.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **PDW Workshop**

Program Session: **880** | Submission: **11795** | Sponsor(s): **(TIM, SIM, STR)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Sunday, Aug 7 2022 2:00PM - 5:00PMPT (UTC-7)** at **Seattle Convention Center** in **Skagit 5**

Creating Desirable Futures: Intersections and Opportunities Across Disciplines *Intersections and Opportunities*



Organizer: **Jeanne Liedtka**, *U. of Virginia*

Organizer: **Claudio Dell'Era**, *Politecnico di Milano*

Organizer: **Stefano Magistretti**, *Politecnico di Milano*

Organizer: **Francesco Zurlo**, *Politecnico di Milano School of Management*

Participant: **Henry Mintzberg**, *McGill U.*

Participant: **John Thackara**, *Royal College of Art*

Participant: **Scott Cunningham**, *U. of Strathclyde*

It is the nature of human beings to think about the future. We know that new approaches - ones that do not start linearly from today to design tomorrow - are needed to create better futures when the problems to be solved are “wicked” (Buchanan, 1992; Rittel and Webber, 1973) and the challenges are “grand” (Ferraro, Etzion and Gehman, 2015). This year’s All-Academy theme “Creating a Better World Together” puts a spotlight on our responsibilities and opportunities as academics to contribute to and enrich these essential organizational discussions. Multiple scholars have argued that we have failed to meet our obligations here. Gümüşay and Reinecke (2021) challenge the academic community to support the management of uncertain futures by stressing the role of research in which “acts of (disciplined) imagination become input for theory-building.” Garud, Gehman and Tharchen (2018) in their work on Performativity, argue for a role for scholars as “embedded-embodied actors” who participate in crafting more desirable futures, rather than adopting a normative perspective. But as we attempt to do so as academics, are we each reenacting the dilemma of the blind men and the elephant, seeing only through our own scholarly perspectives? Where are the unseen intersections and missed opportunities that result? This PDW aims to explore these interstitial spaces and accelerate future-focused research across disciplines. In this PDW, we plan to accomplish this by bringing together a collection of scholars, each well-recognized in their own field, to share their perspectives, with a goal to identify collectively opportunities to work together across disciplines to meet the challenge of creating a better world.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



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Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **881** | Submission: **13608** | Sponsor(s): **(TLC)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 2:15PM - 3:00PMPT (UTC-7)**

**Pop-Quiz with a Twist: Boosting Student Learning and Engagement
with Enhanced Two-Stage Quizzes**
Pop-Quiz with a Twist



Facilitator: **Uthpala Senarathne Tennakoon**, *Mount Royal U.*

Pop quizzes are a strategic tool commonly used to keep students connected to the class and the content. Traditional pop quizzes, even with their known advantages, still add to student anxiety levels, and can promote cram, test, and dump approach. This session introduces Pop-quiz with a twist (PQT), an enhanced pop-quiz design which has shown to boost student learning and engagement, while addressing some of the drawbacks of traditional form. PQT is designed as a two-stage assessment with immediate feedback and discussion, combined with student grading. The approach has been implemented in multiple content-heavy business courses over several semesters as low-stake in-class quizzes. This hybrid session, with both in-person and online audiences, is designed as three-part workshop to (i) enables participants to learn about this enhanced technique for pop quizzes, (ii) see empirical evidence regarding the effectiveness of the approach, and (iii) have an opportunity to experience the implementation during the session both an in-person and online classroom setting. Considering that pop-quizzes are a common tool used in undergraduate assessment, understanding the effectiveness of an easily implementable enhanced pop-quiz approach could have widespread benefit across multiple disciplines.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **882** | Submission: **12199** | Sponsor(s): (TLC)
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 2:15PM - 3:00PMPT (UTC-7)**

**Resources for Self-Assessment and Development of
Learning Routines and Resilience**
Learning Routines and Resilience in the Classroom



Presenter: **D Christopher Kayes**, *George Washington U.*
Participant: **Jing Tian**, *George Washington U.*
Participant: **Phil Wirtz**, *George Washington U.*

This session introduces participants to five factor concept of learning routines, defined as factors that support the initiation, sustaining, and increased effort towards learning. Learning routines were identified from a multi-disciplinary literature review of antecedents of learning and include: positive emotional engagement, creative problem solving, learning identity, flexibility, and social support. Participants will complete a self-report questionnaire that identifies the intensity of these five factors in two distinct learning situations: when frustrated with learning and when making progress towards learning. The session has four parts. In part 1, participants will complete a an online survey through laptops and smartphones and review their scores. In part 2, participants will compare their scores on the five factors under each condition, looking for situations where the intensity of the scores were higher under one condition versus the other. In part 3, participants will generate ideas for strategies to help them sustain learning routines when frustrated. In part 4, participants will learn how to replicate the exercise in their classroom. Participants will have unlimited access to the online questionnaire for a period of 1 year after the session to use with their students. Resources such as a digital workbook, short descriptive videos for students, and a slide presentation will also be made available to participants for future application in classrooms.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Symposium**

Program Session: **883** | Submission: **13427** | Sponsor(s): **(TLC)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Sunday, Aug 7 2022 2:15PM - 3:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 616**

Bringing Your Whole Self to an Academic or Institutional Research Practice- Exploring the Framework and Findings of an Inclusive Research Curriculum Pilot Program



Bringing Your Whole Self to Your Research Praxis

Participant: **Ginger Grant**, *Humber College Institute of Technology and Advanced Learning*

Participant: **Sharon McIntyre**, *Humber College Institute of Technology and Advanced Learning*

Session Chair: **Tracey L. Rockett-Hanft**, *Texas Christian U.*

Growing a teaching-oriented college’s research culture presents both challenges and opportunities. Challenges include shifting institutional and personal preconceptions of who and what can be included in an “official” research program. Opportunities include designing innovative learning programs to engage non-traditional and emergent researchers in developing meaningful and viable research practices. For research and innovation learners, developing self-awareness is critical. Studies have pointed to a lack of self-awareness as a hindrance for students, recent grads, and emerging researchers when they attempt to design and build useful research and innovation projects; develop formal research practices; and/or optimize helpful community relationships to support their initiatives. Inspired by elements of existing graduate-level programs, self-awareness models, and insights on related undergraduate program challenges, this one-year pilot of an innovative research curriculum design engaged a purposive sample of recent graduates, employees, and faculty. Pilot results will be shared. Conference participants will experience interactive activities from the program. Handouts and resources will be shared.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Symposium**

Program Session: **884** | Submission: **15137** | Sponsor(s): **(TLC)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 2:15PM - 3:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 617**

**Curriculum Design of an Inter-disciplinary Hands-on
Social Innovation Program**
Social Innovation Program Design



Participant: **Mona Itani**, *American U. of Beirut*

Session Chair: **Ankit Agarwal**, *U. of Adelaide*

High schools and universities are continuously striving to bridge the skills gap between education and the needs of 21st-century jobs by providing progressive and innovative practice-based programs for their students. Based on several years' experience in designing and delivering social innovation programs, this session will guide innovation and entrepreneurship teachers through a step-by-step process to deliver a unique community and tech-based entrepreneurship program that was repeatedly proven to be effective. The program design lies on the three pillars of community engagement, technology, and entrepreneurship. The approach utilizes project-based, team-based, and hands-on learning through one holistic program design that groups interdisciplinary students in the same project. In a nutshell, students create a technology-based solution to a social or environmental problem in their community and apply entrepreneurship concepts to make it a sustainable social enterprise. Utilized frameworks include the UN 2030 agenda, the design thinking framework, and the lean startup methodology. By the end of the program, students pitch their solutions in a social entrepreneurship competition which boosts motivation. Gained skills throughout the program include design thinking, opportunity recognition, empathy, technology development, market research, prototyping and testing, community engagement, teamwork, entrepreneurship, thinking out of the box, and pitching among others.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **885** | Submission: **17188** | Sponsor(s): **(TLC)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 2:15PM - 3:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 618**

How To Make Social And Not-For-Profit Topics And Projects Relevant To Business School Students



Social And Not-For-Profit Topics And Projects

Presenter: **Katarzyna Bachnik**, *Hult International Business School*

Presenter: **Tessa Misiaszek**, *Hult International Business School*

Session Chair: **Carrie A. Bulger**, *Quinnipiac U.*

The session promotes the idea of integrating social considerations, whether it be to apply business practices in non-profit management or considering a mission-driven business purpose within a management/marketing course, by adopting a more interactive and applied approach. We want to discuss various technology-enabled formats that help to raise interest among students and promote their buy-in. The relevance of the session results from the latest developments in education systems, that have put an emphasis on sustainability, as well as diversity, equity and inclusion (DEI), requiring professors to include these topics into the course curricula.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



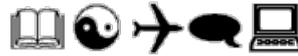
Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **886** | Submission: **10454** | Sponsor(s): (TLC)
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 2:15PM - 3:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 619**

**What Lessons did the Pandemic Teach us on
Enhancing Students’ Engagement in
A/Synchronous Spaces?**
Student Engagement in A/Synchronous Spaces



Organizer: **Jacob Eisenberg**, *UCD*
Session Chair: **Payal Kumar**, *Indian school of hospitality*
Participant: **Cecilia Primogero**, *feli*
Participant: **Belen Pagone**, *Austral U.*
Participant: **Mariana Paz Sajon**, *Austral U.*
Participant: **Lynn Gribble**, *UNSW Business School, Australia*
Participant: **Janis Wardrop**, *UNSW Business School, Australia*
Participant: **Nibu John Thomas**, *IIT Madras*
Participant: **Rupashree Baral**, *IIT Madras*
Session Chair: **Charleata Battle**, *California State U., Los Angeles*

In the first part of the session, an international group of management educators will share their experiences on the challenges they faced during the pandemic: what worked, what did not work and what had to be changed during the rapid shift to online synchronous and asynchronous teaching during the lockdowns. The authors of the three papers focus on sharing the novel means they developed to maintain and enhance student engagement when teaching moved to synchronous and asynchronous spaces. These include building student communities to maintain social learning, creating novel ways to assess students in an online learning environment (e.g., tic-tac-toe and collective mural) and the use of Gamification principles to create flow experiences during learning. In the second part, audience will break into small groups, with authors joining these groups, which will discuss audience members’ experiences and how the lessons learned in the session can be applied to members’ various learning environments. It is hoped that this co-creation will encourage a diversity of thoughts from a global audience and that we can learn from each other’s shared experiences.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **887** | Submission: **10358** | Sponsor(s): **(IM)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Sunday, Aug 7 2022 2:30PM - 4:00PMPT (UTC-7)**

IM Division Thought Leadership Cafe on the Ukrainian Crisis *IM Division Thought Leadership Cafe*

Organizer: **Grazia D. Santangelo**, *Copenhagen Business School*
Session Chair: **Alexander Settles**, *U. of Florida*
Speaker: **Valentina V. Kuskova**, *NRU Higher School of Economics*
Panelist: **Juha Väätänen**, *LUT U., School of Business and Management*
Panelist: **Taras Danko**, *National Technical U. Kharkiv Polytechnic Institute*

In this session, we will explore the impact on the geopolitical framework and international business environment of the Russian “Special Military Operation” in Ukraine. Is this the end of Globalization and a return to a period of interstate military conflict? The February 2022 invasion was further widening and deepening of the conflict between Russia and Ukraine that started in 2014 with the invasion and annexation of Crimea. Economic sanctions, international agreements, and official warnings were not enough to deter Russia. This crisis also has its roots in the rise of nationalism and the development of state capitalism.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Internationalization and Performance

Session Moderator: **Yunok Cho**, *Southern Methodist U.*

IM: How Saying Goodbye to a Foreign Owner Affects Performance for Divested Affiliates?

Author: **Yunok Cho**, *Southern Methodist U.*

I investigate the consequences of foreign divestment for divested affiliates sold to local firms. Extending the insights from the literature on MNE firm-specific advantages and the liability of foreignness, I identify the circumstances that affect post-divestment performance for divested affiliates. Using data of foreign affiliates in Korea, I combine the difference-in-differences approach with propensity-score matching to create an appropriate control group of ongoing foreign affiliates. The results show that, while the overall effect of foreign divestment is not entirely clear, well-performing foreign affiliates are more likely to experience performance degradation with the termination of foreign ownership than poorly-performing foreign affiliates. This relationship, however, is negatively moderated by a characteristic of new local owners, business group affiliation. I also find foreign affiliates with sister affiliates owned by the same MNE in a given host country are less likely to experience performance degradation than sole affiliates. The findings imply that well-established theories of foreign direct investment may provide a theoretical basis to explain the consequences of foreign divestment, and that the role of local firms should not be overlooked in such research.

Paper is Available to Meeting Registrants Only.

IM: Global Multi-Teaming: A Theoretical Model of its Effects on Team Performance

Author: **Tuuli Hakkarainen**, *U. of Liverpool Management School*

Author: **Niina Nurmi**, *Aalto U. School of Business*

Author: **Kristiina Makela**, *Aalto U.*

Global multi-teaming—participating in multiple globally distributed team collaborations concurrently—is ubiquitous in MNCs, but little is known about its effects on team performance. This study integrates the previous literature on global teams and multi-teaming to conceptualize global multi-teaming as a team compositional feature and proposes its effects on team performance. Our model describes how different aspects of global multi-teaming may decrease team performance by complicating the creation of shared understanding in the team. We also suggest that the negative effects of global multi-teaming may be mitigated by members’ prior global multi-teaming experience. This study extends the literatures of global teams and multi-teaming by introducing the notion of global multi-teaming and explaining its effects on team performance.

Paper is Available to Meeting Registrants Only.

IM: Re-examining the Relationship between Internationalization and MNEs’ Performance with CSR

Author: **Yu-Ching Chiao**, *National Chung Hsing U.*

Author: **Yu-Chen Chang**, *National Chung Hsing U.*

Author: **CHUN-CHIEN LIN**, *National Chin-Yi U. of Technology, Taiwan*

Author: **Tang-Shun Chuang**, *Department of Business Administration National Chung Hsing U.*

Author: **Wen-Hao Yang**, *National Chung Hsing U.*

This study explores the effect of internationalization and corporate social responsibility (CSR) on firm performance by drawing on the stakeholder and resource-based theory perspectives. We took organizational slack and long-term orientation as moderating variables. We conducted multivariate analysis on a sample of award-winning corporates of excellence on CSR held by the Commonwealth Magazine and Taiwan Economic Journal (TEJ) data bank with 364 observations between 2015 and 2019. Our empirical findings indicate the following: (1) the degree of internationalization influences firm performance through CSR; (2) organizational slack enhances the positive relationship between the degree of internationalization and CSR; and (3) long-term orientation will enhance the positive relationship between the degree of internationalization and CSR.

Paper is Available to Meeting Registrants Only.

IM: Corporate Social Responsibility and Performance Relationships in Advanced and Emerging Countries

Author: **Saptarshi Purkayastha**, *Indian Institute of Management, Calcutta*

Author: **Kannan Ramaswamy**, *Thunderbird School of Global Management at ASU*

The responsibility of business in society in general and whether corporate social responsibility (CSR) pays off, in particular, have generated a lively, ongoing debate. We suggest one solution to the debate by building on the theory of shared value creation. We argue that although CSR supports performance, the effect of the components of CSR (environmental, governance, and social) on performance varies in advanced and emerging countries because each of the CSR components addresses different infrastructure challenges in the context. Specifically, we argue that in advanced economies, environmental CSR has the highest impact on performance, followed by governance CSR, and then social CSR. In contrast, in emerging markets, social CSR has the highest impact on performance, followed by governance CSR, and lastly, environmental CSR. We illustrate the argument by comparing the CSR-performance relations in large advanced (USA, Germany) and emerging economies (China, India).

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **889** | Submission: **18696** | Sponsor(s): **(IM)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Sunday, Aug 7 2022 2:30PM - 4:00PMPT (UTC-7)**

Leaderships and Political Ideology in IB

Session Moderator: **Grigorios Livanis**, *Ohio U.*

IM: Evolving National and Institutional Leadership in International Business Research   

Author: **Grigorios Livanis**, *Ohio U.*
Author: **J Michael Geringer**, *Ohio U.*

This study employs an in-depth, time-series analysis of the evolution of IB research over a 45-year period, 1976-2020, to examine trends in institutional and national productivity globally. Despite declines in overall dominance of U.S. authors and institutions, the extent varies by type of journal and U.S. impact remains profound through Ph.D. training and collaboration. A typology of business strategies is identified by which non-U.S. institutions have enhanced their global rankings in publication of IB research.

Paper is Available to Meeting Registrants Only.

IM: Political Ideology in Internationalization Research and International Business 

Author: **Anran Li**, *NEOMA Business School*
Author: **Paresha N. Sinha**, *U. of Waikato*

For nearly fifty-years, international business (IB) research has long acknowledged the role of managerial characteristics as a driver of multinational success. Yet existing perspectives in this research stream has remained fairly limited, casting Multinational Corporation (MNC) managers' perceptions, demographic characteristics, and risk preferences as dominant and unique for guiding decisions. Largely absent is a consideration of the role of managers' values by which managers' decision-making process is driven – rendering prior literature incomplete for understanding the role of managers' values in the intensive and information-overloaded decision-making environment. Integrating different strands of literature on political ideology from strategy and political science fields with the firm internationalization research, the current paper illustrates the importance of managerial values by offering a theoretical model of how managers' political ideology plays out in influencing internationalization decisions situated at different stages, backed by set of propositions. It highlights the need for IB scholars to consider managers' value as a crucial predictor and systematically brings the notion of managers values into the IB space. The article concludes with drawing implications for future IB research.

Paper is Available to Meeting Registrants Only.

IM: Leadership in the Arab World: Islamic Principles and Tribalism Traditions 

Author: **Zaid Alqhaiwi**, *Swinburne Business School, Swinburne U. of Technology*
Author: **Timothy Colin Bednall**, *Swinburne Business School, Swinburne U. of Technology*
Author: **Eva Kyndt**, *U. of Antwerp & Swinburne U. of Technology Melbourne*

ABSTRACT This paper aims to provide a deep understanding of leadership in the Arab World. It follows the leadership theory of which leadership prototypes varies systemically across cultures. This paper reviews the literature and unpacks the Islamic leadership principles and tribal Arab values that influence perception of ideal leadership. The paper also offers insights into which the Arabs traditions are inconsistent with Islamic teachings and discusses implications of these values for management practices.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Managing GVCs

Session Moderator: **Ari Van Assche**, *HEC Montreal*

IM: Recurrent Formation of Vertical R&D Alliances and Value Network Reconfiguration in Automotive GVCs  

Author: **Yoo Jung Ha**, *U. of Sheffield*

When a lead firm is undertaking business-model innovation, it invites selected upstream partners in its global value chain (GVC) to its R&D alliance network. We argue that the upstream partner’s network advantages determine its likelihood to join the lead firm’s R&D alliance. Our analysis, based on data about automotive GVC, shows that having current ties increase the likelihood of R&D alliance formation. It further increases when the current ties cover multiple knowledge domains. It is also found that the effect of current ties is positively moderated by the upstream partners’ national institutional distances from the lead firm, but is independent of external ties it has with rival GVCs. Our finding shows an upstream partner can maximise its network advantages as a broker of flows between technological and geographic boundaries.

Paper is Available to Meeting Registrants Only.

IM: Building and Transforming to Achieve Social and Environmental Compliance in Global Value Chains

Author: **Luke Fiske**, *Smith School of Business, Queen's U.*

Author: **Anthony Goerzen**, *Queen's U.*

Author: **Ari Van Assche**, *HEC Montreal*

Multinational corporations (MNC) are under increasing pressure to improve social and environmental standards in their global value chains (GVC). “Cascading compliance,” the process by which MNCs distribute codes of conduct and request their suppliers to “cascade” those standards to their suppliers, has become the primary method of achieving improving compliance. Yet, even firms strongly motivated to improve compliance may be exposed to supplier compliance shortcomings, and we find that these MNCs have little guidance on how to improve their compliance systems. We build a dynamic capability framework to conceptualize higher-order routines MNCs need to orchestrate their GVC social and environmental compliance. We establish three key MNC roles—the internal prioritizer, external developer, and network transformer—that align with Teece’s (2007) concepts of sensor, seizer, and transformer, and we highlight four crucial capabilities associated with each role by drawing upon prior research in operations, sustainability, and supply chain management. Our framework has significant practical value for both scholars and managers as it delineates between levels of analysis as well as temporal considerations.

Paper is Available to Meeting Registrants Only.

IM: When is Value Chain Strategy More Powerful?: GVC Management in the Korean Fashion Apparel Industry 

Author: **Jin-Ju Lee**, *Hitotsubashi U.*

Author: **Hyojung Kim**, *Sangmyung U.*

Our research hypothesized and empirically examined different types of GVC management strategies and the impact of those on the focal firm’s export performance. We collected data from 142 South Korean fashion apparel firms from 2006 to 2016, and conducted panel regression analysis. The two main effects of GVC management strategy – vertical integration and horizontal expansion of value chain – was found to be positively associated with the focal firm’s export performance. We found R&D investment to be negatively associated with the focal firm’s export performance. Results of the impact of two different combinations of strategies on the focal firm’s export performance demonstrated interesting contrast. On the one hand, vertical integration created a strategic trade-off, weakening the positive impact of horizontal expansion of the value chain on export performance. On the other hand, vertical integration created appropriable rents and weakened the negative impact of R&D investment on export performance.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **891** | Submission: **18703** | Sponsor(s): **(IM)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Sunday, Aug 7 2022 2:30PM - 4:00PMPT (UTC-7)**

Non-Market Strategies I

Session Moderator: **Nan Zhou**, *Tongji U.*

 **IM: Overcoming the Liability of Outsidership Through Different Partnerships**  

Author: **Nan Zhou**, *Tongji U.*

This study investigates how emerging-market multinationals (EMNEs) overcome the liability of outsidership (LOO). We first argue that the LOO that EMNEs face has two sources: the lack of access to a local network and the lack of access to their preferred position in the global network. We then propose that EMNEs suffer more from LOO than do developed-country multinationals (DMNEs). Next, we argue that allying with different types of partners helps EMNEs overcome different sources of the LOO. We test these arguments with a database consisting of mobile money services provided by EMNEs, DMNEs and local firms in 93 countries in 2001–2015, finding support for most of our hypotheses.

Paper is Available to Meeting Registrants Only.

IM: Economic Distance, Legitimacy (in)Consistency, and MNEs' Disclosure of Foreign CSR at Home   

Author: **Du Yongzhi**, *School of Management, Northwestern Polytechnical U.*

Author: **Jiatao Li**, *Hong Kong U. of Science and Technology*

Author: **Ming Jia**, *Northwestern Polytechnical U.*

Author: **Zhe Zhang**, *Xi'an Jiaotong U.*

Little is known about how the economic distance influences multinational enterprises' (MNEs) disclosure of foreign corporate social responsibility (CSR) at home. We provide a new mechanism of legitimacy (in)consistency to examine this neglected question. We argue that when home country is more developed than the host country, there is legitimacy consistency of MNEs' foreign CSR between home and host country, so that MNEs are more likely to disclose their CSR conducted in those host countries at home, and the opposite applies. We further propose that the MNEs' domestic CSR and Buddhist atmosphere around their headquarters may moderate the relationship between economic distance and the MNEs' disclosure of foreign CSR at home, because these two contingent factors may influence the (in)consistency of home country- and host country-stakeholders' perception on the legitimacy of MNEs' foreign CSR. Data on Chinese MNEs' foreign CSR disclosures from 2008 to 2018 largely supported our hypotheses. Our study contributes to the global strategy literature by developing a new framework of legitimacy (in)consistency to explain MNEs' disclosure of foreign CSR at home.

Paper is Available to Meeting Registrants Only.

IM: Social License to Operate: Developing Stronger Social Activities at Home 

Author: **Marina Gama**, *FGV-EAESP*

Author: **Cyntia Vilasboas Calixto Casnici**, *U. of Leeds*

Author: **Mariana Bassi Suter**, *Toulouse Business School, TBS Education*

Author: **Maria Tereza Leme Fleury**, *Fundacao Getulio Vargas*

Author: **Maria Alejandra Gonzalez-Perez**, *U. EAFIT*

Non-market strategy is an area under current exploration in international business. Several studies focused on the political side of this theory, highlighting how important political connections can be for international expansion of emerging market multinationals (EMNEs). However, the social side is still requiring more attention, especially the role of philanthropy and the partnership with the third sector such as NGOs. In this study, we argue that multinational firms that had previously engaged with social activities will present a better performance in the short-term. We claim that social initiatives can be understood as a firm-specific advantage for EMNEs and it can help firms to overcome country-specific disadvantages from their home countries. Therefore, firms that developed familiarity with policymakers and social activities can be less affected by the institutional uncertainty than firms without such experience. In order to test our assumptions, we investigated Brazilian multinationals under the covid-19 pandemic crisis through panel data by analyzing 3,790 social initiatives. Our findings showed that social initiatives at home can lead to better performance, specially pressured by foreign investors.

Paper is Available to Meeting Registrants Only.

IM: Managing Attribution: The Effects of Ethnic and Religious Diversity on Deal Completion (WITHDRAWN)

Author: **Tian Wei**, *Fudan U.*

Author: **Lei Shi**, *U. of international business studies*

Researchers have observed that diversity has conflicting effects on foreign investment. This study explores how a host country's ethnic and religious diversity influences its cross-border acquisition (CBA) deal completion. We propose that an announced CBA deal may be terminated not only because of new information released during the public takeover period but also its differential interpretation by deal stakeholders. We use attribution theory to confirm the negative effects of ethnic and religious diversity on CBA deal completion. Two social elements—political competition and media freedom—are observed to strengthen this negative attribution. Furthermore, we emphasize the positive moderating role of an internal factor—the acquirer's knowledge based on prior CBA experience and the employment of local advisors—in mitigating the negative effects of ethnic and religious diversity on CBA deal completion. Our study thus highlights the role that within-country diversity plays in acquisition outcomes, accounting for both the external environment (i.e., social situation) and internal factors (i.e., acquirer's knowledge) for a more nuanced understanding of the underlying causality of within-country diversity on foreign investment.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Policy and FDI

Session Moderator: **Abdul-Kadir Ameyaw**, *Saint Petersburg State U.*

IM: The Role of Intergovernmental Relations in Shaping Outward foreign Direct Investment from China   

Author: **Abdul-Kadir Ameyaw**, *Saint Petersburg State U.*
Author: **Shenglong Chen**, *Graduate School of Management Saint Petersburg State U.*
Author: **Andrei Panibratov**, *Graduate School of Management, St. Petersburg State U.*

Prior research on outward foreign direct investment (OFDI) has emphasized the role of factors such as market size and institutional quality in enhancing investment to a destination. However, the literature has not adequately considered how intergovernmental relations influence the decision to invest in a country. In this article, we explore the role of intergovernmental relations in Chinese OFDI decisions in the context of the “Belt and Road Initiative (BRI)”. We use emerging research on institutional and global political economy theories to address this prominent issue by examining Chinese OFDI to twelve countries. Based upon our qualitative analysis, we find that better intergovernmental relations reduce the negative impact resulting from competing institutional logics, enhance agglomeration economies and increase Chinese OFDI to different industries in a host country. This study contributes to the literature on the role of politics and non-market strategies in the internationalization of emerging market multinationals through amelioration of the institutional framework and global political economy perspectives.

Paper is Available to Meeting Registrants Only.

IM: Global Trends in Policies Toward Foreign Direct Investment by State-Owned Enterprises   

Author: **Anastasia Ufimtseva**, *Beedie School of Business Simon Fraser U.*
Author: **Jing Li**, *Simon Fraser U.*
Author: **Daniel Shapiro**, *Simon Fraser U.*

Carolyn Dexter Award Nominee

The rapid internationalization of state-owned multinational enterprises (SOMNEs) in the last decades has been met with a rise in restrictive foreign direct investment (FDI) review policies by different host countries specifically targeting SOMNEs. However, a systematic comparative analysis of the nature, diffusion, and convergence of these policies across countries is still lacking. Informed by the policy convergence literature, we expect that there would be policy convergence among a policy leader (the US) and other advanced economies sharing common institutions and values. We employ natural language processing to analyze the FDI review policies targeting specifically SOMNEs in the US and a sample of developed countries and evaluate the degree to which these cross-country policies exhibit convergence on common concepts over time. Using US FDI review policy as a base, we find that the US underwent a major policy change in 2007 and 2018 that put measurably more emphasis on national security relative to commercial concerns regarding foreign investments by SOMNEs. Contrary to our expectation, we find only limited evidence of policy convergence between the other countries and the US. We conclude that the role of a hegemonic power is limited in promoting FDI policy convergence where national security is at issue, but policy convergence on commercial considerations appears more widely acceptable in the international community.

Paper is NOT Available. Please contact the author(s).

IM: MNEs and the Duality of Institutions: Regulatory Pressures, Social Responsibility Pressures and FDI

Author: **Huimin Liang**, *Warwick Business School*
Author: **Irina Minodora Surdu**, *Warwick Business School*
Author: **Nigel Driffield**, *Warwick Business School*

Given the constant changes taking place in the international business (IB) landscape, a firm’s institutional environment is recognized as a key source of uncertainty. Addressing calls to explore how multinational enterprises (MNEs) strategize to manage complex institutional pressures, this paper examines the effects of institutional duality on entry mode choices. We explore how key institutions – both at home and abroad - affect MNEs’ foreign direct investment (FDI) decisions. In practice, country of origin still matters as MNEs seek to manage the pressures exerted by their host institutional environments, whilst also strategizing to maintain home market institutional legitimacy. Further, we propose and show that regulative and normative institutional pressures affect the choice of FDI mode differently. Using a sample of 44,881 FDI events between 2013 and 2019, we show that higher degrees of FDI such as wholly owned subsidiaries, tend to be used by MNEs when the distance between normative institutions, i.e., home and host CSR norms and practices, is high. Whilst regulative distance is managed through setting up joint venture relationships, wholly owned subsidiaries are chosen to control whether, and to what extent, MNEs adapt to different, host market CSR standards and practices.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **893** | Submission: **18712** | Sponsor(s): **(IM)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Sunday, Aug 7 2022 2:30PM - 4:00PMPT (UTC-7)**

Subsidiary Strategies and Operations

Session Moderator: **DuckJung Shin**, *Korea U. Business School*

IM: The Impact of Sister-City Relationship on Foreign Subsidiary CSR

Author: **Yixue Wu**, *U. of Hong Kong*

Author: **Christine M. Chan**, *U. of Hong Kong*

Author: **Yusen Dong**, *China Europe International Business School (CEIBS)*

This article extends social identity theory to research on corporate social responsibility (CSR) of foreign subsidiaries. We complement prior research on CSR by emphasizing the significance of city-identity in stakeholders' identification and exploring factors that influence this process. Our empirical analysis of 90 foreign subsidiaries in China from 2009 to 2018 shows that the sister-city relationship promotes local CSR of foreign subsidiaries. The positive relationship is weakened when foreign subsidiaries are older or two countries have high political affinity, while it is strengthened when foreign subsidiaries are large. Our findings suggest that inter-city relationships influence CSR of foreign subsidiaries and host cities can benefit themselves by signing treaties of sister-city relationship.

Paper is NOT Available. Please contact the author(s).

IM: Organizational Identification in Local Subsidiaries of Foreign Multinational Enterprises  

Author: **DuckJung Shin**, *Korea U. Business School*

Author: **Jeonghun Kim**, *Chung-Ang U.*

Author: **Changbum Choi**, *Chung-Ang U.*

We investigate organizational identification in small and medium-sized local subsidiaries of foreign multinational enterprises (MNEs). Organizational identification – a sense of oneness with their organization – is a strong predictor of positive employee attitudes and behaviors. However, due to the 'foreignness' and 'smallness' associated with small and medium-sized local subsidiaries of foreign MNEs, low-level host country nationals (HCNs) working for the small and medium-sized local subsidiaries exhibit low levels of organizational identification. In this study, we consider the role of HCN CEOs in overcoming the low organizational identification of low-level HCNs. Unlike low-level HCNs, HCN CEOs closely work with the headquarters, developing a good understanding of MNEs' business strategies, activities, and policies, and the strategic importance of local subsidiaries for MNEs. To approach the issue, we develop and test a model on organizational identification in local subsidiaries based on multi-sourced data from small and medium-sized subsidiaries of MNEs in South Korea, using a sequential mixed methods design. First, we reviewed archival data on organizational identification from exit interviews of low-level HCNs, and also conducted interviews with HCN CEOs. As a result, we identify key antecedents and outcomes of organizational identification. Second, from a survey of both HCN CEOs and low-level HCNs, we test our hypotheses and validate our model. Implications are discussed in the paper.

Paper is Available to Meeting Registrants Only.

 **IM: Decomposing Subsidiary Performance: The Role Of Subsidiary Managers**

Author: **Jaykumar Padmanabhan**, *Faculty of Management studies, Jain U., Bangalore*

In this paper, we study the relationship between subsidiary manager's demographic characteristics and performance, while incorporating the subsidiary context. We draw upon upper echelon theories and International Business (IB) theories to understand this relationship. Though the upper echelon's theory (UE) has been the subject of intense research, much of it has happened in the American context and the role of top management in subsidiaries of multinational enterprises has largely been understudied. Using a dataset based on listed MNE subsidiaries in India we distinguish between subsidiary external performance (host market performance) and subsidiary internal performance. With our data set we find a positive relationship between percentage of Parent country nationals (PCNs) in the Top Management Team (TMT) and subsidiary internal performance in the initial stages of the operation of the subsidiary. We also find an inverted U-shaped relationship between PCN tenure and subsidiary internal performance that is moderated by years of operation of the subsidiary. However, we do not find support for our hypothesis about a strong relationship between percentage of home country nationals (HCNs) and subsidiary external (host market) performance.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **894** | Submission: **18497** | Sponsor(s): **(MC)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Saturday, Aug 6 2022 9:00PM - 10:00PMPT (UTC-7)**

Executive Committee Meeting 1

Executive Committee 1

Session Chair: **Emmanuel Monod**, *UCMT and Paris-Dauphine U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **895** | Submission: **18325** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 2:30PM - 4:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 302**

OB Division Executive Committee Meeting
OB Executive Committee Meeting

Participant: **Rebecca J. Bennett**, *U. of Central Florida*
Participant: **Daan Van Knippenberg**, *Rice U.*
Participant: **Ronald F. Piccolo**, *U. of Central Florida*
Participant: **Elizabeth George**, *U. of Auckland*
Participant: **Bradley L. Kirkman**, *North Carolina State U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **896** | Submission: **19554** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 2:30PM - 4:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 610**

Unethical Behaviors and Leadership

Session Moderator: **Lei Wang**, *Dongbei U. of Finance and Economics*

OB: Relative Leader-member Exchange and Unethical Pro-leader Behavior: A Cross-level Moderated Mediation

Author: **Han Li**, *Peking U.*

Author: **Shimin Zhang**, *Hong Kong Polytechnic U.*

Author: **Shenjiang Mo**, *Zhejiang U.*

Drawing upon social comparison theory and the social functional view of emotions, we developed and tested a cross-level model to examine how and when relative leader-member exchange (RLMX) may result in employees' unethical pro-leader behavior (UPLB). Data was collected from a sample of 514 employees in 102 divisional teams in a large retail corporation. Results of the multilevel moderated mediation modeling showed that the experience of envy fully mediated the negative effect of RLMX on UPLB. Furthermore, the indirect relationship was moderated by team-level distributive justice climate. Specifically, employees with low RLMX standings were more likely to experience envy and subsequently engage in UPLB when the distributive justice climate is low. Theoretical and managerial implications are discussed.

Paper is Available to Meeting Registrants Only.

OB: Different Roles of Dual Authoritarian Leadership on Unethical Pro-supervisor Behavior

Author: **Lei Wang**, *Dongbei U. of Finance and Economics*

Author: **Huiyu Song**, *Dongbei U. of Financial Economics*

Author: **Angela Jie Xu**, *Jinan U.*

Despite the emerging interest in and importance of unethical pro-supervisor behavior, the underlying mechanism of unethical pro-supervisor behavior is still in its infancy. Based on social identity theory and uncertainty management theory, this study explores whether task-related and people-related authoritarian leadership (i.e. dual authoritarian leadership) would affect unethical pro-supervisor behavior differently and what the underlying mechanisms are. Through data from 260 employees in China, this study reveals that employees working with task-related rather than people-related authoritarian leadership engage in more unethical pro-supervisor behavior. Supervisor identification and uncertainty played differential mediating roles underlying the relationship between dual authoritarian leadership and unethical pro-supervisor behavior. Further, the positive indirect effect of dual authoritarian leadership on unethical pro-supervisor behavior was weaker when the organization has high principle-based ethical climate. Contributions, limitations, and future research directions are discussed.

Paper is Available to Meeting Registrants Only.

OB: When Do Supervisors Punish Unethical Pro-organizational behaviors: the Role of Identity and Goal  

Author: **Feng Gao**, *School of Business, Renmin U. of China*

Author: **Yao Wang**, *Renmin U. of China*

Author: **Jiaojiao Zhang**, *School of Business, Renmin U. of China*

Given that unethical pro-organizational behavior (UPB) violates moral standards but benefits the organization at the same time, responses to this behavior could be equivocal although it is supposed to be punished. Previous research, however, has centered on antecedents of UPB, less is known about its consequences, especially how subordinates' UPB is responded by supervisors. Drawing on the human information processing model, this paper aims to explain when supervisors perceive subordinate UPB in a negative way, and further engage in negative leading behaviors as punishments for UPB. Results of a multi-wave, multiple-source survey suggest that subordinates' UPB are most negatively related to supervisors' trust when supervisors' moral identity is prominent and their goals are congruent with the group. Furthermore, results show that reduced trust ultimately elicits abusive supervisor behavior. These findings extend knowledge on consequences of UPB and provide important insights into supervisors' leading behavior from a bottom-up perspective.

Paper is Available to Meeting Registrants Only.

OB: How Leaders Drive Followers' Unethical Behavior 

Author: **Salar Mesdaghinia**, *Eastern Michigan U.*

Author: **Robert Eisenberger**, *U. of Houston-Main Campus*

Author: **Xueqi Wen**, *Tongji U.*

Author: **Zihan Liu**, *U. of Houston*

Author: **Blaine Austin Lewis**, *U. of Houston*

Author: **Debra L. Shapiro**, *U. of Maryland*

Numerous organizational scandals have implicated leaders who have encouraged employees to advance organizational objectives through unethical means. However, leaders' encouragement of unethical behaviors is under-examined in leadership research. We define leader immorality encouragement (LIE) as an employee's perception that his or her leader encourages unethical behaviors on behalf of the organization. Across four studies, we found that: (1) LIE promotes employees' unethical pro-organizational behavior; (2) this relationship is mediated by employees' moral disengagement and reward expectancy; (3) LIE, via moral disengagement, promotes employees' self-serving unethical behavior; and (4) the association between LIE and unethical behavior is stronger when the leader and the employee have a high-quality exchange relationship and the employee perceives the leader as having high organizational status. Our set of findings shed light on leaders' attempts to further organization objectives by encouraging unethical behavior.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **897** | Submission: **11498** | Sponsor(s): **(RM, OB, HR, STR, OSCM)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Sunday, Aug 7 2022 2:30PM - 4:00PMPT (UTC-7)**

**Trustworthy MTurk-based Research: Best-Practice Recommendations
for Authors and Reviewers**
Conducting Trustworthy MTurk-based Research



Presenter: **Ravi Ramani**, *Morgan State U.*
Presenter: **Isabel Villamor**, *IESE Business School*
Presenter: **Herman Aguinis**, *George Washington U.*

Amazon’s Mechanical Turk (MTurk) is the most pervasively-used online marketplace for conducting research in management and related fields. However, there are significant concerns that call into question the validity of research conclusions based on MTurk data. Accordingly, the goal of our professional development workshop (PDW) is to offer best-practice recommendations regarding how to design, implement, and report MTurk studies. Our recommendations are aimed at researchers planning on using MTurk and those who evaluate manuscripts describing MTurk-based research (i.e., journal reviewers and editors). Based on a review of 146 sources, our PDW will provide a summary of MTurk’s practical and logistical benefits and a detailed analysis of 10 particularly salient features of MTurk research and their concomitant threats to internal, external, construct, and statistical conclusion validity (e.g., participant inattention and misrepresentation, vulnerability to web robots, MTurker non-naiveté, perceived researcher unfairness). We will then offer 10 best-practice recommendations to address those threats during research planning, research implementation, and reporting of results (e.g., decide qualifications used to screen MTurkers, formulate compensation rules, approve or deny compensation). Also, our session will offer participants opportunities to discuss specific questions or concerns they have about conducting research on MTurk. Finally, we will provide a hands-on demonstration of how to implement each of these recommendations and conduct an MTurk study that minimizes the validity threats of associated with this data collection method. This PDW relies, in part, on our highly attended and very positively rated RMD PDW on MTurk that we conducted at the AOM 2021 meetings.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **898** | Submission: **19503** | Sponsor(s): **(SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 2:30PM - 4:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 403 Cispus**

Corporate Social Responsibility, Stakeholder Engagement and Social Impact in Supply Chains

Session Moderator: **Rita Mota**, *Oxford U., Saïd Business School*

SIM: Towards Responsible Global Value Chain: A Conceptual Framework

Author: **Anna Mineeva**, *U. of Lyon, UJML3, iaelyon School of Management, Magellan*
Author: **Marielle Payaud**, *MAGELLAN, IAE Lyon, U. of Lyon, France*

Global value chains (GVCs) take a prominent position within the modern global economy as well as within the international business (IB) research field. However, despite the increasing importance of corporate social responsibilities (CSR) considered at the global scale, our understanding of how the concept of CSR plays out at the level of GVC remains limited. Yet, given the decoupling of ownership and control caused by disaggregation of multinational enterprises (MNEs), the issue of organisational boundaries in regards to social responsibilities of business gains more and more relevance. The objective of this conceptual study is to contribute to the discussion on full-chain responsibility through the development of the concept of responsible global value chain. Seeking to integrate theoretical insights from the literature on CSR and on GVC we develop a conceptual framework of a responsible GVC comprised of four distinct dimensions that shape the integration of CSR throughout the GVC: (1) institutional environment, (2) governance, (3) CSR conceptualization and (4) stakeholder management. Our framework enables us to highlight the conceptual shift emerging along four proposed dimensions underpinning the move from conventional GVC towards responsible one.

Paper is Available to Meeting Registrants Only.

SIM: Supply Chain Irresponsibility: The Role of Stakeholder Orientation and Institutional Distance

Author: **Muhammad Umar Boodoo**, *Warwick Business School*
Author: **Sara Hajmohammad**, *Telfer School of Management, U. of Ottawa*
Author: **Alok Choudhary**, *Loughborough U., School of Business and Economics*
Author: **Robert D. Klassen**, *U. of Western Ontario*

Global supply chains of goods and services frequently span developed and developing countries and, unfortunately, are often associated with poor environmental, social, and governance (ESG) practices. Drawing on the construct of corporate social irresponsibility, we focus specifically on supply chain irresponsibility (SCI) in global supply chains. Strategically developing and nurturing relationships with multiple stakeholder groups (i.e., strong stakeholder orientation) is one mechanism that might help attenuate the frequency and severity of a firm's SCI. However, doing so also might raise expectations among stakeholders, thereby priming and amplifying the reach of SCI. We also draw from institutional theory to hypothesize that the regulatory institutional distance between the firm's home country and that where SCI occurred moderates the stakeholder orientation-SCI relationship. Using a large multi-country panel dataset, our findings show that stakeholder orientation is positively related to frequency, severity, and reach of SCI incidents. Higher regulatory institutional distance increases SCI and strengthens the positive relationship between stakeholder orientation and SCI. Our findings provide novel evidence about the unintended consequences of stakeholder orientation and develop insights into the challenges that the degree of regulatory institutional distance between a firm and its globally scattered supply chain poses to managing ESG responsibility.

Paper is Available to Meeting Registrants Only.

SIM: Human Rights, Multinational Enterprises, and Legitimacy

Author: **Rita Mota**, *Oxford U., Saïd Business School*
Author: **Alan D. Morrison**, *Oxford U., Saïd Business School*

This paper attempts to explain why, in similar contexts, multinational enterprises (MNEs) respond differently to human rights questions, and why external audiences appear to tolerate these differences. Our explanation focuses on the perceived legitimacy of MNE human rights actions. This approach recognizes that organizations are actors that make legitimacy assessments, rather than mere legitimacy objects. We conceptualize organizational human rights attitudes and reasons for action, and we show how the two interact. We relate the norms that are used in legitimacy judgments, and the way that they are interpreted in different contexts, to different MNE human rights attitudes. Our analysis yields new predictions of the factors that might lead MNEs to adopt active, passive, or non-engagement human rights attitudes.

Paper is NOT Available. Please contact the author(s).

SIM: Retail Firm Social Compliance Integration as a Precondition for Supply Chain Effectiveness

Author: **Mevan M. Jayasinghe**, *Michigan State U.*
Author: **Yinyin Cao**, *U. of Michigan, Dearborn*

Global supply chains research has shown that advanced economy retail firms using codes of conduct to enforce suppliers' compliance with labor standards has had limited effects on working conditions in developing economies. However, it is not known whether the management and organizational context within the retail firm itself may be responsible for their ineffective social compliance enforcement. In fact, recent evidence suggests that retailers' social compliance enforcement may be undermined by conflicting demands originating from siloed functions within the retail firm. We adopt a management and organizations perspective to describe social compliance integration among supplier-facing functional units within the retail firm as a prerequisite for effective social compliance enforcement and subsequently for supply chain effectiveness and social responsibility. We develop a theoretical framework that defines the cross-functional components of social compliance integration and its organizational determinants, and explains how it creates more effective and responsible supply chains. Our work uncovers necessary organizational conditions for the effectiveness and sustainability of global supply chains, emphasizes the importance of cross-functional coordination in the management of an organization's business ecosystem, and explains how socially conscious organizations can minimize decoupling of non-financial sustainability goals.

Paper is NOT Available. Please contact the author(s).

Author: **Diana Jue-Rajasingsh**, *U. of Michigan*

Firms often engage in strategic framing contests to appeal to stakeholders' interests, shaping their beliefs and expectations of the industry and the firms themselves. One type of strategic framing that has only been recently explored is the strategic framing of social impact. In this study, I study the effect of social impact framing on the exchange partners of a socially responsible firm that is asymmetrically dependent on these value chain intermediaries (e.g., retailers) to create value for end customers. I pursue the following questions: 1) To create and appropriate value, can a firm use social impact framing to persuade exchange partners to not only participate in the market but also relinquish value while doing so? 2) How do exchange partners react to the perceived misalignment of social business' profit-seeking with social impact? 3) How does the emphasis of a social impact frame affect these responses? 4) How does information about suppliers' costs and profits affect when frame is most effective? I attempt to answer these questions through an online experiment and a lab-in-the-field experiment.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **899** | Submission: **18806** | Sponsor(s): (STR)
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 2:30PM - 4:00PMPT (UTC-7)** at **Seattle Convention Center in Room 612**

Heuristics and Biases in Organizations

Session Moderator: **Neil Gareth Shepherd**, *Aston Business School*

STR: Cognitive Diversity in Strategic Decision Making: A Contextual Contingency Perspective 

Author: **Neil Gareth Shepherd**, *Aston Business School*
Author: **Bowen Lou**, *Lancaster U. Management School*
Author: **John Rudd**, *Warwick Business School*
Author: **Andreas Strobl**, *Lancaster U. Management School*

The riddle of diversity remains unresolved; it can spur innovation and creativity, yet also give rise to hostile conflict. Indeed, disagreement abounds as to whether cognitive diversity—which represents differences in ideas, preferences and beliefs among top managers concerning firm strategy—leads to positive or negative outcomes. While meta-analyses have concluded that the consequences of cognitive diversity among upper echelons executives are largely negative; the fact remains that the effects of diversity vary considerably across different studies, indicating the presence of unknown moderators and mediators. Hence in this study, recognizing the embeddedness of top managers within their firm and broader environmental context, we build new theory concerning moderating and mediating influences on the effects of cognitive diversity. We test our theory on a multi-informant, multi-source sample of 117 strategic decisions. We find a main negative effect of cognitive diversity on top management team behavioral integration, and that behavioral integration mediates the negative effects of cognitive diversity on decision comprehensiveness. We further develop new knowledge by drawing on resource-based theory, and we theorize that firm size and environmental hostility moderate the effects of cognitive diversity on behavioral integration and on comprehensiveness.

Paper is Available to Meeting Registrants Only.

STR: The Learning of Machine Learning: The Effect of Human Capital on the Performance of Algorithms

Author: **Artyom Yepremyan**, *SKEMA Business School*
Author: **Francesco Castellaneta**, *SKEMA Business School*
Author: **Bruno Cirillo**, *SKEMA Business School*

Strategy formulation hinges on managers' ability to formulate accurate predictions about developments in external environments. As managers face various cognitive limitations that bias their predictions, strategy scholars suggested artificial intelligence, in the form of machine learning, as a solution to improve firms' predictive ability. Notwithstanding these insights, we still know little about machines' predictive ability in uncertain external environments, where information about future trends is limited. We maintain that machines' prediction accuracy can be improved by leveraging specific dimensions of human capital as input in their training sets. To test our theory, we created a unique machine learning algorithm that forecasts the earnings of publicly listed firms by leveraging financial data and financial analysts' past earnings predictions. Contrary to prevailing views, we demonstrate that machine learning algorithms that are trained on past predictions by high human capital analysts – who are likely to be biased in various dimensions – yield more precise predictions than similar machines that are trained on predictions by low human capital – less biased – analysts, as well as those that are trained only on financial data. Our theory and results provide fresh insights on how firms could leverage their human capital to improve machine learning's forecast accuracy

Paper is Available to Meeting Registrants Only.

STR: Social Comparison and the Value of Performance Trajectory Information: A Workplace Field Experiment   

Author: **Hugh Xiaolong Wu**, *Washington U. in St. Louis, Olin Business School*
Author: **Yucheng Liang**, *Carnegie Mellon U. - Tepper School of Business*
Author: **Shannon Liu**, *U. of Toronto, Rotman School of Management*

New workers often compare themselves to their high-achieving senior coworkers, but they often do so without knowing how senior workers performed in the early stages of their careers. This upward social comparison under incomplete information can have adverse effects on new workers' well-being and employee turnover. We study whether providing performance trajectory information to new workers mitigates the negative consequences of performance comparison. In a large-scale randomized control trial at a leading multinational spa chain in China, we sent workers twice-weekly messages on the performance trajectories of their high-performing senior coworkers. This information treatment reduces the attrition rate of new workers by 12%, and the effect is most pronounced for the more productive workers. The lower attrition rate is mostly driven by an improvement in new workers' stress levels and mental health due to the lowering of their beliefs about senior coworkers' past performance. Overall, this study demonstrates that showing junior workers the "Curricula Vitae" of senior workers mitigates social comparison costs within firms.

Paper is Available to Meeting Registrants Only.

STR: Time Horizon in Corporate Resource Allocation—Investment Horizon, Investor Horizon, and Stakeholders 

Author: **Dhvani Badwaik**, *U. of Connecticut - Storrs*

Research in strategic management emphasizes that managers struggle with decisions that require an intertemporal tradeoff between short-term success and long-term performance. With respect to corporate resource allocation, this tradeoff also manifests itself via short-term versus long-term investments; via investors that exhibit heterogenous time horizons; and via the time horizon of the firm's stakeholders. I contribute to this literature by reviewing and synthesizing extant findings on time horizon in strategy; identifying relevant, emerging themes for future lines of inquiry; and highlighting logical inconsistencies at the intersection of time horizon and stakeholder theory. More empirical and theoretical extensions are warranted on this topic, which is characterized by inherent complexity.

Paper is Available to Meeting Registrants Only.

Author: **Xiwen Zhao**, *U. of Kentucky*

Author: **Zhi Huang**, *U. of Kentucky*

This study seeks to establish that having a distinct name can help firms attract investors' attention, leading to better stock market performance. Furthermore, we examine the moderating effects of firm size, firm age, industry size, and industry performance. By studying all publicly traded firms in both CRSP and Compustat, our results show that there is a positive relationship between firm name distinctiveness and firm annual stock return, and this relationship is stronger for younger firms, small firms, firms in small industries, and firms in high-performance industries. Supplemental analyses are performed to address the endogeneity issue.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **900** | Submission: **18787** | Sponsor(s): **(STR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 2:30PM - 4:00PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 1**

Politics and Regulations in Corporate Strategy

Session Moderator: **Margherita Corina**, *Department of Management and Technology, Bocconi U.*

STR: Volatility of Political Affinity and Subsidiary Investments  

Author: **Christopher Albert Sabel**, *WWU Münster*

Author: **Fladina Zilja**, *Copenhagen Business School*

Author: **Gilbert Kofi Adarkwah**, *BI Norwegian Business School*

We investigate the effect of volatility in political affinity on multinational firms' foreign subsidiary investments. We extend prior work that focuses on the level of political affinity and argue that volatility in political affinity equally affects multinational firms' foreign investments. While research showed that levels of affinity are positively related to multinational firms' investment, we argue that volatility negatively affects subsidiary investment as it increases environmental uncertainty for multinational firms in foreign locations. Further, we show that the interplay of the level and the volatility of affinity and firms' experience in high-volatility countries affects overall investment, providing greater insight into multinational firms' investment patterns. Analyzing 1,078 U.S. public firms and their subsidiaries in 106 countries from 2000 to 2015, we find support for our hypotheses.

Paper is Available to Meeting Registrants Only.

 STR: The Impact of Protective Takeover Regulations on Acquiring Firms

Author: **Ipsita Sahoo**, *Smith School of Business, Queen's U.*

Author: **Abhirup Chakrabarti**, *Smith School of Business, Queen's U.*

This study explores how protective takeover regulations indirectly affect acquiring firms. Protective takeover regulations, such as the new bid regime introduced in Canada in 2016, provide targets more time to respond to takeover offers and offer greater protection to minority shareholders. Yet, such strategies could also influence acquiring firms to change their strategies over time. Using a sample of Canadian manufacturing firms that operated between 2012-2020 we find that the new bid regime had no impact on reducing hostile acquisitions, but that it increased the tendency of acquiring firms to undertake unrelated and cross-border acquisitions. In turn, it indirectly reduced the ability of acquiring firms to successfully complete their acquisitions. The findings suggest that protective takeover regulations may have broader and unintended effects by driving acquiring firms to undertake riskier acquisitions and experience poorer acquisition outcomes.

Paper is Available to Meeting Registrants Only.

STR: Alliance or Acquisition During Political Uncertainty? The Importance of Partner Selection

Author: **Margherita Corina**, *Department of Management and Technology, Bocconi U.*

This study shows the trade-off between acquisitions and alliances in the context of elections by looking at the costs and benefits of companies' business configurations. By testing my assumptions on a dataset of US companies during government elections between 1990 and 2018, I show that companies in states that hold elections, and therefore subject to greater political uncertainty, prefer alliances to acquisitions. I then show that this result varies according to the similarity and complementarity of business between the two companies: during political elections, companies whose business is similar prefer to engage in acquisitions or alliances - as opposed to internal development - and prefer acquisitions as opposed to alliances. On the contrary, companies whose business is complementary prefer to engage in alliances - as opposed to internal development - and prefer internal development - as opposed to acquisitions. Overall, my findings provide new insights into the importance of political uncertainty in shaping business strategies.

Paper is Available to Meeting Registrants Only.

STR: The Need for Speed: The Impact of Capital Constraints on Strategic Misconduct 

Author: **Fulton C. Eaglin**, *Harvard Business School*

Under what conditions do firms engage in strategic misconduct? Why do they undertake actions that increase profitability yet break laws or violate strong norms often with costly consequences for public welfare? The strategic management literature offers two external constraints that might explain these actions. First, firms in highly competitive environments with few options for differentiation turn to strategic misconduct for survival. Second, firms that operate in weak regulatory environments adopt strategic misconduct to overcome market frictions that lack of regulation creates. This paper offers a third explanation – access to affordable financing. Existing research on capital constraints has demonstrated firms benefit greatly from additional capital but has yet to investigate its impact on strategic misconduct. I examine the impact of capital constraints on strategic misconduct in the minibus taxi industry in South Africa. Exploiting a natural experiment in which a financing company changed their interest rates due to nation wide protests, I assess the impact of declining interest rates on over 5000 firms from 2015 to 2020. Using an instrumental variable analysis, I find that firms given lower interest rates decrease strategic misconduct, measured by speeding alerts and aggressiveness with other firms, and are more likely to survive. Exploring potential mechanisms through survey and qualitative analysis, I find suggestive evidence that binding capital constraints and high penalties for default might drive these results. My findings suggest that the reduction of capital constraints for firms under duress might increase both firm survival and public safety presenting implications for how we might approach building sustainable and resilient firms and communities.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **901** | Submission: **18589** | Sponsor(s): **(STR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 2:30PM - 4:00PMPT (UTC-7)** at **Sheraton Grand Seattle in Diamond B**

New Directions in How Alliances Can Benefit Firms

Session Moderator: **Jens-Christian Friedmann**, *Bocconi U.*

STR: Knowledge Spillover and Knowledge Spillover in Alliances

Author: **Jens-Christian Friedmann**, *Bocconi U.*

Research on alliances suggests that exposing knowledge to partners can restrict a firm's appropriation of value from that knowledge. The current study examines the possibility that knowledge spillover to a partner can instead provide opportunities for the firm to learn from the partner's inventions that build upon the spilled knowledge, thereby enabling the firm to regain value that would otherwise be lost. This is termed "knowledge spillback." Analyses of 1,089 alliances formed during the period 2000–2015 by 323 firms in the global electronics and machinery industries show that knowledge spillover to a partner induces subsequent knowledge spillback, yet knowledge spillback diminishes as knowledge spillover intensifies. I demonstrate that the positive association of knowledge spillback with spillover is reinforced by the cumulateness of the firm's knowledge. In turn, this positive association is weakened by the firm's reliance on prior industry knowledge and by the relatedness of the firm's and partner's knowledge bases. Exploratory post-hoc analyses also show that knowledge spillback from partners increases the technological value of the firm's inventions, and thus can contribute to the firm's value gain from its alliances.

Paper is Available to Meeting Registrants Only.

STR: Walking a Tightrope: Balancing Centralization and Decentralization in Enterprise Blockchain Networks

Author: **Marvin Hanisch**, *U. of Groningen*

Author: **Curtis Goldsby**, *Rotterdam School of Management, Erasmus U.*

Author: **Vasileios Theodosiadis**, *IBM Corporation*

Blockchain technologies represent a promising opportunity to manage complex intra- and interorganizational networks. A critical decision for founders of blockchains is whether blockchain activities should be governed in a fully decentralized, consensus-based way, or in a more centralized and controlled way, supported by mechanisms of hierarchical control. While a decentralized, consensus-based approach may result in lower upfront administrative costs for managing a blockchain network, it may also complicate the subsequent coordination, control, and adaptability of the network that can be achieved by introducing a consortium as a centralized governance structure in an otherwise decentralized system. Based on extant governance research, we hypothesize that founders of enterprise blockchains will evaluate this strategic tradeoff more in favor of adopting a consortium as the number of founders, rivalry of founders, and dynamism of founder industries increase. We test our theorizing on a unique sample of 127 blockchain initiatives and find support for the two former but not for the latter hypotheses. Our study advances theories on network governance and the emerging literature on blockchains.

Paper is Available to Meeting Registrants Only.

STR: Choosing Your Partners Wisely: Investigating the Role of CSR in Strategic Alliances

Author: **Ei Sandi Nwe**, *Purdue U., West Lafayette*

In the face of growing concerns over climate change and current COVID-19 crisis, interest in corporate social responsibility (CSR) issues has been growing significantly among academics and practitioners alike. However, the role of CSR in strategic alliances has yet to receive considerable attention from management scholars. This study investigates whether and how CSR of a partner in a strategic alliance, has an effect on the focal firm's value. Drawing on the stakeholder-based view of strategic alliances and advancing relational capabilities perspective on CSR, we posit that, faced with information asymmetry and collaborative challenges, focal firm can rely on CSR performance or stakeholder relationships of a prospective partner firm to make judgements about value creation potentials of the alliance. We argue that CSR of a partner has a positive effect on the focal firm's value by optimizing partner selection and embodying relational capabilities that focal firm can leverage on during the partnership. Empirical evidence is established by using a sample of bilateral alliances between publicly traded firms in the US during the period of 1999-2013. Our results show that CSR of a partner is positively associated with the focal firm's announcement returns. The positive effect of partner's CSR on the focal firm's returns is found to be more salient when information asymmetry is high. In addition, the marginal effect of a partner's CSR on the announcement return is attenuated by the focal firm's previous general alliance experience.

Paper is Available to Meeting Registrants Only.

STR: Learning in Strategic Alliances  

Author: **Marko Kohtamäki**, *U. of Vaasa*

Author: **Rodrigo Rabetino**, *U. of Vaasa*

Author: **Tuomas Huikkola**, *U. of Vaasa*

Learning in strategic alliances is examined in a growing stream of literature with multiple substreams of research. The present study builds on a literature review of 207 articles and uses bibliometric structuring to identify four research streams: 1) alliance learning, 2) relationship learning, 3) learning in innovation networks, and 4) learning in social networks. We conduct a content review of the research streams, analyse the communities of alliance learning research, and develop a research agenda to facilitate novel avenues of research about learning in strategic alliances. This systematic review provides a rich ground for future studies to continue research on learning in strategic alliances and its four substreams of research.

Paper is Available to Meeting Registrants Only.

STR: Strategic Alliance Outcomes: Consolidation and New Directions (WITHDRAWN)

Author: **Tadhg Ryan-Charleton**, *Queen's U. Belfast*

Author: **Devi R. Gnyawali**, *Virginia Tech*

Author: **Nuno Oliveira**, *Tilburg U.*

The pursuit of outcomes is the *raison d'être* for strategic alliances, yet the literature is on outcomes rather fragmented. Moreover, conceptual and empirical confusion exists between strategic alliance outcomes and how the alliance is working. Important behavioral terms, such as conflict and tension, are also used without conceptual clarity. We tackle these issues by laying out a consolidated spectrum of strategic alliance outcomes and explaining how outcomes are often intertwined. We distill how well the alliance is working into three indicators of functioning and highlight their conceptual distinctiveness vis-à-vis outcomes. We disentangle definitions and implications for three important behavioral issues in alliances—tradeoffs, frictions, and tensions—and discuss how they are rooted in partner interdependence. Lastly, we offer an 'outcome-centric' perspective of strategic alliances, which shifts the emphasis from outcomes as an end result to pursuit of outcomes as an explanatory starting point. This perspective opens up interesting opportunities to theorize about functioning; behavioral manifestations of interdependence; and the pursuit of multiple outcomes in strategic alliances. Overall, our paper offers contributions in terms of conceptual clarity, a behavioral view of partner interdependence in strategic alliances, and an outcome-centric perspective resulting in novel opportunities for theorizing about strategic alliances.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: **902** | Submission: **12101** | Sponsor(s): **(STR, SIM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 2:30PM - 4:00PMPT (UTC-7)** at **Seattle Convention Center** in **Chelan 2**

Connections Between Stakeholder Governance and Corporate Governance

Stakeholder Governance and Corporate Governance



Organizer: **Ilze Kivleniece**, *INSEAD*

Organizer: **Sinziana Dorobantu**, *NYU Stern School of Business*

Distinguished Speaker: **Ruth V. Aguilera**, *Northeastern U.*

Distinguished Speaker: **Joseph T. Mahoney**, *U. of Illinois at Urbana-Champaign*

Presenter: **Sergio Giovanetti Lazzarini**, *Ivey Business School*

Presenter: **Aline Gatignon**, *The Wharton School, U. of Pennsylvania*

Presenter: **Leandro S. Pongeluppe**, *The Wharton School, U. of Pennsylvania*

Presenter: **Sinziana Dorobantu**, *NYU Stern School of Business*

Scholarly work in strategy and corporate governance is increasingly converging to explore the implications of firms moving beyond the shareholder-centric governance modes towards stakeholder governance approaches that consider the interests of a broader set of heterogeneous stakeholders. This shift calls for new thinking in at least two core areas of strategic management: (i) the conceptualization of a firm's fundamental function of creation and distribution of economic value within a stakeholder governance set-up, and (ii) the rules and patterns of organizing that underpin the enfranchisement and identification of stakeholder interests. In this symposium, we propose to engage in conversations that cut across work in stakeholder theory, corporate governance and social issues in management to advance further research on these important topics. The symposium will open with introductory keynote comments by two prominent scholars in the field, it will continue with four paper presentations, and it will conclude with a brief question-and-answer session with the audience. The ensuing discussion is envisioned to help advance both conceptual and empirical work at the intersection of novel, stakeholder-centric forms of governance. We also hope to shed light on promising areas for further research that leverages both novel approaches to theory and explores new empirical settings.

Introductory keynote remarks

Author: **Ruth V. Aguilera**, *Northeastern U.*

Introductory keynote remarks

Author: **Joseph T. Mahoney**, *U. of Illinois at Urbana-Champaign*

Just Strategizing A Decision-Based Theory of Stakeholder Governance

Author: **Sergio Giovanetti Lazzarini**, *Ivey Business School*

The Strategic Reconfiguration of Cross-Sector Interactions

Author: **Aline Gatignon**, *The Wharton School, U. of Pennsylvania*

Polycentric Governance Among Stakeholders in Low-Income Communities

Author: **Leandro S. Pongeluppe**, *The Wharton School, U. of Pennsylvania*

Stakeholder Governance and the Institutional Environment

Author: **Sinziana Dorobantu**, *NYU Stern School of Business*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **903** | Submission: **13386** | Sponsor(s): **(STR, TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 2:30PM - 4:00PMPT (UTC-7)** at **Seattle Convention Center in Room 214**

**Entrepreneurs, Inventors, and Innovative Entrepreneurs:
The Exploration of Institutional Forces**
Institution, Innovation, and Entrepreneurship



Organizer: **Jiayi Bao**, *UNC-Chapel Hill*
Discussant: **Martin Ganco**, *Wisconsin School of Business*
Presenter: **Andrea Contigiani**, *The Ohio State U. Fisher College of Business*
Presenter: **Hyo Kang**, *USC Marshall School of Business*
Presenter: **Jiayi Bao**, *UNC-Chapel Hill*
Presenter: **Jue Wang**, *Penn State U.*

The understanding of how institutional environments shape entrepreneurial formation and innovation activities is essential to enhancing participation and success of entrepreneurs and inventors, which are important avenues for creating sustainable competitiveness through economic growth, job creation, and high-impact discoveries. The intersection of business, government, and society has long been a focus for entrepreneurship, economics, and strategy scholars. A large body of research has explored extensively the business legislative pathways to foster entry into entrepreneurship. A separate strand of research has paid great attention to how innovation activities and outcomes are influenced by various regulations. Recently, researchers have started to pay attention to institutional changes that can simultaneously affect entrepreneurial entry and innovation activities. The papers in this symposium aim to facilitate conversations between entrepreneurship and innovation scholars to identify institutional factors that spur and affect innovative entrepreneurs, as well as the mechanisms and boundary conditions.

Forced Migration and Entrepreneurship

Author: **Andrea Contigiani**, *The Ohio State U. Fisher College of Business*

Fast Friends: Understanding the Impact of Short-term Migration on Firms' Invention Outcomes

Author: **Hyo Kang**, *USC Marshall School of Business*

How Health Social Safety Nets Affect Gender Gap in STEM Entrepreneurship

Author: **Jiayi Bao**, *UNC-Chapel Hill*
Author: **Marwa Ibrahim**, *UNC-Chapel Hill*

Protests, Lobbying and Regulations in the Commercial Drone Industry

Author: **Jue Wang**, *Penn State U.*
Author: **Lori Qingyuan Yue**, *Columbia Business School*
Author: **Hayagreeva Rao**, *Stanford U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **904** | Submission: **19711** | Sponsor(s): **(AAA)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 2:45PM - 3:30PM PT (UTC-7)** at **Seattle Convention Center** in **Exhibit Hall 4A**

Conference Break

Conference Break

Come enjoy refreshments and a light snack while you engage with your colleagues and browse the aisles of the Exhibit Hall.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **905** | Submission: **18412** | Sponsor(s): **(GOV)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 2:45PM - 3:45PMPT (UTC-7)** at **Sheraton Grand Seattle in Willow B**

Reception for Deans and Administrators

Dean & Administrator Reception

Organizer: **Kelly N. Mitchell**, *Academy of Management*
Participant: **Lucy Leety-Wheeler**, *Academy of Management*

by invitation only

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **906** | Submission: **19150** | Sponsor(s): **(OMI)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 2:45PM - 4:15PMPT (UTC-7)**

Diffusion and Adoption



Session Moderator: **Panita Surachaikulwattana**, *U. of the Thai Chamber of Commerce*

OMT: **High-fidelity Adoption of a New and Ambiguous Practice** 

Author: **Panita Surachaikulwattana**, *U. of the Thai Chamber of Commerce*

Adoption of a practice has been an important area of study in organizational research. While most prior research focused on practice adoption and diffusion within the same environment, I argue that cross-national adoption of a practice has been underexplored. An inevitable corollary is that little is known of why variation in adoption of such practice occurs. This paper drew on the institutional theory perspective to examine variation in the adoption of a new and ambiguous practice in a new receiving context. Through an inductive-qualitative study of a social entity in Thailand that has imported and promoted the adoption of an American practice, this study examined what caused variations in organizational adoptions, which, following organizational scholars, is conceptualized in this study as level of fidelity, in order to ultimately develop a model that presents what accounts for high-fidelity adoption. For high-fidelity adoption of a new and ambiguous practice to occur, this inductive study shows that it requires co-existence of four components, including knowledge transfer through the approach of communal involvement, reassurance of legitimate actors, leaders' involvement and attention, and outcome realization. This study makes theoretical contributions by developing a process leading to high-fidelity adoption of a new and ambiguous practice, shedding light on the role of agency, and discussing practical implications and avenue for future research.

Paper is Available to Meeting Registrants Only.

OMT: **Heterogeneous Response to Governmental Mandate in Chinese Listed Companies** 

Author: **Lisi Xiong**, *School of Management, Huazhong U. of Science and Technology*
Author: **Zhi Yang**, *School of Management, Huazhong U. of Science and Technology*

In institutional theory, most prior studies suggested that the organizations respond homogeneously in compliance with governmental regulations. We argue that the organizational status within a field might have a heterogeneous effect in response to institutional pressure, for which the probability of organizational compliance is stronger at either end of a status order and weaker at the middle. We attempt to explain this U-shaped relationship by two causes 1) willingness of compliance and the 2) resistant ability of firms with different organizational status in an institutional field. Using Chinese listed firms from 2001 to 2007, during which Chinese CSRC announced mandated independent director reform, we find that the affiliation level of listed companies leads to a U-shape compliance with the mandate. Regulated industry and peer compliance in the industry differently moderate the U-shaped effect of organizational status within a field.

Paper is Available to Meeting Registrants Only.

OMT: **Features of Inter-enterprise Knowledge Recombination in China's Heavily Polluting Industry**   

Author: **Yue Chang**, *School of Public Policy and management Tsinghua U.*
Author: **Chen Luyi**, *School of Public Policy and management Tsinghua U.*
Author: **Zhou Rong**, *School of Public Policy and management Tsinghua U.*
Author: **Jiamin Yu**, *School of Public Policy and management Tsinghua U.*

In recent years, knowledge recombination has become a hot topic in green innovation adoption (GIA) research. However, previous studies have mainly discussed the knowledge recombination within a single enterprise but ignored inter-enterprise knowledge recombination (Inter-KR). In this paper, a theoretical framework of Inter-KR is developed, and the three features of Inter-KR are discussed, which are elements, characteristics, and performances. Natural language process, patent analysis, and econometric regression are used to analyze the above three features. Firm-level data from patents, annual survey, and sewage discharge of Chinese textile enterprises between 1998 and 2013 are matched and analyzed. The empirical results indicate that enterprises can effectively improve their environmental performance by participating in Inter-KR, and the characteristic of comprehensiveness of Inter-KR has a significant promoting effect on GIA. In summary, the Inter-KR trigger more green innovation in both R&D and the manufacturing process of enterprises, and the construction of relevant framework is an effective way to further explore the knowledge recombination of enterprises, which has guiding significance for future GIA research. Our findings provide several new insights for research on knowledge recombination, the literature on collaboration innovation, and green innovation adoption research.

Paper is Available to Meeting Registrants Only.

OMT: **The Diffusion of Problem and Solutions and Heterogeneity in Organizational Fields** 

Author: **Ivana Naumovska**, *INSEAD*
Author: **Erdem Yilmaz**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*
Author: **Vibha Gaba**, *INSEAD*
Author: **Henrich Greve**, *INSEAD*

Although research on diffusion processes has made significant progress, its focus on institutional practices and technological innovations implies an emphasis on solutions to organizational problems rather than on whether organizations recognize problems to begin with. Problem recognition is a precondition for adopting a solution, and behaviorally it is a diffusion process that is interdependent with solution diffusion. Moreover, a given problem typically has multiple alternative solutions that are in competition, while also providing legitimacy to each other by legitimizing the problem they solve. Diffusion analyses of 221 innovations that address eight problems in online newspaper publishing show that the adoption and abandonment of solutions by peers alter the likelihood of recognizing the problem and adopting the specific solution, as well as alternative solutions. This theory and empirical support have important implication for the study of diffusion processes of institutions and technological innovations alike, as it questions the assumption that practices have independent diffusion trajectories. Analysis of a solution without attention to problem recognition is problematic, especially if multiple solutions to the same problem exist.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **907** | Submission: **18915** | Sponsor(s): **(OMT)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 2:45PM - 4:15PMPT (UTC-7)** at **Seattle Convention Center in Room 2A**

The Dynamics of Categories



Session Moderator: **Taehyun Lee**, *U. of Amsterdam*

OMT: Growth and Decline of the “Sharing Economy” Category: The Double-edged Sword of Central Examples 

Author: **Taehyun Lee**, *U. of Amsterdam*

A category’s meanings are shaped by the properties and ideals of its central example. However, existing studies have rarely paid attention to the role of the central example in categorical dynamics. Using qualitative research methods, I examine the sharing economy category and its central examples used by the category promoters (i.e., movement) and the press between 2004 and 2019 during stages of category obscurity, growth, and decline. I illustrate which examples are used as the central example of a category, how the central example can be interpreted in different ways by various actors, which leads to discrepancies between the original meanings of the category and how it comes to become understood and used, and ultimately to the decline of a category. I highlight the importance of a category’s central examples in understanding the dynamics of category change and dissolution.

Paper is NOT Available. Please contact the author(s).

OMT: Games of Norms: Why Category Switching Is Penalized in Crowdfunding Platforms

Author: **Horacio Enrique Rousseau**, *Florida State U.*

Author: **Guangzhi Shang**, *Florida State U.*

While strategic change is key to the effective adaptation of new organizations, it often breeds doubt and assessment by resource holders. This study explores this dynamic by studying how resource holders guided by a community logic respond to category switching, a critical change in a producer’s positioning. Using reward-based crowdfunding as an empirical context, we theorize that backers assess category-switching creators as less trustworthy and committed to the values, ideals, and advancement of a specific community than nonswitching creators, therefore reducing their funding and support. The extent of these penalties, however, may vary depending on the attributes of both creators and backers. We hypothesize that backers may reduce the severity of sanctions to category switchers who demonstrate trustworthiness and competence either by indicating past success or presenting a more typical identity. In contrast, we expect that experienced backers, who hold a stronger sense of belonging and identification, will penalize switchers more harshly than new audience members and be less lenient toward competent or typical creators. We test our hypotheses using an extensive longitudinal sample of 34,701 entrepreneurial projects in Kickstarter from 2009 to 2016 and find support for most of our hypotheses. We discuss implications for studying how change affects resource acquisition when resource holders are guided by a community logic and for research studying categorical nonconformity.

Paper is Available to Meeting Registrants Only.

OMT: The (un)Making of Digital IT Services? Category Work and the Dynamics of Plausible Categories

Author: **SHAIENDRA KUMAR**, *Doctoral Student at IIM Calcutta*

Author: **Anirvan Pant**, *Indian Institute of Management, Calcutta*

Our interpretive study of the contested rise of ‘digital’ services in the global information technology (IT) services industry during 2011-20 sheds light on how the ordinary and autonomous engagement of producers with a plausible category may shape the formation of the said category, i.e., its meaning and distinctiveness. Focusing on a subtler form of producer agency than the purposeful agency of category promoters often discussed in the existing literature, we analyze the claims made to the plausible ‘digital IT services’ category by eight IT services firms in their quarterly earnings calls over the span of a decade (2011-20). We argue that the articulation of category claims constitutes category work towards the settling or the unsettling of the meaning and the distinctiveness of the focal category. Apart from identifying four mechanisms (juxtaposition, projection, reproduction and revision) of such category work that is distinct from the better-understood and more conspicuous acts of category entrepreneurship, our study also contributes to developing a vocabulary to understand plausible categories which may linger in a liminal state of emergence and, thus, do not neatly align with the binary sensibility of emergence / non-emergence extant in the category formation literature.

Paper is NOT Available. Please contact the author(s).

OMT: Coherence Within and Across Categories: The Dynamic Viability of Product Categories on Kickstarter 

Author: **Jean-François Soublière**, *HEC Montreal*

Author: **Jade Lo**, *Drexel U.*

Author: **Eunice Yunjin Rhee**, *Seattle U.*

Winner of the OMT Division Best Paper on Entrepreneurship Award

How does the viability of a product category evolve over time? Studies abound on how categories emerge and become established, or fall out of use. However, extant research assumed that categories evolve independently of one another. In contrast, we consider both intra- and inter-category dynamics. Extending the insight that categories are dynamically shaped by actors’ efforts to position their products, we argue that these efforts not only alter the degree of coherence that products exhibit within a focal category (i.e., what a category is about), but also across a set of related categories (i.e., what a category is not about). We explain shifts in a category’s viability by theorizing the ‘classification’ and ‘valuation’ benefits that intra-category coherence affords, and how these benefits are contingent on inter-category coherence. Importantly, the interaction between both forms of coherence may flip the effect of intra-category coherence. We find support for our argument by examining 170 categories on a daily basis over an 11-year period on Kickstarter, one of the most important crowdfunding platforms. By providing a nuanced understanding of category dynamics, our research sheds new light onto the evolving viability of categories.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **908** | Submission: **18939** | Sponsor(s): **(OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 2:45PM - 4:15PMPT (UTC-7)** at **The Westin Seattle** in **Blakely**

Examining the Social Science Underpinnings of Organizations and Markets



Session Moderator: **Gokce Sargut**, *Governors State U.*

OMT: **Truth Or Dare: Exploring the Origins Of Ontology And Epistemology In Organizational Research**

Author: **Gokce Sargut**, *Governors State U.*

Author: **Ali Selami Sargut**, *Baskent U.*

The field of Organizational Behavior owes some of its major theoretical challenges to the legacy of dichotomies handed down from the social sciences (micro-macro, agency-structure, subjective-objective, etc.). These are manifested in our field as fundamental problem areas regarding ontology and epistemology. In this paper, we explore one such area, the logical positivist philosophy that has dominated research through its influence on various anti-realist perspectives such as methodological individualism. After discussing the origins and limitations of this view, we explain why realism offers a more promising philosophical context for scholarly research.

Paper is Available to Meeting Registrants Only.

OMT: **Poetic Organizing: Ontology of Practice, and Sensemaking in Craft-based Firms**

Author: **Maxim Ganzin**, *Macquarie Business School, Macquarie U.*

This paper offers philosophical insights into the ontology of practice of production which provides theoretical grounding to the ideas on the poetic organization. To conceptualize the poetic, we turn to examining craft manufacturing, which, in its pure form, displays the principles of poetic organizing. We draw on the philosophy of Martin Heidegger to distinguish the deep reasons behind craft- and industrial manufacturing, illuminating the building blocks of the ontology of practice. Equipped with these tools, we show that once we have a better grip on understanding the ontology of practice, we can have a more nuanced comprehension of organizational processes, including sensemaking. We argue that the different ontologies of practice, whether steeped in the poetic or not, shape the sensemaking regimes in organizations. By using the Heideggerian lens to consider the ontology of practice of craft, we offer philosophical underpinnings to the nascent theory of craft approaches to work.

Paper is Available to Meeting Registrants Only.

OMT: **Placing Value Creation at the Core of Strategy**

Author: **Sheldon Dunn**, *SHIDLER COLLEGE OF BUSINESS*

Most strategic management scholars still use Adam Smith's conceptual framework of value-in-use and value-in-exchange. However, many modern scholars fail to recognize that Smith's model of wealth creation was based on a normative model that targeted contemporary policy makers, rather than being an attempt to create positive theory of value. This paper represents an historical and cross-disciplinary integration of positive theories of value and value creation. A new typology is proposed which consists of two types of cross section value (hedonic value, and systemic value) and two types of longitudinal value (past value, and potential value). It is argued that these positive theoretical insights should be foundational to strategic management research, rather than the normative framework inherited largely intact from Adam Smith.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **909** | Submission: **18922** | Sponsor(s): **(OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 2:45PM - 4:15PM PT (UTC-7)** at **The Westin Seattle in Cascade I-B**

New Ventures: Formation, Evaluation, and Staffing Processes



Session Moderator: **Sara Mahabadi**, *McGill U. - Desautels Faculty of Management*

OMT: How Investors Shape Who and How Startups Hire

Author: **Sara Mahabadi**, *McGill U. - Desautels Faculty of Management*
Author: **Lisa Ellen Cohen**, *McGill U.*

Early hiring decisions have important immediate and enduring effects on developing startups. Yet startups often struggle with hiring because they lack the resources, networks, and routines that enable effective hiring. Investors can help startups overcome these deficits. To understand how investors help startups overcome this struggle, we analyzed interviews and observations with startup investors, founders, hiring managers, actual and prospective employees, and other experts. We find that the advice and action of angel investors, VCs, accelerators, and other investors influences startup hiring. We show that investors have clear expectations and that these are made known to entrepreneurs through both targeted and diffuse means. For the most part, the targeted influence leads to the implementation of specific practices in startups where investment has already been made and encompasses four distinct spheres: why there should be a hiring plan, how to hire, who to hire, and what jobs to hire for. The diffuse influence happens when without targeting a specific startup, investors and others in the ecosystem communicate investors' expectations around team composition: e.g., demographic and skill diversity as well as work commitment. In anticipation of these investor expectations, founders make specific decisions about hiring. We also saw evidence that hiring-focused interactions between entrepreneurs and investors affected more than these immediate hiring outcomes. By guiding their hiring, investors enhanced startups ability to attract additional investments in subsequent rounds of fund raising.

Paper is Available to Meeting Registrants Only.

OMT: How Status Disparities Motivate Entrepreneurial Decisions and Reproduce Status Disparities

Author: **Chunhu Jeon**, *Morgan State U.*

Employee entrepreneurship entails a transition from an employee in one organization to a founder/leader of a new organization. To understand why employees aspire to transition to a leader of their own organization, this study examines how status disparities between the employees and their leader and resultant advantages and disadvantages can influence entrepreneurial motivation. The empirical analysis of entrepreneurship of jazz musicians between 1950 and 2018 suggests that i) the status gap between a leader and an employee and ii) the status distinctiveness of the leader from the collective employees affect the employee's entrepreneurial decision. Furthermore, I found that the employee entrepreneurs driven by the status disparities are more likely to replicate such disparities when they found the entrepreneurial team. This study proposes a novel explanation of why mobility in social hierarchies can play a critical role in entrepreneurship.

Paper is Available to Meeting Registrants Only.

OMT: Performative Standardization in the Evaluation of Startup Ideas

Author: **Natasha Overmeyer**, *Stanford Graduate School of Business*

A long line of literature has examined how gatekeepers evaluate individual and products, making decisions about where to allocate important economic resources and rewards. While these studies importantly shed light on evaluative processes that are based upon existing, backward-looking information, this study instead turns the focus to how evaluation processes operate in an under-examined context that is forward-looking and anticipatory – the evaluation of startup ideas. Using a unique data set of interviews and longitudinal data consisting of observations and archival materials, this study explicates the unique constraints that evaluators face when assessing an idea and its future potential with little information to base decisions upon. I introduce the process of performative standardization – in which first evaluators and those whose ideas are being assessed engage in an interactive process of constructing a shared vision for the future of the idea, and second the extent to which evaluators rely upon this constructed vision and its adherence to expected standards when assessing and selecting ideas for funding. I further examine why evaluators rely upon this process when assessing startup ideas.

Paper is Available to Meeting Registrants Only.

OMT: Chasing Stars: Two-Sided Matching Between Startups and High-Status Candidates

Author: **Tristan L. Botelho**, *Yale School of Management*
Author: **J. Daniel Kim**, *The Wharton School, U. of Pennsylvania*

Hiring is a two-sided matching process between employers and job candidates. A key challenge is information asymmetry where employers and candidates have difficulty evaluating the quality of the other side. This issue is exacerbated in the context of startup hiring given the importance each hire has for a startup and the lack of objective information about the startups available to candidates. In this study, we theorize about how startups evaluate star candidates and how star candidates approach the labor market across the hiring stages: from initial contact to accepting an offer. We test our theory using data from Venture for America, a program that helps match startups and job candidates. From the startup's perspective, we find that startups exhibit a star preference when reaching out to candidates for initial interviews but that this relationship attenuates in successive stages of the hiring process. From the candidate's perspective, we find that star candidates internalize their status and are more selective when searching for job opportunities. As a result, observed matching outcomes reflect the net effect of startups' pursuit of stars and stars' self-selective search behavior.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **910** | Submission: **13524** | Sponsor(s): **(OMI)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 2:45PM - 4:15PMPT (UTC-7)** at **The Westin Seattle** in **Puget Sound Room**

Changes in the Boardroom: The Present and the Future
The Present and the Future of the Boardroom



Organizer: **Jiyeon Kang**, *Pennsylvania State U.*
Organizer: **Georg Wernicke**, *HEC Paris*
Panelist: **Scott Graffin**, *U. of Georgia*
Panelist: **Donald C. Hambrick**, *Pennsylvania State U.*
Panelist: **Corinne A. Post**, *Villanova U.*
Panelist: **Christine Shropshire**, *Arizona State U.*

The last several decades have witnessed dramatic changes in the boardroom, including increased public pressure and legal requirements for board diversity and director overboarding, media scrutiny, and the influence of activist investors and stakeholders. While scholars have started to dedicate a great deal of attention to studying this trend, much is still to be understood. What are the theoretical and empirical implications of this recent trend for the roles of directors and corporate governance? How would this trend shape the career trajectories of individual directors, board interlock, and norms of the corporate elite? What are the exciting new developments and opportunities for future exploration? This symposium plans to bring together leading scholars in the area to 1) revisit the established understanding of the board of directors; 2) highlight emergent research and perspective on the board of directors; 3) discuss their insights about theoretical and practical implications of the relatively nascent trend; and 4) propose directions for future research efforts.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **911** | Submission: **18912** | Sponsor(s): **(OMI)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 2:45PM - 4:15PMPT (UTC-7)** at **The Westin Seattle in Vashon I**

Temporality: How Past, Present, and Future Matter for Organizations



Session Moderator: **Emma Sandström**, *Aalto U. School of Business*

OMT: **The Three Loci of Organizational Identity Work: Prospective, Current and Former Members**

Author: **Maria Blomgren**, *Dept of Business Studies Uppsala U.*

Author: **Stefan Arora-Jonsson**, *Dept of Business Studies Uppsala U.*

Organizations work continuously to form, maintain and change their identities. This identity work has thus far been assumed to be carried out only with respect to the members of an organization. In this longitudinal study of identity formation, maintenance, and change we show that the identity work of some organizations has multiple loci. The Swedish secondary school that sought to form and maintain an identity of an 'excellent school' directed its identity work not only at its current staff and students, but also towards its prospective as well as former students. Multiple loci of identity work, we argue, is typical for organization where the characteristics of the members are important to its identity. Ignoring the identity work directed at prospective members ignores its fundamental importance in setting the scope for any identity work that can be carried out with the members of an organization. Re-conceptualizing identity work to also include efforts directed outside the organization, furthermore, address the critique that the organizational identity literature is too narrow in its focus on the formal boundaries of organizations and it opens up for an understanding of the sometimes competitive interactions across the identity work of several organizations.

Paper is Available to Meeting Registrants Only.

OMT: **Configuring a Shared Temporal Trajectory: The Temporal Embeddedness of Collaborative Innovation** 

Author: **Jonathan Feddersen**, *Copenhagen Business School*

Studies of collaborative innovation processes tend to hold a unidirectional view of time in showing how actors pursue a shared future. Pursuing a temporal view of organisations as a trajectory of events, I report the findings of a longitudinal ethnographic field study, showing how actors connected back and forth between their respective pasts and futures in order to pursue a shared future. The findings reveal how actors initially pursued one future projection, switched to pursuing another projection, and eventually abandoned the emerging shared trajectory. I develop a model from the analysis that explains the interplay of five different modes of connecting past, present, and future, describing the becoming of a shared trajectory as a process of 'temporal abduction'. The findings contribute to an understanding of the temporality of collaborative innovation processes, and interorganisational relations more generally.

Paper is Available to Meeting Registrants Only.

OMT: **Temporal Structuring in Sensemaking – How an Entrepreneurial Team Deals with Radical Uncertainty**

Author: **Emma Sandström**, *Aalto U. School of Business*

Author: **Henri Schildt**, *Aalto U. School of Business*

Understanding ways in which teams and organizations manage, negotiate and navigate uncertain futures is paramount, as high uncertainty can significantly harm employee and volunteer engagement. Recently, scholars have taken a keen interest in exploring collective sensemaking in uncertain contexts. Previous studies have examined how teams restore action after disruptive events and retrospectively make sense of the disruptions. However, the strategies teams utilize to deal with dynamic uncertainty "on the ground" have been largely missing. In this study, we examined team-level sensemaking during high uncertainty. We identified three strategies of temporal structuring that helped the team cope with and tame the uncertainty that could cripple their organizing efforts: (1) freezing the future (2) bracketing the future and (3) abstracting the future. Our study contributes to the literature on sensemaking and uncertainty by demonstrating the significance of temporal structuring as a way of moving forward and dealing with uncertainty as well as mitigating the potentially paralyzing effect of radical uncertainty. In addition, our study contributes to the literature on prospective and temporal sensemaking by focusing on the present-future connection and showing how a team constructs sensemaking anchors in the future rather than retrospectively in the past.

Paper is Available to Meeting Registrants Only.

 OMT: **How the Past Matters For Organizations** 

Author: **Christopher Marquis**, *Cambridge Judge Business School*

Author: **Kunyuan Qiao**, *Cornell U.*

To understand historical influences on organizations more systematically, we decompose organizations' past into two distinct stages—junctures and processual periods. We refer to junctures as relatively short periods when organizations develop certain structures and routines, which in turn have a lasting influence. We then define processual periods as longer and more stable periods, and that processes then may strengthen, preserve, or weaken those structures and routines and thus the resulting past influence formed in prior junctures. We provide a framework to identify these elements, elaborating six ideal types of past influence—cohort effects, imprinting, imprinting decay, increasing-return path dependence, stable path dependence, and dissipation—with underlying processes and exemplar phenomena. Overall, our research contributes to a more comprehensive and cumulative understanding of how the past matters for organizations. Our study also clarifies confusion over different perspectives in the prior literature, sheds light on practical implications of managing the past, and connects and extends theories in this area.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **912** | Submission: **18931** | Sponsor(s): **(OMI)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 2:45PM - 4:15PMPT (UTC-7)** at **The Westin Seattle** in **Vashon II**

Tackling Grand Challenges

Session Moderator: **Annika Ehlers**, *Jönköping International Business School*

OMT: [From Moral Struggles to Regulatory Discussions – The Case of Plant-Based Meat Substitute Labels](#) 

Author: **Annika Ehlers**, *Jönköping International Business School*

While there is a growing literature on moral markets that aim to create social value through market exchange, much of the research focused on how social movements and activist-producers initially create and legitimate new moral markets. What we currently know little about is how moral markets scale up and what happens when established organizations enter the market, following mainly economic goals. Additionally, we do not know much about the reactions of members of the 'conventional' market and their effect on moral struggles and the legitimacy of the market. To shed light on the effects of the economic growth and conventionalization of moral markets, I study moral struggles as they play out in the contestation of labels in the market for plant-based meat alternatives in Germany. Based on extensive archival data and 17 interviews with field actors, I show how incumbent actors initiate a regulatory contestation of product labels and therefore de-moralize the public discussion around the moral market. Doing so, they shift the focus of the struggle from moral legitimacy towards cognitive legitimacy, giving them larger margins to bring out 'conventional' arguments in politics and media. I discuss the implications of my study for research on moral markets and social movements.

Paper is Available to Meeting Registrants Only.

OMT: [MNE Buyers of Local Firms as an Opportunity Structure: How NGOs Promote Sustainability in China](#)   

Author: **Wenjie Liu**, *Erasmus U. Rotterdam*
Author: **Purseu Heugens**, *Erasmus U. Rotterdam*

This paper presents new theory and evidence on how multi-stakeholder institutions affect the diffusion of sustainable practices in autocratic contexts. By highlighting the embeddedness of multinational enterprises (MNEs) in global supply chains, we study how this embeddedness helps non-governmental organizations (NGOs) promote sustainability in power-imbalanced institutional environments. Drawing on social movement and resource dependence theories, we argue that global supply chains that tie MNEs to foreign suppliers offer NGOs an opportunity structure to shift the balance of power across geographic boundaries by establishing MNE-NGO collaborations. This helps NGOs leverage competencies and resources to facilitate the adoption of sustainable practices by local firms within MNEs' global supply chain networks. However, this mediated stakeholder effect decreases when governmentally produced structural conditions reduce the perceived effectiveness of this opportunity structure: greater priority given to environmental protection by governments substitutes private governance arrangements involving MNEs and NGOs. Additionally, greater curtailment of civil liberties suppresses their synergistic potential. To test our theory, we examine the relationship between Chinese NGOs' collaborations with 168 MNEs across 25 countries and these MNEs' local green supply chain ratings in the period 2014-2020. This study contributes to the literatures on multi-stakeholder institutions, social movements, and corporate sustainability.

Paper is NOT Available. Please contact the author(s).

OMT: [Understanding Organizational Boundaries in an Interorganizational Context](#)  

Author: **Sunny Mosangzi Xu**, *Copenhagen Business School*
Author: **Ghita Dragsdahl Lauritzen**, *U. of Copenhagen*

Grand challenges and wicked problems call for interorganizational collaboration strategies to understand problem complexity and identify potential solutions. Such strategies push forward beliefs that multiple stakeholders and societal organizations collectively can create better and more desired futures. This conceptual paper advances our understanding of organizational boundary in the context of interorganizational interaction by asking and answering: What organizational boundaries are in an interorganizational context and what happens to organizational boundaries when two organizations interact? Cross-fertilizing boundary literature with a metaphysical debate in philosophy about the relation of contact when a boundary demarcates two entities, we identify three scenarios that could happen to their organizational boundaries when two organizations interact: 1) one of the organizational boundaries dissolve into context, 2) organizational boundaries remain separate, and 3) organizational boundaries merge into one. In addition, we propose clarifying, separating, and assembling as three main processes to transmute different individual and subjective categorization of "us" and "them" from different organizations into a collective and objective demarcation of responsibilities and patterned behaviors across organizations. We discuss how our conceptual propositions contribute to understanding and facilitating interorganizational collaborations.

Paper is Available to Meeting Registrants Only.

OMT: [Creating Inclusive Value in Cross-Sector Collaborations](#) 

Author: **Samuli Patala**, *Aalto U. School of Business*
Author: **Arne Kroeger**, *Aalto U. School of Business*

Urban grand challenges call for novel cross-sector collaborations between public, private, and social sectors. While such cross-sector collaborations have the potential to generate broader systemic solutions to sustainability challenges, the diversity of the organisations involved demands constant realignment of collaborators' goals, projected outcomes, and concomitant degrees of involvement. However, current research lacks an understanding of how cross-sector collaborations that aim to tackle GCs manage such diversity of actors and interests. To address this gap, we conducted an inductive, three-year longitudinal case study of a cross-sector collaboration aimed at generating new solutions for grand challenges in cities. We identify three different phases of development, each of which is characterised by alternative shared narratives, common practices, and joint outcomes. While the phase shifts were triggered by perceived dysfunctionality in public and private value creation, stability was maintained through inclusive value, which was determined by the interplay of narrative and practices. We contribute to the research on cross-sector collaboration, grand challenges by introducing inclusive value creation as a new type of collaborative value, and we propose and explicate three alternative processes that can create inclusive value. We also contribute to research on robust action by presenting an integrated form of robust action.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **913** | Submission: **10147** | Sponsor(s): **(OMI, CTO, SAP)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 2:45PM - 4:15PMPT (UTC-7)** at **The Westin Seattle in Cascade I-C**

Practices and Purposes of Digital Organizing *Practices and Purposes of Digital Organizing*



Organizer: **Georg Reischauer**, *WU Vienna & JKU Linz*
Organizer: **Ali Aslan Guemuesay**, *U. of Hamburg*
Distinguished Speaker: **Marleen Huysman**, *Vrije U. Amsterdam*
Distinguished Speaker: **Danielle Logue**, *UTS Business School, Sydney*
Distinguished Speaker: **Henri Schildt**, *Aalto U. School of Business*
Distinguished Speaker: **Youngjin Yoo**, *Case Western Reserve U.*

Digital technologies such as platforms and artificial intelligence as well as social phenomena they enable, such as online communities, are (re-)shaping the fabrics of organizations and organizing. In recent years, scholars from various camps made great progress in explaining how and why. Information systems scholars showed how digital technologies shape organizational practices and how those technologies take different forms and create new affordances as they are embedded in organizations. Organizational scholars detailed how digital forms of organizing are driven by actors with different purposes. However, insights from these fields of inquiry have seldom found common forums. Our symposium provides an interdisciplinary space to discuss plural perspectives on digital organizing and reflect on ways to move forward. Together, we will shed new light on how the affordances of digital organizing shape and are shaped by organizational practices and purposes.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **PDW Workshop**

Program Session: **914** | Submission: **15423** | Sponsor(s): **(ENT, OB)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 3:00PM - 4:45PM PT (UTC-7)** at **Hyatt Regency Seattle** in **302 Beckler**

Future-proofing Venture Boards – A Discussion at the Nexus of Rigor and Relevance *Venture Boards*



Speaker: **Sam Garg**, *Hong Kong U. of Science and Technology*
Coordinator: **Carina Lomberg**, *Technical U. of Denmark*
Panelist: **Jonas Gabriellsson**, *Halmstad U.*
Panelist: **Bart Clarysse**, *ETH Zürich*
Panelist: **Timur Uman**, *Jönköping International Business School*
Participant: **Nicola Anne Thomas**, *U. of Liverpool Management School*
Participant: **Robin Van Oorschot**, *TU Delft*
Coordinator: **Max Fidelius Vellguth**, *Technical U. of Denmark*
Participant: **Tatevik Harutyunyan**, *NHH Norwegian School of Economics*
Participant: **Chanchal Balachandran**, *U. of Liverpool Management School*
Coordinator: **Thomas J. Howard**, -

Venture boards are theoretically important and economically relevant. Thus, we seek to better understand the impact of venture boards as a mechanism of corporate governance in the development of entrepreneurial firms. The majority of the knowledge about board performance stems from research on corporate boards, which are very different in nature to venture boards. Although we have seen a growing number of publications focusing on the board of directors in new ventures and its contrasts to large corporate boards as well as its impact on overall venture performance, a substantial variety of phenomena remain uninvestigated. Particular knowledge gaps exist around understanding venture board behavior and processes, or around the evolution of venture boards and changing board dynamics throughout the different life-cycle stages of the venture. Therefore, this proposed PDW aims to broaden the discussion of the growing scholarly community and investigate most pressing, future challenges of venture boards and how scholars may close research gaps with novel research methodologies to unlock the “black box” of venture boards. Specifically, this PDW aims to provide a stimulating environment, featuring a panel debate at the intersection of practitioners and leading academics. Moreover, the agenda follows with interactive roundtables on a variety of topics to set an exciting future research agenda. A particular focus of the PDW is to facilitate networking opportunities among scholars from different disciplines and career stages

The agenda for the workshop begins with a keynote setting out the state of the art and future directions in venture board research and practice. Following the workshop we will have different round table discussions on topics relevant to venture boards. While we have a short list of preferred topics for the round tables, we would like to hear from you about your topics of interest and attempt to include them as part of the round table discussions. Please reach out to Max Vellguth (maxve@dtu.dk) with your proposed topics of interest.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **915** | Submission: **18517** | Sponsor(s): **(GDO)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom "meeting" style**
Scheduled: **Sunday, Aug 7 2022 3:00PM - 5:00PMPT (UTC-7)** at **Seattle Convention Center in Room 213**

Executive Committee Meeting *Executive Committee*

Participant: **Joy E. Beatty**, *Eastern Michigan U.*
Participant: **Jennifer Robin Bishop**, *Impact of Gender Diversity on work Performance at Work place*
Participant: **Judith A Clair**, *Boston College*
Participant: **Shanna R. Daniels**, *Florida State U.*
Participant: **Elena Doldor**, *Queen Mary U. of London*
Participant: **Monica C. Gavino**, *San Jose State U.*
Participant: **Farnaz Ghaedipour**, *McMaster U.*
Participant: **Rachel Hahn**, *Eli Broad School of Business, Michigan State U.*
Organizer: **Jenny M. Hoobler**, *NOVA School of Business and Economics*
Participant: **Kristen Price Jones**, *U. of Memphis*
Participant: **Eden King**, *Rice U.*
Participant: **Mukta Kulkarni**, *Indian Institute of Management, Bangalore*
Participant: **Brent John Lyons**, *Schulich School of Business, York U.*
Participant: **Eddy S. Ng**, *Queen's U.*
Participant: **Lilian Otaye-Ebede**, *U. of Liverpool Management School*
Participant: **Sanjeewa Samanmali Perera**, *U. of South Australia*
Participant: **Radha Rani Sharma**, *New Delhi Institute of Management (NDIM)*
Participant: **Aneika Simmons**, *Sam Houston State U.*
Participant: **Alexis Nicole Smith**, *Oklahoma State U.*
Participant: **Ny Mia Tran**, *Springfield College, MA*
Participant: **Tiffany Trzebiatowski**, *Colorado State U.*
Participant: **Florence Villeseche**, *Copenhagen Business School*
Participant: **Anna Katherine Ward**, *Virginia Tech*
Participant: **Yang Yang**, *Rowan U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **916** | Submission: **14533** | Sponsor(s): **(ODC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 3:00PM - 4:30PMPT (UTC-7)** at **Sheraton Grand Seattle in Columbia**

Looking Back and Moving Forward: Developments in Economic Stress Research

Developments in Economic Stress Research



Session Chair: **Tahira M. Probst**, *Washington State U. Vancouver*
Session Chair: **Laura Petitta**, *Sapienza U. of Rome*
Presenter: **Hyun Jung Lee**, *Washington State U. Vancouver*
Presenter: **Baylor Graham**, *Clemson U.*
Presenter: **Andrea Bazzoli**, *Washington State U. Vancouver*
Presenter: **Tiffany Kriz**, *MacEwan U.*
Presenter: **Laura Petitta**, *Sapienza U. of Rome*

The last few years have highlighted the intertwined nature of the coronavirus pandemic and economic stressors that many individuals face globally. Economic stressors refer to income- and employment-related sources of stress and include: economic instability (e.g., number and duration of periods of unemployment, downward mobility), economic deprivation (e.g., loss of income and financial resources), employment uncertainty (e.g., job insecurity), and economic strain (e.g., financial insecurity). As the COVID-19 pandemic raged, it was often the most economically vulnerable who lost their jobs, were forced to choose between protecting their health and protecting their livelihoods, and faced growing food and income insecurity. Unfortunately, much pre-pandemic research highlighted the numerous adverse negative effects that these stressors can have on workers and their families, including reduced physical and mental health, poorer long-term career outcomes, and impaired marital, family, and social relationships. The purpose of this symposium is to respond to the AOM 2022 call for research that can enable us to create a better world together; indeed, our presenters bring valuable perspectives from multiple countries (Canada, the Republic of Korea, Italy, and the United States) and continents (Asia, Europe, and North America). Topics include: the impact of technology-induced job insecurity and benefits of organizationally-provided training; the relationship between childhood economic stress and the experience of adulthood subjective economic stress; a textual statistics analysis of the past 40 years of job insecurity research; the impact of managerial listening quality on affective commitment trajectories in response to job insecurity; and, an examination of the cross-level effects of organizational financial strain climate on employee-level reactions to job insecurity. Our symposium's theme of "Looking Back and Moving Forward" captures the thread underlying the session's five presentations with the aim of understanding how we can leverage prior and current research on economic stressors to improve the well-being of today's employees and what steps organizations might take moving forward to facilitate this.

Technology Advancements and Employees' Qualitative Job Insecurity: Moderating Effects of Training

Author: **Hyun Jung Lee**, *Washington State U. Vancouver*
Author: **Andrea Bazzoli**, *Washington State U. Vancouver*
Author: **Tahira M. Probst**, *Washington State U. Vancouver*
Author: **Sunhee Lee**, *Chungnam National U.*

Childhood Economic Stress: How The Past Shapes The Present

Author: **Baylor Graham**, *Clemson U.*
Author: **Robert R Sinclair**, *Clemson U.*

Synthesizing Forty Years Of Job Insecurity Research: A Textual Statistics Approach

Author: **Andrea Bazzoli**, *Washington State U. Vancouver*
Author: **Tahira M. Probst**, *Washington State U. Vancouver*

Job Insecurity and Commitment Inconsistency: Listening as a Buffer Against Commitment Decline

Author: **Tiffany Kriz**, *MacEwan U.*
Author: **Phillip M. Jolly**, *Pennsylvania State U.*
Author: **Mindy Krischer Shoss**, *U. of Central Florida*

Job Insecurity and Job-related Affective Wellbeing: The Moderating Role of Financial Strain Climate

Author: **Laura Petitta**, *Sapienza U. of Rome*
Author: **Valerio Ghezzi**, *Sapienza U. of Rome*
Author: **Tahira M. Probst**, *Washington State U. Vancouver*
Author: **Claudio Barbaranelli**, *Sapienza U. of Rome*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **917** | Submission: **13471** | Sponsor(s): **(PNP)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 3:00PM - 4:30PMPT (UTC-7)**

Editor Panel of Public and Nonprofit Management Journals
Editor Panel of Public and Nonprofit Journals



Participant: **Jaelyn Piatak**, *U. of North Carolina, Charlotte*

The Editor Panel of Public and Nonprofit Management Journals offers an opportunity for conference attendees to learn about potential outlets for their work. This panel provides conference attendees with the opportunity to learn about public and nonprofit management journals and ask questions about the peer review and publication process. Participation in this PDW is open to all conference attendees. The session will include the following journals: An Associate Editor of The Journal of Public Administration Research and Theory seeks to advance public administration scholarship by publishing the highest quality theoretical and empirical work in the field. The journal is multidisciplinary and includes within its scope organizational, administrative, managerial, and policy-based research that improves our understanding of the public sector. JPART is committed to developing diverse and rigorous research that extends and builds public administration theory. Lewis Faulk, American University, Editor of Nonprofit Management & Leadership, a quarterly peer-reviewed journal that publishes quality scholarship on all aspects of management and leadership important to nonprofit organizations and leaders. Jessica Sowa, University of Delaware, Editor of Review of Public Personnel Administration (ROPPA), that presents timely, rigorous scholarship on human resource management in public service organizations. Articles cover both traditional and emerging topics, including analysis of the effects of specific HR procedures or programs on the management function and assessment of the impact of HR management on the broader areas of public policy and administration. Co-editor of Perspectives on Public Management and Governance (PPMG), the newest journal of the Public Management Research Association. PPMG is dedicated to theory development and conceptual work challenging and advancing the field of public affairs. Jaelyn Piatak, University of North Carolina at Charlotte, Co-editor of Nonprofit and Voluntary Sector Quarterly (NVSQ), an international, interdisciplinary journal for nonprofit sector research dedicated to enhancing our knowledge of nonprofit organizations, philanthropy, and voluntarism by providing cutting-edge research, discussion, and analysis of the field.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Social Event**
Program Session: **918** | Submission: **18473** | Sponsor(s): **(PUBS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 3:00PM - 4:30PMPT (UTC-7)** at **The Westin Seattle** in **Grand Ballroom II**

AMJ INCOMING Editorial Review Board
AMJ INCOMING Editorial Review Board

Organizer: **Susan Zaid**, *Academy of Management*
Presenter: **Marc Gruber**, *Ecole Polytechnique Fédérale de Lausanne*

By invitation only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **919** | Submission: **18488** | Sponsor(s): **(PUBS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 3:00PM - 4:30PMPT (UTC-7)** at **The Westin Seattle in Pine**

AMR Editorial Review Board
AMR Editorial Review Board

Organizer: **Susan Zaid**, *Academy of Management*
Presenter: **Sherry M. B. Thatcher**, *U. of Tennessee, Knoxville*

By Invitation Only.

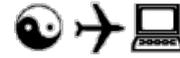
KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **920** | Submission: **17451** | Sponsor(s): **(RM, OB)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 3:00PM - 4:30PMPT (UTC-7)**

How to Conduct and Publish Open Science in Management Research

Open Science in Management Research



Organizer: **Gernot Pruschak**, *Bern U. of Applied Sciences*

Serious misconduct cases have shattered public trust in business research. Multiple scholars have already discussed how to overcome the credibility crisis and restore public trust in research. Hereby, they highlighted the importance of open science practices, especially in empirical and experimental research, to ensure rigor and ethical conduct through transparency and replicability. This symposium takes up this notion by showing participants how to conduct and publish open science in management research. First, Gernot Pruschak starts the symposium by introducing the theme and the presenters and providing a short motivation for the need of open science practices in empirical and experimental management research. Second, Andrew Timming highlights the needs for registered reports and presents advice on how to generate and submit registered reports to management journals. Third, Roman Briker introduces the participants to study pre-registration at the Open Science Framework and AsPredicted.org. Fourth, Christian Hopp highlights the necessity of conducting replication studies and exemplarily shows how to conduct a replication study combining experimental and empirical methods. Fifth, Nicolas Bastardoz gives insights into the editorial view on publishing registered reports and replication studies in top management journals. Hereby, he shares advice for authors on which types of replication studies editors seek and why they are important for journals and scientific stakeholders. Sixth, Jermain Kaminski discusses data sharing among management researchers and explains how research data can be openly shared.

Registered Reports for Management Journals

Author: **Andrew Timming**, *Royal Melbourne Institute of Technology U.*

Study Preregistration at AsPredicted.org and OSF

Author: **Roman Briker**, *Maastricht U.*

Publishing Replication Studies in Top Management Journals

Author: **Christian Hopp**, *Bern U. of Applied Sciences*

Editor's Perspective on Publishing Rigor Replication Studies

Author: **Nicolas Bastardoz**, *KU Leuven*

Open Research Data Sharing in Management Research

Author: **Jermain Christopher Kaminski**, *Maastricht U., School of Business & Economics*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Technology, Organized Immaturity and Emancipation

Session Moderator: **Marian Eabrasu**, *EM Normandie Business School, Métis Lab, France*

SIM: How do Digital Platforms Organize Immaturity: Towards an Integrative Framework for Platform Power

Author: **Martín Harraca**, *Surrey Business School*
Author: **Itziar Castelló**, *Surrey Business School*
Author: **Annabelle Gawer**, *U. of Surrey*

The power of digital platforms is increasingly raising concern in civil society and in policy circles. A recent surge of research has separately documented various forms of platform power and power abuse. However, there are surprisingly scant attempts in providing a holistic perspective on platform power. We address this issue by developing a socio-symbolic perspective on platforms' power dynamics, and by asking the guiding question of how platforms organize immaturity. Drawing on Bourdieu's concepts of field, capitals, and habitus, we explain how socio-symbolic structures shape power relations and transform the field in which platforms operate. We characterize the digital habitus and identify three stages in field transformation, each explained by the predominance of specific forms of power. Our analysis derives that while a subset of these forms of power increase organized immaturity, another subset can also empower the field's actors. Thus, we make two main contributions: (1) We develop a novel socio-symbolic view of platforms' power dynamics and an integrative framework conceptualizing the multifaceted dimension of platform power. (2) We exploit and enrich the concept of organized immaturity.

Paper is Available to Meeting Registrants Only.

SIM: Dependency on Your Own: Organizing Individual Autonomy Through Expertise Delegation

Author: **Marian Eabrasu**, *EM Normandie Business School, Métis Lab, France*

The current surge in the technologization of business practices unavoidably widens knowledge asymmetries between market actors and increases the need to delegate expertise. The ethical concerns regarding the dependency of those who remain impaired in this process lie in the implicit assumption that the delegation of expertise comes in inverse proportion to individual autonomy and, eventually, disempowers individuals. However, this paper revisits this widespread assumption and argues that there are two conditions under which the delegation of expertise can convey substantial degrees of individual autonomy: 1) the pervasiveness of dissensus and 2) the right to withdraw. Therefore, it is not inconceivable to cohabit with (and even emancipate from) the unavoidable pressure of socio-technical systems on business relations.

Paper is Available to Meeting Registrants Only.

SIM: The Utility of Trust: Interpersonal, Institutional, and Technological

Author: **Tobey Scharding**, *Rutgers U.*

Building on research establishing the value of trust in business, including interpersonal and institutional trust, I evaluate a new conceptualization of trust, technological trust, associated with technologies like blockchain. The point of doing so is to contribute to understanding what role such technologies should play in business, ethically speaking. I focus on the business of executing and authenticating financial transactions. Scholars have shown that technological trust does not fulfill certain, foundational functions associated with traditional conceptualizations of trust, such as motivating people to form transacting relationships in the first place. I consider the extent to which such characteristics affect technological trust's overall utility. After conducting utilitarian evaluations of interpersonal, institutional, and technological trust via a series of novel thought experiments, I argue that institutional trust creates greater overall utility than interpersonal trust and technological trust has the potential to create greater overall utility than institutional trust. As long as certain conditions are met regarding the foundations of trust, then, businesses need not entrench in strategies related to interpersonal or institutional trust, ethically speaking; rather, they may invest resources to develop business strategies related to technological trust.

Paper is Available to Meeting Registrants Only.

SIM: Organized Emancipation: A Fraserian Analysis of Maisons Familiales Rurales ✈️

Author: **Stéphane Pisani**, *FSA ULaval (Laval U.)*
Author: **Luc Pierre Bres**, *FSA ULaval (Laval U.)*
Author: **Johnny Boghossian**, *FSA ULaval (Laval U.)*
Author: **Catherine Glee**, *U. Jean Moulin Lyon III*

Carolyn Dexter Award Nominee

In this paper, we investigate organized emancipation, i.e. the process of emancipation orchestrated within dedicated organizations. On the one hand, Critical Management Studies (CMS) scholars have shown the risk of being fooled by truncated project of emancipation in the context of organization, and the particular importance of safeguarding an integral idea of emancipation in management studies. On the other hand, recent research on organization shows the potential of alternative organizations as privileged vehicles for collective action for societal challenges and for emancipation. However, the question of how organizations can promote the emancipation of their beneficiaries remains largely unexplored. In this paper, we integrate CMS insights into an organizational perspective. Using Nancy's Fraser theory of social justice, we develop a framework for the study of organized emancipation. We apply this framework to a network of alternative organizations: Maisons familiales rurales (MFR). For more than 80 years, MFRs have been successfully delivering professional education to underprivileged youth in rural areas. Through qualitative study based on 69 interviews and 200+ archival documents, allows us to map out challenges of and to propose a three-stage model of organized emancipation.

Paper is Available to Meeting Registrants Only.

Author: **Jo-Ellen Pozner**, *Santa Clara U.*

Author: **Jennifer Woolley**, *Santa Clara U.*

Work on craft production has examined a wide range of topics from x, y to z. So far, however, the intersection of craft production and entrepreneurship has been overlooked, such that we know little about the people who found companies around craft or their motivations. Entrepreneurship scholars have also neglected craft production as a discrete entrepreneurial form, which tend to be of small scale. We fill both of these gaps in the literature simultaneously by investigating the phenomenon on craft entrepreneurship in the context of bean-to-bar chocolate in the U.S. Through qualitative analysis, we find that founders of craft firms engage in a form of entrepreneurship centering on a specific meaning of both their product and the production process and incorporating non-market goals. In turn, this orientation generates limits to organizational scale, resulting in a specific organizational form that defines craft entrepreneurship.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Ecosystem and Platform Governance

Session Moderator: **Juliet Vink**, *Vrije U. Amsterdam*

STR: Power at the Heart of Business Ecosystem Evolution: An Integrative Meta-Synthesis

Author: **Juliet Vink**, *Vrije U. Amsterdam*
Author: **Eco Van Burg**, *Vrije U. Amsterdam, School of Business and Economics*
Author: **Omar Solinger**, *Vrije U. Amsterdam*
Author: **Brian Vincent Tjemkes**, *Vrije U. Amsterdam*

This meta-synthesis reconsiders the business ecosystem literature through a power lens and provides an integrative model of power and business ecosystem evolution. Whereas most studies adopt a learning perspective to understand business ecosystem evolution, the backdrop of power relationships against which evolution takes place is often ignored. Power influences the manner in which mutual adjustments are made that drive ecosystem evolution as well as processes of learning. Disregarding power hinders comprehension of why change does or does not happen and thus limits the ability to predict ecosystem evolution. Accordingly, accounting for power provides a more complete conceptualisation of ecosystem evolution, understanding it as actively constructed by participating actors as opposed to being prescribed. A meta-synthesis of 52 qualitative case studies reveals that actors and systems of power (1) enact power via specific sets of power practices to (2) reproduce or transform the dominant value creation and value capture of the ecosystem. The developed integrative model stipulates that ecosystem actors enact ecosystem-specific practices of power to prevent, defeat, negotiate, and impose ecosystem change. The model contributes to the literature by recasting ecosystem evolution – including both stasis and change – as the dynamic interplay between processes of power and learning.

Paper is Available to Meeting Registrants Only.

STR: From Hierarchies to Markets: Placing Platform-Based Governance Forms Into The Governance Space

Author: **Kenan Guler**, *Rochester Institute of Technology*
Author: **Ettore Spadafora**, *Rochester Institute of Technology*

We create a taxonomy of platform-based governance forms and show how they alter our understanding of traditional hierarchies and markets. Specifically, we place these new hybrid forms into the governance space and discuss how the emergence of some of these forms brings market features inside the firm. Our theoretical examination also points out a “reverse evolution” among platform-based governance forms, where platform participants remove the platform-providing firm from the ecosystem and split ownership and control rights among themselves. Finally, we provide an examination of factors yielding the emergence of platform-based governance forms.

Paper is Available to Meeting Registrants Only.

STR: Firms, Markets and Platform Ecosystems: Economic Organizing in the 21st Century

Author: **Anoop Madhok**, *Schulich School of Business*
Author: **Rishiraj Kashyap**, *Ivey Business School*
Author: **Nudrat Mahmood**, *Schulich School of Business*

Fundamentally new organizing forms such as digital platform-based ecosystems (DPEs) have begun to dominate the 21st-century business landscape and sparked renewed interest in economic organizing. In this paper we propose a novel theoretical framework that advances generativity as the primary organizing logic employed in DPEs to create desirable output variety by facilitating innovative activities of autonomous external actors. We synthesize existing knowledge of economic organizing principles to conduct a comparative generativity analysis of DPEs, markets, and hierarchies. We mirror this analysis by conducting a comparative efficiency analysis of the three organizing forms. Finally, we explore the crucial link between the efficiency of adaptation and generativity optimization by the platform firm in the face of evolutionary forces. The paper bridges dominant thinking of the industrial era with the latest digital era thinking.

Paper is Available to Meeting Registrants Only.

STR: How Political Factors Shape Ecosystems: An Analysis of Electric Mobility Policy in China and the EU 

Author: **Rick M.A. Hollen**, *Amsterdam Business School, U. of Amsterdam*
Author: **Liam Owen Goodman**, *Amsterdam Business School, U. of Amsterdam*

In recent years business scholars have undertaken efforts to move the ecosystem concept from a catch-all phrase to a distinct value system. This study contributes to contemporary ecosystem theory by considering the role of political factors in shaping ecosystems, which has remained underexposed and poorly understood. A qualitative approach is employed to investigate the electric mobility ecosystem in China and Europe, the Chinese and EU policies for this ecosystem, and the commercial implications of these policies. The analysis is conducted using data compiled from industry reports, legal documents and expert interviews. The results show that political institutions play a role in shaping the electric mobility ecosystem primarily through three distinct policy categories – that is, coordination policies, competitiveness policies and capacity policies – each of which are subdivided into more specific types of policies. These policies may also be relevant in the context of other ecosystems. We show how each of these policies affect the ecosystem and discuss implications for our current understanding of ecosystem structure and dynamics.

Paper is Available to Meeting Registrants Only.

Author: **Dovev Lavie**, *Bocconi U.*

The modern economic system has promoted corporate value creation and capture as well as national growth, but is not lacking imperfections. Platform owners such as Amazon, Facebook, Apple and Google have become dominant, but their stakeholders have suffered under their grip, with loss of privacy and private choice, increased wealth concentration and economic inequality, and overconsumption and abuse of natural resources. I discuss the societal grand challenges linked to these caveats of the economic system, noting that current efforts to remedy this system are unlikely to suffice. I then identify the root cause of these problems, which I attribute to greed and consequent opportunistic behavior. Countering such behavior is a first step towards a solution.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **923** | Submission: **18820** | Sponsor(s): **(OSCM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 3:15PM - 4:45PMPT (UTC-7)** at **The Westin Seattle in Olympic**

Transparency, Risk & Security Management

Session Moderator: **Stephan M. Wagner**, *Swiss Federal Institute of Technology Zurich, ETH*

OSCM: The Shareholder Value Implications of Data Breaches

Author: **Maximilian Klöckner**, *ETH Zürich*

Author: **Christoph Schmidt**, -

Author: **Stephan M. Wagner**, *Swiss Federal Institute of Technology Zurich, ETH*

Digitalization in operations and supply chain management entails various opportunities for performance improvement. However, the increasing reliance on data introduces new risks for firms, such as data breaches. In this study, we assess the financial implications of data breaches and identify a set of factors influencing these implications. Based on a sample of 219 data breach announcements by publicly traded U.S. firms, we conduct an event study to examine the stock market reaction to data breaches. We further estimate a series of regression models to identify important influencing factors in the stakeholder environment of the firm, including several robustness checks and post-hoc analyses. We find a significantly negative stock market reaction to announcements of data breaches within a two-day event window. Our post-hoc analysis indicates a sustained negative impact on shareholder value. The negative stock market reaction is stronger when customer data is breached, the breach occurred along the supply chain, and the firm receives more media attention in general. This study adds to the emerging topics of cyber risk in operations and supply chain management, and to the literature on data breaches specifically.

Paper is Available to Meeting Registrants Only.

OSCM: A Cross-Country Analysis of Risk and Resilience in SMEs of Agri-food Supply Chains in COVID-19 Era     

Author: **Imran Ali**, *Central Queensland U.*

While the unprecedented COVID-19 has undoubtedly disrupted numerous businesses across the globe, SMEs of agri-food supply chains (AFSC) were deemed more vulnerable due to their unique operational challenges. With the financial support of the FAO of the United Nations, this study explores how SMEs of AFSCs across three countries were disrupted and what useful measures were embraced to cultivate resilience amid COVID-19. A qualitative research approach, with 24 semi-structured interviews from the two developing (Pakistan and Tanzania) and a developed (Australia), was employed. The cross-country comparative analysis unveiled a noticeable difference in risk and resilience profiles between developing and developed countries. A systematic account of critical risks and corresponding resilience strategies was devised to survive and thrive amid the current pandemic and similar future incidents. The findings would facilitate practitioners and policymakers to enhance firms' resiliency, ensuring food supply amid the pandemic. This is among the few studies in exploring risk and resilience in SMEs of AFSCs across developing and developed contexts; thus, drawing key lessons from the strategies applied by some leading firms to build effective supply chain resilience. The proposed conceptual framework offers a roadmap to build more resilient SMEs of AFSCs in the wake of the pandemic.

Paper is Available to Meeting Registrants Only.

OSCM: Does Geographical Distance Impact Safety Audit Outcome in Socially Responsible Operations?    

Author: **Somak Paul**, *California State U., East Bay*

Author: **Nivedita Sharma**, *California State U., East Bay*

The formation of supply chain consortiums to jointly address workspace safety violations in developing economies, such as Alliance and Accord in Bangladesh, has been praised as a paradigm shift in socially responsible operations and supply chain contract. While the legally binding nature of the contract and the use of collective leverage as a means of enforcement have made Accord particularly interesting, the effectiveness of the consortium's safety audits has not been studied empirically. In this paper we focus on the effect of geographical distance between the consortium and suppliers on the safety audit outcome. Analyzing the data from 1,805 suppliers in Bangladesh we find that geographical distance increases the likelihood of positive safety audit outcome. Furthermore, we note that the size of the supplier distinctly impacts this probability. Based on our findings we recommend the consortiums hold all suppliers to the same high standard of workspace safety uniformly regardless of their distance from the consortium. We also suggest the small-sized suppliers to seek financial support from the government to develop a safe work environment to stay in business. Our research has serious policy implications including more frequent and diligent auditing of suppliers farther away from consortiums and having a clear funding scheme to help small suppliers offer a safe workspace to their workers. Borrowing from the auditing literature in accounting we extend the supply chain literature on proximity to include safety audit effectiveness in socially responsible operations.

Paper is NOT Available. Please contact the author(s).

OSCM: The Role of Visibility in Sustainable Performance: Understanding the Effect of Institutional Forces 

Author: **Beatriz Acero**, *IE Business School*

Author: **Pieter Spaarwater**, *IE Business School*

Author: **Elena Revilla**, *IE U. - IE Business School Madrid, Spain*

In past years, sustainable performance has become a key demand for shareholders and customers. However, there has been limited attention to the enabling effect of supply chain capabilities on sustainable performance. Focusing on the food industry, this study expands the notion that visibility is a dynamic capability that mediates the relationship between information sharing and sustainable performance. Furthermore, our mediation analysis is extended to understand how institutional forces, and more specifically Halal food requirements, influence such mediation process. The results from our analysis of data collected from 89 of the most important suppliers of two large food retailers in the Kingdom of Saudi Arabia indicate that information sharing enhances sustainable performance by facilitating visibility. They also indicate that the magnitude of such facilitation depends on institutional forces. These findings extend the existing academic literature and provide guidance to managers by creating a better understanding of how information sharing can lead to higher sustainable performance.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **924** | Submission: **10213** | Sponsor(s): (TLC)
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 3:15PM - 4:00PMPT (UTC-7)**

Raising Young Entrepreneurs by Using Innovative Teaching Methods



Raising Entrepreneurs by Using Innovative Tools

Session Chair: **Andrea Honal**, *Duale Hochschule Baden-Württemberg, Mannheim*
Presenter: **Alexandra Toth**, *DHBW Mannheim / Germany*
Presenter: **Michael Ewald**, *DHBW Mannheim / Germany*

As entrepreneurship education cultivates innovative talents that are a success driver for future business development across the globe, teaching innovation management is a core module of the curriculum. Since the pandemic, innovation-driven development strategies put new demands on entrepreneurial education. Moreover, recent studies have confirmed that the personal traits and the environment of learners have a positive impact on successful entrepreneurship education. It is a useful way to enhance the innovative ability and entrepreneurial personality by different teaching techniques, and build various learning channels for students via a modern educational mix-approach. Entrepreneurial competence refers to the ability to find opportunities and develop the necessary resources and capital, in addition to technical, financial, and legal knowledge. Thus, entrepreneurship education is concerned with improving creative skills being applied in different practice settings. Moreover, teachers play a significant role in developing entrepreneurial ways of thinking and acting. Despite having entrepreneurial competencies and a positive attitude towards entrepreneurship, they need to reconsider what content to teach, which technology to apply, and how to become more entrepreneurial in their academic work to cope with the growth and dynamics in entrepreneurship education. Based on this, this PDW demonstrates successfully implemented teaching methods from German educators to shape future entrepreneurs by promoting self-management skills in challenging times and gives guidelines for the higher education field.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **925** | Submission: **15572** | Sponsor(s): **(TLC)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 3:15PM - 4:00PMPT (UTC-7)**

Seeing Business Through a Proscenium Arch: Improving Business Communications through Process Drama *Seeing Business Through a Proscenium Arch*

Presenter: **Sonja Johnston**, *Werklund School of Education, U. of Calgary*
Presenter: **Harrison Campbell**, *Werklund School of Education, U. of Calgary*

Have you ever wondered how to reframe art in the art of the pitch? In an era where entrepreneurship is becoming ubiquitous with popular culture due to the influence of Dragon’s Den™ or Shark Tank™, the art of presentation is deeply critical. Looking towards process drama as a discipline encompassing multiple art forms (including drama, music, dance, and visual arts), has the potential to create a stronger foundation for essential communication and presentation skills within business education. This directly connects teaching and learning to community and practice while also exploring and strengthening the foundations of communications skills to enhance student capabilities (and graduate competencies in the business ecosystem) informed by process drama. Through a dynamic mini-lecture and theatre sports activities, which are small-scale targeted games and activities that can be completed in short timeframes and adapted easily to fit a multitude of themes, categories, and source material, participants will actively engage with process drama and explore opportunities for implementation in their own entrepreneurial education practices.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **926** | Submission: **11970** | Sponsor(s): **(TLC)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 3:15PM - 4:00PMPT (UTC-7)**

Exploring Dynamic Difficulty Adjustment (DDA) for Summative Assessment in Management Education *DDA for Assessment of Learning*



Participant: **Ronald A.D Dyer**, *U. of Sheffield Management School*

Session Chair: **Ginger Grant**, *Humber College Institute of Technology and Advanced Learning*

This session explores the utilization of dynamic difficulty (DDA) adjustment for summative assessment in management education specifically through the lens of a project management module at the Advanced Manufacturing Research Centre (AMRC) - University of Sheffield. DDA is a common mechanism in game play, which provides an opportunity to automatically change parameters, scenarios and behaviours within videos games in real time based on player ability. A major component/challenge of project management education is an understanding of a significant amount of terminology associated with the project life cycle. To improve learning and retention amongst final year engineering students a DDA approach was utilized with the following objectives in mind: 1. Introduce the terminology to students in an engaging manner 2. Utilize DDA to identify students pain points with regards to retention of core project management concepts 3. Utilize data from DDA activity to inform curriculum improvements. In this session we explore the appropriateness, design and efficacy of the DDA approach with an aim to disseminate technologically innovative pedagogical practices to support curriculum design and assessment.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Symposium**

Program Session: **927** | Submission: **11857** | Sponsor(s): **(TLC)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 3:15PM - 4:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 616**

Does Teaching Sometimes Feel Like a Chore? Ways to Bring Joy to Your Pedagogical Approach



Ways to Bring Joy to Your Teaching Approach

Presenter: **Karen MacMillan**, *Wilfrid Laurier U.*

Presenter: **Tawnya Means**, *U. of Illinois at Urbana-Champaign*

Many instructors report feeling de-energized by the teaching aspects of their academic duties. They can face a number of challenges, such as: students can be difficult to engage (especially in a blended, online or remote environment); class prep and teaching time can take away from other duties; teaching is not always aligned with college, departmental, or personal professional expectations and reward systems; and proper evidence of quality teaching outcomes can be hard to identify and document. This dynamic, engaging, and interactive session will focus on ways that instructors can infuse joy into their teaching practice. Participants will explore a number of things, including: strategies that bring enjoyment, community, and interaction into the face-to-face, blended, or online/remote classroom; methods of building a pedagogical community that support growth in a personal teaching practice; and the benefits of joyful teaching.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **928** | Submission: **14681** | Sponsor(s): **(TLC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 3:15PM - 4:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 617**

Entrepreneurship: A Strategic Approach  
Entrepreneurship: A Strategic Approach

Organizer: **Erin L. Scott**, *Massachusetts Institute of Technology*
Panelist: **Scott Stern**, *Massachusetts Institute of Technology*
Panelist: **Jorge Guzman**, *Columbia Business School*
Panelist: **Vera Rocha**, *Copenhagen Business School*
Panelist: **Joshua Gans**, *U. of Toronto*
Session Chair: **Muhammad Burdbar Khan**, *U. of Lincoln, UK*

Building on over two decades of award-winning research, more than a decade of classroom development, and working with hundreds of start-ups, the Entrepreneurial Strategy framework not only synthesizes but reconceptualizes and reorients practical and academic insights to focus squarely on the practical and grounded choices facing founding teams. These course materials offer students and entrepreneurs a practical and systematic approach for how to undertake the process of exploring and evaluating the core choices that entrepreneurs need to make as they translate their ideas into a reality. By putting founder choices center stage, Entrepreneurial Strategy offers a guide for entrepreneurs as they make the key decisions shaping their ventures, and a process for making choices in a way that enhances the potential for venture scalability and success. This TLC@AOM session will introduce a range of new tools and techniques, including tools for the process of entrepreneurial decision-making (Test Two Choose One) and a novel start-up strategy template (The Entrepreneurial Strategy Compass). After an introduction to the framework and course materials, leading entrepreneurship educators will share their perspectives on incorporating these resources into their courses – a junior faculty who successfully launched the full course as a first teaching experience, an experienced scholar who supplemented their established entrepreneurship course, and an academic leader within an entrepreneurship program who used these materials to guide seed-stage, science- and technology-based startups. A series of breakout tracks will provide ample opportunity for participants' engagement and discussion.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **929** | Submission: **12994** | Sponsor(s): **(TLC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 3:15PM - 4:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 618**

Strengthening Pracademic Competencies through Management Education

Pracademic Competencies in Management Education



Presenter: **Helka Kalliomäki**, *U. of Vaasa*
Session Chair: **Swapan Ghosh**, *Menlo College*

Increasing the societal impact of scientific research is being increasingly highlighted in academia and science policy as a means to face grand societal challenges, and researchers are being encouraged to communicate the societal relevance of their work. Societal impact is also pursued through various collaborative arrangements attempting to bridge the gap between research and real-world problems. Instead, practitioners' competencies to utilize scientific knowledge in their everyday work and operate at the science-society interface have not received equal attention. The objective of this interactive session is to discuss about the conference topic of creating a better world together from the perspective of "pracademic competencies" of practitioners operating at the science-society interface. The objective is to explore the topic from the perspective of teaching and learning, i.e., how pracademic competencies could be strengthened through management education. In addition to collaborative skills that have for long been at the core of educational programs in various disciplines, pracademic competencies refer, e.g., to abilities to reconcile targets and skills to reflect and spar on the usability of the research at the different phases of collaboration. Even though collaborative arrangements between academia and practice have become more common, collaboration is not easy due to different ways of perceiving knowledge and learning. Management education has an important role to play in preparing students to the working life in which practitioners' competencies are essential in leveraging the societal impact of scientific knowledge production.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Caucus**
Program Session: **930** | Submission: **14988** | Sponsor(s): (CAU)
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 3:30PM - 5:00PMPT (UTC-7)**

Connecting Micro- and Macro- Level Judgments in Entrepreneurship *Judgments in Entrepreneurship*



Organizer: **Jacqueline Csonka-Peeren**, *Entrepreneurship*
Organizer: **Michael D. Meeks**, *Louisiana State U. Shreveport*
Discussant: **Norris F. Krueger**, *Entrepreneurship Northwest*
Panelist: **Mark D. Packard**, *Florida Atlantic U.*
Panelist: **Peter G. Klein**, *Baylor U.*
Panelist: **Ksenija Djuricic**, *EM Strasbourg Business School, U. of Strasbourg, HuManiS UR 7308*
Participant: **Denis A. Gregoire**, *HEC Montreal*
Participant: **Viktor Dorfler**, *U. of Strathclyde Business School*
Participant: **J C. Spender**, *Kozminski U.*
Participant: **Andishe Ashjari**, *Haskayne School of Business, U. of Calgary*
Participant: **Russ McBride**, *U. of California, Merced*
Participant: **David Matthew Townsend**, *Virginia Tech*
Participant: **Graham M. Winch**, *Alliance Manchester Business School, U. of Manchester*

Entrepreneurs create what does not yet exist, and they do so within an entrepreneurial ecosystem. In keeping with AoM’s 2022 theme of Creating a Better World Together, this caucus explores how judgments made at both the micro- and macro- levels of the entrepreneur and ecosystem, together, affect creation.

Both an entrepreneur and their entrepreneurial ecosystem make decisions under conditions of Knightian uncertainty (Knight, 1921), or extreme uncertainty. Their decisions are based on types of judgment. To the extent that an entrepreneur and their ecosystem rely on the outcomes of each other’s decisions, their judgments affect each other’s outcomes. How can we better understand these judgments and make sense of their connectedness? This caucus presents some views at the micro- and macro- level of entrepreneurial decision-making, and provides activities for attendees to discuss and share views on research questions that arise.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Gender, Entrepreneurship and Embodiment



Session Moderator: **Alison Pullen**, *Macquarie Business School, Macquarie U.*

CMS: Space, Gender, and Class: Spatial Mobility Work in Women Entrepreneurship   

Author: **Vijayta Doshi**, *Indian Institute of Management, Udaipur*
Author: **Srinivas Venugopal**, *U. of Vermont*

Spatial mobility constraints such as, safe place and space, safe time, safe distance, safe travel and legitimate size/location of the business are pervasive in the lives of women entrepreneurs yet understudied in the literature. We therefore ask the questions: How do gendered spaces constrain (or enable) women entrepreneurs in initiating or expanding their venture? How are these spatial constraints negotiated by women entrepreneurs? Using an intersectional spatial approach to women entrepreneurship and based on interviews with women entrepreneurs in India, we show the enactment of spaces via spatial mobility constraints and the enactment on spaces through forms of spatial mobility work such as safety work, temporal work, body work and perceptual work in women entrepreneurship. The study contributes to the women entrepreneurship literature by first, introducing a novel intersectional spatial approach to women entrepreneurship through the concepts of spatial mobility constraints and spatial mobility work, remaining sensitive to the class-based differences. Second, the study contributes by presenting the everyday lived experiences of women entrepreneurs from the context of the Global South, specifically India, thereby, de-centring the ‘first world’ issues and assumptions in the women entrepreneurship literature to highlight the relevant local issues in women entrepreneurship in India.

Paper is Available to Meeting Registrants Only.

CMS: Refugee Entrepreneurship and the Limits of Inclusion: Syrian Refugee Entrepreneurs in Turkey 

Author: **UGUR YETKIN**, *Graduate School, Istanbul Technical U.*
Author: **Deniz Tuncalp**, *Istanbul Technical U.*

Refugee numbers nearly doubled in the last ten years, exceeding 30 million worldwide. Turkey hosts close to 4 million refugees, mainly from Syria. Syrian refugees are highly active in the Turkish business system and opened more than 10,000 firms. Refugee entrepreneurship literature argues it has an emancipatory impact. It helps people overcome their constraints, act more independently, and make their own decisions in transforming their lives, making social inclusion easier. Our study aims to critically examine refugee entrepreneurship’s limits and boundary conditions leading to inclusion and integration with the host country environment. We qualitatively studied how Syrian refugee entrepreneurs experience their entrepreneurial process concerning their embeddedness, inclusion or exclusion. We interviewed 42 Syrian refugee entrepreneurs and key informants in seven Turkish cities. A qualitative analysis of these interviews identified three types of refugee entrepreneurs facing different conditions for inclusion or exclusion: survival, ethnic-targeting, and integrating refugee entrepreneurs. Entrepreneurs in each category are embedded in multiple contexts, i.e., social, political, institutional, spatial, at different levels. However, unlike prior literature, our findings indicated that as integrating refugee entrepreneurs become more embedded in a host country, they also potentially face more exclusion. As a result, they develop several strategies to respond to exclusionary actors and structural barriers. The study also discusses practical implications for policymakers.

Paper is Available to Meeting Registrants Only.

CMS: Becoming Confident: A Model of Women’s Confidence Embodiment in the Workplace   

Author: **Estelle Archibold**, *Case Western Reserve U.*
Author: **Diana Bilimoria**, *Case Western Reserve U.*

Recent and persistent focus on the self-confidence of women in the workplace, particularly in popular and practice literature (Kay & Shipman, 2014; Warrell, 2016), has prompted a new surge of empirical research on self-confidence and gender. Few historical studies address self-confidence in organizational contexts and investigate gender’s influence on confidence (see for example Lenney, 1977; McCarty, 1986). The pervading theory on core confidence (Stajkovic, 2006; Stajkovic, Lee, Greenwald & Raffiee, 2015) attempts to re-establish confidence (vs. self-confidence) as a second order construct related to more familiar theories of general self-efficacy (Chen, Gully, & Eden, 2001), hope (Snyder, Cheavens, & Sympson, 1997), resilience (Wagnild & Young, 1993), and optimism (Scheier & Carver, 1985). However, the situational nature of confidence (i.e., that confidence emerges differently or not at all depending on the environmental and relational context) has not been adequately investigated and requires researchers to consider a broader scope of phenomenological dimensions in order to examine the gendered nature of confidence. Using qualitative survey responses of the confidence experiences of 300 women, we investigate how women in the workplace experience confidence to unveil dimensions of the phenomenon that are not well defined in the extant literature. We advance a conceptual model of the sensemaking process of women’s confidence embodiment in the workplace. Keywords: Confidence; Enactment; Embodiment; Gender; Sensemaking

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **PDW Workshop**

Program Session: **932** | Submission: **16320** | Sponsor(s): **(IM, AAM, AFAM, IAM, INDAM, HR, OB, ENT, OMT)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 3:30PM - 5:00PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 5**

2022 International Management Division Meet the Editors Session *2022 IM Division Meet the Editors Session*

Session Chair: **Ilya Cuypers**, *Singapore Management U.*

Panelist: **Ajai Singh Gaur**, *Rutgers U.*

Panelist: **Alvaro Cuervo-Cazurra**, *Northeastern U.*

Panelist: **Olga Hawn**, *U. of North Carolina, Chapel Hill*

Panelist: **Rosalie L. Tung**, *Simon Fraser U.*

Panelist: **Ruth V. Aguilera**, *Northeastern U.*

The session gathers together the Editors of the major journals publishing research on international management, international business, and global strategy. It is a great opportunity to learn about these journals, discuss factors to consider when choosing among them, get tips on how to write papers for successful publication, and avoid common pitfalls. Please, join us and bring your questions to the session!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **933** | Submission: **19176** | Sponsor(s): **(MED)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 3:30PM - 5:00PMPT (UTC-7)**

Developing and Enhancing Managerial Skills



Session Moderator: **Qiumei Jane Xu**, *Northeastern Illinois U.*

MED: The Future is Relational: Management Development for Today and Tomorrow   

Author: **Jenny M Hoobler**, *NOVA School of Business and Economics*
Author: **Kim Elizabeth Dowdeswell**, *U. of Pretoria*

In a series of two studies we tested a possible turn toward relational, as opposed to agentic, management development program (MDP) content. First, we conducted a content analysis of the MDP literature since Collins’ (2002) seminal work, finding a larger focus on relational as compared to agentic MDP content. Second, we conducted qualitative interviews of 14 management coaches/consultants from South Africa and the United States. The interviews revealed practice to be focusing more on relational, but also agentic, and interwoven relational and agentic skills. From the interviews we share how relational skills are being done in management development practice today, the focus being primarily on development self-awareness in managers. Our conclusion is that, in contrast to the enduring “think manager, think male (agency)” paradigm, leadership today may require, and leaders and followers value, relational, more so than agentic, skills.

Paper is NOT Available. Please contact the author(s).

MED: Developing Oral Communication Skills: A Multi-component, Multi-source and Multi-stage Course Design    

Author: **Qiumei Jane Xu**, *Northeastern Illinois U.*
Author: **Charles Funk**, *Northeastern Illinois U.*

We present an innovative, experiential management communication course design that incorporates four sources of communication self-efficacy to develop three components of oral communication (presenting, listening and conversing). Our pedagogical strategy includes a multi-stage skill development with elements of three self-assessments, weekly mini-communication workshops, weekly prepared and impromptu student speeches, one short listening exercise, one interview exercise, one final presentation and immediate instructor and peer feedback. This course design enhances student oral communication in three important ways. First, it provides a non-threatening, experiential learning environment for students to develop oral communication self-efficacy while addressing business topics. Second, it provides students multiple opportunities to simultaneously practice oral communication’s presentation, listening and conversing elements. Finally, our course design maximizes students’ experiential learning with timely and constructive “360 degree” (instructor, peer, and self) feedback both inside and outside of classroom.

Paper is Available to Meeting Registrants Only.

MED: Variance in the Self-Assessment of Cultural Intelligence Development: The Role of Reflection

Author: **Maike Andresen**, *U. of Bamberg*
Author: **Isabel De Sivatte**, *IE Business School*

In a global environment, cultural intelligence (CQ) becomes a key ability for employees. Intercultural experiential learning interventions are considered promising ways to acquire CQ. While learning research has mainly reported on the positive effects of reflection on learning in general, empirical CQ research to date has not considered the role of reflection. In this study, we consider potential drawbacks of reflectivity in self-assessed CQ development among participants in an intercultural experiential learning intervention. Survey results of 198 (wave 1) and 106 (wave 2) learners before and after participation in the intervention show that, on average, participants significantly increased their self-assessed CQ. However, higher levels of reflection – as expressed in learners’ reflection ability (reflective observation) and disposition to reflect (environmental sensitivity) – correlated with lower self-assessed CQ development. Prior international experience of high-sensitives did not change the result. Results are interpreted with reference to the overestimation effect. Implications for research and practice are discussed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

-  Teaching-oriented
-  Practice-oriented
-  International-oriented
-  Theme-oriented
-  Research-oriented
-  Diversity-oriented
-  Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **934** | Submission: **19174** | Sponsor(s): **(MED)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 3:30PM - 5:00PMPT (UTC-7)** at **Seattle Convention Center in Room 303**

Teaching Entrepreneurship: Is There a Better Way?



Session Moderator: **Marise Uemura**, *U. of São Paulo*

MED: Effects of Entrepreneurship Education on Entrepreneurial Skills of Young High School Students 

Author: **Marise Uemura**, *U. of São Paulo*
Author: **Liliana Vasconcellos**, *U. of Sao Paulo (FEA/USP)*

The effectiveness of entrepreneurship education (EE) initiatives aimed at young students in basic education has aroused the interest of researchers. International studies have also investigated the effects of cognitive and non-cognitive skills, competences, and entrepreneurial intentions. In Brazil there is a gap in this regard, so this research assesses the effects of the mini-company initiative offered by Junior Achievement (JA) Brasil on high school students' perception of their entrepreneurial skills. A questionnaire assessed 10 entrepreneurial skills using a 7-point Likert scale, in addition to demographic and profile variables. Participants from five Brazilian states answered the questionnaires before and after participating in the JA Brasil initiative in 2019. The 287 questionnaires were statistically analyzed using the Wilcoxon test and regression models. There was a positive effect on four skills: entrepreneurial self-efficacy, analytical ability, creativity, and risk management. The results support decisions to expand EE initiatives in the curriculum of public, private, or third-sector educational institutions.

Paper is Available to Meeting Registrants Only.

MED: The Appropriateness of Design Cognition for Entrepreneurship Education of Engineering Students    

Author: **Imran Muhammad Ilyas**, *U. of Jyväskylä School of Business*
Author: **Juha Kansikas**, *U. of Jyväskylä School of Business*
Author: **Alain Fayolle**, *EMLYON Business School*

The study argues that the needs of engineering students for managerial education are distinct and evolving over time towards entrepreneurial mindset due to new industrial and technological trends. Consequently, managerial education of engineering students is shifting towards Science and technology entrepreneurship education (STEE). Moreover, considering the relevance of design cognition in entrepreneurship and engineering, it is argued that STEE can tackle the challenge more effectively by incorporating design cognition in the education process. Propositions are derived from research literature, and a teaching model approach is proposed that elaborated on the incorporation of cognitive acts of design in various aspects at ontological, didactical, and contextual levels in STEE. The proposed framework views education as a process of co-construction, centered on students where the role of teacher is like a coach. Students work in teams and practice the cognitive acts of design that lead to the development of interpersonal, entrepreneurial, and managerial skills. For this purpose, open-ended questioning, real life case studies, problem and project based learning, and lean methodology are proposed as effective content and pedagogies to promote the entrepreneurial behaviors required in the current industrial scenario.

Paper is Available to Meeting Registrants Only.

 **MED: The Fellows Approach - Fostering a Desire to Contribute**    

Author: **Ghita Maria Alexandra Wallin**, *Aalto U. School of Science*

William H. Newman Award Nominee

Complex problems such as climate change, pandemics, and political polarization require mental flexibility. Entrepreneurship education has an essential role in providing such flexibility. This paper provides reflections from a course in entrepreneurship, which has received high ratings from the students and vitalized stakeholder collaboration. Through rigorous self-study, group work and contact sessions, as well as continuous personal guidance the students are guided to explore entrepreneurship from many different perspectives. Contemporary ideas from entrepreneurial education literature are used to strengthen the pedagogical foundation for the advocated approach.

Paper is Available to Meeting Registrants Only.

MED: Dark, Down, and Destructive Side: Unveiling Negative Aspects of Unsuccessful Entrepreneurial Action     

Author: **José Osvaldo De Sordi**, *Centro U. Campo Limpo Paulista (UniFACCAMP)*
Author: **André Rodrigues Dos Santos**, *Centro U. Campo Limpo Paulista (UniFACCAMP)*
Author: **Marcia Azevedo**, *U. Federal de São Paulo (UNIFESP)*
Author: **Carlos Jorge**, *Univeridade de Marília - UNIMAR*
Author: **Marcos Hashimoto**, *Millikin U.*

Studies associated with critical analyses of entrepreneurship education (EE) highlight the predominance of literatures that focus greatly on the positive aspects of entrepreneurship. This can lead to cognitive bias, resulting in students developing more favorable and even enthusiastic perceptions of entrepreneurial action. To reduce this information asymmetry, the intention of this study was to identify and classify the diversity of negative aspects resulting from unsuccessful entrepreneurial action. For this purpose, we applied the content analysis technique to the transcripts of interviews with former entrepreneurs and stakeholders associated with entrepreneurial action, in addition to the texts of articles from important journals of Entrepreneurship and Small Business identified through a scope literature review. The analyses resulted in an artifact in the form of a taxonomy tree (available in <https://thetriplets.com>), comprising 3 super codes, 10 codes and 38 sub-codes, with definitions and examples of a wide range of negative aspects resulting from unsuccessful entrepreneurial actions. The focus of the artifact is to instruct, discuss and raise the awareness of future entrepreneurs regarding the risks of entrepreneurial action. Therefore, it is useful for professors of disciplines involving EE, as well as managers and technicians at incubators and other entities that provide support for entrepreneurs.

Paper is Available to Meeting Registrants Only.

Author: **Richard J. Arend**, *U. of Southern Maine*

Author: **Ali Fehmi Unal**, *U. of Southern Maine*

Author: **Richard Bilodeau**, *U. of Southern Maine*

We explore the question of whether entrepreneurial education matters for medium-sized venture performance. We do so to better understand the conflicting evidence where such education appears to have significant positive micro-level effects while also indicating no significant macro-level effects. The growing investment in entrepreneurial education increases intentions and start-up rates in treatment effects studies, but such investments in that education do not appear to increase national start-up or survival rates. We apply a different empirical approach – based on the capabilities view – of surveying venture entrepreneurs about their performance and their education in order to determine whether their skills-enhancing entrepreneurial training is a driver of success. We find that while that training significantly increases their confidence, when taken as a whole – as a multidimensional measure – it is not a significant influence on venture performance. We discuss the implications for research, policy and education.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **935** | Submission: **12580** | Sponsor(s): **(OB, RM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 3:30PM - 5:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 607**

The Challenges, Value, and Path Forward for “Small” Sample Organizational Team Research

“Small” Sample Organizational Team Research



Facilitator: **Deanna M. Kennedy**, *U. of Washington, Bothell*

Facilitator: **M. Travis Maynard**, *Colorado State U.*

Facilitator: **Lauren Landon**, *KBRwyle - NASA*

Participant: **Suzanne T. Bell**, *DePaul U.*

Participant: **Nancy Cooke**, *Arizona State U.*

Participant: **Deborah DiazGranados**, *Virginia Commonwealth U.*

Participant: **John R. Hollenbeck**, *Michigan State U.*

Participant: **John Mathieu**, *U. of Connecticut*

A panel of organizational teams scholars will discuss why we have developed into a literature that only publishes work that has 80+ teams in the sample, what implications this has on the organizational team literature, and whether there is space and need for small sample size team research. Indeed, reviews of the literature regarding team research conducted in the field (i.e., within organizations versus lab-based or archival samples) indicates that in some of the premier management outlets over the past five years the average number of teams in articles published was 81 teams. It appears that the number of teams needed for publication in premier outlets is increasing as work based on earlier time periods would suggest the sample size needed between 2000 and 2010 was closer to 50 teams. In part, this trend is being accentuated by some journals requiring power analyses prior to articles being sent out for review which is also raising the sample size bar. While such approaches have their benefits including allowing for certain methodological techniques to be utilized, there may be rich and interesting scenarios (e.g., unique contexts) where only small sample sizes are possible (or needed).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**

Program Session: **936** | Submission: **11900** | Sponsor(s): **(ONE)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Sunday, Aug 7 2022 3:30PM - 5:00PMPT (UTC-7)** at **Seattle Convention Center in Yakima 1**

ONE Business Meeting (Hybrid) *ONE Business Meeting and Awards*

Program Chair: **Martina K. Linnenluecke**, *Macquarie U.*

Division Chair: **Ivan Montiel**, *City U. of New York, Baruch College*

Division Chair-Elect: **Sukhbir Kaur Sandhu**, *U. of South Australia*

Professional Development Workshop Chair: **Nardia Haigh**, *U. of Massachusetts*

Participant: **Ajith Venugopal**, *Texas A&M International U.*

Come join us for the ONE Business Meeting. This meeting is a great opportunity to learn what the ONE Division has accomplished in the last year, as well as our plans for the future. We will also present the ONE Awards. All ONE members and prospective members are welcome to attend. No invitation required - open to all.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **937** | Submission: **19473** | Sponsor(s): **(SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 3:30PM - 5:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **405 Kachess**

Ethics, Governance and Corporate Social Responsibility in Top Management Teams

Session Moderator: **Sebastian Schneck**, *U. of Innsbruck*

SIM: Diversity in Top Management Teams 

Author: **Hanna Jäschke**, *Leibniz U. Hannover*
Author: **J. Nils Foege**, *Leibniz U. Hannover*

Over the past decade, diversity in organizations has become a central theme of management practice and research. Given the importance of the top management team (TMT) for firms, management scholars have increasingly examined the role of diversity for TMTs by shedding light on its antecedents, contingencies, and consequences. These endeavors have led to a meander of studies published in academic journals. As diversity grows and becomes ever more important in all parts of an organization, it is important to take stock of current research and navigate the meander to identify current conceptual gaps and pave theoretical pathways forward. In this study, we combine a literature review with a machine learning approach, i.e., topic modeling, to structure the research landscape of diversity in TMTs. For our topic modeling, we analyzed the text of 1,454 articles published in peer-review journals between the years 2010 and 2021. Our findings provide an overview of the research landscape of diversity in TMTs and its 19 topics, and carve out four communities of topics – i.e., (1) TMT characteristics, (2) TMT responsibilities, (3) dimensions of diversity, and (4) quantitative empirical research. By combining a qualitative and a quantitative literature review, this study contributes to the literature about diversity in TMTs by identifying current research streams and underrepresented topics, and providing directions for future research.

Paper is Available to Meeting Registrants Only.

SIM: TMT Horizontal Pay Dispersion and Corporate Misconduct: An Intrinsic Motivation View 

Author: **Lu Ye**, *U. of Melbourne*
Author: **Daejeong Choi**, *U. of Melbourne*

Executive pay dispersion has emerged as an important and significant predictor of corporate misconduct. However, extant upper echelon research on corporate misconduct mainly relies on economic man assumption but fails to capture psychological complexity of executives. In this article, we draw on behavioral agency model to underscore individual's underlying intrinsic motivation and develop a dynamic theoretical model of (1) the horizontal pay dispersion acts as an extrinsic incentive to suppress TMT members' intrinsic motivation to different levels, and (2) the emerging process by which TMT member's different emotions, motivations, and cognitions interact and evolve to corporate misconduct. Our model has theoretical and practical implications for scholarship concerning TMT horizontal pay dispersion, intrinsic motivation, emergent states, and corporate misconduct.

Paper is Available to Meeting Registrants Only.

SIM: CEO Overconfidence and Corporate Social Performance: The Moderating Effect of TMT Overconfidence 

Author: **Sebastian Schneck**, *U. of Innsbruck*
Author: **Sahar Nejadhossein Soudani**, *U. of Innsbruck*

Overconfident CEOs play a key role in shaping corporate strategies by making biased and risky strategic decisions. In contrast, corporate social performance is initiated by firms to reduce corporate risks and to enhance their reputation. This study, therefore, aims to explore the impact of CEO overconfidence on firms' corporate social performance. In addition, we investigate how the interplay with other top management team (TMT) members' overconfidence moderates this relationship. Based on a sample of publicly traded US firms from 2003 to 2017, we find that CEO overconfidence increases the levels of corporate social performance. Remarkably, our findings show that the overconfidence of the other TMT members mitigates this effect. Our study thus contributes to a better understanding of the CEO-TMT interface research by investigating the interactions between the CEO and the other senior executives' overconfidence in the context of corporate social performance.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **938** | Submission: **18771** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 3:30PM - 5:00PMPT (UTC-7)** at **Seattle Convention Center in Room 205**

Corporate Governance and Compensation

Session Moderator: **Cameron Jay Borgholthaus**, *Southern Illinois U., Edwardsville*

STR: Discounting Diversity While Pursuing Diversity: TMT Composition Effects on Executive Compensation    

Author: **Cameron Jay Borgholthaus**, *Southern Illinois U., Edwardsville*
Author: **Christina Matz Carnes**, *Indiana U. - Kelley School of Business*
Author: **Nikos Dimotakis**, *Oklahoma State U.*
Author: **Chris Tuggle**, *U. of Central Arkansas*

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

Paper is Available to Meeting Registrants Only.

STR: Corporate Governance, Board/CEO Ties and New Outsider CEO Compensation

Author: **Andrew Valentine**, *UNSW Sydney*

The role of company directors in setting new CEO compensation has become more complex in recent times with the creation of a new CEO labor market. Directors can potentially utilize their relationships with prospective CEOs to determine new CEO compensation in the interests of investors. Conversely, new outsider CEOs can potentially be empowered by their relationships with directors to negotiate compensation in their own interests and against that of investors. This study explores this issue through examining the impact of board/CEO ties in 1,173 outsider CEO successions on a range of fixed and short- and long-term, performance-related CEO compensation ratios across a range of developed and developing markets where there are varying approaches to corporate governance. Results show that new outsider CEOs in the United States and other Anglo-American institutional environments are able to leverage their relationships with directors to restructure compensation in their own interests and against those of investors.

Paper is Available to Meeting Registrants Only.

STR: CEO as the One-Line Liaison between Board and TMT: Substantially Powerful CEO and CEO-TMT Pay Gap

Author: **Zonghui Li**, *Jacksonville U.*
Author: **Zhonghui Wang**, *California State U. San Bernardino*

Since the pass of Sarbanes-Oxley Act (SOX) in 2002 and the subsequential changes in NYSE/NASDAQ, publicly traded firms in the United States have adopted the policies that increase board independence. Eventually, one phenomenon emerges when such governance practices go to an extreme—a CEO becomes the lone inside director on board. Furthermore, in the circumstance that the CEO also serves as board chair, the CEO becomes the “one-line liaison” between the board and the firm, possessing substantial power due to increase information asymmetry. While extant studies have shown that CEO power is among the critical determinants of CEO pay, little is known regarding how this corporate governance practice (CEO serving as both board chair and lone inside director) has an impact on top executive compensation design. This study is an effort to explore such impacts by developing competing theoretical arguments based on tournament theory and agency theory. The analysis of 2,093 observations of S&P 500 firms between 2006 and 2013 reports interesting findings. We find that, when a CEO serves as both board chair and lone inside director and becomes the “one-line liaison” between the board and the firm, the CEO receives much higher pay than their non-CEO TMT peers and such CEO-TMT pay gap is detrimental to firm performance. Our findings suggest that it is important to take a more nuanced approach when we examine the relationship between CEO pay gap and firm performance by considering the significant contingent effect of CEO power.

Paper is Available to Meeting Registrants Only.

STR: Executive Severance Pay: A Review and Research Agenda

Author: **Conor Callahan**, *U. of Illinois at Chicago*

Following changes to the disclosure of executive compensation adopted by the SEC in 2006, researchers have taken a renewed interest in studying the influence of severance pay. The current literature on executive severance agreements consists of a loosely connected research stream across multiple disciplines— including management, accounting, and finance. While the insights from these various fields have advanced our knowledge of severance, this lack of integration presents a challenge for scholars seeking to familiarize themselves with this form of compensation and understand how they too can contribute to this dialogue. To address this issue, in this article we provide an integrative review of prior research on executive severance pay as well as an agenda discussing novel ideas for future research in this area. Our research agenda highlights how severance can inform a wide array of theory and phenomena essential to management research. We also discuss key methodological issues identified in our review and how these can be addressed moving forward. Our aim is for this review to both serve as an important reference for scholars new to this topic as well as highlight promising new avenues for research for scholars already interested in executive severance pay.

Paper is NOT Available. Please contact the author(s).

Author: **Sabra Khajehnejad**, *ESSEC Business School*

Author: **Amin Sofla**, *Assistant Professor at KU Leuven, Belgium*

Author: **Oscar Stalnacke**, *Umeå School of Business, Economics, and Statistics*

Author: **Peter Edlund Frii**, *Umeå School of Business, Economics, and Statistics*

We examine how going public via an IPO impacts the compensations of the CEO and average employees and the resulting pay disparity, and what board characteristics matter for this relation. Using a sample of Swedish firms from 2005 to 2017 and the difference-in-difference method, we find that pay levels of employees and the CEO is higher after IPO compared to the pre-IPO in IPO firms than in matched private firms, but the increase in the compensation of the CEO is substantially higher than that of average employees, leading to an increase in the CEO-employee pay dispersion. Examining the board characteristics, we find that venture capital board membership and board IPO experience can mitigate the increase in CEO-worker pay dispersion after the IPO. The results suggest the board characteristics that allow for more effective monitoring of the firm compensation system during and after IPO and have important theoretical implications for the literatures on IPO and pay disparity.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Inventor Mobility

Session Moderator: **Ihwan Na, U. of Kansas**

STR: Star Departure, Employees' Experience Working with Stars, and Firm Performance

Author: **Ihwan Na, U. of Kansas**

To appropriate value from star employees' tacit, transferrable knowledge and skills, star-owned firms in mostly knowledge-based industries may have employees work with stars as a team. Yet an important but still under-explored question is as to what knowledge and skills employees would really learn from this peculiar team experience. This study seeks an answer to this question in the context of star departure. Conventional wisdom from the knowledge-based view suggests that stars may transfer their tacit knowledge and skills to peers through experience working together, so the experience would function as buffers to the negative impacts of potential star departure ex-post. Counterintuitively, I extend human capital theory by submitting that the experience also shapes star-specific human capital, which deteriorates firm performance further once the star leaves. Evidence from lobbying firms in the United States lobbying industry supports the latter prediction: The more employees' experience working with stars, the greater declines in firm performance after the stars depart.

Paper is NOT Available. Please contact the author(s).

STR: The Ties That No Longer Bind: Inventor Mobility and Patent Litigation

Author: **Daniel Jay Brown, Harvard Business School**

Author: **Maria Roche, Harvard Business School**

The retention of inventor-employees represents a core strategic concern for firms in innovative industries. In this paper, we examine the impact of reduced patent enforceability on the mobility of inventor-employees, and explore alternative retention methods firms can employ when legal instruments become less effective. To analyze the relationship, we use the US Supreme Court ruling *eBay Inc. v. MercExchange, L.L.C.*, which decreased the use of injunctions in patent infringement cases and, consequently, the risk firms faced from being sued for patent infringement. Our analyses rely on difference-in-differences specifications that include state-year, firm, and technological fixed effects, and a host of other controls. Using patent application data to track the movements of 59,765 early career patent inventors before and after the ruling, we find that in the post period, inventor-employees at firms with higher litigiousness experience an increase in the likelihood to move. In accordance with job embeddedness theory, we hypothesize that inventor-employees with greater firm fit and links will be less affected by the ruling. Upon testing, we find that both fit and links mitigate the impact of the ruling, providing alternative retention strategies that can insulate firms from legal shocks.

Paper is Available to Meeting Registrants Only.

STR: Collaboration and Knowledge Spillovers by Mobile Inventors

Author: **Eunkwang Seo, Oklahoma State U.**

This paper examines how collaboration influences knowledge spillovers by mobile inventors. Although prior research has offered many insights on mobility-induced knowledge spillovers, whether mobile employees can transfer the knowledge generated by other employees in their previous firms remains underexplored. In this paper, I propose that pre-mobility and post-mobility collaboration jointly affect knowledge spillovers by mobile inventors. Using a difference-in-differences approach with matching, I find that collaborators' knowledge is more likely than non-collaborators' knowledge to be transferred by mobile inventors, and this effect is strengthened by the intensity of the post-mobility collaboration of the mobile inventors and the knowledge similarity between their pre- and post-mobility collaborators. The results of this paper make important contributions to the literatures on collaborative innovation and employee mobility.

Paper is NOT Available. Please contact the author(s).

STR: When Do Firms Learn By Hiring? How Complexity Moderates The Value Of Distant Knowledge

Author: **Dong-Nghi PHAM, ESSEC Business School**

Author: **Luis Rios, The Wharton School, U. of Pennsylvania**

Author: **Maciej Workiewicz, ESSEC Business School**

Hiring employees from high-performing rivals is a common channel for transferring knowledge and enhancing firm's capabilities. But while the literature on learning-by-hiring posits that new knowledge can be a powerful source of improvement and rejuvenation for a firm's knowledge stock, evidence for whether firms actually benefit from hires with knowledge that is very distant from their own is mixed. With the help of a computational model, we explore how the knowledge distance of a new hire shapes the benefits of learning-by-hiring. The analysis of the model allows us to reconcile opposite findings and predictions found in the literature and provides further nuance to our understanding of this important phenomenon. Specifically, we show that knowledge complexity has a critical impact on the benefits of hiring an employee with distant knowledge. We also show that the level of refinement of the hiring firm's knowledge shapes benefits from hiring, and we identify the mechanisms responsible for these outcomes.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **940** | Submission: **18733** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 3:30PM - 5:00PMPT (UTC-7)** at **Seattle Convention Center in Room 304**

Antecedents of CSR

Session Moderator: **Leandro Nardi**, *HEC Paris*

STR: Corporate Social Responsibility, Financial Materiality, and the Challenges of Forced Migration 

Author: **Leandro Nardi**, *HEC Paris*
Author: **Marieke Huysentruyt**, *HEC Paris*

Carolyn Dexter Award Nominee

Forced migration is a critical social challenge of our time. Corporate responses to social challenges of this magnitude have inspired a growing body of literature in management and strategy. In particular, prior work has investigated companies' responses based on specific CSR policies with high financial materiality—e.g., energy firms' policy commitments to climate change mitigation. However, the literature has yet to understand whether and how exposure to a social challenge influences the composition of a firm's portfolio of CSR policies, comprising both more and less financially material actions and distinct social dimensions. To address this question, this paper studies the challenges of forced migration to Europe. We propose a novel empirical strategy leveraging headquarter proximity to tragic refugee incidents as a source of variation in the salience of forced migration as perceived by companies. Employing a phenomenological approach, we show that firms more exposed to forced migration adjust their portfolios of social CSR policies by progressively increasing the adoption of less material policies, vis-à-vis more material actions. In line with the argument that firms may see such responses as a means to strengthen their ties to nonfinancial stakeholders, we then show that responses are driven by firms with higher pre-existing social performance who, according to the literature, are more prone to use CSR to manage stakeholder relationships. Finally, we also show that firms' responses are concentrated on dimensions related to employees and communities. Our paper contributes to literatures on corporate responses to social challenges, strategic CSR, and financial materiality.

Paper is Available to Meeting Registrants Only.

STR: Does Overburdened Top Management Team Compromise Corporate Sustainability? A Study of Indian Firms

Author: **Manish Popli**, *Indian Institute of Management, Indore*
Author: **Mehul Raithatha**, *Indian Institute of Management, Indore*

In this study, we analyze the role of the complexity of the top management team's task environment on the corporate sustainability actions of a firm. Using recent advances of the upper echelon theory, we hypothesize and find support that executive job demands, representing both endogenous and exogenous complications, swamp a firm's top executives, limit their cognitive capacity, centralize the locus of decision-making thus jeopardizing corporate sustainability actions. Furthermore, we theorize the impact of two contextual factors. First, we argue and find support that the negative influence of executive job demands is weaker for firms with experienced TMTs, as greater experience brings vast cognitive capacities, which may help weather greater job demands. Second, we theorize that because of the provisions of intra-group coordination and resource allocation in a family-owned business groups, the negative relationship between executives' job demands and corporate sustainability initiatives gets weakened. This study aims to advance the influence of the strategic leadership's objective task environment on corporate sustainability activities.

Paper is Available to Meeting Registrants Only.

STR: The Impact of Consistent and Inconsistent Performance Feedbacks on Corporate Social Responsibility 

Author: **Nishant Kathuria**, *U. of Texas at Dallas - Jindal School of Management*

Behavioral theory of the firm (BTOF) remains under-utilized to understand the impact of firms on the society. This study pays attention to the effects of multiple performance aspirations and develops a more holistic view about how performance feedback influences social behavior of firms. Leveraging the global trend that forces firms to perform CSR activities, this study integrates BTOF and prospect theory to reveal that firms become risk averse by spending more on CSR activities when they fail to meet both historical and social aspiration levels. The analysis also shows that firms exhibit risk-seeking behavior by spending less on CSR activities when they: (1) perform better than both historical and social aspiration levels, and (2) meet historical aspiration level but fail to meet social aspiration level.

Paper is Available to Meeting Registrants Only.

STR: Competition, Market Institutions, and CSR Specialization  

Author: **Limin Fu**, *U. of Newcastle*
Author: **Dirk Boehe**, *Africa Business School*

Does competition foster or stifle corporate social responsibility (CSR)? The current corporate social responsibility (CSR) literature featuring this debate mainly centers on the two opposing mechanisms of competition with respect to CSR—declining resources available for CSR and increasing strategic incentives for differentiation from CSR. Moreover, this debate also largely rests on a dichotomous assumption that firms only increase or decrease CSR under competitive pressure. Relaxing this assumption, in this study, we develop a finer-grained concept—CSR specialization—to describe to what extent a firm is focused on a selective few CSR dimensions under competition. Further, we posit that the two opposing mechanisms coexist and interact, leading to an inverted U-shaped relationship between competition and CSR specialization. We further predict that market institutions, namely, market openness and capitalism type moderate this relationship through strengthening the differentiation mechanism. Employing Multilevel Linear Modeling (MLM) estimation technique on a global dataset that includes 1,586 firms in the year 2002 to 2017, our findings support our hypotheses with robustness tests. Our study points to reconciling the debate in firms' CSR response in strategic management literature and makes meaningful contributions CSR literature.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **941** | Submission: **18757** | Sponsor(s): **(STR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 3:30PM - 5:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 308**

CEO Compensation: Antecedents and Effects

Session Moderator: **Lindsey Yonish**, *Texas A&MU*.

STR: [The Greed-Based Path From CEO Compensation to Job Seekers' Perceptions](#) 

Author: **Lindsey Yonish**, *Texas A&M U.*

Author: **Tyler Sabey**, *Arizona State U.*

Author: **Steven Boivie**, *Texas A&M U.*

Author: **Anthony Klotz**, *UCL School of Management*

Large CEO pay packages have become the subject of increased negative scrutiny among the media and general public, suggesting that CEO compensation may affect the firm by influencing stakeholder perceptions and behaviors. Although some recent research has begun to study the association between high CEO compensation and CEO greed, whether and how CEO greed is perceived by stakeholders remains to be examined. We develop theory on CEO compensation and broaden our understanding of its consequences by examining whether and how CEO compensation leads to perceptions of CEO greed. Focusing on job seekers, a population especially likely to attend to information about firms and CEOs, we find evidence that high CEO compensation leads to perceptions of CEO greed among job seekers and that such perceptions lowers job seekers' attraction to the CEO's firm. Moreover, we find that these relationships are weakened for job seekers who themselves exhibit high levels of greed.

Paper is Available to Meeting Registrants Only.

STR: [Government Frugality Campaign and SOE Executive Compensation: The Influence of Non-State Ownership](#)   

Author: **Jingyuan Li**, *Hong Kong U. of Science and Technology*

Author: **Jiatao Li**, *Hong Kong U. of Science and Technology*

Strategic management research has well recognized the heterogeneous effects different types of shareholders can have on a firm. However, the implication of having them coexisting has not been clearly understood, although it is common for firms to have multiple large shareholders at the same time. We investigate this question in a unique context where a governmental regulation exogenously influenced state owners' goal, making them more likely to cut the executive salary of the firms they controlled. We examine how the presence of two significant types of non-state ownership—domestic private and foreign ownership affects how CEO compensation was affected by the initiative of state-owners. Using data on Chinese listed firms, we find that after the governmental regulation promoting a more frugal work style in state-affiliated organizations, CEO compensation of state-controlled firms significantly decreased. The decrease after the regulation is attenuated if a firm also has a domestic private blockholder, but accentuated if a firm has a foreign blockholder. Our findings extend the literature on firm ownership and institutional theory.

Paper is NOT Available. Please contact the author(s).

STR: [CEO Compensation Complexity and Firm Performance](#)  

Author: **Tobias Oberpaul**, *LMU Munich School of Management*

Author: **Nicolas Tichy**, *LMU Munich School of Management*

Author: **Ingo Weller**, *LMU Munich*

How does the complexity in CEO compensation affect firm performance? With unknown consequences, the complexity of executive compensation contracts is rising. In this study, we explore how the complexity of executive compensation relates to firm performance. We conceptualize and operationalize the objective constituents of complex compensation contracts and find negative outcomes on both accounting- and market-based measures of firm performance for CEOs. Based on these findings, we furthermore offer and explore theoretical explanations for the relationship, namely multitasking and cognitive limitations. We link these findings to the top management team (TMT) and suggest that compensation complexity is an important extension for the TMT pay dispersion and behavioral integration literature. We discuss these findings and close with potential research opportunities in the nascent research field of compensation complexity.

Paper is Available to Meeting Registrants Only.

STR: [Inside Debt and Risk: Is There A Link?](#)

Author: **Mahdi Forghani Bajestani**, *Alabama State U.*

Author: **Mahdi Moeini Gharagozloo**, *Old Dominion U.*

Author: **Chen Chen**, *Old Dominion U.*

The disclosure of CEOs' pension benefits and deferred compensation in 2007 provided scholars with the opportunity to test agency theory predictions on these long-term compensations, also known as inside debt. While the studies showed this form of payment as an effective tool in controlling excessive risk, they all overlapped with the financial crisis of 2007 and its aftershocks. Drawing on behavioral agency model and focusing on corporate mergers and acquisitions as a high-risk investment strategy, we demonstrate that neither CEOs nor shareholders remain sensitive to inside debt after the economy recovers. Our analysis of nearly 4000 observations in a post-crisis period (2011-2017) reveals that the previous findings are heavily influenced by the collapse of financial markets. Disproving agency theory arguments on debt-like compensation, our results point to the more realistic assumptions of behavioral decision models and call for more contingency approaches to theoretical inference. Practical implications are also discussed for designing executives' compensation packages as a means of mitigating the next potential crises.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **942** | Submission: **18833** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 3:30PM - 5:00PMPT (UTC-7)** at **Seattle Convention Center in Room 605**

Adapting to the External Environment

Session Moderator: **Goce Andrevski**, *Queen's School of Business, Canada*

STR: **Situational Experience, Expertise, and the Janus-face of Forbearance** 

Author: **Goce Andrevski**, *Queen's School of Business, Canada*
Author: **Danny Miller**, *HEC Montreal*
Author: **Ndubuisi Richard Ugwuanyi**, *Smith School of Business, Queen's U.*

We study the drivers and performance outcomes of strategic forbearance – a purposeful decision not to respond to a rival's competitive attack. Leveraging theories of skill development, we argue that forbearance can be strategically beneficial or not depending on competitors' situational experience and level of expertise. We find that competitors with extensive experience in dealing with specific competitive situations are more likely to choose forbearance over response; however they benefit from forbearance only when they are skillful enough to create long-term positional advantage; otherwise, forbearance leads to inferior performance. Additionally, expert competitors with the highest skills favor response over forbearance, but benefit from both forbearance and response, whereas forbearance by those of limited expertise hurts performance. We operationalize forbearance as gambit decline in chess and test our propositions on a sample of 3,515 chess players making 236,767 decisions to accept or decline a gambit offer.

Paper is Available to Meeting Registrants Only.

STR: **Pro-market Reforms and Green Innovation in China: A Dynamic Institutional Perspective**

Author: **Qadeer Abdul**, *Xi'an Jiaotong U. School of Management*
Author: **Xu Jiang**, *Xi'an Jiaotong U.*
Author: **Adnan Ali**, *PhD Student at Xi'an Jiaotong U.*
Author: **Ramiz Ur Rehman**, *Faculty of Business, Sohar U., Oman*

Do pro-market reforms facilitate firms to conduct green innovation or create hindrance to the adoption of such risky strategies? We seek to answer this question evaded by previous studies. Based on a dynamic institutional perspective, we uncover how scope of pro-market reforms (degree of market liberalization in a given year) and speed of pro-market reforms (rate of market liberalization achieved over time) affect firms' green innovation subsidies and their subsequent conversion of such subsidies into green innovation output. Results from a sample of Chinese publicly listed firms from 2008 to 2018 indicate that scope and speed of pro-market reforms both facilitate firms to obtain more green innovation subsidies. The conversion of green innovation subsidies into green innovation output is positively moderated by scope of pro-market reforms, such that a greater scope of pro-market reforms enables firms to achieve higher green innovation output. However, this conversion is negatively moderated by speed of pro-market reforms, such that reform speeds exert an inverted U-shaped effect on green innovation output, implying that a gradual reform speed is most suitable for firms to achieve high green innovation output. These findings provide implications to the dynamic institutional perspective by explaining whether pro-market reforms serve as a facilitator of or a burden on firms' green innovation in a major transitioning economy.

Paper is Available to Meeting Registrants Only.

STR: **Institutional Voids and Innovation**  

Author: **Aditya Milind Ketkar**, *Ohio State U.*
Author: **Mona V Makhija**, *Ohio State U.*
Author: **Kiran Avate**, *Virginia Tech*

Economies fall short to varying degrees in providing the institutions necessary to support market mechanisms. These limitations, known as institutional voids, are generally thought to reduce the effectiveness and performance of firms operating in such environments. To explain how firms deal with institutional voids, scholars have pointed to various strategies such as corporate social responsibility (CSR), internalization, information substitution, institutional borrowing, and signaling. These resource-intensive strategies are utilized primarily by very large firms. SMEs have limited resources that reduce their degrees of freedom for enacting such complex strategies. Given the significant contribution of SMEs to worldwide businesses, employment as well as national income, particularly to the emerging economies, it is important to understand their strategies in overcoming institutional voids. We suggest that SMEs will be more likely to undertake innovation to deal with institutional obstacles. Findings highlight the importance of innovation for SMEs even in environments thought to have less developed innovation-supporting systems. The connections we demonstrate between SMEs, institutional voids and innovation are new to the literature.

Paper is Available to Meeting Registrants Only.

STR: Online Reviews, Legitimacy, and (In)Formal Entrepreneurship

Author: **Fabian Diaz**, *U. of Louisville*

Author: **Maria Minniti**, *Syracuse U.*

Online reviews found on websites like Yelp are an increasingly popular source of information for consumers. While an increasing number of studies find that online reviews influence firms' financial performance, less is known about their effect as a viable alternative to formal legitimating mechanisms such as licensing on the distribution of entrepreneurs between the formal and informal sectors. Using an original dataset of the California moving industry between 2004-2016, we find a curvilinear association between the number of unlicensed firms and the likelihood that informal entrepreneurs will apply for a license (i.e., transition from the informal to the formal sector). We also find that likelihood to be negatively associated with that firm's online ratings, and with the popularity of online reviews in the area. These findings suggest that entrepreneurs may now rely more on online mechanisms to legitimate their firms than more traditional formal legitimating mechanisms such as licensing.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **943** | Submission: **18586** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 3:30PM - 5:00PMPT (UTC-7)** at **Sheraton Grand Seattle in Aspen**

The Underlying Challenges of Partner Relationships

Session Moderator: **Viktoria Judith Salomon**, *LMU Munich*

STR: Name Your Price: Platform Design Change and Service Providers' Responses   

Author: **Jovana Karanovic**, *Rotterdam School of Management, Erasmus U.*

Author: **Mark Boons**, *Vrije U. Amsterdam*

Author: **Hakan Ozalp**, *Amsterdam Business School, U. of Amsterdam*

When designing a platform, platform owners face a delicate choice of control vs autonomy relative to their service providers. Price-setting is one of the key platform design choices, yet seldom explored in the literature. To the date, literature suggested that platforms should retain control over price-setting when services are relatively homogenous; on the contrary, they should pass the control to service providers in the case of heterogeneous offerings. In order to test this theoretical assumption, we explore the case when price-setting control was granted to workers in a relatively homogenous market. In a quasi-experimental setting, we examine service-providers price-setting behaviour following the platform design change (when the price-setting control was passed on to service providers). We find that in the post-design change period providers were able to leverage their personal characteristics (e.g., higher ratings, job experience) for higher hourly rates. In addition, we find that providers charged higher hourly rates for longer duration jobs and for working on weekends. Taken together, these suggest that service providers are in a position to discover heterogeneity in demand that goes beyond the knowledge of the platform owner. We offer contributions to the broader platform governance literature and the literature on two-sided markets.

Paper is Available to Meeting Registrants Only.

STR: Turning Down the Heat – Interfirm Rivalry Erosion and Its Implications for Competitive Dynamics

Author: **Viktoria Judith Salomon**, *LMU Munich*

Author: **Simone Maria Eulitz**, *LMU Munich*

We introduce an underexplored phenomenon of competitive dynamics that we call ‘interfirm rivalry erosion’, i.e. the evolution from long-running hostile rivalry towards an economically sensible competition. Drawing from social identity theory, we develop a theoretical model including main drivers, mechanisms, and implications of interfirm rivalry erosion. We put forth a series of propositions on how the rivalry between firms can gradually erode under certain historical and ongoing circumstances. Moreover, we develop a set of propositions on how rivalry erosion can affect former rivals’ competitive word and action moves vis-à-vis one another. By introducing interfirm rivalry erosion, we aim to complement dominant theories on the rise and persistence of interfirm rivalry, striving to offer a more complete, balanced, and de-escalation-oriented theory of interfirm rivalry.

Paper is Available to Meeting Registrants Only.

STR: Commitment under Asymmetric Dependence: Supplier-buyer Dynamics in the Automobile Industry

Author: **Kyun Kim**, *Pusan National U.*

In this paper, we examine the supplier-buyer relationship based on resource dependence theory. When suppliers are asymmetrically dependent on buyers, those suppliers are subject to opportunistic behaviors of the buyers. Under this kind of an industry setting, suppliers’ enhancement in commitment to the asymmetric relationship, however, can help them resolve problems associated with asymmetric dependence and enhance performance. Such performance improvement can be lessened when a buyer forms a new exchange relationship, or magnified when a supplier forms a new exchange relationship. A supplier’s industry diversification and technological capability also affect the dynamics. Examining the Korean automobile industry, we discover strong support for our argument.

Paper is NOT Available. Please contact the author(s).

 STR: Manipulating Perceptions of Asset Specificity in Alliances: A Microfoundational Approach

Author: **Russell Coff**, *Wisconsin School of Business*

Author: **Libby Leann Weber**, *U. of California, Irvine*

In interfirm exchanges such as alliances and joint ventures, transaction cost economics theory (TCE) argues that asset specificity, a key contracting hazard, largely determines specific attributes of hybrid governance, namely control mechanisms. Despite the importance of this concept, asset specificity is often unobservable. Instead, governance decisions largely rely on negotiator perceptions of asset specificity. While traditional TCE assumes negotiators are intendedly accurate to mitigate transaction costs, they are motivated to manipulate perceptions to maximize value capture for their firm. Thus, theory does not incorporate the impact of manipulated perceptions on governance attributes. Taking a microfoundational approach, we explore the impact of suppliers manipulating buyer managers’ perception of task characteristics to inflate their perceived asset specificity, on hybrid governance attributes. We offer a theoretical framework to predict the direction of asset specificity perception manipulation and when perceptions are most malleable. As a result, we incorporate negotiator cognitions and motives (maximize their firm’s value captured), leading to a more complete understanding of hybrid governance design.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **944** | Submission: **18765** | Sponsor(s): **(STR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 3:30PM - 5:00PMPT (UTC-7)** at **Sheraton Grand Seattle in Jefferson B**

The Making of CEOs: The Influence of Individual and Relational Characteristics

Session Moderator: **Andrew Valentine**, *UNSW Sydney*

STR: Conditional Information Asymmetries and Board/CEO Ties in Outsider CEO Successions

Author: **Andrew Valentine**, *UNSW Sydney*

Author: **Massimiliano Tani**, *U. of New South Wales*

Author: **Keiran Sharpe**, *UNSW, Canberra, Australia*

The role of directors in CEO succession events has evolved in recent decades with the emergence of the newly created CEO labor market. In this context, directors can potentially assist companies to identify prospective CEOs in the interests of investors or use their expanded role to serve their own and management's interests. We explore this issue through examining the impact of professional director/CEO relationships in 1,136 outsider CEO successions over the past three decades, spanning a range of institutional environments in developed and developing markets and across a range of company accounting and market-based financial indicators. We find that these relationships can serve both investors' and management's interests subject to the specific approach taken to corporate governance in Anglo-American, European, and Asian national institutional environments. Effects also differ across accounting- and market-based measures of financial performance. These findings reflect a previously unexplored conditional theoretical relationship between information asymmetries that affects investors, boards and CEOs. In characterizing the conditional nature of this relationship, this paper makes a unique theoretical contribution to the CEO succession literature's understanding of the role of information asymmetry and its effect on board/CEO ties in the CEO labor market.

Paper is Available to Meeting Registrants Only.

STR: Extraversion, Charismatic Attribution, and CEO Heir Apparent Promotion

Author: **Zeyu Zhao**, *W. P. Carey School of Business, Arizona State U.*

Author: **Wei Shen**, *Arizona State U.*

Author: **Xiwei Yi**, *Peking U.*

Our study investigates how personal characteristics of CEO heirs apparent influence their likelihood of promotion, either internally at their current firms or externally at other firms. Drawing upon theories and research on Big Five Personality Traits and charismatic leadership, we theorize that more extraverted heirs apparent are more likely to get promoted because they are more likely to receive charismatic attributions, both internally and externally. Using data from a sample of 293 CEO heirs apparent at 240 firms between 2002 and 2015, we found that charismatic attribution mediates the positive relationship between extraversion and heir apparent promotion. By highlighting the importance of the personality trait of extraversion in the context of heir apparent promotion, our theory and supportive results have important implications for research on CEO succession, executive personality, and corporate governance.

Paper is Available to Meeting Registrants Only.

STR: Bringing Honor to Your Ancestors: CEO Early-life Exposure to Clan Culture and CSR

Author: **Yue Wang**, *the Economics and Management School of Wuhan U.*

Author: **Yi Tang**, *U. of Hong Kong*

Author: **TAO WANG**, *the Economics and Management School of Wuhan U.*

In this study, we examine a CEO's early-life exposure to an environment characterized with strong clan culture and its implications on corporate social responsibility (CSR). Grounded in the upper echelons theory and imprinting theory, we propose that CEOs' motivation to bring honor to their clansmen can influence their firms' engagement in CSR activities. We further examine the boundary conditions governing the above relation. Using a longitudinal data of the Chinese publicly-listed firms for 2010-2016, we find that this positive relationship between CEO early-life exposure to clan culture and CSR is weakened when the CEO has oversea experience and when the institutional development in the region where the firm is headquartered is better. Implications to the strategic leadership literature and CSR research are discussed.

Paper is Available to Meeting Registrants Only.

STR: Personality Similarity, Demographic Similarity, and Heir Apparent Promotion

Author: **Zeyu Zhao**, *W. P. Carey School of Business, Arizona State U.*

Author: **Yunke WU**, *Peking U. Guanghua School of Management*

In a relay CEO succession, the heir apparent may exit from the firm when the incumbent CEO are reluctant to relinquish power as initially planned, causing crisis to the firm. This study examines how the personal attributes of the heir and the incumbent can jointly influence the outcome of a relay CEO succession. Specifically, we propose that heir extraversion increases the likelihood of heir promotion by influencing the way an heir is liked and evaluated, especially when the incumbent is also high in extraversion, which can trigger similarity-based interpersonal attraction, thus magnifying the effect of heir extraversion. We further suggest that such a similarity in extraversion plays a more salient role when the incumbent and the heir are demographically different, indicating that personality similarity can to some degree compensate for the lack of demographic similarity in generating mutual like. Our empirical results based on 363 incumbent-heir dyads from publicly listed S&P 1500 companies between 2002 and 2015 provide support for the theoretical arguments.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Corporate Entry and Exit Strategies

Session Moderator: **Yeongsu Kim**, *Western Kentucky U.*

STR: **Do Prominent CEOs Favor Riskier Foreign Country Entry Modes?**  

Author: **Yeongsu Kim**, *Western Kentucky U.*

One of the most commonly used international strategies is cross-border acquisition and cross-border alliance. While both strategies are essential in entering foreign countries, each strategy is associated with different risk levels. However, the theoretical basis for an explanation of a firm's choice of foreign country entry mode in light of the CEO prominence is somewhat limited. In this paper, I argue that a firm's choice of entry mode in a foreign country can be influenced by the CEO's level of prominence. In particular, I contend that prominent CEOs would be more likely to be oriented towards increasing cross-border acquisitions while reducing cross-border alliances. Additionally, I also contend that such a relationship has the potential to be moderated if the CEO is a generalist or possesses equity ownership. As a means of testing these relations, I collect data from S&P 1500 U.S based firms and empirically examine how CEO prominence influences a firm's decision between cross-border acquisition and cross-border alliance. Results indicate that prominent CEOs are more likely to increase cross-border acquisitions while decreasing cross-border alliances. In addition, I find that this tendency tends to increase when the CEO is also a generalist, whereas it diminishes when the CEO has high equity ownership.

Paper is NOT Available. Please contact the author(s).

STR: **Corporate Venture Capital Investment Practices and the Exit Puzzle** 

Author: **Michael Klitzka**, *Technische U., Darmstadt*

Author: **Petrit Ademi**, *Justus-Liebig-U. Giessen*

Author: **Dirk Schiereck**, *Technische U. Darmstadt*

Author: **Vareska Van De Vrande**, *Erasmus U. Rotterdam*

This study analyzes the effect of corporate venture capital (CVC) investment practices on the subsequent exit outcomes of portfolio companies. Specifically, we draw upon institutional theory to examine the role of CVC investment relatedness, commitment, timing, and syndication for exiting portfolio companies through subsequent acquisitions vis-à-vis IPOs. Studying 1,093 CVC investor-investee dyads followed by a portfolio exit between 2010 and 2019, we provide empirical evidence that CVC investors are more likely to acquire their portfolio companies if they follow endo-isomorphic investment practices, while exo-isomorphic practices increase the likelihood of an exit via IPO. Our study contributes towards a better understanding of CVC units as 'hybrid' investors and can help both CVC units and entrepreneurial ventures to anticipate exit outcomes that result from specific investment practices.

Paper is Available to Meeting Registrants Only.

STR: **Multimarket Contact, Rivalry Deterrence over Technological Resources and International Market Exit (WITHDRAWN)**  

Author: **Claudio Giachetti**, *U. Ca' Foscari of Venice*

Author: **Ergun Onoz**, *Ozyegin U.*

Research shows that the higher a firm's level of multimarket contact (MMC) with its rivals in a country, the lower the likelihood the firm will exit that country, because MMC leads to mutual forbearance, which deters rivalry and protects a firm's survival. Yet, recent studies suggest that in technology-intensive industries MMC may increase rivalry, since MMC increases familiarity of a focal firm's technological resources, leading to a greater threat of knowledge spillovers and imitation from multimarket rivals, which increases a focal firm's incentives to protect its technological resources by attacking multimarket rivals. Grounded in the research on MMC in international markets and the resource-based view of the firm, we propose and test hypotheses suggesting that a firm's MMC with its rivals in a country increases the likelihood the firm will leave that country if competition over technological resources among country rivals escalates, unless the firm has strong capabilities to protect its technological resources. We found robust support for our hypotheses by testing them with a sample of 84 mobile phone vendors operating in 45 countries from 2003 to 2015.

Paper is NOT Available. Please contact the author(s).

STR: **Status Heterophily, Market Entry and Market Performance**

Author: **Xuan Sun**, *Shanghai Jiao Tong U.*

Author: **Runtian Jing**, *Shanghai Jiao Tong U.*

Drawing on the status and market entry literature, we propose and empirically test hypotheses that dynamic changes in the size of different status groups in the target market influence the focal firm's market entry decisions and post-entry performance. Our research utilizes operational data at the project level of China's listed real estate enterprises to explore how the relationships among members of different status groups in the submarket affects the probability of firms' market entry and subsequent market performance, as well as the moderating effect of the degree of multimarket contact. This study shows that, as the size of the status-heterophilous group in the submarket continuously increases, the consequences of forming ties with incumbents of different status have shifted from more advantages to more disadvantages. There is an inverted U-shaped curve between the status-heterophilous group's size and the probability of the firm's market entry and post-entry submarket performance. Moreover, the degree of multimarket contact between status groups weakens the two relationships. Specifically, the greater the degree of multimarket contact between two status groups in the market is, the smaller effect on market entry possibility and submarket performance the status-heterophilous group's size has.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Showcase Symposium**

Program Session: 946 | Submission: 10797 | Sponsor(s): (STR, TIM, OMT)

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 3:30PM - 5:00PMPT (UTC-7)** at **Seattle Convention Center in Room 210**

“Problems” Are the Problem: Multiple Perspectives on Problem Formation and Framing
“Problems” Are the Problem



Organizer: **Chan Hyung Park**, *Washington U. in St. Louis, Olin Business School*

Organizer: **Hila Lifshitz-Assaf**, *New York U.*

Presenter: **Arnaldo Camuffo**, *Bocconi U.*

Presenter: **Chiara Spina**, *INSEAD*

Presenter: **Daniella Laureiro Martinez**, *ETH Zürich*

Presenter: **Vaibhav Krishna**, *Scientist, ETH ZURICH*

Problem-solving—which includes problem framing, problem formulation, and solution generation—is perhaps one of the most important activities for managers, entrepreneurs, and innovators. Still, existing research on problem-solving largely focuses on solution generation and overlooks the roles of problem framing and formulation, even though problem frames and formulations fundamentally determine the course of problem-solving. This symposium tries to illustrate and specify the roles of problem frames and formulations in problem-solving. The five papers in the symposium proposal build models on how problem frames and formulations influence solution generation and outcomes such as innovation in online communities, effective strategies, and entrepreneurial success. The papers also rely on a wide range of methods, from inductive research, simulations to experiments that provide valuable guidance for future empirical research on problem framing and formulation.

Translating, decontextualizing and recontextualizing problems for cross boundary innovation

Author: **Hila Lifshitz-Assaf**, *New York U.*

“The subtle art of asking”: What shapes effective Help-Seeking in Online Communities?

Author: **Vaibhav Krishna**, *Scientist, ETH ZURICH*

Problem framing in strategic decision making

Author: **Arnaldo Camuffo**, *Bocconi U.*

When do Entrepreneurs Benefit from Acting Like Scientists? A Field Experiment in the UK

Author: **Chiara Spina**, *INSEAD*

How business leaders define and solve problems with multiple goals

Author: **Daniella Laureiro Martinez**, *ETH Zürich*

Author: **Ann Xavier**, *Scientist, ETH ZURICH*

Author: **Zorica Zagorac-Uremovic**, *Swiss Federal Institute of Technology Zurich, ETH*

Author: **Axel Zeijen**, *ETH Zürich*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **947** | Submission: **18397** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 3:30PM - 5:00PMPT (UTC-7)** at **Seattle Convention Center in Yakima 2**

TIM Executive Committee Meeting
TIM Executive Committee Meeting

Division Chair: **Janet E.L. Bercovitz**, *U. of Colorado, Boulder*
Division Chair-Elect: **Maryann P. Feldman**, *Arizona State U.*
Professional Development Workshop Chair: **Elena Novelli**, *Bayes Business School*
Past Director: **Rahul Kapoor**, *The Wharton School, U. of Pennsylvania*
Program Chair: **Sonali Shah**, *U. of Illinois at Urbana-Champaign*

This is an invitation-only meeting of the TIM Executive Committee (all officers and reps at large should attend).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **948** | Submission: **18853** | Sponsor(s): **(STR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 3:45PM - 5:15PMPT (UTC-7)** at **Sheraton Grand Seattle in University**

Organizational Search and Learning

Session Moderator: **Sanghyun Park**, *INSEAD*

STR: Decision Centralization and Learning from Experience in Groups 

Author: **Sanghyun Park**, *INSEAD*
Author: **Cleofilde Gonzalez**, -
Author: **Phanish Puranam**, *INSEAD*

Organizational learning frequently involves groups that learn from feedback on decisions over time. While it is frequently assumed that this process resembles that of individual learning by doing, there is limited evidence to validate the assumption. Further, groups in organizations often have centralized rather than decentralized decision rights but we know little about how they differ when learning by doing. We compare individuals, decentralized and centralized groups undertaking learning by using experiments and computational models. We find that centralized groups behave like hyper-individuals: they update more rapidly and explore more than individuals (who in turn update and explore more than decentralized groups). Our evidence shows that not only do groups differ from individuals because of aggregation processes, but also individuals change how they behave simply by virtue of being in a group (a context effect). Implications are drawn for how this might alter the way we conceptualize and model organizational learning.

Paper is Available to Meeting Registrants Only.

STR: Technology Landscapes: Recombination and Innovation

Author: **Tara Li**, *Drexel U.*

What attributes of firms experienced landscapes lead to recombinant search in the innovation process? Building on the complex theory, this paper identifies two key dimensions for a firm's experienced landscapes, namely, knowledge complexity and knowledge concentration and investigates their roles in organizational search. I hypothesize that the complex knowledge can inspire new ideas in recombination and positively affect a firm's innovation, whereas knowledge concentration negatively affects a firm's innovation outcomes. I also theorize a firm's search breadth can attenuate the positive effects of knowledge complexity due to uncertainty in the combining process, whereas asymmetric knowledge of the firm can mitigate those negative effects caused by concentrated knowledge. To test the theory, I draw on a widely accepted search framework, the NK landscape, using combined datasets from the FDA new granted drug and USPTO patent data on 212,128 patents, 21,564 distinct subclasses and 2,273 firm-years. Empirical analysis supports the theory and prediction above

Paper is NOT Available. Please contact the author(s).

STR: When Artificial Intelligence Solves Problems: A Technology-Based Theory of Organizational Search 

Author: **Sebastian Raisch**, *GSEM - U. of Geneva*
Author: **Kateryna Fomina**, *GSEM - U. of Geneva*

Technology use is pervasive in organizations but has been underexamined in theories of organizational search and problem-solving. This is puzzling, given that Artificial Intelligence (AI)-based technologies enable machines to analyze problems and search for solutions under conditions of uncertainty. Our paper addresses this lacuna by introducing a framework that conceptualizes the key types of technology-based search that organizations use. We advance that organizations engage in hybrid problem solving by drawing on both AI-based machines and humans in the search process. Our theoretical model unpacks these hybrid problem-solving processes for three technology-based search types: automated (i.e., machines search independently, humans select from the machines' solutions), augmented (i.e., machines and humans search sequentially), and interactive search (i.e., machines and humans search jointly). We further identify how these processes affect organizations' search outcomes and specify that time and expertise availability moderate these effects. Together, our conceptualizations reveal how hybrid problem solving changes organizations' search processes and outcomes. We discuss these insights' implications for a range of perspectives on how organizations conduct search, paying special attention to technology-based search's potential for reducing organizations' traditional search constraints.

Paper is NOT Available. Please contact the author(s).

STR: Firms as Influencers: Shaping Industries through Search and Collaboration 

Author: **Mana Heshmati**, *U. of Washington*

Firms often engage in shaping the various dimensions of an industry's competitive landscape. While the actions by which firms are able to shape an industry has received increased attention, research has yet to examine the knowledge antecedents of firms' shaping behavior; that is the knowledge that allows firms to create a persistent change to the competitive landscape. This paper takes a first step at quantitatively examining the information processing antecedents of industry shaping by employing a novel methodology using computational linguistic tools to provide evidence on how firms can engage in industry shaping. Specifically, I examine how a firm's shaping of the positioning space depends on its depth and breadth knowledge search and the extent to which they collaborate with other firms. I study this question using machine learning techniques in combination with 2.4 million USPTO patents and 585,133 firm descriptions. The results show that search breadth and depth are positively associated with industry shaping while the effect of collaboration is contingent on a firm's level of breadth and depth. Overall, the findings suggest that depth enables a structural understanding of the environment allowing other firms to learn from the focal firm in collaborative relationships, enhancing their credibility. Meanwhile, breadth lowers the level of expertise, decreasing the amount of useful knowledge that other firms learn from collaboration.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **949** | Submission: **16281** | Sponsor(s): (AAT)
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 4:00PM - 6:30PMPT (UTC-7)** at **The Westin Seattle** in **Grand Ballroom I**

Nevertheless She Persisted: Succeeding as a Woman Academic *Nevertheless She Persisted*



Organizer: **Maria Teresa Farkas**, *Imperial College Business School*
Organizer: **Sara B. Soderstrom**, *U. of Michigan*
Speaker: **Hillary Anger Efenbein**, *Washington U. in St. Louis*
Speaker: **Reut Livne-Tarandach**, *Manhattan College*
Speaker: **Chia-Jung Tsay**, *U. of Wisconsin-Madison*
Speaker: **Lucy L. Gilson**, *U. of Connecticut*
Speaker: **Jyoti Bachani**, *Saint Mary's College of California*
Speaker: **Lynn Bowes-Sperry**, *California State U., East Bay*
Speaker: **Suzanne C. De Janasz**, *George Mason U.*
Facilitator: **Sarah M. G. Otner**, *Kingston Business School*
Facilitator: **Abbie Griffith Oliver**, *U. of Virginia*
Facilitator: **Gisa Todt**, *LMU Munich*
Facilitator: **Moran Anisman Razin**, *U. of Limerick*
Facilitator: **Bailey A. Bigelow**, *Louisiana State U.*
Facilitator: **Priyanka Dwivedi**, *Texas A&M U., Mays Business School*
Facilitator: **Hanna Kalmanovich-Cohen**, *Oakland U.*
Facilitator: **Shelley F. Mitchell**, *Hult International Business School*
Facilitator: **Noemi Nagy**, *U. of South Florida*
Facilitator: **Jill Waymire Paine**, *IE Business School*
Facilitator: **Shoshana Schwartz**, *Christopher Newport U.*
Facilitator: **Tina Saksida**, *U. of Prince Edward Island*
Facilitator: **Traci Sitzmann**, *U. of Colorado, Denver*
Facilitator: **Joana S. Story**, *Fundação Getulio Vargas - EAESP*
Facilitator: **Luciana Turchick Hakak**, *U. of the Fraser Valley*
Facilitator: **Heather Ciara Vough**, *George Mason U.*
Facilitator: **Hooria Jazaieri**, *Leavey School of Business, Santa Clara U.*
Facilitator: **Chantal Van Esch**, *Cal Poly Pomona*
Facilitator: **Stephanie R. Leonard**, *Howard U.*
Facilitator: **Bahareh Javadizadeh**, *Indiana State U.*
Facilitator: **Deborah DiazGranados**, *Virginia Commonwealth U.*

Women academics face challenging circumstances in their professional lives. Relative to their male colleagues, they can expect longer review times (Hengel, 2016), less credit for their research contributions when working in a team (Sarsons, 2017), biased evaluations of their teaching from students (Mengel, et al., 2017; Boring, et al., 2016), and cultures that are more likely to frame men through a professional lens and women through personal and physical lenses (Wu, 2017; Wolfers, 2017; Rivera, 2017). Many of these effects have been shown to be heightened where gender intersects with other marginalized demographics such as race (Miller and Roksa 2020). In the face of this rough terrain facing women in academia, it can be easy to lose sight of the institutionalized barriers to success as a women academic and personalize negative experiences. Through this PDW, we offer a three-pronged approach to helping women academics and allies broaden their sight to develop and grow a feeling of community, support, and self-efficacy. This approach has proven effective in overcoming barriers that prevent clear understanding of bias in business schools: barriers of isolation, ignorance, shame, and silence. This PDW builds off the success of the past four years of “Nevertheless she persisted” PDWs to emphasize the ways in which women working together help each other to succeed.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **950** | Submission: **18353** | Sponsor(s): **(CTO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 4:00PM - 5:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 409 Wenatchee**

CTO Executive Committee Meeting
CTO Exec Committee

Participant: **Michael Barrett**, *U. of Cambridge*
Division Chair: **Katherine Chudoba**, *Utah State U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **951** | Submission: **18716** | Sponsor(s): **(HR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 4:00PM - 5:30PMPT (UTC-7)**

Abusive Supervision and Supervisory Feedback

Session Moderator: **Akvile Mockeviciute**, *Vrije U. Amsterdam, School of Business and Economics*

HR: Abusive Supervision and Work-Home Consequences: An Experience Sampling Study

Author: **Julia Backmann**, *U. College Dublin*

Author: **Stefan Razinskas**, *Freie U. Berlin*

Author: **Julia Wimmer**, *LMU Munich*

Author: **Martin Hoegl**, *LMU Munich*

The impact of abusive supervision on subordinates is devastating, but research on the mechanisms and mitigating factors in this relationship remains scarce. Drawing on conservation of resources theory, we argue that the depletion of energy and the subsequent reduced work absorption caused by abusive supervision are contingent upon the frequency of interactions with the supervisor and the preferences of subordinates for keeping work and private life domains apart. We applied an experience sampling methodology and surveyed 132 employees in Germany twice per day over 14 workdays. Our results show that more frequent interactions with their leaders prevent employees from suffering in their work absorption through prework energy the following day despite leader abuse. Moreover, we found that these supervisor interactions are particularly important for subordinates who hold stronger preferences for separating their work and private life domains. With these findings, we contribute to an understanding of the conditions under which the consequences of supervisor abuse on subordinates may be alleviated.

Paper is Available to Meeting Registrants Only.

HR: The Curvilinear Relationship between Supervisor Negative Feedback and Employees' Job Performance

Author: **Song Wu**, -

This study examines the curvilinear relationship between supervisor negative feedback and employees' job performance, and the moderating effects of leader-member exchange (LMX). Using two-wave data from 259 dyads of employees and their immediate supervisors, we find that the inverted U-shaped curvilinear relationship between supervisor negative feedback and employees' job performance is significant. In addition, the result reveals that such curvilinear patterns only exist when LMX is low. Finally, we discussed the implications, limitations, and future research.

Paper is Available to Meeting Registrants Only.

HR: When Is Supervisory Negative Feedback Most Effective? The Role of Temporal Framing

Author: **Simon Anthony Tarantelli**, *U. of Melbourne*

Author: **Michelle Brown**, *U. of Melbourne*

Author: **Jooyeon Son**, *U. of Melbourne*

Author: **Anne L. Lytle**, *Australian Graduate School of Management*

In organisations, supervisory negative feedback has mixed (i.e., deleterious and beneficial) effects on subsequent subordinate task performance. The goal of our research is to reconcile the mixed effects by examining the role of supervisory temporal framing of negative feedback—that is, the extent to which a supervisor communicates negative feedback in a past- or future-focused manner. Drawing on feedback intervention theory, we demonstrate—across two experimental studies involving working participants—that supervisory past-framed negative feedback has a null effect on subsequent subordinate task performance, whereas supervisory future-framed negative feedback has a positive effect. Moreover, we show that (a) supervisory past-framed negative feedback shifts subordinates' attention to the self, (b) supervisory future-framed negative feedback keeps subordinates' attention focused on the task at hand, and (c) subordinate attention to task processes mediates the positive relationship between supervisory future-framed negative feedback and subsequent subordinate task performance. We discuss the theoretical and practical implications of our findings.

Paper is Available to Meeting Registrants Only.

HR: Feedback as a Risk or an Opportunity: How Organizational Context Shapes Negative Feedback Perception 

Author: **Akvile Mockeviciute**, *Vrije U. Amsterdam, School of Business and Economics*

Author: **Sabrine El Baroudi**, *Vrije U. Amsterdam*

Author: **Sergey Gorbatov**, *Vrije U. Amsterdam, School of Business and Economics*

Author: **Svetlana Khapova**, *Vrije U. Amsterdam*

Answering a growing call from researchers to investigate the context of feedback in organizations, i.e., organizational factors that can potentially affect how feedback is given and received within the organization, we conduct a qualitative study across three organizations to explore how organizational characteristics shape employees' perceptions towards negative feedback. We find that three organizational characteristics shape employees' perceptions towards negative feedback: accountability for performance, feedback reinforcement, and relational norm of politeness. We discover how the interplay between these organizational characteristics shapes individual perception of negative feedback as a risk of damaging relationships or as an opportunity to improve performance. Specifically, we find that feedback reinforcement alone is not sufficient to outweigh the perception of negative feedback as a risk to relationships in organizations where individuals perceive the relational norm of high politeness with each other and low accountability for performance. With this, we contribute to the literature on negative feedback and the context of feedback by empirically identifying how organizational characteristics coexist to shape employees' perceptions towards negative feedback, which helps explain the wide heterogeneity in the way employees give feedback across organizations.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **952** | Submission: **18719** | Sponsor(s): **(HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 4:00PM - 5:30PMPT (UTC-7)** at **Hyatt Regency Seattle in 305 Chelais**

The Changing Nature of Work and HRM

Session Moderator: **Sjanne Marie Elyse Van Den Groenendaal**, *Tilburg U.*

HR: **The Future of Work and the Changing Role of HR(M): A Model and Research Agenda**

Author: **Sjanne Marie Elyse Van Den Groenendaal**, *Tilburg U.*
Author: **Charissa Freese**, *Human Resource Studies, Tilburg U.*
Author: **Jeske Van Beurden**, *Tilburg U.*
Author: **Irmgard Borghouts - Van De Pas**, *Tilburg U.*

In this article, we explore how technological developments such as the use of Smart Technologies, Artificial Intelligence (AI), and robotics influence the role of the HR function. Due to technological developments jobs disappear, new jobs arise, and existing jobs change. This leads to a lack of clarity regarding the role of the HR function in the future of work. More specifically, it remains unclear how HR professionals are supposed to design and align HR practices on a strategic, tactical, and operational level in organizations. This study aims to explore how technological development impact the role of the HR function in terms of strategic, tactical, and operational HRM. In addition, we construct a conceptual model to display the influence of technological developments and how they translate into macro (societal), meso (organization/HRM) and micro level (individual workers) work themes. Finally, our findings lead to a future research agenda to gain more insight into the issues surrounding technological development that are relevant for HR professionals. By means of a narrative literature review, we apply a holistic approach.

Paper is Available to Meeting Registrants Only.

HR: **Voice Mechanisms for Platform-Based Gig Workers**

Author: **Ekta Johar**, *Indian Institute of Management, Ahmedabad*
Author: **Biju Varkkey**, *Indian Institute of Management, Ahmedabad*

New forms of work, including Platform-based Gig Work and its implication to different stakeholders is at the centre of contemporary academic and practitioner discourse. With the rising popularity of platform-based gig work and an increasing number of workers forming part of the digital workforce, it becomes imperative to identify various challenges encountered by them. Literature has pointed out that the disruption of traditional work structures has led to challenges in form of unfair employment contracts, job security, collective organisation and unionisation. Along with these, absence of voice mechanisms contributes to precariousness and exploitative work conditions. Our paper looks into such challenges faced by the platform-based gig workers in voicing their concerns with respect to various actors namely: platform owners, service requesters, co-workers and regulatory authorities. We propose alternate voice mechanisms and policy signals relevant in context of the new work arrangements.

Paper is Available to Meeting Registrants Only.

HR: **Training and Development in Times of Automation: A Conceptual Roadmap for HRM**

Author: **Volker Stein**, *U. of Siegen*
Author: **Carolin Uebach**, *U. of Siegen*

As automation of machines proceeds with high acceleration, human resource management (HRM) is challenged to prepare the organization for a “real” collaboration of humans and machines. In order to develop appropriate coping strategies and control systems for HRM, we design a conceptual roadmap for training and development in times of automation in the near and far future. We equally draw from management and computer science research by combining technical-centered and human-centered approaches for training and development. By conceiving humans and machines as complementary actors in the organizations of the future, we suggest four training directions. Our roadmap emphasizes that a fully integrated management of human and machine resources enables HRM to optimize and evaluate the collaborative development of machines and humans. Our research underlines the importance of combining human resource training and development with the progression of automation.

Paper is Available to Meeting Registrants Only.

HR: **The Formation and Repercussions of Routine Resistance in Online Labor Platforms**

Author: **Anju Kamal**, *Amrita School of Business, Amrita Vishwa Vidyapeetham*
Author: **Rajiv Krishnan Kozhikode**, *Simon Fraser U.*
Author: **Rekha Krishnan**, *Simon Fraser U.*

There is growing research into worker resistance in organizations that focuses on routine or mundane forms of resistance, and this study attempts to advance this field by examining the formation and repercussions of routine resistance on an online labor platform. Several studies suggest that workers cannot resist the control imposed by technology in modern organizations such as online labor platforms, which encourage independent work. But another set of studies suggests that some characteristics of these organizations encourage worker resistance. In this paper, we examine this paradox through a detailed ethnographic investigation of routine resistance and its ability to limit the management control of an online labor platform. Using the findings of Netnography - ethnographic fieldwork conducted in online environments, we examined routine resistance of the labor platform's contract workers against the platform's appointment of a vice president for community. The routine resistance was discursively formed and restricted the control mechanism of the online labor platform by confirming the identities of independent business owners and renegotiating the dominant discourse by the management.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Performance Implications of HR Practices and HR Systems

Session Moderator: **Ryan Terry**, *Texas A&MU, Corpus Christi*

HR: Human Resource Practices and Operational Effectiveness in a Managerial Sample

Author: **Chathuni Jayasinghe**, *PhD Student at Surrey Business School*
Author: **Samuel Aryee**, *U. of Surrey*
Author: **Chidiebere Ogbonnaya**, *Kent Business School, U. of Kent*

Anchored in an integration of social exchange and contingency theories, we propose and examine a moderated mediation model of processes linking a high-commitment HR system to operational effectiveness. Time-lagged data were obtained from a sample of managerial level respondents (N=320) drawn from 112 establishments in Sri Lanka. Our findings show that high-commitment HR system relates to operational effectiveness but indirectly through a serial mediation involving psychological need satisfaction and gratitude toward the organization. Furthermore, organizational structure interacts with a high-commitment HR system to influence psychological need satisfaction such that the serial mediation to operational effectiveness is stronger when organization structure is high (organic) but not low (mechanistic). We interpret these findings in terms of their implications for the effective implementation of a high-commitment HR system and the resulting employee-based resources to create sustained competitive advantage.

Paper is NOT Available. Please contact the author(s).

HR: When and How Training Programs Influence Organizational Performance? A Meta-Analytic Investigation

Author: **Joonyoung Kim**, *Cornell U.*
Author: **Huikun Chang**, *Seoul National U.*
Author: **Bradford S. Bell**, *Cornell U.*

Despite the proliferation of research on the relationship between human resource (HR) systems and organizational performance, our understanding of the impact of training programs on organizational performance is rather limited. In this article, we conducted a meta-analysis of the relationship between training and organizational performance to (a) determine the magnitude of the relationship, (b) test a set of moderators of the relationship, and (c) suggest future research directions. The results from 613 correlations (N = 328,635) show that the relationship between training and organizational performance is positive and significant ($\rho = .12$). More importantly, the effect size differs significantly across several moderators (e.g., training dimensions, inclusion of training, outcome dimensions, outcome measures, causal orders, industry, and region). Also, in a meta-analytic path analysis, we found support for the serial mediation model where the direct effect of training is stronger for more proximal outcomes than for more distal outcomes. Finally, in a post-hoc analysis, we found moderating effects of national culture in the relationship between training and organizational performance. Implications of these findings and directions for future research are discussed.

Paper is NOT Available. Please contact the author(s).

HR: Just Calling Balls and Strikes: The Impact of Business Travel on Individual Performance

Author: **Ryan Terry**, *Texas A&MU, Corpus Christi*
Author: **Deniz Gevrek**, *Texas A&MU, Corpus Christi*

This study explores the employee work performance impacts of business travel activities at the individual level. Using the unique data set created by combining 8 seasons (2012-2019) of Major League Baseball data, we utilize a pooled OLS framework where we control for detailed stadium, game, city, home and visiting team characteristics. Our results suggest that direction of travel and the number of time zones crossed significantly impacts individual cognitive performance. The findings underline the importance of time between assignments and how it influences these impacts. Our results offer insights for enhancing individual performance as organizations depart the constraints of the COVID impact and business travel begins to resume.

Paper is Available to Meeting Registrants Only.

HR: Socially Responsible Human Resource Management and Employee Job Engagement: A Moderated Mediation

Author: **Kamran Iqbal**, *U. of Lahore*
Author: **Xin Deng**, *U. of South Australia*
Author: **Jie Shen**, *Shenzhen U.*

While socially responsible human resource management (SRHRM) has received markedly growing research attention, research is lacking on how the general CSR facilitating SRHRM-employee workplace attitudes and behavior relationship is weakened or strengthened by contextual factors. Drawing upon stakeholder theory (Freeman, 1984), in the current study we examine the conditional effect of job insecurity on the indirect relationship on between SRHRM and employee job engagement through the mediation of organizational pride. A high level of job insecurity is perceived to be a lack of organizational support. The analysis of the two-waved data with a sample of 255 fulltime employees in the banking sectors in Pakistan revealed that job insecurity and SRHRM interactively affect employee job engagement through the mediation of organizational pride. This study advances the understanding of the contextual condition under which SRHRM affects employee work attitudes and behavior.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **954** | Submission: **12399** | Sponsor(s): **(HR, MOC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 4:00PM - 5:30PMPT (UTC-7)** at **Hyatt Regency Seattle in 502 Cowlitz**

Lifespan Insights on Leader Identity Development *Lifespan Insights on Leader Identity Development*



Organizer: **Olga Epitropaki**, *Durham U.*
Organizer: **Rosalie Joan Hall**, *Durham U.*
Participant: **Eric Middleton**, -
Participant: **Rebecca J. Reichard**, *Claremont Graduate U.*
Participant: **Ronald E. Riggio**, *Claremont McKenna College*
Presenter: **Dayna Walker**, *San Francisco State U.*
Presenter: **Susan E. Murphy**, *U. of Edinburgh*
Participant: **Stefanie Johnson**, *U. of Colorado, Boulder*
Participant: **Phoenix Van Wagoner**, *Max Planck Institute for Intelligent Systems*
Participant: **Ksenia Keplinger**, *Max Planck Institute for Intelligent Systems*
Presenter: **Rosalie Joan Hall**, *Durham U.*
Presenter: **Olga Epitropaki**, *Durham U.*
Presenter: **Markku Jokisaari**, *U. of Turku, School of Economics*
Presenter: **Elisa Adriasola**, *U. Diego Portales*
Participant: **Florencia Rubio**, *U. Adolfo Ibanez*
Participant: **Laura Guillén Ramo**, *ESADE Business School / Ramon Llull U.*
Presenter: **Sarah Wittman**, *George Mason U.*
Discussant: **Kevin B. Lowe**, *U. Of Sydney*

Individuals are exposed to critical developmental experiences that shape their leadership identities throughout their life span. Yet, there is limited empirical research that clearly differentiates processes and variables tied to key life stages rather than broadly ascribed to “adults.” This symposium includes five presentations that offer unique insights on leader identity development via a lifespan lens. We specifically examine leader identity processes in four critical life stages: adolescence, emerging adulthood, adulthood and late adulthood. The research questions posed in the symposium address key leader identity antecedents, highlight the role of developmental interventions and cast light on leader identity dynamics during leadership transitions. The presentations integrate different theoretical foundations that emphasise the importance of cognitive processes, emotions, goals and self-regulatory processes for leader identity development in critical life stages. The results showcase multinational samples and diverse methodologies. Collectively, our symposium offers important lifespan insights on leader identity development and raises new directions for further research.

Adolescent Self-concept Linked to Formal Leader Emergence in Adulthood

Author: **Eric Middleton**, -
Author: **Rebecca J. Reichard**, *Claremont Graduate U.*
Author: **Ronald E. Riggio**, *Claremont McKenna College*
Author: **Dayna Walker**, *San Francisco State U.*

Looking forward or looking back: Accelerating Leader Identity Development in Emerging Adulthood

Author: **Susan E. Murphy**, *U. of Edinburgh*
Author: **Stefanie Johnson**, *U. of Colorado, Boulder*
Author: **Phoenix Van Wagoner**, *Max Planck Institute for Intelligent Systems*
Author: **Ksenia Keplinger**, *Max Planck Institute for Intelligent Systems*

Latent profiles of Implicit Leadership Theories in Emerging Adulthood

Author: **Rosalie Joan Hall**, *Durham U.*
Author: **Olga Epitropaki**, *Durham U.*

The Indirect Effect of New Leaders' Shared Goals on Leader Identity and Efficacy

Author: **Markku Jokisaari**, *U. of Turku, School of Economics*
Author: **Elisa Adriasola Barroihlet**, *Business School, U. Adolfo Ibanez*
Author: **Florencia Rubio**, *U. Adolfo Ibanez*

Fear of Power Loss and Leader Identity in Late Adulthood

Author: **Laura Guillén Ramo**, *ESADE Business School / Ramon Llull U.*
Author: **Sarah Wittman**, *George Mason U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **955** | Submission: **19177** | Sponsor(s): **(MED)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 4:00PM - 5:30PMPT (UTC-7)** at **The Westin Seattle** in **Orcas**

**Experiential Teaching and Learning in Management
Education**



Session Moderator: **Russell Paul Warhurst**, *U. of Northumbria*

MED: Learning to Manage as Learning to Fail: The Lessons of Managers' Running 

Author: **Russell Paul Warhurst**, *U. of Northumbria*

Author: **Kate Black**, *U. of Northumbria*

Management education and development self-evidently aim to enable managers to be successful and while the possibilities of failure are acknowledged, the emphasis is on ensuring that managers learn from failures to ultimately achieve success. However, in the contemporary world of grand challenges and big uncertainties, managers might be better equipped for their careers by learning to fail, that is, by learning to live with failure rather than attempting to immediately learn lessons from failure. Management involves not merely knowing or doing but also, importantly, ways of being. Therefore, identity theorising is used to examine how managers learn to fail. While the focus is on physically active managers, the implications have broader relevance. A significant percentage of managers worldwide regardless of age, culture, or gender, are physically active through running. Running can serve to bolster managerial identities involving as it does, competition and achievement. Running can alternatively, provide an additional or substitute identity to those managers wishing to reduce their attachment to work. Running can, though, serve to colonise and exploit managers' leisure lives through extending the pervasive performativity discourses of neo-liberal organisations. However, results of the qualitative empirical research reported here reveal that running provides managers with agency to learn to fail. Failure in running was found to be as much as characteristic of running as failure is in managerial work. Nonetheless, running enabled running-managers to define themselves more autonomously and to cultivate a healthier relationship with failure and this conclusion has relevance to all managers.

Paper is Available to Meeting Registrants Only.

MED: Innovative Behavior, Emotional Competencies, and Experiential Learning

Author: **Marco Furlotti**, *Nottingham Business School, Nottingham Trent U.*

Author: **Ghazal Vahidi**, *Nottingham Business School, Nottingham Trent U.*

Author: **Helen Shipton**, *Human Resources*

Despite literature acknowledges that emotional and social competencies (ESCs) favor various dimensions of work performance, research has scarcely investigated if they influence innovative behavior. Moreover, most studies that investigated the usefulness of experiential learning for the development of ESCs, have focused on classroom-based interventions and on interventions that had the development of ESCs as their primary purpose. Limited attention has been paid to the competency development impact of work related to a student major career interest. To address this void, we analyze the direct and mediating effects of ESC competencies on innovative behavior. Results from a sample of university students demonstrate that sandwich work placements (long-term, full-time internship) help developing ESCs; that higher levels of ESC competencies predict innovative behavior; and that sandwich work placement also directly promote innovative behavior. This study offers insight to the debate on how to foster innovative behavior, and on competency development in business education.

Paper is Available to Meeting Registrants Only.

MED: Craft, Reflexivity, and the Clinical Practice of Management

Author: **Rasmus Koss Hartmann**, *Copenhagen Business School Department of Management, Society and Communication*

Author: **Dan Kärreman**, *Copenhagen Business School*

Author: **Ninna Meier**, *Aalborg U.*

Author: **Thor Hauberg**, *NTT Data*

Author: **Karen Ingerslev**, -

Management is a craft and reflexivity can enhance how this craft is practiced. Alas, organizations seldom provide circumstances that are conducive to reflexivity and individualize responsibility for reflexivity. This paper posits that the clinical practice of medicine provides an instructive example for how reflexivity can be organized for, i.e., formalized and routinized, in craft-based work. Clinical practice is defined by systematic analysis, on-going peer review and routinized teaching and these features of clinical practice embed reflexivity in organizational processes. We show how systematic analysis, on-going peer review and routinized teaching can be organized for with varying intensity in a management context, and how leading-edge organizations seem to have already embrace quite sophisticated versions of them (albeit in a piecemeal fashion). Some of these activities already happen unsystematically in organizations, but we make the case that practicing management according to a clinical model may benefit organizations in substantive ways. Most notably, these benefits are likely to include a reduction of unnecessary interventions, an improvement in the quality of interventions, a facilitation of organizational coordination, and a reduction in the need for managerial talent.

Paper is Available to Meeting Registrants Only.

MED: Inside Out, Outside In: An Experiential Pedagogy for Personal Growth In Management Education

Author: **Lata Dhir**, *S.P. Jain Institute of Management and Research*

Author: **Madhura Gondhalekar**, *S.P. Jain Institute of Management & Research*

The volatility of the current business environment makes it imperative to manage people effectively in the process of achieving organizational goals. Understanding our own and others' behavior helps in developing competencies necessary for effectively managing people which is an essential prerequisite for managerial effectiveness. Competencies that have direct implications for the self and the interpersonal context are essentially relational at their core. Thus, an experiential pedagogy is justified for optimal learning outcomes. The article explores how an experiential Personal Growth Lab a core curriculum at the onset of the MBA journey, raises students' self-awareness, develop their ability to understand others and grasp the key aspects of group dynamics by using a mix of experiential and task-based creative pedagogical and logistical approaches.

Paper is Available to Meeting Registrants Only.

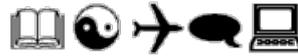
KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **956** | Submission: **18011** | Sponsor(s): **(MED, CMS, MOC, ODC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 4:00PM - 5:30PMPT (UTC-7)** at **The Westin Seattle in Cascade I-A**

**In It Together: Positive and Critical Perspectives
in Management Education for a Better Tomorrow**
In it Together: Positive and Critical Management Education



Participant: **Marc Hoffman Lavine**, *U. of Massachusetts, Boston*
Participant: **Jessi Hinz**, *Case Western Reserve U.*
Participant: **Ace Volkmann Simpson**, *Brunel Business School*
Participant: **Linda Tallberg**, *Hanken School of Economics, Finland*
Participant: **Monica C. Worline**, *Stanford U. Center for Compassion and Altruism Research*

This workshop uses combined insights from positive organizational scholarship (POS) and critical management studies (CMS) to generatively approach the scholarship and practice of teaching and learning. The premise of this juxtaposition is that considering these somewhat disparate-- but in some fundamental ways overlapping-- perspectives together can better equip educators and researchers to address systemic challenges and injustice with approaches that are not naïve but still aspirational and hopeful. While critical and positive perspectives have been brought together rarely, this session builds on recent efforts to do so and aims to equip attendees with a series of tools and practices that adopt this approach. The aims of the session are also to engage attendees in a process of considering the implications for their own research and practice of adopting a simultaneously critical and positive perspective. The workshop uses a roundtable design to allow for deeper discussion. The roundtables showcase a deliberately diverse range of research and practice that highlights a combined critical and positive lens. Roundtable leaders include Arran Caza from University of North Carolina Greensboro, Jessi Hinz from Case Western Reserve University, Ace Simpson from Brunel University London, Linda Tallberg from Hanken School of Economics, Helsinki, Finland; and Monica Worline from the University of Michigan. The PDW organizer and host is Marc Lavine from the University of Massachusetts Boston.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **957** | Submission: **10269** | Sponsor(s): **(MH)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 4:00PM - 5:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 306 Duwamish**

Management History Executive Meeting *Management History Executive Meeting*

Participant: **Roy R. Suddaby**, *U. of Victoria*
Participant: **Patricia McLaren**, *Wilfrid Laurier U.*
Participant: **Leon Prieto**, *Clayton State U.*
Participant: **Jeffrey Muldoon**, *Emporia State U.*
Participant: **Andrew Cardow**, *Massey U.*
Participant: **Jay J. Janney**, *U. of Dayton*
Participant: **Andrew D A Smith**, *U. of Liverpool*
Participant: **Nicholous Mark Deal**, *Mount Saint Vincent U.*
Participant: **Regina Greenwood**, *Nova Southeastern U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **958** | Submission: **12873** | Sponsor(s): **(OMT, RM, OB, TIM, STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 1:00PM - 4:00PMPT (UTC-7)** at **The Westin Seattle** in **Fifth Avenue Room**

Qualitative Research with Archival Data

Qualitative Research with Archival Data

Organizer: **Stine Grodal**, *Northeastern U.*
Organizer: **Anders Dahl Krabbe**, *King's Business School*
Organizer: **Micah Rajunov**, *Boston U. Questrom School of Business*
Presenter: **Ann Langley**, *HEC Montreal*
Presenter: **Ryan L. Raffaelli**, *Harvard Business School*
Presenter: **Arvind Karunakaran**, *Stanford U.*
Presenter: **Pinar Ozcan**, *Oxford U., Saïd Business School*
Presenter: **Andrew Nelson**, *U. of Oregon*

Archival research has for a long time been used to supplement qualitative research. However, recently the use of archival research—the analysis of textual traces that actors (e.g. people, organizations or markets) leave behind when they go about their daily business—in qualitative analysis has dramatically increased due to the digitalization of textual data. The availability of archival data raises new methodological opportunities and challenges for qualitative researchers who aim to generate organizational theory particularly in terms of the abundance and the heterogeneity of the data. To rise to this challenge, this PDW aims to bring together qualitative scholars who work with archival data to both create a community of scholars engaged in these methods and to begin a collective conversation about the tools and methods that we need to develop to push research forward in this domain.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **959** | Submission: **19515** | Sponsor(s): **(SIM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 4:00PM - 5:30PMPT (UTC-7)** at **Hyatt Regency Seattle** in **501 Chivawa**

Globalization, Slavery and the Role of Business

Session Moderator: **Selim Cakir**, *U. of Bristol*

 **SIM: A Process Model of Organizational Repair Efforts: The Case of U.S. Universities and Antebellum Slavery**

Author: **Jordi Vives Gabriel**, -

Author: **Judith Schrempf-Stirling**, *GSEM - U. of Geneva*

The purpose of the paper is to enrich existing models of reintegration after organizational transgressions by analyzing the types of repair efforts and their effects on regaining organizational legitimacy. Historical transgressions are a particularly interesting context for examining repair efforts, because they have been gaining traction in the management literature in recent years, but remain unexplored in existing models of organizational reintegration. To this end, we use the case of U.S. universities and their involvement in antebellum slavery and slave trade. Drawing on this case, we present a five-step process model of organizational repair efforts to legitimacy restoration for organizational transgressions. We highlight that, even though most universities engaged in repair efforts, those that offered a holistic approach to their past were more likely to avoid reproblematicization of their slavery past and thereby re-establish their legitimacy.

Paper is Available to Meeting Registrants Only.

SIM: Did Labor Migration Policy Reform or Perform? A Tale of Circular Migration in India During COVID-19 

Author: **Kishinchand Poornima Wasdani**, *Royal Roads U.*

Author: **Abhishek Vijaygopal**, *Indian Institute of Management Bangalore*

Author: **Savitha Sailesh**, *Individual*

There were many policies that the Government of India framed to help migrant workers during the pandemic period with work, food, travel, and shelter needs that arose by virtue of their informal nature of work. These policies and schemes included Free Food Grains, MGNREGA, shelter homes, and shramik trains to help the migrant workers tide over joblessness and hunger. The authors are intrigued by the decision of the migrant workers to return to cities of work destination even in light of the poorly performing and reforming policies that intended facilitation but remained disconcerting. Witnessing an increase in the trend of returnee migrant workers, we are motivated to understand the decisions made by these workers to return and re-join, or recreate previous or new work with an unanticipated change in factors that led to their decision to leave (circular migration). Our interviews with a sample of 30 returnee migrant workers helped us enlist the push and the pull factors that led to the decisions to return to work cities amidst their experience of supportless governance systems. The study exposes us to the informal migrant workers' core vulnerabilities and the governance ecosystem's insensitivities that grossly overlook citizens' plight due to their bias towards denizens.

Paper is Available to Meeting Registrants Only.

SIM: Modelling Modern Slavery Interventions Using a System Dynamics Approach    

Author: **Selim Cakir**, *U. of Bristol*

Author: **Elvan Gokalp**, *U. of Bath*

Author: **Ioannis Kougkoulos**, *American College of Greece*

Author: **Nathan Kunz**, *U. of North Florida*

Modern slavery is a complex problem which poses grand challenges to society. Despite numerous efforts to eradicate it, modern slavery is still a widespread practice in global supply chains. There is a consensus in the literature that stakeholders need to coordinate their actions for tackling this practice. However, they often lack the tools which would enable them to take a holistic approach incorporating varying stakeholder views and expectations. In this study we adopt a socio-technical perspective to examine complex interactions among root causes of modern slavery. To do so, we develop a system dynamics (SD) model and apply it to the Turkish hazelnut industry where modern slavery and child labor are of particular concern. We develop multiple intervention scenarios inspired by our discussions with stakeholders and test their effects on tackling modern slavery. Our results show that under the right conditions, government audits and fines, child prevention subsidy, and agricultural mechanization are effective mechanisms to reduce the incidence of modern slavery and child labor. Our recommendations provide stakeholders with specific suggestions on how to address this problem and improve labor practices in the hazelnut industry. Overall, our results underline that SD is a useful method for involving different stakeholder perspectives and for taking a holistic approach on complex sustainability problems, such as modern slavery.

Paper is NOT Available. Please contact the author(s).

SIM: Media Shaming and Supply Chain Labor Transparency in the Fashion Industry 

Author: **Veronica Haydee Villena**, *W. P. Carey School of Business, Arizona State U.*

Author: **Li Cheng**, -

The fashion industry's labor scandals have drawn wide attention, with incidents such as the Rana Plaza in 2013 and Boohoo in 2020. Several multistakeholder initiatives have called for more transparency in fashion brands' efforts to address their supply chains' labor issues. While recent studies have started to examine some institutional forces (e.g., corporate customers, peer firms, and regulators) driving environmental transparency (primarily on the carbon dimension), we focus on transparency about four problematic labor issues (i.e., modern slavery, living wages, gender disparities, and unionization) and draw attention to a less-studied institutional force: media. We ask whether media exposure might prompt a fashion brand to publicly disclose its policies, initiatives, and outcomes regarding its suppliers' working and labor conditions—what we call supply chain labor transparency—and when this pressure would be more effective depending on the firm's board. We used data on 132 fashion brands and retailers provided by the UK not-for-profit organization Fashion Revolution and supplemented it with four archival data sources. The results show that firms whose boards comprise directors with short-to-medium tenure length or include more female directors tend to exhibit more supply chain labor transparency in the wake of media controversies in a previous year. Conversely, firms whose boards are either long-tenured or mainly male have less transparent supply chains. Interestingly, while the effect thresholds for board tenure length are relatively consistent across the four labor issues studied, the thresholds for female representation differ by issue—it takes markedly more female directors to increase transparency about living wages than it does to increase transparency on gender issues. Thus, our study suggests an alternative path for using the broader social system that would advance supply chain labor transparency: media shaming can be more effective when the firm has a “fresh, diverse” board. We also provide guidance for multiple stakeholders including brands, supply chain workers, and social activists.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **960** | Submission: **18739** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 4:00PM - 5:30PMPT (UTC-7)** at **Sheraton Grand Seattle in Boren**

Strategy and Non-Financial Performance

Session Moderator: **Bram Van Der Kroft**, *Maastricht U., School of Business & Economics*

STR: Inflated ESG Ratings: An Inverse Relation to Non-Financial Performance     

Author: **Bram Van Der Kroft**, *Maastricht U., School of Business & Economics*

Author: **Dennis Bams**, *Maastricht U., School of Business & Economics*

Socially responsible investors rely on ESG ratings to allocate their investments. This reliance under asymmetric information incentivises firms to overstate their ESG ratings for cost of capital benefits. By segregating what firms promise to contribute to society from what they actually realise, we show that Refinitiv, MSCI and FTSE ESG ratings are inversely related to non-financial performance. Specifically, ESG ratings solely capture what firms promise in terms of non-financial performance, while these promises do not materialise up to ten years in the future. As a result, socially responsible investors prioritise unsustainable firms, effectively increasing the cost of capital for sustainable investments. In aggregate, firms with superior ESG ratings have lower non-financial performance.

Paper is Available to Meeting Registrants Only.

STR: Board Political Ideology Polarization and the Resolution of Social Activism  

Author: **Francois Neville**, *McMaster U.*

Author: **Jonathan Nicholas Bundy**, *Arizona State U.*

Author: **Daniel Gamache**, *U. of Georgia*

Given increasingly polarized political environments around the world, it is important to understand whether and how the polarization of political ideologies among corporate leaders shapes organizational decisions and actions. We focus on how political ideology polarization in the board influences the resolution of social activism targeting the organization. Contrary to what we observe in the political realm and society at large, where political ideology polarization acts as a source of division, our theory suggests that political ideology polarization among directors will enhance the board's information-processing capacity and increase its ability to respond to social activism. To provide additional evidence for our proposed mechanism, we examine the moderating effect of three variables central to the ability of boards to effectively process information: CEO-to-board relative power, organizational diversification, and the competitive intensity of the organization's industry. Overall, we find support for our arguments; political ideology polarization in boards seems to improve information processing and strategic decisions, as reflected in resolving social activism. However, the positive effects of polarization are also subject to the influence of important contextual factors. Our study contributes to organizational research by considering the important influence of political ideology polarization in corporate leadership and its implications for understanding strategic leadership and governance dynamics, strategic decision making, stakeholder management, and other organizational outcomes.

Paper is Available to Meeting Registrants Only.

STR: Social Goals Diversification within Firm's Product Portfolio: The Effects on Corporate Performance.

Author: **Marco S. Giarratana**, *IE Business School, IE U.*

Author: **Martina Pasquini**, *IE Business School*

This paper investigates to what extent the diversification and variety of social actions - Sustainable Development Goals (SDGs) – pursued by firms and associated to their products (or services) could affect the corporate performance. To achieve our purpose, we use more than 500,000 trademarks registered between 2012-2020 by a sample of 114 for-profit firms. Exploiting a well-defined social vocabulary, we perform a text analysis on the sampled trademarks, and we assess the characteristics these firms' products portfolio by tracking for every year the presence of social products or services associated to one of the 17 SDGs established by the United Nations. Our evidence shows that the impact on firm performance of firm's SDGs diversification is negatively moderated both by the importance of social products in a firm's product portfolio and by the level of firm's product diversification. These negative relationships are stronger when firm communication is based on generic over-arching messages, rather than detailed descriptions of tangible and intangible features.

Paper is Available to Meeting Registrants Only.

STR: Vertical Integration in Social Value Creation: Exploring Make-or-Buy Decisions in Social Ventures  

Author: **Adam Clark**, *Chapman U.*

Author: **Steven Kofford**, *U. of Utah*

Author: **William S Schulze**, *U. of Utah*

An emerging body of work examines the governance of activities that create social value in private organizations. While this line of research examines firm boundary (i.e. make-or-buy) decisions in commercial ventures, it does not yet address the strategic goals of hybrid organizations, such as social ventures. Similarly, strategic management research examines the organization of commercial operations in developed markets but not the organization of social operations in highly inefficient markets. To fill these gaps, this paper examines the differences between the strategic goals and market conditions faced by social and commercial ventures. This paper argues that, in addition to extant make-or-buy logic, vertical integration of social operations in social ventures is recommended when it resolves ex-post information asymmetries about the value captured by beneficiaries, or when it protects beneficiaries from negative externalities. In making this argument, this paper provides a strategic approach to organizing social operations that can limit the waste of scarce resources and maximize social value creation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **961** | Submission: **18590** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 4:00PM - 5:30PMPT (UTC-7)** at **Sheraton Grand Seattle in Cedar A**

Accessing The Knowledge and Resources of Allied Firms

Session Moderator: **Navid Asgari**, *Fordham U.*

STR: The Effect of Competition among a Firm's Partners on its Knowledge Production Structure and Outcome 

Author: **Navid Asgari**, *Fordham U.*
Author: **Deepak Nayak**, *Fox School of Business, Temple U.*
Author: **Vivek Tandon**, *Fox School of Business, Temple U.*
Author: **Ram Ranganathan**, *U. of Texas at Austin*

A large body of research suggests that firms benefit from alliances by recombining knowledge obtained from different alliance partners. However, this strategy is premised on the ability of the firm to cross-pollinate knowledge by sharing information freely within its boundaries. But such unrestricted knowledge flows can create leakage concerns for the firm's alliance partners when the firm's portfolio of alliance ties includes partners who compete with each other. Even inadvertently, interactions and communications among the firm's knowledge workers can create a conduit for spillovers to competing partners. This opens up the possibility that to address its partners' concerns, the firm might segregate its knowledge workers, in effect establishing structural safeguards. Using a sample of public bio-pharmaceutical firms, we demonstrate how competition among a firm's alliance partners leads to such segregation among its knowledge workers, and show that the effect of such segregation is to undermine the very benefits of recombination by reducing the firm's overall inventiveness. In doing so, our study contributes to the literature at the intersection of corporate strategy, organization design, and innovation.

Paper is Available to Meeting Registrants Only.

STR: Are Sharks More Dangerous at Dusk or Dawn? Timing of CVC and Ventures' Commercial Performance 

Author: **Christopher Albert Sabel**, *WWU Münster*
Author: **Francesco Di Lorenzo**, *Copenhagen Business School*

The evidence on how corporate venture capital (CVC) investments affect investee ventures' commercial performance is mixed. An examination of the timing of CVC investments can offer new insights on this contention. Previous studies showed that the timing of ventures' resource acquisition is crucial for venture outcomes. However, these studies have overlooked the role of incumbents as a resource channel and the tradeoffs associated with timing. Building on resource dependence theory (RDT), we explore how the timing of CVC investments alters the power balance between investors and backed ventures, significantly influencing ventures' commercial performance. We further examine how the timing of venture board seats obtained by CVC investors affects this relationship. Using a dataset of 294 Norwegian ventures active in knowledge-intensive industries from 2004 to 2015, we offer evidence for a differential effect of early- vs. late-stage CVC investments, showing that late-stage investments significantly increase commercial performance. We also find that associating a venture board seat with a CVC investment moderates this effect; ventures are associated with greater commercial performance when late-stage investments come without board seats. We suggest that board seats prevent ventures from forming investment ties with additional CVC investors, limiting ventures' external ties crucial for market success.

Paper is Available to Meeting Registrants Only.

STR: The Choice Between Alliances and Acquisitions: A Knowledge Recombination Perspective 

Author: **Manish Kumar Srivastava**, *Michigan Tech U.*
Author: **Sai Krishna Yayavaram**, *Indian Institute of Management, Bangalore*

When searching for external knowledge firms often face this dilemma: should they ally with or acquire a target firm? Prior literature has examined how the choice between the two governance modes is driven by the dissimilarity in knowledge with a target or partnering firm but without distinguishing between domain knowledge and architectural knowledge. In this study, we examine how the choice between the two modes is driven by dissimilarities in domain and architectural knowledge and how this choice affects the knowledge gains from the chosen mode. Our results show that firms are more likely to choose acquisitions over alliances and obtain the intended benefits when seeking domain knowledge. Further, we find that alliances are more conducive to acquiring new architectural knowledge than acquisitions.

Paper is Available to Meeting Registrants Only.

STR: A Theory of Network Resource Slack in a Firm's Dyadic Relationships 

Author: **Sara Ryoo**, *City U. of New York, Baruch College*
Author: **Won Kyung Min**, *Fordham U.*

Extant literature on slack resource has concentrated on examining excess resources that reside within the firm boundaries. We study the resources that are created within a firm's alliance network but not fully utilized within the duration of a focal alliance. We term these unused resources network resource slack in this paper. We build a novel theory on how different types of network resource slack affect the focal alliance value and how firms can reach out to and connect with other partner firms in order to utilize the network resource slack.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **962** | Submission: **18788** | Sponsor(s): (STR)
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 4:00PM - 5:30PMPT (UTC-7)** at **Sheraton Grand Seattle in Metropolitan A**

Re-examining Transaction Cost Economics in Corporate Strategy

Session Moderator: **Dongil Daniel Keum**, *Columbia Business School*

STR: Purposeful Disownership: Paying Contract Manufacturers to Reduce Ownership and Termination Cost  

Author: **Dongil Daniel Keum**, *Columbia Business School*

Firms often persist with failing products due to excessive organizational ownership and relational commitments to suppliers. We propose that firms make strategic use of contract manufacturing to purposefully reduce ownership and termination costs. Using detailed data on 249,705 products (or designs) in the fashion industry, we show that firms are more likely to contract manufacture new products that have a high risk of commercial failure even when they can be readily produced in-house. In exchange, firms pay production costs that are 10 to 16 percent higher. Organizational hierarchy, which reduces ownership, significantly moderates the increase in contract manufacturing. Our findings suggest that firms actively manage escalating commitment and path-dependence through make vs. buy decisions and revise the prevailing view that contract manufacturing is a myopic strategy that trades learning opportunities with short-term cost savings. We show that our theory generalizes and successfully explains decisions between direct capital investment and rentals by US public firms.

Paper is Available to Meeting Registrants Only.

STR: Capital Structure and the Strategies of Innovation and Internationalization  

Author: **Grigorios Livanis**, *Ohio U.*
Author: **J Michael Geringer**, *Ohio U.*

Taking a transaction costs economics perspective of the financing behavior of firms, we propose that the firm's innovation strategy relative to its peers is associated non-linearly with its demand for leverage. Specifically, demand for leverage is negatively related for firms with low emphasis on innovation relative to peers but positively related for firms with high emphasis. We further propose that the firm's international diversification strategy moderates this relationship, resulting in the two strategies being substitutes or complements, depending upon the level of innovation strategy. These arguments are tested with data from U.S. public firms during 1980 to 2018.

Paper is Available to Meeting Registrants Only.

STR: Firm Information Environment & The Uniqueness Challenge of Corporate Strategy 

Author: **Kamyar Goudarzi**, *Smith School of Business, Queen's U.*

This paper examines how a firm's information environment influences the uniqueness of its corporate strategy. Because unique strategies impose a greater information burden on investors to assess, they can be discounted on the market, leading managers to compromise on the uniqueness of their strategies. While richer information environments can allow investors to more accurately value—and thus, firms to adopt—more unique strategies, they can also signal the strategy's value to competitors and immediately invite imitation or retaliation, which can erode the expected competitive advantage. Therefore, I examine the challenge faced by managers in adopting unique strategies and in response to changes in their firm's information environment. I find that better information environments increase strategy uniqueness, but not for complex firms and not when competition is intense. Exploiting a plausibly exogenous shock to the information environment that accounts for its potentially endogenous nature provides further evidence of the effect.

Paper is NOT Available. Please contact the author(s).

STR: Capturing Value by Overcoming Entitlement Constraints: Evidence from Franchise System Acquisitions 

Author: **Nicholas Argyres**, *Washington U. in St. Louis*
Author: **Janet E.L. Bercovitz**, *U. of Colorado, Boulder*
Author: **Hugo Leenders**, *PhD student at CU Boulder*

In studying the determinants of successful acquisitions, strategy scholars emphasize the roles of relatedness, complementarity and innovation opportunities, while finance scholars emphasize the reduction of agency costs. In this paper, we investigate an understudied mechanism: overcoming entitlement constraints. We maintain that in franchising systems, prior commitments and psychological contracts between franchisors and franchisees limit franchisors' ability to capture (and possibly create) additional value from the system by changing written contract terms. The reason is that such terms act as reference points by which franchisees determine whether franchisors have undermined their entitlements. If franchisees perceive that their entitlements are being undermined, they retaliate by underperforming, hurting franchisor profits. New owners, however, are less subject to such retaliation, because they did not make such prior commitments. This difference creates gains from trade through an acquisition. We provide empirical evidence consistent with this theory from a sample of 186 acquisitions of franchise systems.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **963** | Submission: **12872** | Sponsor(s): **(RM, OMT, MOC, OB)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 4:15PM - 7:15PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 1**

**The Collection, Analysis, Theorization and Representation of Visual
Data in Qualitative Scholarship**
Visual Data Analysis



Organizer: **Stine Grodal**, *Northeastern U.*
Organizer: **Hila Lifshitz-Assaf**, *New York U.*
Organizer: **Siyin Chen**, *U. of Toronto, Rotman School of Management*
Panelist: **P Devereaux Jennings**, *Alberta School of Business*
Panelist: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*
Panelist: **Markus A. Höllerer**, *UNSW Sydney & WU Vienna*
Panelist: **Candace Jones**, *U. of Edinburgh*
Panelist: **Curtis LeBaron**, *Brigham Young U.*
Panelist: **Paolo Quattrone**, *Alliance Manchester Business School, U. of Manchester*

Our world is becoming increasingly visual. Organizations and individuals alike increasingly communicate through visual means by posting images, photos and memes on social media, websites, and embedding them in emails. Organizational scholars are therefore faced with a new challenge: How do we make sense of visual data? In particular how do we collect, analyze, theorize and represent visual data? All of the methods that organizational scholars have at their disposal to engage in qualitative analysis takes for granted that data are textual in nature. However, a large literature in the social sciences suggests that visuals processes very differently than text. The goal of the second edition of this PDW is to further provide some needed assistance and sharing of best practices for qualitative scholars who would like to use visual data to generate theory about organizational phenomena.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **964** | Submission: **18859** | Sponsor(s): **(STR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 4:15PM - 5:45PMPT (UTC-7)** at **Sheraton Grand Seattle in Diamond B**

Platform Complementors and Competition

Session Moderator: **Shihao Zhou**, *Nanjing U.*

STR: [Platform Categorization and Complement Performance: Evidence from Mobile Apps](#) 

Author: **Shihao Zhou**, *Nanjing U.*

Author: **Yuchen Zhang**, *Tulane U.*

Author: **Zhilei Qiao**, *U. of Alabama, Birmingham*

Managing complement heterogeneity has a salient impact on value creation in platform markets, but remains largely underexamined in the platform governance literature. Local homogenization (i.e., increasing complement homogeneity within a product category) can improve customer-complement matching efficiency, without weakening the network effect of the entire platform market. However, although local homogenization enables customers to better identify potentially fitted complements, the presence of more fitted complements makes customers more selective in making payments. Thus, we hypothesize that local homogenization increases digital complements' new installs, but reduces revenue generation from each installed customer. By exploiting the removing of shopping mobile apps from the lifestyle category on Apple's App store as an exogenous shock which increases local homogeneity of the lifestyle category, our empirical findings support for our propositions. Since new installs and revenue are both strategically important for digital complementors, this research illustrates a nuanced relationship between platform categorization and complement performance.

Paper is Available to Meeting Registrants Only.

STR: [Network Effects and Competitive Response Timing](#) 

Author: **Jin-Su Kang**, *National Yang Ming Chiao Tung U.*

Author: **Sanjay Goel**, *U. of North Dakota*

Author: **Stephen Thomas Downing**, *U. of Missouri*

Traditional attack-response research suggests that successful attacks are those with delayed responses or those that go unchallenged by competitors while suggesting target firms respond immediately. However, this long-standing claim may not be generalizable to emerging digital platform markets characterized by indirect network effects, the interconnectedness between customers and complementors. This simulation study based on a Bayesian game-theoretic model uncovers temporal market dynamics among market participants with the given attack under indirect network effects and derives several contexts in which nonresponse can be a target firm's winning strategy.

Paper is Available to Meeting Registrants Only.

STR: [Platform Governance in the Presence of Within-Complementor Interdependencies](#) 

Author: **Hyuck David Chung**, *U. of Michigan*

Author: **Yue Maggie Zhou**, *U. of Michigan*

Author: **Sendil Ethiraj**, *London Business School*

Existing studies suggest that platform access restriction may reduce complement quantity on the restricted platform and increase complement quantity on competing platforms as restricted complementors switch from restricted to competing platforms. We re-examine this prediction by accounting for the impact of cross-platform synergy on complementor responses to platform access restriction. We argue that restricting a complementor's access on a platform may prevent it from achieving synergy from multihoming, thereby incentivizing it to abandon both the restricted and unrestricted platforms. Using rideshare data in New York City, we compare the numbers of trips made by Lyft and Uber drivers, respectively, before and after Lyft restricted drivers' access on its platform. We find that Lyft's access restriction reduced trip numbers not only on the Lyft platform but also on the Uber platform. In addition, both Lyft's and Uber's trip numbers decreased not only during the restricted low-demand periods (e.g., non-rush hours) but also during the unrestricted high-demand periods (e.g., rush hours). These results highlight the importance for platforms to account for interdependencies across complementor activities when designing access restriction policies.

Paper is NOT Available. Please contact the author(s).

STR: [Two Goliaths, Same Difference? The Impact of Platform Architecture on Social Networking Start-ups](#)   

Author: **Soni K. Jha**, *Fox School of Business, Temple U.*

Author: **C. Jennifer Tae**, *Temple U.*

We study how platform architecture affects different aspects of the performance of a multihoming social media complementor that is not the leader in the industry. There is a paucity of empirical evidence that disentangles either the different aspects of complementor performance on platforms or the attributes of platforms themselves. Using proprietary data on a new social networking app, we examine how platform openness and complexity impact the app's user performance, functional performance, and how the performance measures interact. We find that platform openness has a negative relationship to user performance, just as platform complexity does. However, for functional performance, we find a positive relationship for openness but a negative one for complexity. We also show a negative relationship between functional performance and user performance. Controlling for this negative relationship, we find that the platform architecture's main hypothesized effects on user performance and functional performance remain unchanged. The study has important implications for platform competition and for start-up apps reliant on user-generated content that are considering growing their user base through multihoming and are not the leaders in the industry.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Symposium**
Program Session: **965** | Submission: **16512** | Sponsor(s): **(TLC)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 4:15PM - 5:00PMPT (UTC-7)**

Teaching In The Metaverse: Using Virtual Reality (VR) to Improve Student Engagement and Retention

Teaching in the Metaverse



Presenter: **Shalini Sabharwal Gopalkrishnan**, *Golden Gate U.*
Presenter: **Jamey Darnell**, *Penn State Smeal College of Business*

Student engagement and retention have been a challenge for educators for decades. Management professors have several traditional options for promoting engagement including (but not limited to) cases, simulations, games and other active learning techniques. The COVID-19 global pandemic has significantly illuminated that teaching remotely creates additional challenges and can often result in “Zoom fatigue” among students. In this session two experienced management educators will demonstrate how they have successfully taught management courses remotely in a virtual reality space. Surprisingly, this does not require significant tech skills on the part of the instructor or students.

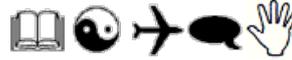
KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **966** | Submission: **18068** | Sponsor(s): (TLC)
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 4:15PM - 5:00PMPT (UTC-7)**

**Teaching Religion and Business: Practical Advice
for Engaging Classes**
Teaching Religion and Business



Presenter: **Robert Neer**, *Hult International Business School*
Presenter: **David Starr**, *Hult International Business School*
Presenter: **Rajendra Shirole**, *Hult International Business School*
Presenter: **Mo Willan**, *Professor of Practice, Hult International Business School*

Experienced practitioners at a global business school discuss teaching central tenets of major world religions to undergraduate students from over 50 different countries in globally distributed hybrid classrooms.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **967** | Submission: **17757** | Sponsor(s): **(TLC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 4:15PM - 5:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 616**

**Don't Lose Your Marbles: Visualizing and Developing
Narrative Structures in Assignment Writing**
Visualizing and Developing Narrative Structures



Facilitator: **Ashley Roberts**, *Warwick Business School*

Facilitator: **Kiran Trehan**, *U. of York*

Session Chair: **Saloni Sinha**, *Birla Institute of Management Technology, Greater Noida, Uttar Pradesh India*

Achieving the objective of creating successful narrative structures within student essays can pose challenges. Open Space Learning and play-based learning can help students to visualize and better understand astute, considered narratives in an accessible manner. This interactive workshop will experientially engage physical participants with an innovative tool, one that generates conversation and reflections on academic writing structures. Co-located delegates will use marble runs to create physical manifestations of either 'good' or 'bad' essay structures. Online participants will observe the interactions and offer their thoughts on the process/object outcomes before openly discussing how participants could use this concrete visualization approach to support students in their academic writing.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **968** | Submission: **18098** | Sponsor(s): **(TLC)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 4:15PM - 5:00PMPT (UTC-7)**

Developing Empathy in the MBA Classroom: A Theater-based Approach



Developing Empathy in the MBA through Theater

Participant: **Marco Aponte**, *Saint Mary's College of California*

Session Chair: **MUHAMMAD ALI**, *School of Economics and Management, Dongguan U.*

Empathy is often defined as the ability to comprehend another's feelings and to re-experience them oneself. Although empathetic skills have commonly been recognized as essential in leadership, its teaching and development have not received a lot of attention in the management and leadership literature. But with the recent challenges that employees around the world are facing as a result of the COVID-19 pandemic, empathy has taken center stage in business and management. This interactive session introduces a theater-based exercise aimed at developing leaders' empathetic skills. The exercise, which requires that students write and perform a fictitious story in the first person, consists of four stages: researching, imagining, writing, and telling the story. Through this process, the exercise allows students to empathize with a fictitious person who is facing a serious challenge in their life. The exercise targets the empathetic skills of both the students telling the stories and those listening to the stories. The goal of this interactive session is not only to introduce the exercise, but especially to allow participants to experience it and hopefully adopt it in their teaching.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Symposium**

Program Session: **969** | Submission: **17850** | Sponsor(s): **(TLC)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 4:15PM - 5:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 618**

Teaching and Assessing Reflective Practice in Executive Education Programs



Teaching and Assessing Reflective Practice

Presenter: **Courtney E. Owens**, *Alliance Manchester Business School, U. of Manchester*

Speaker: **Carl Gavin**, *Alliance Manchester Business School, U. of Manchester*

Speaker: **Irene Roele**, *Alliance Manchester Business School, U. of Manchester*

Session Chair: **Felicetta Iovino**, *U. of London, Unicaf*

Reflective practice is important to learning, especially in Executive Education programs. However, we have found that many executive education learners struggle with writing self-reflection. We have also found that educators can struggle with assessing reflective assignments as a subjective exercise. Thus the challenge lies in how to teach, and systematically assess, reflective practice. A central feature in our Executive Education programs since 2006, we share our best practices for teaching and assessing reflective practice assignment papers, including a newly developed tool. Simple yet powerful, the tool has been helpful to learners and assessors alike. The session will include an introduction to the tool, individual activities, small group discussions, and plenary discussions. This session will be of interest to conference attendees who teach or assess reflection, and/or are involved with executive education programs.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **970** | Submission: **11911** | Sponsor(s): **(TLC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 4:15PM - 5:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 619**

Learning Effectiveness of Virtual Entrepreneurship Programs: A Multilevel Evaluation Framework
Online Entrepreneurship Program Evaluation



Presenter: **FUHEJIN**, *Binghamton U.-State U. of New York*
Participant: **Mikiko Shimaoka**, *Waseda U.*
Participant: **Tomomi Kito**, *Waseda U.*
Participant: **Hiroki Sayama**, *Binghamton U.-State U. of New York*
Participant: **Chun-Han Chao**, *Binghamton U.-State U. of New York*
Participant: **Chou-Yu Tsai**, *Binghamton U.-State U. of New York*
Session Chair: **Marco Van Gelderen**, *Vrije U. Amsterdam*

With the expansion in entrepreneurship, the number of entrepreneurship education programs worldwide has increased significantly. Meanwhile, the advancement of computer information technology and the COVID-19 pandemic have contributed/forced immensely to the implications of virtual tools in entrepreneurship education programs. This rise forces entrepreneurship educators to overcome challenges associated with technology-mediated communications that limit social participation and interactions that substantially constitute students' learning and cognitive development. To address the needs of evaluating the effectiveness of virtual entrepreneurship education, we measured students' learning and growth in a Zoom-based entrepreneurship education program. With a longitudinal design, we applied machine-learning algorithms with network analysis and growth modeling to analyze the program's effectiveness in student learning. The results from network analysis indicated that high-performing teams displayed more equally distributed communication structures, while those of low-performing teams were more centralized. Growth modeling successfully captured students' enhanced entrepreneurial intentions at the end of the program; such growth patterns were distinctive between students with different personal characteristics (i.e., perspective-taking and imaginative capability). In sum, the proposed multilevel analytical framework and the current study's findings can be used to offer the best practices for entrepreneurship education programs and applicable methodologies for educators utilizing virtual learning systems.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **971** | Submission: **18944** | Sponsor(s): **(OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 4:30PM - 6:00PMPT (UTC-7)** at **The Westin Seattle in Cascade II**

Dynamics of Field-Level Diffusion and Adoption: Legitimacy, Status, and Culture



Session Moderator: **Moritz Gruban**, *Cambridge Judge Business School*

OMT: **How Do Organizations That Advance Commodification Overcome Losses in Moral Legitimacy?**

Author: **Moritz Gruban**, *Cambridge Judge Business School*
Author: **Aurélien Feix**, *HEC Paris*

Commodification, i.e., the expansion of market values in social life, has been criticized for undermining social values, corroding societal cohesion, and increasing inequalities. However, little is known about how commodification progresses despite violating normative expectations and generating resistance from stakeholders. To develop an explanation of how commodification becomes accepted, we draw on the organizational legitimacy literature, which differentiates between moral, instrumental, and relational dimensions of legitimacy. Using the example of professional soccer as an illustrative case, we argue that four effects facilitate stakeholders' support for an organization that advances commodification by introducing a market practice: compensation, buffering, dependence, and adjustment. High levels of instrumental and/or relational legitimacy may compensate and buffer losses in moral legitimacy. Furthermore, it is more likely that an organization, which advances commodification, withstands these losses if disapproving stakeholders' dependence on the organization is high because this dependence decreases the likelihood of stakeholder defections. As the market practice diffuses, organizations that introduced the practice may regain moral legitimacy because stakeholders adjust their evaluations to the increased importance of the practice for organizational performance. Our theoretical model elucidates the interplay of legitimacy dimensions and improves the understanding of how stakeholders come to view norm-breaking market practices as acceptable.

Paper is Available to Meeting Registrants Only.

OMT: **Actorhood in Institutional Dynamics: Directors, Social Problem Film Genre, the Korean Film Industry**

Author: **Dongyoub Shin**, *Yonsei U.*
Author: **Bo Kyung Kim**, *Yonsei U.*
Author: **Sunhyuk Kim**, *Korea U.*
Author: **Hongseok Oh**, *Yonsei U.*

This study examines the social dynamics underlying the institutionalization of a particular movie genre, that is, social problem films (SPFs) in a particular setting, that is, the Korean film industry. We focus on the role of movie directors as social critics who have strategic intentions in institutional dynamics and answer the questions of which directors are more likely to choose SPF genre for their films and how and when they do so. Based on recent developments in institutional theories, such as actorhood, institutional work, and strategic action field, we empirically analyzed the micro-level factors related to movie directors and their actions that may have affected the institutionalization of SPF at the field level in the Korean film industry. The findings of this paper in the Korean film industry between 1994 to 2017 suggest that the irreversible status of directors, such as their educational degrees, the reversible status, such as their achievements in the field, and their experiences in SPF positively affect the odds of choosing SPF genre. In addition, the effect of reversible status reduced as the institutionalization of SPFs had been more fully established, while the effects of the other two were not affected by the different levels of the SPF institutionalization.

Paper is NOT Available. Please contact the author(s).

OMT: **Emergence of Islamic Finance Organizations, 1948 – 2016**

Author: **Abdullah Shahid**, *Cornell U.*

In this paper, I show two mechanisms of the emergence of non-Western organizations: demonstration of contracts and cultural resurgence. For illustration, I use the case of Islamic finance, an alternative economic organization for Muslims who are about 24% of the world population. With additional transaction costs and illegitimacy concerns, Islamic finance contracts do not usually take a formal form. However, my analyses with duration models, regressions, and semi-natural experiments over 1948 - 2016 and in 186 countries suggest that the Islamic finance contracts between national and supranational authorities inspired confidence among entrepreneurs and stakeholders that Islamic finance is socially and economically appropriate. This gave rise to Islamic finance organizations to enact such contracts, reducing the transaction costs for realizing Islamic principles in financial transactions. Also, Islamic finance organizations grew earlier in countries with aspirations for Muslim cultural resurgence in the post British colonial times.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **972** | Submission: **18929** | Sponsor(s): **(OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 4:30PM- 6:00PMPT (UTC-7)** at **The Westin Seattle in Fifth Avenue Room**

The Covid-19 Pandemic and Organizational Crisis Responses



Session Moderator: **Lorenzo Skade**, *European Uni Viadrina, Frankfurt (Oder)*

OMT: **The Temporal Unfolding of Crises: Synchronizing Rhythms and the Construction of Urgency**

Author: **Lorenzo Skade**, *European Uni Viadrina, Frankfurt (Oder)*
Author: **Elisa Lehrer**, *European Uni Viadrina, Frankfurt (Oder)*
Author: **Yanis Hamdali**, *European Uni Viadrina, Frankfurt (Oder)*
Author: **Jochen Koch**, *European Uni Viadrina, Frankfurt (Oder)*

Despite the continuing interest in studying crises, our knowledge of how these adverse situations unfold over time is still fragmented. Based on an empirical study of the German government agency Robert Koch-Institute, which is responsible for disease control and prevention in Germany and hence for the ongoing COVID-19 pandemic, we develop a process model of the constitution of urgency to act in the unfolding of crises based on music theory. In this paper, we argue that such urgency to act, i.e., the tact of a crisis, enables actors to synchronize temporal rhythms of responses to the crisis. In particular, we describe four temporal synchronizing practices—initiating, highlighting, releasing, and aligning—through which actors in organizations synchronize different rhythms of responses to a crisis and aim to create urgency to act. The main contribution of our paper is a more nuanced understanding of the role of temporality in crises in general, and the proactive role of organizations in particular.

Paper is Available to Meeting Registrants Only.

OMT: **Oscillating Crises: Elaborating the Impact of Non-linear Crisis Progression**

Author: **Nooa Nykänen**, *Aalto U., Department of Industrial Engineering and Management*
Author: **Jukka Luoma**, *Aalto U.*

The COVID-19 pandemic has made it obvious that sometimes crises progress in an oscillating fashion where the intensity of the crisis varies non-linearly and unpredictably. However, most crisis research tacitly assumes away the oscillating nature of crises. In this paper, we introduce a model of crisis oscillation which challenges the assumption of linear crisis progression embedded in existing theoretical work on organizational crisis processes. Our theoretical discussion focuses on the ways in which non-linear crisis progression produces increased levels of temporal ambiguity and results in deviating crisis management practices in contrast to crises which follow a linear trajectory. We identify four central elements which condition the crisis management responses and organizational development in the context of oscillating crises and address how these effects related to cognitive framing, temporal orientations, strategic adaptation, and distal outcomes affect organizations facing oscillating dynamics of crisis intensity. Overall, our paper contributes to theoretical understanding of non-linear crises which are likely to characterize the development of business environments in the future.

Paper is NOT Available. Please contact the author(s).

OMT: **Taming a Flow of Contamination: A Constitutive Approach to Flows in an Emergency Context**

Author: **Kathleen Ann Stephenson**, *Vrije U. Amsterdam, School of Business and Economics*
Author: **Elena Tavella**, *International U. of Monaco*

This article explores flows as a key feature of emergency contexts and how various actors manage them. Based on a single-case study of the Papa Giovanni XXIII hospital in Bergamo, Northern Italy, this article shows how actors manage a flow of contamination during the COVID-19 pandemic by shifting and sharing authority, manipulating space, and developing and coordinating a flow of treatment and safety protocols. This study contributes to the literature on emergency contexts and organizational flows by highlighting their importance in emergency contexts and challenging widely shared assumptions about flows and how they are managed. We elaborate a constitutive approach to study organizational flows that can be utilized in other areas of management and organization research, and propose future avenues for emergency context research that focuses on flows.

Paper is Available to Meeting Registrants Only.

OMT: **Temporal Alignment During the Covid-19 Pandemic: The Emergence and Disruption of Collective Action**

Author: **Sanaz Kateb**, *Vrije U. Amsterdam*
Author: **Rebecca Christin Ruehle**, *Vrije U. Amsterdam, School of Business and Economics*
Author: **David Kroon**, *Vrije U. Amsterdam*
Author: **Elco Van Burg**, *Vrije U. Amsterdam, School of Business and Economics*

Although there has been substantial research on collective in crisis situations, there is a need for more knowledge on how temporal (mis-)alignment can influence the emergence, disruption and continuation of collective action. To study this question, we conducted 69 interviews to study the collective action between four organizations in the social care sector and their partners during the Covid-19 pandemic. We observed two temporal patterns: temporal alignment and temporal misalignment induced by the crisis. Existing collective action can break down during a crisis due to differences in temporal length and a disruption of joint pacing despite joint interest and a need for collaboration. This temporal misalignment can be repaired during the post urgency phase. In contrast, new collective action can arise during a crisis through temporal alignment, as urgency creates joint pacing and a joint understanding of short temporal length. This temporal alignment could lead to a breakdown during the post urgency phase. The theoretical implications of this study are twofold: first, it deepens our understanding of collective action in crisis situations by exploring the role of temporality for its emergence, disruption, and continuation. Second, the paper aims to expand our knowledge on temporality. It provides new understanding of the effect, interaction, and importance of 'temporal length' and 'pacing' for collective action in crisis. Keywords: Collective action, Temporality, Covid-19, Longitudinal, Crisis

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **973** | Submission: **18949** | Sponsor(s): **(OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 4:30PM - 6:00PMPT (UTC-7)** at **The Westin Seattle** in **Grand Crescent**

Network Change: Theory and Evidence

Session Moderator: **James Mellody**, *MIT Sloan School of Management*

OMT: **Consolidation or Fracturing: Network Change and Real-World Events** 

Author: **James Mellody**, *MIT Sloan School of Management*

How do organizational networks respond to changing environments? Specifically, do networks fracture, with organizational actors and units splitting into balkanized clusters, or do they consolidate, becoming more connected? This study seeks to address this question by examining network change in the online community Reddit in response to two major events, the 2008 US Presidential Election and the 2009 Swine Flu Pandemic. To do so, this study focuses not just on change in structural networks, but also change in cultural networks. In doing so, the aim of this study is to paint a more complete picture of network change. Findings are largely consistent across both events, with structural and cultural networks consolidating around the time of the events. While structural and cultural trends resemble one another, differences emerge, painting a fuller picture of network change. Notably, some elements of cultural change appear to be longer-lasting compared to corresponding elements of structural change.

Paper is NOT Available. Please contact the author(s).

OMT: **Sliding Doors of Network Change: An Attention-Based Theory on The Evolution of Innovation Networks** 

Author: **Maria Rita Micheli**, *IESEG*

How and why do companies change their interorganizational networks over time? Research has traditionally focused on structural characteristics of ties to explore this evolutionary process. More recently, the focus has shifted to deliberate choices of network actors to change ties or maintain existing ones. In particular, research has explained that these choices are influenced by actors' innovative performance, which determines how network ties evolve over time. In this paper, we deepen the understanding of this issue; specifically, we develop an attention-based theoretical model to explore how managers first focus on the innovative performance and then decide to pursue change or stasis in their network. We explain that having an internal focus of attention (focus on company's own performance) or an external one (focus on partners' performance) leads to different patterns of network change. In both instances, having a below-expectations innovative performance leads to change the network, but the specific pattern depends on the focus of attention. We argue that attention also influences the change of company practices, in combination with network change; in particular, it determines if managers have a big enough attention span to change both the network and the practices and how they focus on specific practices.

Paper is NOT Available. Please contact the author(s).

OMT: **How Vicarious Learning Shapes Firms' Relationship Networks with Third-Party Experts**

Author: **Jillian Chown**, *Northwestern Kellogg School of Management*

Author: **Sunasir Dutta**, *U. of Minnesota*

In some markets, firms can compete by forming relationships with experts outside the boundary of the firm—what we call third-party experts—who can serve to both legitimize the firm and influence demand for its products. Developing and maintaining relationships with these third-party experts is, however, a complicated endeavor and how they go about doing so is a core strategic decision for firms in these markets. Taking a network perspective (where we consider firms to have networks of relationships with third-party experts), and focusing on both tie formation and dissolution, we find that firms learn vicariously from their close competitors when determining whether to grow (or shrink) their relationship networks and which particular experts they should target. Furthermore, firms' network-altering behaviors differ depending on whether a firm's attention and resources are directed to relationships or are pulled toward an alternative strategic focus. Firms whose attention is focused elsewhere engage in less tie formation and tie dissolution but end up more reliant on what they learn vicariously from their competitors. This study contributes by highlighting how firms approach building relationships with third-party experts, by providing a dynamic perspective to firms' strategic network building behaviors, and by generating further insight into the role that managerial attention and resource allocating play in shaping firm behavior.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **974** | Submission: **18946** | Sponsor(s): **(OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 4:30PM- 6:00PMPT (UTC-7)** at **The Westin Seattle in Puget Sound Room**

Organizational Provocations: Theories of Disorganization, Incompetence, and Apocalypse



Session Moderator: **Luca Carollo**, *U. of Bergamo*

OMT: **Apocalyptic Organizing as a Way to Build Better Organizational Worlds (WITHDRAWN)**

Author: **Luca Carollo**, *U. of Bergamo*
Author: **Roberta Sferrazzo**, *Audencia Business School*

The main aim of this essay is to encourage organizational scholars to engage with the topic of the apocalypse in a more systematic and reflexive way. Indeed, a growing apocalyptic fervor is spreading in organization and management studies (OMS). Nevertheless, scholars have mainly focused so far on the catastrophic implications of the concept of apocalypse, overlooking its creative and generative possibilities. We have thus developed a specific path to help organizational scholars think through the apocalypse. Building on its ambivalent character, we illustrate the possibilities related to speculation, action, and cultural analysis opened up by the apocalypse along with their implications for OMS.

Paper is NOT Available. Please contact the author(s).

OMT: **Disorganization At Work: What Is It, How Does It Work and Why Does It Matter?**

Author: **Dinuka Herath**, *U. of Huddersfield*
Author: **Davide Secchi**, *U. of Southern Denmark*
Author: **Fabian Homberg**, *Department of Business and Management, LUISS Guido Carli U.*

“Disorganization” also referred to as ‘mess’, ‘deviation,’ or ‘disorder’ is a concept embedded in the view of organizations as complex human systems. The word hints at organizational phenomena that deviate from organizational schema and procedures in an unplanned and unstructured manner. This is a concept that is yet to be given full attention by management scholars, despite its continuous appearance partially under different labels throughout the history of the discipline for over five decades. Currently, there is a need for contributions that synthesize these various branches of management thinking into a coherent narrative. In addressing this gap, this article presents a review that synthesizes and integrates these various strands of literature on disorganization with the intent to explore whether and to what extent disorganization can contribute to management theory and practice. As such in this paper we systematically gather, review, organize and integrate the extant literature (n. 157) around the concept of disorganization to map the evolution of the concept. In so doing, we lay out a foundational body of literature that highlights the importance of enhancing our understanding of management through the integration of disorganization into our conversations about modern business. As such this paper presents the theoretical infrastructure for the definition, analysis, and treatment of disorganization management. Through the exploration and analysis of the literature, we propose new conceptualizations while mapping out the development of the concept over time. This is followed by exploring the implications these developments present to both management theory and practice.

Paper is Available to Meeting Registrants Only.

OMT: **Incompetence and Organization Studies**

Author: **Minjie Gao**, *Imperial College Business School*

This essay invites reflection on the notion of (in)competence in organization studies. Existing research tends to posit incompetence as harmful and counterproductive to organizational life and often excludes it from being the focal point. This essay argues that this negligence of incompetence reflects assumptions that incompetence is unworthy of serious attention that is questionable. This essay first organizes existing scholarship on competence by reviewing relevant literature that captures the existence of (perceived) competence and its consequences for individuals and organizations. It also offers a systematic view of incompetence by focusing on three distinguishing aspects: actual incompetence, perceived incompetence and performed incompetence. Most importantly, this essay brings to attention the notion of performed incompetence and provides a platform upon which future empirical studies of performed incompetence may be conducted.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Digitalization and Algorithms in the Workplace

Session Moderator: **Elmira Van Den Broek**, *Vrije U. Amsterdam*

OMT: **Fairness in Flux: The Role of Algorithms in Reconfiguring Moral Values**  

Author: **Elmira Van Den Broek**, *Vrije U. Amsterdam*
Author: **Marleen Huysman**, *Vrije U. Amsterdam*
Author: **Anastasia Sergeeva**, *Vrije U. Amsterdam*

While the rise of intelligent technologies like artificial intelligence in the workplace has sparked debates about the role of technology in serving and threatening moral values, such as what is fair and just, strikingly less attention is paid to how morality is shaped by technology. Building on a three-year ethnography of a human resources department of a large international organization that introduced algorithmic hiring to promote the value of fairness, we draw inspiration from values work and sociomateriality studies to enrich our understanding of the moral role of intelligent technologies. We find that algorithmic hiring does not mitigate or exacerbate fairness concerns, but instead reconfigures what is understood as fair over time: from something seen as unquestioned and centered on bias, to something comprising multiple and conflicting meanings for which a technical solution does not always exist. We explain this outcome as resulting from a process of sociomaterial values work, which involves stakeholders inscribing, performing, and reflecting on moral values in interaction with intelligent technologies. This study therefore argues for the need to include intelligent technologies in the study of reconfigurations of moral values in the workplace.

Paper is Available to Meeting Registrants Only.

 OMT: **Digital Tedious Work and Developing Novel Outcomes with Digitization**

Author: **Elizabeth Long Lingo**, *Worcester Polytechnic Institute*
Author: **Hille C. Bruns**, *Groningen U. (RuG)*

Digital technology is pervasive in creative work, yet how it shapes the process of making novel outcomes remains underexamined. Drawing from a comparative ethnography of two settings in which digitization prevails—Nashville music production and systems biology cancer research—we present a model of digital tedious work in developing novel outcomes. We discover that exploiting digitization's potential for unlimited experimentation and refinement amplifies digital tedious work. Digital tedious work is highly repetitive, time-intensive, requires substantial expertise, and is inherent to creating with digitization. If not managed deftly, digital tedious work undermines the generation and synthesis of novel ideas. We find that actors engage in three curbing practices—truncating technology, automating, and zooming in and out—to limit digital tedious work and move the creative process forward. Our study offers three contributions: First, we develop a model of how digital tedious work arises throughout the creative process, why it becomes problematic, and how actors engage in curbing to respond. Second, we demonstrate the essential role of curbing practices as a necessary complement to exploiting digitization. Third, we provide evidence of how digital technology not only supports but also undermines the development of novel outcomes by exposing the pitfalls of digitization's unlimited possibilities.

Paper is Available to Meeting Registrants Only.

OMT: **Imprinting Interrupted? Examining the Role of Remote Onboarding on Newcomers' Work Socialization**

Author: **Sarah Bankins**, *Macquarie U.*
Author: **Stephen Brammer**, *U. of Bath*
Author: **Layla Jayne Branicki**, *U. of Bath school of management*
Author: **Senia Kalfa**, *Macquarie U.*

Socialization of new employees, involving the imprinting of workplace norms and practices, has long been recognized as a driver of organizational performance through mechanisms such as employee-workplace fit. Yet the COVID-19 pandemic has triggered a rapid, and potentially long-run, move to remote working practices for organizations that has interrupted the well understood processes of socialization that occur through face-to-face onboarding. Drawing on unique interview data (n= 30) from employees who started a new role during the pandemic, we build an inductive model of the effects of remote onboarding on newcomer socialization experiences. We explore a multi-stage model of how a lack of early physical and social immersion in the workplace triggers processes of individualization and reduced workplace identification for newcomers. Further, we highlight how these processes are driven by the degree of digital mediation, and attenuated by organizational investments in technology, the initial resources provided to the new employee, and the employee's prior experience of remote work. We find that in contexts of high digital mediation newcomers experience reduced access to both formal and informal resources, such as opportunities to shadow colleagues or to form social connections. The absence of these resources heighten experiences of work intensification and lead to a reduced orientation of the employee to their new workplace. We discuss the implications of these insights for the research on imprinting and socialization, as well as the practice of remote onboarding.

Paper is Available to Meeting Registrants Only.

OMT: **How Content Creators Respond to the Metric-Based Control of Platforms Over Their Career** 

Author: **Yun Ha Cho**, *U. of Michigan*

Quantification and the metrics form the fundamental basis of the algorithmic control exercised by the platforms on the platform workers. For content creators, not only are the metrics linked to the financial gain and status, but also to their coupling with the sense of self-worth of content creators grows over time. While the “game of metrics” takes the center-stage in the early- and mid-stage of content creators’ career, this study finds that the fixation on the metrics prove unsustainable to the content creators. As their performance inevitably plateaus and declines, content creators shift their attention to individual audience comments and distance themselves from the pursuit of the metrics. In response to the perceived opacity and their inability to decipher the feedback in the form of metrics, they experience frustration and mistrust towards the metrics and the platform’s algorithms. These are accompanied by the discursive strategy of drawing a symbolic dichotomy between the inauthentic “sellouts” who chase the metrics, exploit their audience, and continuously change to fit the mold of what is popular today and the authentic selves who prioritize the personal connection with the audience. These evolution in their beliefs over the course of their career paints a comprehensive picture of how platform workers relate to the metrics and other forms of feedback. Finally, this study contemplates the abovementioned findings in the light of the growing competition for talent by the social media platforms that continue to believe that the lack of transparency regarding the metrics and the algorithms sustains the power differential between them and the platform workers, preserving their control over the workers.

Paper is Available to Meeting Registrants Only.

OMT: **Managing the entanglement of Algorithms: Enabling Traveling Algorithms Across Time and Space**

Author: **Verena Timmer**, *Witten/Herdecke U.*

Author: **Erik Robert Strauss**, *U. of Witten/Herdecke*

An increasing number of organizational practices become digitalized through the implementation of algorithms which enhance processes, complement human activities, and complete tasks efficiently. Following a performativity-inspired approach literature suggest that algorithms’ entanglement in their contexts complicates the translation of them across time and space. However, literature also points to the relevance of translating algorithms into other contexts. To understand algorithms’ translation, this study seeks to analyse how the entanglement of algorithms can be resolved and how translation of algorithms can be managed. We will present findings from an inductive, ethnographic study of how an IT consultancy which implements document management software (DMS) reuses mostly the same algorithmic scripts to design multiple algorithms for multiple contexts. Drawing on our findings, we consider translation as an integral part of all biographical moments. Practices involved are the decomposition of complex algorithms to the level of algorithmic scripts, as part of a standardized scripting approach, the expertise of the programmers to envision and channel how algorithmic scripts will evolve in different contexts, and the search for sameness and similarities between different algorithms. This empirical study contributes to our understanding of traveling algorithmic scripts, organizational phenomena like routine replication, and performativity.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **976** | Submission: **18504** | Sponsor(s): **(PUBS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 4:30PM - 5:30PMPT (UTC-7)** at **The Westin Seattle** in **Elliot Bay**

Recognizing AMR Bridge Reviewers *Recognizing AMR Bridge Reviewers*

Organizer: **Susan Zaid**, *Academy of Management*
Host: **Sherry M. B. Thatcher**, *U. of Tennessee, Knoxville*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**

Program Session: **977** | Submission: **18330** | Sponsor(s): **(ENT)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 5:00PM - 7:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **406 Klickitat**

Entrepreneurship Division Executive Meeting *Entrepreneurship Division Executive Meeting*

Organizer: **Jon C. Carr**, *North Carolina State U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **978** | Submission: **18651** | Sponsor(s): **(GDO)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Sunday, Aug 7 2022 5:00PM - 6:30PMPT (UTC-7)**

Effects of National Diversity-Related Policies

Session Moderator: **Charlie Wall-Andrews**, *Ted Rogers School of Management, Ryerson U.*

GDO: Canadian Arts and Culture: Gender and Race in Leadership  

Author: **Charlie Wall-Andrews**, *Ted Rogers School of Management, Ryerson U.*
Author: **Rochelle Wijesingha**, *Ryerson U.*
Author: **Owais Lightwala**, *Ryerson U.*
Author: **Wendy Cukier**, *Ryerson U.*

Representation in leadership is important not only because it often shapes the ways in which priorities are set and decisions are made but it also signals who belongs and shapes the aspirations and assumptions about what is possible. Extensive research across sectors has exposed the under-representation of women, racialized people, Indigenous peoples, persons with disabilities and members of the LGBTQ2S+ community in leadership roles in Canada. A range of initiatives have been introduced including legislation, voluntary codes, educational programs and procurement and funding priorities to improve representation. In Canada, the arts and cultural sector is significant not just because it employs more than 851,456 people and receives hundreds of millions of dollars in government funding but because it plays a profound role in shaping values and culture with impacts far beyond its boundaries. While in recent years, organizations have been under growing pressure from communities and funders to address diversity and inclusion, there is often a gap between statements and actions. This paper examines dimensions of diversity and inclusion in the largest and most influential arts and cultural organizations in Canada (n=125). First, it examines the extent to which they have expressed commitments or aspirations to diversity and inclusion. Then it examines the representation of women and racialized people in leadership roles. Finally, it recommends the elements of a comprehensive strategy, grounded in the critical ecological model, to promote change at the sectoral, organizational and individual level.

Paper is Available to Meeting Registrants Only.

GDO: The Whiteboard: Decoupling of Diversity Reporting and Practice in Corporate Australia  

Author: **Claire Wright**, *Macquarie U.*
Author: **Corinne Cortese**, *U. of Wollongong*
Author: **Searat Ali**, *U. of Wollongong*
Author: **Abdulla Al Mamun**, *U. of Wollongong*

Diversity of company leadership is one of the most important governance issues currently faced by corporations around the globe, and yet the uneven treatment of diversity priorities remains a major challenge. Using a mixed-methods approach, we explore the extent and change over time of both gender and ethnic diversity in leadership, and diversity disclosure in company annual reports, for Australia's largest firms (ASX100) between 2005 and 2020. We interpret our findings with institutional theory, comparing the institutional isomorphisms driving change in each organisational form, and examining the extent to which there is rhetorical decoupling between them. Our findings suggest a disconnect between public commitment to diversity and Indigenous engagement, and the practice of appointing non-white corporate leaders. A lack of regulation surrounding diversity reports has contributed to this uneven disclosure and practice, with different outcomes for gender and ethnic diversity the result of different institutional isomorphisms. These findings can inform policymakers and corporations, highlighting the importance of a range of institutional pressures for encouraging both disclosure and practice regarding ethnic diversity in corporate leadership.

Paper is Available to Meeting Registrants Only.

GDO: The Effect Of Female Employees Employment On Corporate Performance Study Under The Two-Child Policy

Author: **Aolin Leng**, *Northwestern Polytechnical U.*
Author: **Fuli Kang**, *Northwestern Polytechnical U.*

The adjustment of the birth policy also influences the organization's performance and female employment. Under the background of the birth policy, the discrimination of female employees in work and its underlying mechanism are the core issues of the academic community and concern. Based on the data of listed companies in China from 2010 to 2020, using ROA and TobinQ as performance indicators and empirical research methods examines the relationship between female employee employment and corporate performance under the two-child policy. The results show that: (1)Female employees positively affect corporate performance; the two-child policy has a negative regulatory impact on female employees and corporate performance; (2)The employment of female employees by enterprises has increased; (3)State-owned enterprises have a positive regulatory effect on female employees and corporate performance; (4)The marketization index and private enterprises have a negative regulatory impact on female employees and corporate performance. This research has significant reference value for achieving gender equality in the labor market and promoting the employment of female employees.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **979** | Submission: **18413** | Sponsor(s): **(GOV)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 5:00PM - 10:00PMPT (UTC-7)** at **Offsite** in **Melrose Market Studios**

AOM Fellows Dinner (By Invitation Only)
AOM Fellows Dinner

Host: **Donald Siegel**, *Arizona State U.*
Host: **Miriam Erez**, *Technion - Israel Institute of Technology*
Organizer: **Lucy Leety-Wheeler**, *Academy of Management*

By Invitation Only: Join us at our fellows dinner as we welcome new inductees into The Fellows Group of the Academy of Management. The purpose of the Fellows Group is to recognize and honor members of Academy of Management (AOM) who have made significant contributions to the science and practice of management, and to provide opportunities for fellowship and a forum for discussion among persons so recognized and honored.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **980** | Submission: **18498** | Sponsor(s): **(MC)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 5:00PM- 6:00PMPT (UTC-7)**

Keynotes MC Division
Keynotes

Session Chair: **Emmanuel Monod**, *UCMT and Paris-Dauphine U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **981** | Submission: **14557** | Sponsor(s): **(MC, ODC)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 5:00PM - 6:30PMPT (UTC-7)**

Building Back a Nation From the Municipal locus
Building Back a Nation From the Municipal locus



Organizer: **Pierre El Haddad**, *MACH Consultants*
Organizer: **Emmanuel Beck**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*
Moderator: **Nabil Najjar**, *MACH Consultants*
Presenter: **Robin Richa**, *Arcenciel*
Coordinator: **Ghadi Khoury**, -
Presenter: **Ali Haidar Khalife**, *Sarafand Municipality, Lebanon*
Presenter: **Janine Bikaii**, *Saint Joseph U. of Beirut*
Presenter: **Marwa Halwani**, *Saint Joseph U. of Beirut*

This workshop explores the roles of management consulting and scholarship in the titanic task of rebuilding a nation from the municipal locus. Countless attempts to reform a centralizing administration did not withhold the downward spiral of ineffective government, deteriorating economy, and degrading social and natural environments. The use of mega consultants to advise central government policies and isomorphic solutions proved ineffectual if not outright demeaning. Theory and practice have shown that localism works, and that government reform in Lebanon has a mandatory passage through local action (El Haddad, Auffret, & Grishina, 2020). Municipal leadership, citizen empowerment, and contextual solutions provide the path forward. This entails finding the right balance between the contingent and the generic, the practical and the scholarly. The present workshop explores the roles, alignment, and balance of engagement between municipalities, management consultants, and scholars to steer local government transformations towards a better world.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**

Program Session: **982** | Submission: **18521** | Sponsor(s): **(ODC)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 5:00PM - 6:30PMPT (UTC-7)** at **Seattle Convention Center in Ballroom 6A**

ODC Doctoral Student-Junior Faculty Consortia Social
ODC Consortia Social

Organizer: **Christine Benedicte Meyer**, *NHH Norwegian School of Economics*

Organizer: **Amit Nigam**, *City, U. of London*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **983** | Submission: **18408** | Sponsor(s): **(PNP)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 5:00PM - 6:00PMPT (UTC-7)**

PNP Division Meeting and Awards Ceremony
PNP Business Meeting and Awards

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**

Program Session: **984** | Submission: **16379** | Sponsor(s): **(IM, AAM, AFAM, IAM, INDAM, HR, OB, ENT, OMT)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 5:30PM - 7:30PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 5**

2022 International Management Division Paper Development Workshop *2022 IM Division Paper Development Workshop*

Session Chair: **Srividya Jandhyala**, *ESSEC Business School*

Session Chair: **Markus David Taussig**, *Rutgers Business School*

Panelist: **Catherine Thomas**, *London School of Economics and Political Science*

Panelist: **Donal Crilly**, *London Business School*

Panelist: **Gokhan Ertug**, *Singapore Management U.*

Panelist: **Jakob Müllner**, *WU Vienna U. of Economics and Business*

Panelist: **Marcelo Bucheli**, *U. of Illinois at Urbana-Champaign*

Panelist: **Minyoung Kim**, *U. of Kansas*

Panelist: **Minyuan Zhao**, *Washington U. in St. Louis, Olin Business School*

Panelist: **Santiago Mingo**, *U. Adolfo Ibanez*

Panelist: **Sebastian Reiche**, *IESE Business School*

Panelist: **Sergio Giovanetti Lazzarini**, *Ivey Business School*

Panelist: **Xavier Martin**, *Tilburg U.*

Panelist: **Yanbo Wang**, *U. of Hong Kong*

The participants of the International Management Division Paper Development Workshop will get a chance to get candid and developmental feedback from several senior, highly experienced scholars. As the purpose of this PDW is to provide junior scholars with developmental feedback on their research, papers submitted must fit under the International Management mandate.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **985** | Submission: **11982** | Sponsor(s): **(OSCM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 5:30PM - 7:00PMPT (UTC-7)** at **The Westin Seattle in Pine**

Journal of Supply Chain Management (JSCM) Awards Presentation *JSCM Awards Presentation*

Program Chair: **Kai Dominik Foerstl**, *EBS U. für Wirtschaft und Recht*
Session Chair: **Tingting Yan**, *Wayne State U.*
Session Chair: **Mark Pagell**, *U. College Dublin*
Session Chair: **Wendy Tate**, *U. of Tennessee*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **986** | Submission: **18395** | Sponsor(s): **(TIM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 5:30PM- 6:30PMPT (UTC-7)** at **Seattle Convention Center in Yakima 1**

TIM Business Meeting *TIM Business Meeting*

Division Chair: **Janet E.L. Bercovitz**, *U. of Colorado, Boulder*
Division Chair-Elect: **Maryann P. Feldman**, *Arizona State U.*
Past Director: **Rahul Kapoor**, *The Wharton School, U. of Pennsylvania*
Professional Development Workshop Chair: **Elena Novelli**, *Bayes Business School*
Program Chair: **Sonali Shah**, *U. of Illinois at Urbana-Champaign*

Please join us to learn more about the Technology and Innovation Management Division’s activities and ways in which you can become more involved with our community. The Business Meeting is the place to learn about the workings of the division, acknowledge the hard work of the many dedicated committee members who help put the program together, and congratulate our award winners, best reviewers, and newly elected officers. This session will be followed by a cocktail social hour. All conference attendees interested in the TIM community are welcome.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **987** | Submission: **18514** | Sponsor(s): **(AAA)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 6:00PM - 8:00PMPT (UTC-7)** at **Sheraton Grand Seattle in Grand Ballroom A-C**

All-Academy Reception

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **988** | Submission: **18518** | Sponsor(s): **(GDO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 6:00PM - 9:00PMPT (UTC-7)** at **Offsite in Ivar's Acres of Clams**

Executive Committee Dinner *Executive Committee Dinner*

Organizer: **Jenny M Hoobler**, *NOVA School of Business and Economics*
Participant: **Yang Yang**, *Rowan U.*
Participant: **Anna Katherine Ward**, *Virginia Tech*
Participant: **Florence Villeseche**, *Copenhagen Business School*
Participant: **Tiffany Trzebiatowski**, *Colorado State U.*
Participant: **Joy E. Beatty**, *Eastern Michigan U.*
Participant: **Jennifer Robin Bishop**, *Impact of Gender Diversity on work Performance at Work place*
Participant: **Judith A Clair**, *Boston College*
Participant: **Shanna R. Daniels**, *Florida State U.*
Participant: **Elena Doldor**, *Queen Mary U. of London*
Participant: **Monica C. Gavino**, *San Jose State U.*
Participant: **Farnaz Ghaedipour**, *McMaster U.*
Participant: **Rachel Hahn**, *Eli Broad School of Business, Michigan State U.*
Participant: **Kristen Price Jones**, *U. of Memphis*
Participant: **Eden King**, *Rice U.*
Participant: **Mukta Kulkarni**, *Indian Institute of Management, Bangalore*
Participant: **Brent John Lyons**, *Schulich School of Business, York U.*
Participant: **Eddy S. Ng**, *Queen's U.*
Participant: **Lilian Otaye-Ebede**, *U. of Liverpool Management School*
Participant: **Sanjeeva Samanmali Perera**, *U. of South Australia*
Participant: **Radha Rani Sharma**, *New Delhi Institute of Management (NDIM)*
Participant: **Aneika Simmons**, *Sam Houston State U.*
Participant: **Alexis Nicole Smith**, *Oklahoma State U.*
Participant: **Ny Mia Tran**, *Springfield College, MA*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

HRM and Sustainability

Session Moderator: **XINYU HU**, *Renmin U. of China*

HR: Is There a Role for HRM in Corporations' CSR Strategies? An Analysis of the Sustainability Reports

Author: **Essi Saru**, *U. of Turku, Finland*

Author: **Hannele MJ Seeck**, *U. of Turku, School of Economics*

A significant degree of confusion regarding the relationship between human resources management (HRM) and corporate social responsibility (CSR) persists in research and practice. Drawing on sustainability reports of large European companies, we examine how HRM's role is presented in connection to CSR. The links between sustainable HRM and CSR are scarce but exist. Our analysis makes three contributions. First, HRM fulfills its CSR role toward employees as internal stakeholders through implementing standard human resources (HR) practices that ensure employee employability, safety, health, and wellbeing without playing a strategic role in CSR. Second, employees are seen as objects of CSR activities rather than active subjects. Third, the CSR-HRM relation is ad hoc and unsystematic; the system-level integration of CSR and HRM remains obscure; and the incorporation of CSR and sustainable HRM does not take place. We suggest that sustainable HRM characteristics would allow HRM to play a more active role in the development and implementation of CSR strategies. Sustainable HRM characteristics could elevate the role of HRM and different HR activities toward a more substantial and strategic role in CSR that is more externally orientated. We call for more empirical research on CSR strategy-sustainable HRM linkage.

Paper is Available to Meeting Registrants Only.

HR: A Meta-Analysis of Green Human Resource Management: The Effectiveness and National Conditions

Author: **XINYU HU**, *Renmin U. of China*

Author: **Yu Zhou**, *Renmin U. of China*

Green human resource management (HRM) refers to HRM policies and processes that promote organizations' green outcomes. Using the meta-analysis method, we examined the effects of green HRM's effects on organizational and individual outcomes. We also explored green HRM's heterogeneous country-level moderators. The results confirmed that green HRM have positive impacts on the outcomes. Furthermore, we found that a national culture, national innovation capacity and environmental pollution moderate the effects of green HRM on outcomes.

Paper is Available to Meeting Registrants Only.

HR: Team Perceptions of Green HRM and Team Performance: The Mediating Role of Green Team Behaviors

Author: **Sabrina El Baroudi**, *Vrije U. Amsterdam*

Author: **Wenjing Cai**, *Vrije U. Amsterdam*

Organizations are increasingly pressured to contribute to a greener society and to improve team performance. Research shows that by adopting green human resource management (green HRM), organizations foster green work behaviors and improve green workplace performance. However, whether this also applies to non-green workplace outcomes such as performance in a team context remains a question that is unexplored. This research addresses this gap by examining whether green HRM is related to performance through the mediating effect of green work behaviors at the team level. Analyses of the multi-sourced data from 63 teams show that team perceptions of green HRM are indeed related to team performance through the mediating effect of green team behaviors (i.e., in- and extra-role behaviors). This study discusses how the findings offer important implications for green HRM research and practice.

Paper is Available to Meeting Registrants Only.

HR: How Sustainable Human Resource Management Practices Enhance Employee Performance? A Multilevel Study

Author: **Ying Lu**, *Macquarie Business School, Macquarie U.*

Author: **Mingqiong Mike Zhang**, *Monash Business School*

Author: **Miles M. Yang**, *Macquarie U.*

Author: **Yue Wang**, *Macquarie Business School, Macquarie U.*

A distinguishing feature of sustainable human resource management (HRM) research is that it emphasizes the mutual gains of HRM practices for firms and employees. Yet, how sustainable HRM practices may enhance employee performance remains understudied in the HRM-performance outcomes literature. Drawing on the job demands-resources (JD-R) model, we argued that sustainable HRM practices provide valuable workplace resources for enhancing employee resilience as a crucial personal resource, which in turn help to improve employee performance through its' positive impact on work engagement. A multilevel and multisource study of a Chinese sample offers support for our theoretical predictions that employee resilience and work engagement serially mediated the cross-level relationship between sustainable HRM practices and employee performance. The paper contributes to our knowledge of how factors related employee wellbeing, namely employee resilience and work engagement, provide the underlying mediation mechanisms through which sustainable HRM practices influence the performance of employees.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **990** | Submission: **18971** | Sponsor(s): **(HR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 6:00PM - 7:30PMPT (UTC-7)**

Hiring and Newcomer Onboarding

Session Moderator: **Liuxin Yan**, *National U. of Singapore*

HR: [Factors Leading to Interview Question Decisions: Model of Interviewer Question Preferences](#)  

Author: **Andrew Speer**, *Wayne State U.*

Author: **Lauren Wegmeyer**, *Wayne State U.*

Author: **Angie Delacruz**, *Wayne State U.*

This study expands upon interview research by developing a tentative model to explain interview question preferences. The Model of Interviewer Question Preferences highlights interviewer factors that occur along two causal paths: job relevance factors that leads to identification of questions that accurately differentiate applicants in terms of hireability and social factors and past experiences. When combining both the job relevance path and social exposure path, nearly 48% of the variance in preference for interview questions was explained in a sample of 186 employees with experience conducting interviews. Factors such as question job relevance and question exposure were highly related to question preference. Most generally, results suggest that people prefer to ask questions they are familiar with and think are job-relevant.

Paper is Available to Meeting Registrants Only.

 HR: [The Impact of Past Underdog Experiences on Making Hiring Decisions: A Cross-Cultural Perspective](#)

Author: **Liuxin Yan**, *National U. of Singapore*

Author: **Shiyao Bao**, *IESE Business School*

Author: **Kai Chi Yam**, *National U. of Singapore*

People often react positively towards underdog stories, in which individuals who were expected to fail overcome odds and unexpectedly achieve success. Because of the widespread popularity of underdog stories, people who have a successful and desirable present state may strategically signal their past underdog experiences to improve their interpersonal standings. While some research indeed suggests that those who overcome an undesirable past to achieve current success are viewed more positively, the present research documents and examines potential downsides of having past underdog experiences. Across two studies, we found that in an instrumental context (i.e., workplace), holding the same desirable present state, people display decision-making biases (i.e., hiring decisions) against successful individuals who have past underdog experiences compared to those who consistently do well and are always expected to succeed. These effects are driven by ascribed future performance expectations. We furthermore investigate the potential role of cultural tightness-looseness in altering these relationships, such that people from tight (versus loose) cultures display greater aversion towards those who have past underdog experiences despite their present success.

Paper is NOT Available. Please contact the author(s).

HR: [Development of Person-Organization Fit Perceptions Within Asynchronous Recruitment Process Contexts](#) 

Author: **Femi Aiyegbusi**, *Degroote School of Business, McMaster U.*

Although the development of applicant Person-Organization (PO) fit perception has generated interest in the recruiting literature in recent times, most studies have conceptualized it in simple contexts involving only one organization, a single stage in the process, or two synchronized stages. Consequently, very little is known about fit perceptions of many applicants (e.g. job switchers), who go through complex processes across multiple organizations on an asynchronous timeline. This paper explores the development of applicant Person-Organization (PO) Fit Perception within a complex context of multiple organizations running parallel asynchronous recruitment processes. It hypothesizes on a set of useful constructs pertaining to recruitment stages, career stages, direction of fit perception, financial capacity, and business cycles, grounded in Differentiation and Consolidation Theory (DCT) from the decision-making literature. The association between PO Fit perception updates and job choices, as well as that between the frequency of fit perception updates and likelihood of job switches are also hypothesized by extending the Behavioral Consistency Theory (BCT) from Organizational Behavior. This paper contributes to the emerging PO Fit literature and the more established recruitment literature by introducing necessary complexity to accommodate the realities of many job seekers who experience staggered process timelines. It also extends and integrates two established theories of decision-making, DCT and BCT, with those literatures.

Paper is Available to Meeting Registrants Only.

HR: [The Effect of Attracting Job-Seekers Using Diversity Certification](#)

Author: **Sarah-Alena Rössig**, *Otto-von-Guericke U. Magdeburg*

Research on employee recruitment shows that job-seekers use multiple signals to infer organizational characteristics. Diversity certification can signal organizations' commitment to diversity to present organizations as attractive employers to job-seekers. However, previous research scarcely addresses how job-seekers perceive diversity certification. We propose that job-seekers with positive attitudes about diversity perceive organizations with diversity certification as attractive and hypothesize that diversity as an organizational value mediates the relationship between exposure to diversity certification and organizational attractiveness. In an online study with 190 respondents, we manipulated the exposure to diversity certification on company web pages to find support for the hypothesized relationships.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **991** | Submission: **14469** | Sponsor(s): **(MED, ODC, MOC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 6:00PM - 7:30PMPT (UTC-7)** at **The Westin Seattle** in **Grand Ballroom III**

Curriculum by Design: An Experiential Workshop   
Curriculum by Design

Organizer: **Cheryl Mitchell**, *Gustavson School of Business, U. of Victoria*
Organizer: **Vivien Sarah Corwin**, *U. of Victoria*
Facilitator: **John Vardalos**, *J5 Design*
Facilitator: **Kevin Drinkwater**, *J5 Design*
Facilitator: **Kris Kelly-Frere**, *J5 Design*

As management educators developing the next generation of leaders, our responsibility is to ensure that our students graduate with the skills and mindsets needed to “create a better world together.” Design thinking offers a process for curriculum development which allows for the inclusion of a variety of different voices, encourages prototyping and experimentation, and shifts the focus from an emphasis on teaching to an emphasis on learning. This PDW will begin with a panel discussion in which we share our own experience with using design thinking to redesign our MBA program, and to build a new Master in Management program. Our panelists include faculty members and program directors, as well as design thinking professionals, and we will explore why, how and when to use design thinking to gain the commitment of faculty, students, and industry, while increasing the pace of curriculum development and encouraging experimentation. After a Q&A session with the panelists, participants will move to breakout sessions where they will be guided through a series of design thinking tools, which they can integrate into their own curriculum development at either the course or the program level. This PDW will be of interest to instructors looking for innovative ways to approach their own course development, along with faculty members, program administrators and industry members interested in working collaboratively to ensure that business curricula remain relevant and useful in an increasingly turbulent environment.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **992** | Submission: **18371** | Sponsor(s): **(MSR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom "meeting" style**
Scheduled: **Sunday, Aug 7 2022 6:00PM - 7:30PMPT (UTC-7)** at **Seattle Convention Center in Chelan 4**

MSR Business Meeting

MSR Business Meeting

Participant: **Julia Storberg-Walker**, *George Washington U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **993** | Submission: **18499** | Sponsor(s): **(MC)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 6:00PM - 7:00PMPT (UTC-7)**

Business Meeting of the MC Division
Business Meeting

Session Chair: **Emmanuel Monod**, *UCMT and Paris-Dauphine U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **994** | Submission: **13262** | Sponsor(s): **(OMT, TIM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 6:30PM - 8:00PMPT (UTC-7)** at **Seattle Convention Center in Room 2A**

Institutions and Innovation in China  
Institutions and Innovation in China

Organizer: **Christopher Marquis**, *Cambridge Judge Business School*
Presenter: **Yuen Yuen Ang**, -
Presenter: **Nan Jia**, *U. of Southern California*
Presenter: **Bo Yang**, *U. of Southern California*
Presenter: **Kenneth Guang-Lih Huang**, *National U. of Singapore*
Organizer: **Qian Wang**, *Cornell SC Johnson College of Business*
Presenter: **Dongbo Shi**, *Shanghai Jiao Tong U.*
Presenter: **Weichen Liu**, *Shanghai Jiao Tong U.*
Presenter: **Yanbo Wang**, *U. of Hong Kong*
Presenter: **Kevin Zheng Zhou**, *U. of Hong Kong*
Presenter: **Meitong Dong**, *HKU*
Discussant: **Mike W. Peng**, *U. of Texas at Dallas*

Management scholars have been increasingly interested in how institutional factors, especially the government, affect innovation in emerging markets. This symposium brings together a unique set of papers exploring different ways governments contribute to firm and scientific innovation in the important emerging market of China. Specifically, the first paper investigates how government-led innovation policies can affect patent growth, including the absolute number of patents and patent novelty, and how policies can yield different results across the country. The second paper describes the effect of government industrial priorities on firm innovation, including targeted firms that lie in prioritized industries as well as non-targeted firms. The third paper examines the effect of talent returnee programs on scientific innovation and explains the performance gaps between returnee scientists and their overseas peers. The last study builds on the institutional view to investigate how the COVID-19 pandemic affects change in innovation between SOEs and non-SOEs and considers the contingent roles of regional R&D funding and firm digitalization. As a set, the papers offer new insights into how institutional factors contribute to the firm and scientific innovation in an emerging market, which can inform organization and management theories and strategic management research.

The Limits of State-Led Innovation: Evidence from Chinese Patents

Author: **Yuen Yuen Ang**, -
Author: **Nan Jia**, *U. of Southern California*
Author: **Bo Yang**, *U. of Southern California*
Author: **Kenneth Guang-Lih Huang**, *National U. of Singapore*

Government priorities and firm innovation in China

Author: **Christopher Marquis**, *Cambridge Judge Business School*
Author: **Qian Wang**, *Cornell SC Johnson College of Business*

Can Brain Drain of Elite Scientists be Reversed? Evidence from China’s Young Thousand Talents

Author: **Dongbo Shi**, *Shanghai Jiao Tong U.*
Author: **Weichen Liu**, *Shanghai Jiao Tong U.*
Author: **Yanbo Wang**, *U. of Hong Kong*

COVID-19 Pandemic and Innovation of Chinese SOEs and non-SOEs

Author: **Kevin Zheng Zhou**, *U. of Hong Kong*
Author: **Meitong Dong**, *HKU*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**

Program Session: **995** | Submission: **18410** | Sponsor(s): **(PNP)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 6:30PM - 8:00PMPT (UTC-7)** at **Hyatt Regency Seattle in Columbia B**

PNP Social Event

PNP Social Event

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Social Event**

Program Session: **996** | Submission: **18396** | Sponsor(s): **(TIM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 6:30PM - 8:00PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 4**

TIM Social *TIM Social*

Come join the TIM Community for our in-person social hour. This is a great opportunity to meet and network with other TIM Division and Academy members in a casual setting.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Plenary Session**

Program Session: **997** | Submission: **18524** | Sponsor(s): **(CMS)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 7:00PM - 8:00PMPT (UTC-7)** at **The Westin Seattle** in **Grand Crescent**

CMS Plenary: Being Critical of Violence - Creating a Better World Together *Being Critical of Violence*

Organizer: **Marcos Pereira Fernandes De Barros**, *Grenoble Ecole de Management*

Organizer: **Patrizia Zanoni**, *Hasselt U. & Utrecht U.*

Organizer: **Fernanda Filgueiras Sauerbronn**, *U. Federal do Rio de Janeiro - UFRJ*

Organizer: **Amon Barros**, *FGV EAESP Sao Paulo School of Business Administration*

Organizer: **Alison Pullen**, *Macquarie Business School, Macquarie U.*

Organizer: **Ozan Nadir Alakavuklar**, *Utrecht U., School of Governance*

Organizer: **Caroline Clarke**, *The Open U. Business School*

Organizer: **Richard Longman**, *U. of the West of England*

Organizer: **Ghazal Zulfiqar**, *Lahore U. of Management Sciences*

Organizer: **Alexandra Bristow**, *The Open U. Business School*

Organizer: **Kristin Samantha Williams**, *UEF Business School, U. of Eastern Finland*

Organizer: **Paulina Segarra**, *U. Anáhuac México*

Organizer: **Elina Riivari**, *U. of Jyväskylä*

Organizer: **Liela A. Jamjoom**, *Dar Al-Hekma U.*

Organizer: **Arturo E. Osorio**, *Rutgers U.*

In this session, members of the Critical Management Studies Executive Committee will facilitate a discussion around 'being critical of violence'. We begin our discussion with the words of Yashar Mahmud (who won the AOM 2021 CMS Division Best Critical Dissertation Award): "By revealing what refugees go through, I ... show their vulnerability and, thus, humanize what has been dehumanized". In this session, we stand in solidarity with refugees around the world and all who experience dehumanization and violence.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Social Event**
Program Session: **998** | Submission: **18509** | Sponsor(s): **(MSR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 7:30PM - 9:00PMPT (UTC-7)** at **Hyatt Regency Seattle in Elwha B**

MSR Social
MSR Social

Professional Development Workshop Chair: **Joan F. Marques**, *Woodbury U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Remote Work

Session Moderator: **Katherine A Karl**, *U. of Tennessee, Chattanooga*

HR: **Food for Thought on Eating While Meeting Virtually**  

Author: **Katherine A Karl**, *U. of Tennessee, Chattanooga*
Author: **Joy VanEck Peluchette**, *Lindenwood U.*
Author: **William R. Evans**, *U. of Tennessee at Chattanooga*

This study examines the impact of employees eating during virtual meetings on observers' perceptions of this behavior. Participants (N=732) were randomly assigned to one of three eating conditions including no one eating, target eating, and everyone eating. While existing research has demonstrated many positive consequences of sharing food in the traditional workplace, our results suggest that individuals who eat during virtual meetings are perceived as less professional, less competent, and less likely to experience career success. Additionally, observers' perceptions of the eater's professionalism are negatively impacted, regardless of whether the target is the only one eating or everyone is eating. The need for HR professionals to facilitate the development of employees' virtual meeting skills is discussed.

Paper is NOT Available. Please contact the author(s).

HR: **Effects of an Electronic Monitoring System on Employees' Productivity in Telecommuting Arrangements**  

Author: **In Gyun Baek**, *National U. of Singapore*
Author: **Yea Hee Ko**, *Binghamton U.-State U. of New York*

When employees work from home, organizations have traditionally placed a stronger reliance on output-based controls due to the inability to physically observe their employees. Due to recent advances in technology, however, many organizations now use input-based controls. One such input-based control is an electronic monitoring system, which records the number of hours spent working and leaves out any time in which an employee does not perform work activities. On the one hand, an electronic monitoring system may provide productivity-enhancing benefits by reducing the likelihood of employees engaging in opportunistic behavior, such as their self-control problems. On the other hand, an electronic monitoring system may motivate reduced effort by increasing employees' stress and decreasing their autonomy and job satisfaction, all of which decrease productivity. We take advantage of a field-research setting in which the organization adopts an electronic monitoring system for its telecommuting employees. We find the electronic monitoring system leads to a productivity increase for telecommuting employees. We also find the electronic monitoring system reduces employees' self-control problems. Our results suggest technology can play a significant role in expanding organizations' management control choices when achieving controls in telecommuting arrangements.

Paper is NOT Available. Please contact the author(s).

HR: **An Investigation of Job Attribute Preferences of Disadvantaged Beneficiaries of Hybrid Organizations**

Author: **Liang Shang**, *Lingnan U.*
Author: **Yanto Chandra**, *Hong Kong Polytechnic U.*

While scholarship in hybrid organizing of social enterprises has gained maturity in recent years, most existing studies have examined hybrid organizing at the internal and organizational level, and lesser is known about the tensions, balance and trade-offs within individual beneficiaries that served by social enterprises. Given the centrality of the employment of marginalized individuals served in the value creation of social enterprises, it is necessary to deepen our theoretical understanding of whether, how, and to what extent disadvantaged beneficiaries of social enterprises make employment decisions. Adopting an individual-level perspective, this study embarked on a quantitative exploration by testing how disadvantaged employees of social enterprises evaluate different job attributes and their attribute levels using the discrete choice experiment method. We found that opportunities to build social relations, employee recognition, potential earnings, career advancement opportunities, and workplace support had positive and significant influences on disabled individuals' job preference decisions. Among all, the economic dimension had the greatest importance. This paper contributes to social entrepreneurship research by examining job attribute preferences of disadvantaged employees within the theoretical logic of hybridity as it is nested within individuals. We also stimulate a new conversation on an understudied domain of "individual preferences" within the discourse on social entrepreneurship.

Paper is Available to Meeting Registrants Only.

HR: **Surviving Remotely: How the Forced Shift to Remote Work Impacted Work Behaviors and Well-being**

Author: **Liuba Belkin**, *Lehigh U.*
Author: **Sarah Tuskey**, *Virginia Tech*
Author: **Samantha A. Conroy**, *Colorado State U.*

This paper investigates the impact of job control and work-related loneliness on employee work behaviors and well-being during the massive and abrupt move to remote work amid the COVID-19 pandemic. We draw on job-demands control and social baseline theory to link employee perceived job control and work-related loneliness to emotional exhaustion and work-life balance and posit direct and indirect effects on employee counterproductive work behaviors, depression, and insomnia. Using a two-wave data collection with a sample of U.S. working adults to test our predictions, we find that high job control was beneficially related to emotional exhaustion and work-life balance, while high work-related loneliness showed detrimental relationships with our variables of interest. Moreover, we find that beneficial impact of high perceived job control was conditional on individual segmentation preferences such that the effects were stronger when segmentation preference was low. Our research extends the literature on remote work, job control, and workplace loneliness. It also provides insights for organizations to manage widespread remote work that is likely to persist long after the COVID-19 pandemic.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1000** | Submission: **19476** | Sponsor(s): **(SIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 8:00PM - 9:30PMPT (UTC-7)**

Perspectives on Business Philanthropy

Session Moderator: **Xiaolian Ke**, *School of Management, Guangzhou U.*

SIM: Social Media Usage and Entrepreneurial Philanthropy: The Stewardship Theory Perspective 

Author: **Xiaolian Ke**, *School of Management, Guangzhou U.*
Author: **Jiawen Chen**, *School of Management, Guangzhou U.*

This paper aims to investigate how entrepreneurs' social media usage may affect their entrepreneurial philanthropy. Existing literature has relied on an instrumental stakeholder theory and suggests that social media usage motivates entrepreneurial philanthropy as entrepreneurs can better communicate their social initiatives with stakeholders to gain social and financial supports. This study draws on stewardship theory and extend that entrepreneurs' social media usage promotes their ethical and prosocial motivation for entrepreneurial philanthropy. Particularly, we theorize that entrepreneurs' social media usage enhances their perceived status and social identification in their ventures' engagement in philanthropy. Our analysis of a sample of Chinese private ventures offers empirical supports for the mediating effects of self-perceived status and philanthropic identification on the relationship between entrepreneurs' social media usage and their ventures' philanthropic propensity and intensity. Our study has implications for the role of social media in promoting corporate social initiatives and adds to the literature on stakeholder theory.

Paper is Available to Meeting Registrants Only.

SIM: Donation versus Dividend: Inter-Stakeholders' Competing Expectations  

Author: **David M. Gomulya**, *Singapore Management U.*
Author: **Junichi Yamanoi**, *Waseda U.*

How much to donate? The existing perspective suggests that as corporate philanthropy (CP) acts as an insurance, how much a firm should donate depends on how much assets it has to protect. Our study offers a different but complementary view, an inequity-aversion perspective. We examine whether shareholders expect more dividend when a firm donated more previously. This is because shareholders engage in social comparison and act when they suffer inequity. Yet, this comparison can be weakened when firms' industry is stigmatized as those firms need CP as insurance. Examining these questions in a stakeholder-oriented context, our results support both arguments.

Paper is NOT Available. Please contact the author(s).

SIM: How Entrepreneur Status Variance Affects Corporate Philanthropy: Evidence from Chinese Private Firms  

Author: **Yapu Zhao**, *Nanjing U. of Aeronautics and Astronautics*
Author: **Haifeng Wang**, *Shanghai International Studies U.*
Author: **Megan Yuan Li**, *Nanjing U. of Aeronautics and Astronautics*
Author: **Shuoying Liao**, *Shanghai International Studies U.*

We examine the effects of entrepreneur status variance across multiple status hierarchies on corporate philanthropy. We argue that status variance among multiple status hierarchies drives corporate philanthropy by triggering anxiety and empathy among entrepreneurs. The analysis of a national survey of Chinese private firms shows that entrepreneur status variance has a positive effect on corporate philanthropy. This effect was further amplified when the firms are located in less developed provinces or when the entrepreneurs once have unemployment experience. We contribute to the literature on corporate philanthropy by highlighting the role of entrepreneur status inconsistency as a significant non-financial driver.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Social Event**
Program Session: **1001** | Submission: **18501** | Sponsor(s): **(MC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 7:00PM - 8:30PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Cirrus**

Cocktail for the Business Meeting of the MC Division
Cocktail for the Business Meeting

Organizer: **Emmanuel Monod**, *UCMT and Paris-Dauphine U.*
Session Chair: **Rickie Moore**, *EMLYON Business School*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1002** | Submission: **19124** | Sponsor(s): **(TIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 8:45PM - 10:15PMPT (UTC-7)**

Innovation, Technology Strategy and Competition Track: Organizational Relationships that Matter

Session Moderator: **Luisa Gagliardi**, *Department of Management and Technology, Bocconi U.*

TIM: How do Complementors React to a Change in Platform Openness? Evidence from YouTube (WITHDRAWN)  

Author: **Anna Kerkhof**, *ifo Institute*
Author: **Johannes Loh**, *BI Norwegian Business School*

Openness refers to the degree to which a platform grants users and complementors access to its features and other ecosystem participants. Prior studies highlighted trade-offs between securing a large and diverse set of complementors and protecting the integrity of their offerings, and how this can drive between-platform difference. However, less is known about how incentives and behaviors are affected if a platform's degree of openness changes. We therefore investigate a rule change that significantly increased the eligibility criteria to participate in the YouTube Partner Program, excluding a subset of prior participants, and depriving them from the possibility to monetize their content. Consistent with a deterioration of financial incentives, we find that affected YouTubers exited the platform at higher rates compared to those who are just unaffected. Among those who did not leave the platform, we find increased activity levels after the rule change, suggesting that they strove to regain access to the program. We do not find evidence that affected YouTubers produced more mainstream or high-quality content.

Paper is NOT Available. Please contact the author(s).

TIM: The Challenger Victories in The Asymmetric Technology Competition under The Network Externality

Author: **Lianjia Sun**, *Xi'an Jiaotong U. School of Management*
Author: **Jun Lin**, *Xi'an Jiaotong U. School of Management*

In what condition, the challengers of the market would gain the support of the very incumbents they disrupt. This seemingly impossible logic often occurs in reality. By establishing a model of technological competition with asymmetric characteristics under network externalities, we provide a correlation possibility to serve as a warning for incumbent enterprises. We find that under the joint influence of technological competition and network externalities, a dangerous area would be created. In which, the network externality would paralyze the judgment of the enterprise on the profit and lead to the wrong decision of the enterprise in the face of technology competition. Moreover, this paper believes that, enterprises should focus on the changes in the overall value of the market due to the introduction of technology, rather than making the related decisions based on their own profit demand. Our research has contributed to the studies of both the interpretation of the innovator's dilemma and the direction of risk research considering network externalities.

Paper is Available to Meeting Registrants Only.

TIM: Near and Far: R&D Strategies of Business Groups

Author: **Luisa Gagliardi**, *Department of Management and Technology, Bocconi U.*
Author: **Nilanjana Dutt**, *Bocconi U.*
Author: **Grigorios Spanos**, *GSEM - U. of Geneva*

Understanding how multi-location firms organize their global research and development (R&D) networks has implications for their innovation performance. Among various drivers of innovation, geographic distance plays a critical role in determining the benefits and costs of conducting R&D in different locations. Prior research has suggested firms typically invest in geographically proximate subsidiaries that can transfer knowledge via spillovers and are relatively easy to monitor. Yet, there is also evidence of highly distant subsidiaries providing access to specialized knowledge. We test which organizational structures are most prevalent using data from a globally comprehensive sample of business groups. To account for the endogeneity of geographic distance, we employ a Regression Discontinuity Design (RDD). While both proximate and highly distant subsidiaries are equally likely to be active in R&D, business groups use different strategies to manage subsidiaries based on their geographic distance. Our findings suggest that business groups that invest in highly distant R&D-active subsidiaries tend to have higher patenting activity and productivity. These results yield concrete recommendations for business groups on how to balance the tension between the costs and benefits of geographic distance for R&D strategies.

Paper is Available to Meeting Registrants Only.

TIM: How Firm's Choice of User Involvement Affects NPD in the Digital Economy 

Author: **Keying Lu**, *School of management, Zhejiang U.*
Author: **Jian Du**, *Zhejiang U.*
Author: **Shu Kong**, *Meituan*

Despite the increasing attention of firms to user involvement, there is no consensus about the impact of firms' choice of user involvement on new product development (NPD) performance. Drawing on knowledge-based view and two aspects of benefit and cost, we argue that firms' choice of different digital user involvement patterns has a distinct effect on NPD performance, and the effectiveness depends upon firms' dynamic selections, that is, different NPD stages. Our study offers insight about whether, how, and when to involve users in the NPD process.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

People and Innovation Track: CEOs, and Access to Human Capital

Session Moderator: **Andreea Noemi Kiss**, *Lehigh U.*

TIM: Which Industries Benefit More from the Agglomeration Effect?

Author: **Daewu Ju**, *Bayes Business School (formerly Cass)*

This paper advances the literature on the relationship between geographical industry agglomeration and industry performance by revealing the industry variances in this relationship and by proposing industry characteristics that drive such variances. Using unique data of 28 consumer-facing industries over 1,496 commercial areas in Seoul, South Korea between 2014 and 2018, from which about half a million observations on the agglomeration–performance relationship was gathered, we found that such relationship is weakened in industries that provide high value products or tangible goods but is strengthened in industries that offer low value products or intangible services. Our findings enrich the industrial agglomeration literature by not only identifying those industries that benefit more from agglomeration but also providing a theoretical explanation on why these industries have more agglomeration advantages than others.

Paper is Available to Meeting Registrants Only.

TIM: CEO Liberalism, Firm Governance, and Innovative Behavior

Author: **Andreea Noemi Kiss**, *Lehigh U.*

Author: **Qianqian Yu**, *Lehigh U.*

Author: **Andrew Ward**, *Lehigh U.*

We draw on upper-echelons literature recognizing the important role of CEOs in firm strategy, and corporate governance research, to examine the role of CEOs’ political ideologies, in particular their degree of liberalism, on firm innovative behavior. We suggest that firms run by liberal CEOs engage in more exploratory innovation search, and produce more breakthrough innovations, but also more low-quality innovations. Internal and external governance mechanisms such as CEO compensation, board independence, institutional ownership, antitakeover provisions, and competition moderate these relationships. We test our hypotheses on a sample of 411 public firms and use firms’ patenting activities to capture innovative behavior. Our study provides a more nuanced perspective on the role of CEO values and their interplay with governance mechanisms on firm innovative behavior.

Paper is Available to Meeting Registrants Only.

TIM: The Effect of CEO Social Capital on Corporate Innovation – Evidence from Chinese Listed Companies

Author: **Helin Sun**, *Central South U.*

Author: **Jia Zhu**, *Central China Normal U.*

Using a sample composed of all the non-financial firms listed on the Shanghai and Shenzhen Stock Exchanges in China between 2007 and 2016, this study explores the effect of CEO social capital on corporate innovation. To properly grasp this effect, we have dissected the effects of CEO social capital into its internal and external dimensions. Rooting our study in social capital theory, we propose and provide empirical evidence that the internal and external social capital of CEOs plays a crucial role in the innovation of firms. In addition, we have also explored the boundary conditions of these effects, considering the way CEO duality and state ownership moderate the effects of CEO internal and external social capital on corporate innovation. In so doing, we contribute to social capital theory by breaking down the role CEO internal and external social capital plays in firm innovation. Moreover, our findings expand understanding regarding the boundary conditions in which CEO social capital may benefit firm innovation.

Paper is Available to Meeting Registrants Only.

TIM: CEO Attribute Configurations and Managerial Attention to Digital Transformation

Author: **Fabian Reck**, *U. of Bamberg*

Author: **Alexander Fliaster**, *U. of Bamberg*

In this paper, we examine how CEO attributes affect managerial attention toward digital transformation, i.e., the degree to which the firm’s top management team (TMT) recognizes and cognitively digests new digital technologies. In contrast to previous research which largely focused on the isolated effects of individual CEO characteristics, we argue that CEOs each represent a specific configuration of demographic, personality, and network attributes, and suggest that it is the conjunction of those attributes that explains managerial attention. Based on multi-source data from 126 industrial firms, we conduct exploratory fsQCA and reveal three major configurational patterns linked to high levels of managerial attention, and four patterns linked to low attention. Subsuming the gained insight, we develop a comprehensive typology of CEOs and interpret each configurational profile in light of previous top management research. On the one hand, our findings replicate and refine the results of past works, e.g., by demonstrating that the combination of personal need for acclaim and intra-industry social contacts consistently result in high levels of attention. On the other hand, we expand existing theories by uncovering attention-inducing CEO attribute configurations that were not previously discussed in the literature.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Contemporary Issues in Operations & Supply Chain Management

Session Moderator: **Marianna Frangeskou, Tilburg U.**

OSCM: **How do Dynamic Capabilities, Information Symmetry, Performance Evaluation and Trust Contribute**   

Author: **Sushil S. Chaurasia, U. of New Brunswick**
Author: **Dhirendra Shukla, U. of New Brunswick**
Author: **Manoj Motiani, Indian Institute of Management, Indore**
Author: **Nivedita Bhanja, Indian Institute of Management Kozhikode**

The identification and understanding of value creation attribute in a strategic buyer-supplier relationship can help both international retailers and SME manufacturer in strengthening ties. With an objective to contribute to emerging literature in the international retailer-SME manufacturer's outsourcing relationship, the investigation aims to address three main research questions: (i) which are the critical drivers of BSR value? ii) How the identified drivers (i.e. dynamic capabilities, information symmetry, performance evaluation and trust) affect relationship value? (iii) which configurations of these factors can lead to high relationship value? The multi-level investigation, uses the Delphi technique to identify the critical drivers of buyer-supplier relationship value, followed by covariance based-SEM and fsQCA to give detailed insights into the causal patterns of relationship value in retailer-manufacturer relationship. Based on the paths toward building relationship value, two combinations were identified. First, along with performance metrics, the combination of information symmetry and trust creates value in a retailer-manufacturer relationship. Second, along with performance metrics, dynamic capability creates value in a retailer-manufacturer relationship.

Paper is Available to Meeting Registrants Only.

OSCM: **Exploring the Role of Job Crafting in Managing the Tensions of Standardized Work in Healthcare Opera**  

Author: **Marianna Frangeskou, Tilburg U.**
Author: **Rweyemamu Ndibalema, U. of Birmingham**
Author: **Alice Erthal, FDC - Fundação Dom Cabral**

Combining both HOM and organizational research, this paper examined how a bottom-up approach to job design termed job crafting, manifests in standardized work procedures and how it affects the performance of standardized operations. The research is built upon an in-depth longitudinal case study that investigated the adoption of national standardized stroke care process in a UK general hospital. This study identified many multi-level tensions of standardized work in healthcare operations previously discussed in the HOM literature, reinforcing the idea that any implementation mechanism must be multi-faceted and dynamic. Detailed observation of pathway implementation confirms the vital influence of professional autonomy on the pathway performance by crafting their work. The study found that all the different forms of the initial model of job crafting i.e. task, relational and cognitive were present among different groups of staff during standardized work operations at the hospital. Positive and negative consequences of job crafting to both the staff and the operational procedures were clearly observed. Drawing on organizational and HRM literature interventions to facilitate positive job crafting to improve the performance in standardized operations were discussed. Directions for further studies are also suggested. Keywords: standardized work, healthcare operations, implementation tensions, autonomous professionals, job crafting

Paper is Available to Meeting Registrants Only.

OSCM: **Implications of Online-Buying to Store-Pickup (O2S) for End-to-End Supply Chain Strategy**  

Author: **Shardul Phadnis, Asia School of Business**
Author: **Charles H. Fine, MIT Sloan School of Management**

A growing body of literature examines the demand effects of the increasingly popular retailing strategies of integrating digital sales channels with brick-and-mortar stores, allowing customers to buy goods online and pick them up in a store (termed BOPS) or by the store's curbside. Typically, however, implications of such strategies are explored for the retail channel alone while ignoring the sourcing strategy, which affects a key driver of their influence: product availability. We study such online-to-store (O2S) strategies using an analytical model of the end-to-end supply chain for two cases: a brick-and-mortar retailer expanding its market via O2S, and a retailer integrating its independent brick-and-mortar and online channels via O2S. We derive rational expectations equilibrium product availability, involving sourcing strategy and consumer choice, in pre and post-O2S cases to provide three insights about the interdependence of O2S and sourcing strategies. First, market expansion via O2S is moderated by the retailer's sourcing strategy: it is achieved only if the equilibrium pre-O2S product availability is below a certain threshold. Second, introduction of an O2S strategy can affect the feasibility of retailer's suppliers: it can render an existing supplier economically infeasible and make a previously-infeasible supplier feasible. Third, cost-efficient processing of goods returned by the retailer's O2S and online consumers is necessary not just for retail profitability but also to ensure supplier feasibility. For practice, this highlights the need to plan the retail and sourcing strategies in a multi-channel environment jointly as interdependent components of an end-to-end supply chain. Managers are thus forewarned of pitfalls from separating the decision-making in retailing and sourcing strategies.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1008** | Submission: **19121** | Sponsor(s): **(TIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 5:00AM - 6:30AMPT (UTC-7)**

Technology Strategy and Competition Track: On the Innovative Paths to Business Success

Session Moderator: **Yanting Guo**, *School of Management, Xiamen U.*

TIM: Paths to Success: How Does Entrepreneurial Orientation Enhance Product Innovativeness of SMEs? 

Author: **Ya-Hui Lin**, *National Taipei U. of Technology*
Author: **Lin-Hua Lu**, *National Taipei U. of Technology*
Author: **Hsiao-Yen Tang**, *Ministry of Economic Affairs, Taiwan*

This study aims to examine the roles of technology diversity capability and intellectual property (IP) protection capability in mediating the relationship between entrepreneurial orientation (EO) and product innovativeness of SMEs. Based on survey-based data from 119 Taiwanese SMEs, this study finds that EO can enhance product innovativeness of SMEs indirectly through the development of technology diversity capability and IP protection capability. This study also finds that market uncertainty negatively moderates the relationship between EO and IP protection capability. In addition, market uncertainty positively moderates the relationship between technology diversity capability and product innovativeness, while it negatively moderates the relationship between IP protection capability and product innovativeness. This study enriches the body of knowledge in SMEs and product innovativeness literature.

Paper is NOT Available. Please contact the author(s).

TIM: Understanding the Drivers of International R&D Outsourcing and the Role of Firm Age

Author: **Anna Izotova**, *Autonomous U. of Barcelona*
Author: **Maria Teresa Bolivar-Ramos**, *Autonomous U. of Barcelona*

Due to increased globalization, fast information technology growth and trade liberalization over the last years, the tendency to outsource knowledge is becoming more important for firms as a strategy to nurture innovative activities. This paper contributes to the literature by studying the main drivers of international R&D outsourcing, in terms of technological resources and international experience. In addition, the research discusses how this innovation behaviour differs between young and more mature firms. To achieve this goal, an empirical study using PITEC database was conducted, based on a sample of 3720 Spanish manufacturing firms over the years 2009 to 2016. The results show that technological resources and international experience positively affect the propensity to outsource international R&D. Further, the strength of these relationships varies depending on the level of maturity of a firm. In this sense, the younger firms are, the stronger the positive relationship between international experience and international R&D outsourcing. Regarding the relations between internal technological resources and international R&D outsourcing, there is only partial support for the negative moderating role of firm age. This paper concludes by discussing the implications of the study for researchers, manager, and policymakers.

Paper is Available to Meeting Registrants Only.

TIM: How Do Latecomers Catch Up Fast in CoPS? A Study of CIMC in Marine Equipment Manufacturing Industry

Author: **Yanting Guo**, *School of Management, Xiamen U.*
Author: **Gang Zheng**, *Zhejiang U.*

Catching up in Complex Product Systems (CoPS) requires systematic integration from several advanced technological fields and usually demands a strong reputation based on an existing record of success in project delivery. It thus makes entry and capability development extremely challenging for latecomers. Through a longitudinal, exploratory case study spanning 13 years, this study investigates how firms that lack prior experience in developing CoPS can survive and catch up fast. It finds that latecomer firms can adopt the synergy strategy to address multiple problems collectively over time and thus achieve rapid catch-up. In the entry stage, latecomers implement the resource-synergy strategy to overcome great market risk and latecomer disadvantages, realizing capability legitimizing for survival. In the gradual catch-up stage, driven by the needs of strategic transformation, latecomers utilize the routine-synergy strategy for capability structuring and thus enhance their market position and technological know-how. In the leapfrogging stage, to seize innovative opportunities in the sectoral system, latecomers carry out the value-synergy strategy and thus improve capability dynamics required for sustaining industrial leadership. The occurrence of the rapid catch-up process is mainly attributed to firms' acute awareness, strong motivation, and asymmetric capability. Our study offers a process framework that shows how latecomer firms realize fast catch-up in CoPS sectors, providing managerial implications for other emerging economies to overcome high barriers to entry and then to build the capabilities that are required for developing CoPS.

Paper is Available to Meeting Registrants Only.

Author: **Thomas Gillier**, *Grenoble Ecole de Management*

Author: **Olga Kokshagina**, *EDHEC Business School*

Author: **Cayrol Alex**, *Grenoble Ecole de Management*

To resolve complex scientific challenges, scientists increasingly collaborate with online communities. However, maintaining a high level of participation in crowd-science projects is difficult. This research aims to understand how leaders' expressions of emotions can enhance voluntary participation in crowd-science projects. This research is based on Polymath, a crowd-science project where professional and non-professional mathematicians collaborate to solve very difficult problems. Drawing on Emotion As a Social Information (EASI) Theory, we explore the influence of leaders' emotions on subsequent participation with a multi-level count analysis. We find that (1) leaders' positive emotions have a positive relationship through participants' positive emotions with participation's quantity and quality, and (2) leaders' negative emotions have a negative relationship through participants' cognitive complexity. By examining the role of leaders' affective dimension in crowd-science projects, our research brings theoretical contributions to crowd science and online community leadership literatures. Our research also extends the EASI theory through the exploration of its mechanisms, through its application in text-based communication contexts and highlights the importance of emotional intensity. Limits and future directions are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1009** | Submission: **18747** | Sponsor(s): **(STR)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Monday, Aug 8 2022 6:00AM - 7:30AMPT (UTC-7)**

Resource Decay and Business Innovation

Session Moderator: **Evan Penniman Starr**, *U. of Maryland, College Park*

STR: Downsizing and Financial Performance: A Multi-level and Longitudinal Meta-Analysis

Author: **Alyson House**, *Athabasca U.*
Author: **Piers Steel**, *U. of Calgary*

Controversy over downsizing's financial performance outcomes, paired with its ongoing pervasiveness in practice, motivates a meta-analysis on the downsizing-financial performance relationship and vice-versa. Using recent meta-analytic techniques developed specifically for multi-level, longitudinal data, this study assesses the size and direction of both within- and between-firm effects, while also testing for organizational, methodological, and temporal moderators. The results from 894 effect sizes in 113 sources show that between-firm financial performance shortfalls exceeding one year are more likely to influence downsizing adoption than within-firm performance decline over the same period. Both within-firm market and accounting performance suffer in the period immediately surrounding the downsizing event, while post-downsizing financial outcomes are generally negative and, at best, highly heterogenous and centered around zero. We find positive managerial perceptions toward downsizing's financial outcomes, which supports a sociocognitive perspective of downsizing – whereby managers believe downsizing is effective, despite empirical evidence to the contrary. We critique the practical implications of the findings, arguing that downsizing is not always the necessary evil many believe it to be, and offer directions for future downsizing research.

Paper is Available to Meeting Registrants Only.

STR: Strategic Resource Decay: Evidence from the Upstream Oil and Gas Industry

Author: **Reha Karadag**, *U. of Minnesota Duluth*
Author: **Laura Poppo**, *U. of Nebraska, Lincoln*

According to the strategic resource decay framework, most strategic resources lose their value endogenously (over time and/or upon deployment), a process that potentially threatens firm performance and competitive advantage. On the other hand, firms might be able to deal with this threat by taking the appropriate resource-related actions. To date, the relationship between strategic resource decay and firm performance as well as the moderating role resource management plays in this relationship have not been empirically examined. In this first empirical investigation of the strategic resource decay framework, we find support that, regardless of its predictable nature, the decay of their oil and gas reserves negatively affects the financial performance of upstream oil and gas companies. Further, we take a nuanced look and analyze how resource structuring and bundling activity of the firm affect this relationship, respectively. Our results indicate that, while both action types have significant main effects on firm performance, only the resource bundling activity of the firm attenuates the negative SRD-firm performance relationship and that resource structuring is not a viable way for the firms in our sample to counter strategic resource decay.

Paper is Available to Meeting Registrants Only.

STR: Non-Disclosure Agreements and Externalities from Silence

Author: **Jason Sockin**, *U. of Pennsylvania*
Author: **Aaron Sojourner**, *U. of Minnesota*
Author: **Evan Penniman Starr**, *U. of Maryland, College Park*

We examine how non-disclosure agreements (NDAs) influence the flow of information in labor markets, leveraging workers' reviews of their employers on the website Glassdoor. Beginning in 2019, three states passed laws that 'narrowed NDAs' by prohibiting firms from using NDAs to restrict workers from sharing information about unlawful conduct at work and strengthening anti-retaliation protections for workers who speak out. On average, these laws reduced ratings of firms by approximately 5%, with stronger effects in industries where NDAs are more prevalent. The rise in negative information pertains to many dimensions of jobs, including a 22% increase in reviews related to problems with harassment. The laws also reduced the likelihood that workers who write negative reviews conceal aspects of their identity—consistent with reduced concern about retaliation risks. Finally, there's some evidence the laws increased dispersion in firm ratings within a market, suggesting that broad NDAs may facilitate equilibria where firms with worse employment practices can 'pool' reputations among firms with better practices. Our results highlight how firms can use broad NDAs to preserve their reputation by silencing workers, but doing so imposes negative externalities on jobseekers who value such information and competing 'high-road' employers who are less able to distinguish themselves.

Paper is NOT Available. Please contact the author(s).

 STR: **Pioneering Resource Bundling for Business Model Innovation**

Author: **Karolin Frankenberger**, *U. of St. Gallen*

Author: **Christoph Zott**, *IESE Business School*

Author: **Wouter Stam**, *Vrije U. Amsterdam*

Business model innovation (BMI) is pervasive, yet still many firms fail to develop and implement radically new business model innovations (BMI). To better understand why some firms achieve BMI while others don't, we focus on the unique resource management challenges associated with BMI in mature firms. Specifically, we analyze how firms can pioneer resource bundling to achieve business model innovation. We move beyond the firm level and "zoom in" on the initiative level, where we conceptualize resources bundling as a three-stage process including (1) endowing (2) embedding, and (3) enabling. Subsequently, we develop and test a model that explains how the degree of novelty in the resulting new business model depends on the interaction of the three resource management processes. We test our model using data from a unique hand-collected set of 141 business model innovation initiatives in large established firms. Collectively, our theory and findings make an important contribution to the growing literature on resources orchestration. IN addition, our study also advances the BMI literature.

KEY TO SYMBOLS

Paper  Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Available to Meeting Registrants Only  Selected as a Best Paper

Sustainability in Operations & Supply Chain Management (1/2)

Session Moderator: **Vikram Bhakoo**, *U. of Melbourne*

OSCM: **Capping Mobile Data Access Creates Value for Bottom-of-the-Pyramid Consumers – Experimental Evidence**   

Author: **Alp Sungu**, *London Business School*
Author: **Kamalini Ramdas**, *London Business School*

Smartphones have enabled the delivery of life-improving information services to bottom-of-the-pyramid (BOP) consumers. However, little is known about how the poor interact with the digital world. Through a novel app we developed to investigate real-time smartphone usage, we identify a heretofore unnoticed barrier to digital information access by the poor – data shortages. We offer a practical operational solution to this problem, in the form of a commitment device that curbs data binge usage. Based on analyzing over 9.4 million minutes of smartphone usage data from 929 residents of a Mumbai settlement, we find that entertainment consumes 61% of their phone time. We randomly assign participants to a ‘capped plan’ – with daily data usage caps – or a standard plan. Our data reveal that absent usage caps, participants binge on YouTube and social media, resulting in subsequent data shortages. Assignment to the capped plan increases late-plan access of invites to health camps sent via WhatsApp, increases attendance at these in-person camps by 27%, and reduces social media checking. Our results are consistent with users prioritizing entertainment even when data is scarce, or facing data stockouts. Most participants (particularly those with low self-control and high fear of missing out) prefer the capped plan, even at a higher price – a clear signal of demand. Because capped plans are also inherently cheaper to provide, offering such plans could enable providers to increase BOP customer value and expand access. Subsidizing capped plans could amplify the impact of life-improving services targeted at the poor.

Paper is Available to Meeting Registrants Only.

OSCM: **The Role of Social Intermediaries for Addressing Modern Slavery in Supply Chains**  

Author: **Miriam Michiko Wilhelm**, *U. of Groningen, Faculty of Economics and Business*
Author: **Vivek Soundararajan**, *U. of Bath*
Author: **Vikram Bhakoo**, *U. of Melbourne*
Author: **Andrew Crane**, *U. of Bath*
Author: **Alin Kadfak**, *Swedish U. of Agricultural Sciences*

In this paper, we conceptualize modern slavery as a boundary problem leading to restrictions for some workers to access fundamental core labor rights, making them the least powerful actors within the supply chain. Based on an in-depth case study of the ‘modern slavery crisis’ in Thailand, we first uncover cognitive and power boundaries that exist between some workers and supply chain firms, which increase the risk of enslavement for workers across three phases in their employment journey. Next, we identify several boundary-spanning activities that social intermediaries such as NGOs engage in to bridge these boundaries. Our findings show that informational boundary spanning activities by social intermediaries can successfully bridge cognitive boundaries that workers often face with respect to their labor rights in supply chains across all phases. By contrast, relational boundary spanning activities by social intermediaries are less successful when it comes to the bridging of power boundaries that exist between workers and supply chain firms. Our boundary spanning perspective on modern slavery sheds light on novel approaches to tackling this complex issue beyond traditional compliance approaches.

Paper is Available to Meeting Registrants Only.

OSCM: **Drivers and Roadblocks for Maquiladoras’ Journey to Sustainability**  

Author: **Christian Brian Bautista**, *U. of Texas Rio Grande Valley*
Author: **Hale Kaynak**, *U. of Texas Rio Grande Valley*

U.S. manufacturing firms are leaving operations in China because the Covid-19 pandemic, high tariffs, rising labor and transportation costs, and long distance have started to develop a near-shoring trend, making Mexican Maquiladoras their main destination. Consequently, this decision has the potential to significantly harm sustainability in the U.S. and Mexico because currently 10% of worldwide trade pollution and emissions have been produced by Canada, Mexico, and the United States. Not only are social stakeholders in the Mexican territory the main recipients of this negative effect, but also are those in the US, given maquiladora proximity to American soil. Because of the limited research on sustainability practices in Maquiladora firms, I investigate what attributes enable or impede the sustainability management practices (SMPs) adoption by Maquiladoras. I offer a conceptual framework of attributes – maquiladora firms’ operational mode, perceived benefits, position in the supply chain, product market destination, and current information communication technologies (ICTs) status – and propositions drawing from neo-institutional and natural resource view theories.

Paper is NOT Available. Please contact the author(s).

OSCM: **Sustainability Transitions in Supply Chains: Augmenting Agency in Response to Political Tensions**   

Author: **Sajad Fayezi**, *U. of Adelaide*
Author: **Helena Varkkey**, *U. Malaya*
Author: **Lydia Bals**, *Mainz U. of Applied Sciences*

We aim to advance the theory of sustainable supply chains by investigating politically induced structural transitions for sustainability using the case of the palm oil supply chain. We elaborate sustainability transitions mechanisms resulting from key supply chain stakeholders’ efforts to augment their agency for influence in response to political tensions from states and corporations. We find that political tensions render latent influence gaps salient as key supply chain stakeholders feel pressured to respond to criticisms either to fill the institutional gaps or to advance transparency regimes. Our findings contribute to theory, practice, and policy associated with the governance of sustainability transitions in supply chains considering its political economy.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Emergence and Evolution of Digital Transformation

Session Moderator: **Cristiane Matsumoto**, *U. of Sao Paulo (USP)*

CTO: Key Organizational Changes as Digital Transformation Unfolds

Author: **Cristiane Matsumoto**, *U. of Sao Paulo (USP)*
Author: **Ana Paula Paes Leme Barbosa**, *U. of Sao Paulo*
Author: **Mario Salerno**, *U. of Sao Paulo (FEA/USP)*

In this study, we performed a qualitative-inductive methodological approach aiming to identify organizational changes unfolding as Digital Transformation (DT) progresses at incumbent companies. DT is understood as a dynamic and strategic process, centered by the widespread use of digital technologies, triggering major changes in organizations. Aiming to gain a deeper view of the transformational phenomenon in firms facing DT, this research adopted grounded theory approach. The research provides key organizational changes unfolding at incumbents organized in three main themes - digital empowerment, organization of work, and digital mindset. Moreover, it provides a broader view of DT progression process, characterized by continuity and influence of external environment dynamics.

Paper is Available to Meeting Registrants Only.

CTO: Digital Mess Up- Why Digital Organization Initiatives Fail

Author: **Maximilian Deist**, *U. of Bayreuth*
Author: **Andreas Johannes Reuschl**, *U. of Bayreuth*
Author: **Roman Barwinski**, *U. of Bristol*

Incumbent firms in pursuit of digital transformation (DT) often struggle with the implementation of adequate organizational structures. In response, some firms implement separate organizational units for exploring digital technologies or shift digital innovation projects to a separate space to facilitate organizational digital transformation. However, such initiatives often suffer from high failure rates and therefore fall short of their expected goal to foster DT. This research paper explores reasons why such initiatives are prone to failure by applying a flexible pattern matching approach on qualitative data gained from 11 interviews through 7 case studies. From a theoretical standpoint, digital transformation initiatives are examined through a dialectical process theory and corporate venturing lens. The study offers insights into the emerging phenomenon of digital units and digitalization projects with an entrepreneurial character and shows that the most prevalent reasons for failure are poorly designed governance structures and a lacking digital mindset among employees. Finally, a DT roadmap is presented that reconciles the strategic, individual, and operational level of digitalization in incumbent firms.

Paper is Available to Meeting Registrants Only.

CTO: A Retrospective Study of 360 Digital Transformations and a Combined Prospect Theory

Author: **Lars Hamberg**, *Halmstad U.*
Author: **Jeaneth Madeleine Johansson**, *Luleå U. of Technology*

In this paper, we present a mixed-method retrospective study of 360 digital transformations and the reasons for the respective success or failure in each case, as perceived and explained by 180 domain experts from 42 countries. The purpose of the study is to investigate why actual digital transformations succeeded or failed, in order to develop insights, critical reflections, theories, and future research paths. Using open-ended questions, we ask the experts to think of one failed and one successful digital transformation. We ask them to describe the projects, and to provide their own explanations for the success or failure in each case. We analyze the qualitative data using cutting-edge language technology, network analysis, and machine learning. The findings reveal that small number of factors dictates the outcome for a large majority of cases, and a couple of those factors predict success or failure with a high degree of confidence. We theorize a mechanism for organizational behavior. We suggest that the findings can have important theoretical and practical implications for how organizational change is understood, and, ultimately, managed. We discuss whether the findings may provide new research questions on the essence of management and its impact on performance of business organizations, both during transformational change and under normal conditions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Making Sense of Work, Care and Justice in a Pandemic Era

Session Moderator: **Hong Bui**, *Birmingham City U.*

SIM: An Ethics Of Embodiment Account Of Disability At Work During The Global Pandemic

Author: **Anica Zeyen**, *Royal Holloway, U. of London*

This study combines an ethics of embodiment perspective with recent insights on the sensorial and physiological influence of bodies on adaptation to enduring crises. We explain how bodies mediate the meaning of future work by foregrounding accounts of objective, subjective, and bipartite meaning making during the global pandemic. Using a 15-month longitudinal study of 22 disabled workers navigating paid (self)employment during COVID-19 in the UK, we abductively discover the central role of bodies in redressing meaningfulness misfit in their jobs. Disabled workers compose, incarnate, and calibrate meaning when they repeatedly experience negative events, violated expectations, and needs-supply incongruence at work.

Paper is Available to Meeting Registrants Only.

SIM: Zero-sum Fault Attribution During Emergency. Evidence from Retirement Homes Scandal during COVID-19

Author: **Paula Ungureanu**, *U. of Modena and Reggio Emilia*

Author: **Carlotta Cochis**, *U. of Modena and Reggio Emilia*

How multiple constituents of the civil society make sense of disruptive events which entail wrongdoing allegations during times of systemic emergency plays an important role in how these events are taken into collective account and ultimately addressed at the societal level. By combining qualitative and topic modeling techniques, we analyze the case of residential homes contagions in Italy during the COVID-19 outbreak to investigate how a wrongdoing event regarding an industry is collectively problematized during an emergency situation by insiders (i.e., organizations, employees, governments, and regulatory bodies) and outsiders (press and general public). While previous literature highlighted that emergency framing may amplify wrongdoing framing, we document a pattern of collective frame attenuation resulting from a zero-sum attribution game consisting in insiders' and outsiders' alternate use of specific and generalized blaming, and from the tendency to background faults as to foreground emergency sensemaking and resilience. We advance literature on issue framing and connect research on organizational scandals and emergency framing by discussing the mechanisms and conditions whereby a wrongdoing episode is either collectively fired or attenuated by a backgrounding state of generalized emergency.

Paper is Available to Meeting Registrants Only.

SIM: How Metaphors Make Sense of Crisis: The Case of South African #FreeHigherEducation# Movement

Author: **Linda Du Plessis**, *North-West U.*

Author: **Hong Bui**, *Birmingham City U.*

Public universities in South Africa are embroiled in an era of unplanned radical change driven by violent student protests between 2015 and 2018 to ask for free higher education for poor students and overcome past inequalities amidst a broader, unstable economic climate. This paper uses a discourse dynamics approach to metaphor analysis to contextualize how higher education leaders experience and respond to a crisis. The power of metaphor analysis lies in the fact that it can help organize, interpret, and make sense of matters that are difficult to verbalize, particularly under constant pressures from many directions. Data were collected through 37 semi-structured interviews with senior managers from different portfolios within 16 public universities during a violent student protest and the instant implementation of free higher education policy in South Africa, which are combined and called #FreeHigherEducation# movement. The findings from this study advance the literature of leadership language in crisis by subtly understanding leaders' emotions via the way they use metaphors to convey what is truly felt and develop a framework of crisis adaptation. They also suggest recommendations for policymakers and higher education managers to steer change better.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1013** | Submission: **19128** | Sponsor(s): **(TIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 6:45AM - 8:15AMPT (UTC-7)**

Ecosystems and Platforms Track: Towards a Better Understanding of Innovation Ecosystems

Session Moderator: **Wein-Hong Chen**, *National Dong Hwa U.*

TIM: How Does Partner Diversity Matter for Service Innovativeness?  

Author: **Wein-Hong Chen**, *National Dong Hwa U.*
Author: **Kamontip Lohanavakul**, *National Dong Hwa U.*
Author: **Kamontip Suteenoppakul**, *Yanghubteng 1 Goldsmith Limited Partnership*

The global and digital economy has witnessed a rising importance of the service sector. Along with this trend, service innovation has attracted growing academic attention. Service innovation is distinctive from product innovation in the manufacturing sector because service innovation involves more intangible characteristics and requires intensive interaction with partners. Previous studies on the linkage between partner diversity and product innovation indicate that partner diversity is a double-edged sword. How partner diversity matters for service innovativeness remains unclear. Utilizing a sample of 709 service firms in Taiwan, this study investigates how partner domain diversity and geographical diversity influence service innovativeness, and how firm absorptive capacity and scope of firm internationalization moderate the relationship between partner diversity and service innovativeness. The empirical result suggests that firm absorptive capacities and scope of firm internationalization matter for realizing the positive impact of partner diversity on service innovativeness. The study advances research in service innovation and has key implications for management practice.

Paper is Available to Meeting Registrants Only.

TIM: Effect of Innovation Community on Innovation Performance in the Multi-layered Innovation Ecosystem  

Author: **Guannan Xu**, *Beijing U. of Posts and Telecommunications*
Author: **Lulu Chen**, *Beijing U. of Posts and Telecommunications*
Author: **Weijie Hu**, *Beijing U. of Posts and Telecommunications*
Author: **Yuan Zhou**, *Tsinghua U.*
Author: **Yuanyuan Qiao**, *Beijing U. of Posts and Telecommunications*

The existing literature on innovation ecosystems either focuses on whole-network at the macro-level or emphasizes a firm's ego-network at the micro-level, while few studies have investigated network community analysis at the meso-level. Additionally, innovation ecosystem studies overlook the differences between knowledge ecosystems and business ecosystems and mostly focus on a single-layer analysis of the ecosystem. Therefore, the current paper aims to explore the mechanism of knowledge-business community connectivity in a two-layered innovation ecosystem on firm innovation performance. Based on multi-source heterogeneous data such as patents and VAT invoices, using social network analysis, Newman topological clustering and multiple regression, we analyze community connectivity and firm innovation performance. We find that the connectivity of within-knowledge communities and cross-business communities significantly positively affect firm innovation performance; the connectivity of cross-knowledge communities and within-business communities has a significant negative impact on firm innovation performance; in addition, the interaction of knowledge-business community connectivity has a significant negative effect on firm innovation performance. This study deepens and enriches the study of the mechanism of innovation communities on innovation performance at the meso level, and expands innovation ecosystem research from the perspective of knowledge-business two-layer networks; it provides insights for China to construct and improve innovation ecosystems and promote innovation-driven development.

Paper is Available to Meeting Registrants Only.

TIM: Transforming Matters of Concern into Platform Worth

Author: **Maria J. Bustamante**, *Stockholm School of Economics*

As platforms proliferate across industries, there is growing recognition that they have the potential to impact societal goals, not just economic ones. Using the concepts of matters of concern, perceived affordances and perceived worth, this study focuses on how platform owners construct the value of a digital platform by considering both economic and non-economic values during the initial phases of its conceptualization and development. The paper presents and discusses the findings from a qualitative study of an emerging agricultural data-sharing platform under development through a multi-actor collaboration in Sweden. It shows that by starting with matters of concern and matching those with potential data-based solutions, a number of perceived affordances could be articulated and transformed into potential worth of the platform from economic, environmental and social perspectives. The research proposes that viewing digital platforms beyond their economic potential during platform emergence is important for constructing platforms that go beyond single firm interests and include industrial and societal worth.

Paper is Available to Meeting Registrants Only.

TIM: The Microfoundations of Innovation in Complex Ecosystems: Evidence from Linux Kernel

Author: **Mo Chen**, *Robert H. Smith School of Business, U. of Maryland*

This paper investigates how innovation evolves in a complex ecosystem. While innovation outcomes have been extensively studied in strategy and related literature, prior studies often abstract away from the interdependent nature of innovation within broader assemblies or systems of technologies. In this study, I examine those factors that shape the probability of innovation becoming integrated within a complex ecosystem in the context of Linux Kernel. This setting allows me to observe the complete history of both successful and failed innovations and the evolution of technological and actor interdependence. The final sample consists of over 600,000 innovations proposed by tens of thousands of different innovators between 2005 to 2019. I provide evidence of how technological interdependence and heterogeneous interests between system participants negatively impact innovation integration. The results also show that the uniqueness of innovation has a U-shaped relationship with innovation integration.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1014** | Submission: **19139** | Sponsor(s): **(TIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 6:45AM - 8:15AMPT (UTC-7)**

Technology, Policy and Society Track: Government and Green Innovation

Session Moderator: **Jouni K. Juntunen**, *U. of Vaasa, School of Technology and Innovations*

TIM: Does Eco-Innovation now Help Mitigate Future Climate Change Risk? Recent Evidence from Europe.  

Author: **Muhammad Azeem Qureshi**, *OsloMet - Oslo Metropolitan U.*
Author: **Tanveer Ahsan**, *Rennes School of Business*
Author: **Anmar Ali Gull**, *ESSCA School of Management*

Climate change and eco-innovation intertwine time and social life in current political, social, environmental, and economic debates. Although, the complexity surrounding this interdependence across time and space and consequent short-term versus long-term trade-offs experienced by the firms and the societies and ensuing public discourse has created social demand specifically in Europe. However, we do not find any significant literature that investigates the impact of country-level eco-innovation now on reduction in corporate CO2 emissions that will help mitigate future climate change risk. To fill this gap, this study investigates the potential impact of the eco-innovation index, comprising 16 indicators grouped into five dimensions, on the CO2 emissions of 903 firms from 17 European countries during 2010-2018. Using a dynamic regression analysis (GMM-System), we obtain quite encouraging evidence that the innovative country culture provides a conducive environment to profitable European firms to adopt eco-innovative policies to make their value chains eco-friendly that help improve their short-term as well as long-term financial performance appreciated by investors in the market. Our results also indicate the motivation of larger European firms to reduce their CO2 emissions to improve their image in response to social demand in society. At the governance structural level, financial development brings in environmental monitoring that cultivates a supportive culture for the corporates to promote corporate efforts to reduce CO2 emissions and mitigate climate change risk.

Paper is Available to Meeting Registrants Only.

TIM: Embracing the Institutional Complexity of Design Outcomes with Democratic Characteristics  

Author: **Sonja Huotari**, *National Audit Office of Finland*
Author: **Jouni K. Juntunen**, *U. of Vaasa, School of Technology and Innovations*

The Covid-19 pandemic has impacted our societies with unprecedented magnitude. Various social rules and technological solutions have been designed to limit the spread of the virus. We have seen that governments have chosen very different approaches in utilizing mobile tracking software products to control the pandemic. By utilizing fuzzy set qualitative analysis, we investigate the interplay of institutional conditions in 48 case countries, and the design outcome. We focus especially on democratic and autocratic characteristics of design outcomes. This study's contribution to the design research is two-fold. First, we advance the theorization on institutional conditions influencing design outcomes. Second, we demonstrate how qualitative comparative analysis can provide a rigorous method to analyze medium N case studies in design research.

Paper is Available to Meeting Registrants Only.

TIM: Paving the Way for Circular Economy Innovation: Evidence on Barriers and Drivers

Author: **Felix Carl Schultz**, *Martin-Luther-U. Halle-Wittenberg*
Author: **Robert Reinhardt**, *Freelancer*

Eco-innovation (EI) has been proposed by scholars, policymakers, and practitioners to be instrumental in achieving the Circular Economy (CE) vision. While the available body of knowledge on EI has largely focused on 'eco-efficient' incremental technological innovation, a successful CE transition, however, requires systemic 'eco-effective' CE-innovation. Yet, little is known about what barriers and drivers are stimulating systemic CE-innovation in sector specific contexts and geographies. This research aims to mitigate this existing gap in knowledge by delivering an identification of major CE barriers and drivers that hinder or facilitate systemic 'eco-effective' CE-innovation—identified in the European polyurethane (PUR) plastics industry. By applying a hybrid research approach using an original combination of the inductive GABEK method (“Ganzheitliche Bewältigung von Komplexität”—holistic processing of complexity) with deductive consideration of existing theories, this article provides novel findings indicating that barriers to CE-innovation largely materialize on individual firm and intra-industrial levels, while drivers to CE-innovation primarily appear beyond immediate industrial boundaries (inter-/cross-industrial). Our key contribution lies on revealing the necessity to reframe the focus from mere individual 'optimization'—primarily discussed in EI literature—to a collective (horizontal) 'coordination' challenge across industries to enable functional CE-innovation. In addition, we deliver five strategic deliberations for managers to facilitate and further advance towards systemic CE-innovation activities.

Paper is Available to Meeting Registrants Only.

TIM: Green Innovation and Financial Performance – Panel Analysis with Computer-aided Text Analysis

Author: **Birte Prinzhorn**, *Otto von Guericke U. Magdeburg*

Green innovation is strategically important since it allows companies to address increasing environmental concerns. However, the impact of green innovation on financial performance remains ambivalent. One reason might be the heterogeneity of environmental and economic measures and the lack of measurement options for longitudinal data. While cross-sectional studies can rely on questionnaires, most longitudinal studies have used patent data or counts of environmental products and process improvement, which has limitations, since it does not address the strategic role of green innovation. This study tries to fill the gap in using computer-aided text analysis to measure green innovation. Using a panel set of the Standard & Poor's 500 companies over the years 2000-2019, I find that green innovation is negatively correlated with the financial performance of the subsequent 2 years. CEO age moderates this relationship positively in those years. The study introduces an alternative measure of green innovation, which is strongly linked to the strategic orientation of the company and the findings add to the discussion around the relationship between green innovation and financial performance.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1015** | Submission: **18362** | Sponsor(s): **(MSR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 7:00AM - 8:00AMPT (UTC-7)**

Yoga for Creating a Better World Together from the Inside Out *Yoga*

Participant: **Julia Storberg-Walker**, *George Washington U.*

Host: **Tracy F. Chang**, *Rutgers U.*

Host: **Tulsi Chase**, *SCCP BIDMC Harvard Medical School*

Host: **Sepideh Hariri**, *Sadhguru Center for a Conscious Planet, Beth Israel Deaconess Medical Center, Ha*

Join us for online yoga and meditation sessions in support of creating a better world together from the inside out! Learn a series of simple but powerful practices and experience their potential benefits. Physically, these practices exercise the muscles, lubricate the joints, activate energy, and improve flexibility. At the mental level, these practices improve focus, memory, awareness, and intellectual sharpness. Overall, these practices can enhance your overall wellbeing, productivity, and sense of inclusiveness. After learning these practices, you will be equipped to do them on your own wherever (e.g., travel, office, home) and whenever you need a boost of physical energy and mental clarity. These practices can be done while you travel and while you work in the office or at home. The instructors for the workshops are academics and researchers who are also certified Isha Hatha Yoga Teachers, completing an intensive and rigorous 21-week (1,750 hours) of training in Coimbatore, India.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1016** | Submission: **18352** | Sponsor(s): **(OMT)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 7:00AM - 8:00AMPT (UTC-7)**

OMT Virtual Social Hour for Remote Attendees *OMT Virtual Social Hour for Remote Attendees*

Participant: **Forrest Briscoe**, *Pennsylvania State U.*
Organizer: **Shipeng Yan**, *U. of Hong Kong*
Organizer: **Melodie Cartel**, *UNSW Business School, Australia*

For remote attendees: come join OMT for a virtual social hour. This social activity is a great opportunity to meet and network with other OMT Division and Academy members in a casual and fun virtual setting.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1017** | Submission: **18745** | Sponsor(s): **(STR)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Monday, Aug 8 2022 7:00AM - 8:30AMPT (UTC-7)**

Responses to Nonmarket Strategy

Session Moderator: **Flore Bridoux**, *Erasmus U.*

STR: The Effect of Nonmarket Strategies on Reputation in the Eyes of Experts: Uncovering Microfoundations 

Author: **Pushpika Vishwanathan**, *U. of Amsterdam*

Author: **Flore Bridoux**, *Erasmus U.*

Author: **Illir Haxhi**, *U. of Amsterdam*

Corporate political activity (CPA) and corporate social responsibility (CSR) are two nonmarket strategies that have been argued to jointly affect firm reputation. But little is known about the impact of CPA on reputation, the microfoundations of this relationship, and the interplay with CSR. Building on the social judgment literature, we propose that perceptions of warmth and competence explain how nonmarket activities – here, CSR, controversies, and CPA – are evaluated by experts. We performed two experiments and a QCA-study of large US firms to test how nonmarket activities, in isolation and combination, affect firm reputation. We find that CPA reduces warmth and increases competence perceptions and has an overall negative effect on reputation. In the presence of other nonmarket activities, however, the effect of CPA is only marginal while CSR is a strong driver of reputation. In addition, we show that CSR can cushion firm reputation against the reputational costs of controversies.

Paper is Available to Meeting Registrants Only.

STR: Women Board Members and Stakeholder Strategy: Consistency Under Complexity and Uncertainty   

Author: **Malgorzata Kurak**, *IMD Business School*

Author: **Stephen Smulowitz**, *International Institute for Management Development - IMD*

Despite the growing importance of firm stakeholder strategy, key stakeholders continue to criticize firms for failing to keep their commitments. Here, we theorize that due to their long-term nature, consistency is particularly important for stakeholder investments, and that due to their differing experience and values, women board members can be a key driver of stakeholder strategy consistency. Specifically, building on previous research and 15 semi-structured interviews with women and men board members, we theorize that while increasing complexity and uncertainty make stakeholder investments more difficult or costly, leading to a reduction in such investments, women board members increase firm stakeholder consistency, and counteract these negative effects. Using a sample of 1,755 S&P 1500 firms for the period 2000-2013, we provide robust support for our hypotheses.

Paper is Available to Meeting Registrants Only.

STR: Which Environmental, Social, or Governance (ESG) Activities are More Informative to Stock Prices?

Author: **Mingying Cheng**, *Fordham U.*

Author: **Joseph Micale**, *Fordham U.*

Author: **Iftekhar Hasan**, *Fordham U.*

While prior literature has investigated the impact of ESG activities on investors and other stakeholders, our paper is the first to disaggregate firms' activities into each of the Sustainability Accounting Standards Board (SASB)'s definition of Material Environmental, Social, and Governance activities and determine which of these ESG activities provide the greatest information content of stock prices. We find that material Social activities provide the greatest stock price informativeness and after further disaggregating each of the ESG classifications we find that both Social Capital and Human Capital activities provide informative stock prices, while Business Model and Innovation activities reduce stock price informativeness. Cross-sectionally, this effect is strengthened by higher levels of institutional ownership, further supporting the idea that material Social activities are important to sophisticated investors. Our results are consistent in a battery of sensitivity analyses.

Paper is Available to Meeting Registrants Only.

STR: To Highlight or Not to Highlight: Costs of Environmental Sustainability 

Author: **Eun-Hee Kim**, *Fordham U.*

Author: **Mingying Cheng**, *Fordham U.*

With the popularity of corporate environmental sustainability, management scholars have started to call attention to the cost of sustainability pursuit. While corporate sustainability brings about many benefits, implementation is costly. Most firms do not report environmental costs separately from other costs, but some firms do. We explore what drives firms to report environmental costs and how such reporting affects external evaluations such as analyst recommendations. We suggest and find that firms are more likely to reveal environmental costs separately for the purpose of highlighting the costs associated with their sustainability pursuit when faced with conflicting pressure from shareholders for sustainability. We further find that firms that report environmental costs separately generally receive less favorable analyst recommendations and forecasts than those who do not. This effect is mitigated by a greater share ownership from short-term institutional investors.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1018** | Submission: **18792** | Sponsor(s): (STR)
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Monday, Aug 8 2022 7:00AM - 8:30AMPT (UTC-7)**

Corporate Strategy and Top Management Teams

Session Moderator: **Manikandan Karayambadi Srinivasan**, *Indian Institute of Management, Tiruchirappalli*

STR: **Common Owner, Uncommon Value: Business Group Ownership and Firm Growth Opportunities** 

Author: **Manikandan Karayambadi Srinivasan**, *Indian Institute of Management, Tiruchirappalli*
Author: **Shaleen Gopal**, *Indian Institute of Management, Udaipur*
Author: **Ramachandran J**, *Indian Institute of Management, Bangalore*

Recent research on business groups has traced their continued growth, despite widespread institutional changes, to their inherent characteristics such as diverse business portfolio and multi-entity structure. We add to this stream of work by focusing on the third important characteristic of business groups, viz., their ownership structure. In sharp contrast to the prevailing view that business group core owners use their control to expropriate minority shareholders in weak institutional environments, we focus on their value adding potential in strengthened institutional environments. We argue that higher levels of controlling ownership positively influence all key drivers of opportunity pursuit by firms, viz., motivation, firm-specific knowledge, and controllability, and hence a firm's growth opportunities. More significantly, we highlight the common nature of business group ownership that distinguishes them from controlling owners of standalone firms. We argue that this common characteristic together with control enables business group owners to orchestrate resource and information transfer across affiliate firms and importantly leverage their accumulated expertise of making decisions to positively influence growth opportunities of affiliate firms. We test our arguments on a sample of Indian firms during the time period 2001-2019 and find significant support. Our work adds to business group research by investigating a defining yet understudied characteristic of business groups—common ownership. By demonstrating their value adding role, we complement the emerging body of work that looks beyond institutional environment-based explanations for the existence of business groups. Our work also has significant implications for the nascent competence-based view in ownership research.

Paper is NOT Available. Please contact the author(s).

STR: **Director Interlocks and Group Affiliate Performance: Benefiting from Internal vs. External Ties**   

Author: **Hongjin Zhu**, *McMaster U.*
Author: **Lin-Hua Lu**, *National Taipei U. of Technology*
Author: **Akbar Zaheer**, *U. of Minnesota*
Author: **Ishtiaq Pasha Mahmood**, *NUS Business School*

While business group research has emphasized the impact of interlocking directorates within groups, research has neglected the role of interlocks with firms outside the group. We theorize that external interlock partners improve the performance of group affiliates because of access to fresh ideas. Moreover, drawing on theories of learning through network ties, we propose that interlocks with poorer-performing partners enhance affiliate performance to a greater extent than better-performing partners. We further examine how internal and external interlock partners shape the performance of focal affiliates interactively. Using a dataset involving manually coded director interlocks of 781 listed firms affiliated with business groups in Taiwan between 2006 and 2015, we show that the ratio of external interlocks enhances affiliate performance, but the effect increases at a decreasing rate. As predicted, only interlock partners with poorer performance relative to the focal affiliate enhance the focal affiliate's performance. While this pattern applies to both internal and external partners, the positive performance effect of poorer-performing external partners weakens when the focal affiliate's performance is highly dissimilar to that of better-performing internal partners. Our results present a nuanced understanding of combining learning from both internal and external board interlocks in group settings.

Paper is Available to Meeting Registrants Only.

STR: **The Role of Marriage Ties and Political Ties in New Market Entries of Business Groups**   

Author: **Chi-Nien Chung**, *National U. of Singapore*
Author: **Zong-Rong Lee**, *Institute of Sociology, Academia Sinica, Taiwan*
Author: **Hongjin Zhu**, *McMaster U.*

While the importance of social ties to firms in emerging economies has long been acknowledged, relatively less attention has been directed at how different types of social ties, individually and in combination, affect firm strategy differentially. In this study, we examine how business groups' various social ties influence business strategies, specifically the entry into new unrelated industries. Using a manually coded dataset that includes intermarriage ties among the 100 largest business group families and their connections to the political regime in Taiwan between 1981 and 2006, we demonstrate that while both intermarriage ties and political ties facilitate market entry, the positive impact of intermarriage ties is mitigated by political ties due to differences in the norms of interactions between kinship networks and political networks. Moreover, intermarriage ties promote both entry into marriage partners' incumbent industries and entry into new industries jointly with marriage partners. However, the efficacy of intermarriage ties on entry into marriage partners' incumbent industries is weaker for intermarried groups with greater political embeddedness. Our study presents a nuanced understanding of the benefits and costs of maintaining multiple types of social ties in emerging economies.

Paper is Available to Meeting Registrants Only.

STR: **Crossing Boundaries: Internationalization and Industry Switching in Response to Performance Feedback**  

Author: **Michelle Liu**, *Monash U., Australia*

Why do firms cross geographical or industry boundaries, initiating internationalization or industry switching? To address this question, I combined the behavioral theory of the firm with the resource-based view, while considering the boundary conditions of the institutional environment and industry competition. I found that high-performing firms are more likely to initiate internationalization, while low-performing firms tend to switch industries. Furthermore, high institutional development level and high industry competition attenuated the propensity of internationalization, whereas high industry competition accentuated the tendency of switching industries. Results based on census data containing 54,393 local industrial enterprises in China from 2007-2013 support my predictions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1019** | Submission: **18796** | Sponsor(s): **(STR)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Monday, Aug 8 2022 7:00AM - 8:30AMPT (UTC-7)**

A Behavioral View of Organizational Theory

Session Moderator: **Esther Leibel**, *Boston U.*

STR: [The Role of Dependence Relationships in the Value Capture Process](#) 

Author: **Cliff Bowman**, *Cranfield U.*

We view the firm as a complex system and deploy Emerson's power dependence theory to explain who captures value in deals between the firm and its suppliers and customers. The value realised in a deal is the difference between the buyer and seller reservation prices and dependence is a function of need strength and the availability of alternative deals. We argue that prices are the outcome of perceived dependence relationships between buyer and seller. Dependence on the focal deal is based on the buyer or seller's subjective judgements concerning the use value being traded, the other party's dependence and the availability of alternative deals. We develop eight value levers which firms can deploy to improve their dependence relationships. We then use this value capture perspective to address three questions: 1) should firms pursue generic strategies? 2) what is a valuable resource? 3) how should firms approach strategic change? We conclude that any change or resource which enhances the firm's dependence relationships improves firm performance.

Paper is Available to Meeting Registrants Only.

STR: [Underperformance Duration and Strategic Change: An Attention-based View of the Firm](#)

Author: **Xinrui Zhang**, *Zhejiang U., China*

Performance feedback, especially underperformance feedback, is a vital factor influencing a firm's strategic change; yet, there is little evidence on underperformance duration. Drawing on attention-based view and cognitive literature within psychology, we argue that the length of time that a firm has been underperforming leads to firms' strategic change, while this effect could be moderated by the TMT stability, the firm's goals, and the family governance of a firm. Specifically, we proposed that the TMT stability will weaken the effect of underperformance duration on strategic change, while the firm's growth orientation will strengthen this effect. Furthermore, both of these moderating effects will be flattened by family ownership. Our hypotheses were supported by a ten-year panel data of 2070 firms listed on the National Equities Exchange and Quotations (NEEQ) in China. We also discussed the statistical and practical significance of the results.

Paper is Available to Meeting Registrants Only.

STR: [How Organizations Choose Templates: Evidence from Slow Money](#)  

Author: **Esther Leibel**, *Boston U.*

Author: **Natalya Vinokurova**, *The Wharton School, U. of Pennsylvania*

Replicating existing templates can help organizations achieve superior performance. While organizations often consider multiple templates, the question of how they choose which template to replicate has been surprisingly underexplored. We investigate the process by which organizations choose templates in the context of Slow Money—a loosely-coordinated network of geographically-dispersed microfinance organizations that facilitate access to capital for sustainable food entrepreneurs in the U.S. Drawing on an in-depth ethnography of Slow Money, we shed light on the process by which local Slow Money groups chose which template to replicate. We find that the groups used a combination of cognitive and experiential search to evaluate the templates' external fit (i.e., how well the template matched the local context) and learn about the internal fit (i.e., the interdependencies within the template). Specifically, groups took three approaches to choosing a template: 1) using cognitive search to anticipate the fit between the template and the local context—an approach we label “modeling exactly;” 2) using experiential search to achieve external fit by replicating the template and then either adapting the template to fit the local context or pivoting to a different template; and 3) using cognitive search of other organizations' experiences to redesign the template. Comparing groups that replicated templates with different degrees of accuracy sheds light on the tradeoffs in replication. Copying the template more accurately allowed groups to adapt the template to the local context following replication, while copying the template less accurately allowed them to learn about the interdependencies within the template.

Paper is Available to Meeting Registrants Only.

STR: [Strategic Inertia and Renewal: Contrasting Responses to Market Changes](#) 

Author: **Luis Perini**, *FGV - EAESP*

Author: **Jorge M. T. Carneiro**, *FGV EAESP Sao Paulo School of Business Administration*

Author: **Kent Miller**, *Michigan State U.*

The academic, consulting, and practitioner-oriented literatures present many examples of companies that have failed to adapt their strategy in the face of a changing competitive arena, even when their top managers and executives acknowledged the need for change—and had a reasonable idea of what ought to be done. By means of an in-depth study of two polar cases of large companies from the fast-moving consumer goods sector, we shed light on the complex intertwined causes that might lead some companies into strategic inertia, while others engage in strategic renewal. Our findings suggest that strategic inertia is a multilevel phenomenon, which extends beyond the “usual suspects” presented, in isolation or in combination, in the literature (i.e., cognitions, power and politicking, emotions, and communication). We found that encouragement of divergent judgments and a participative planning process, as well as propensity to experiment, may lead a company to jettison the drivers of its past success and embrace novel pathways with serenity to deal with short-term uncertainty and anguish.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Showcase Symposium**

Program Session: **1020** | Submission: **11466** | Sponsor(s): (STR, TIM, ENT)

Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**

Scheduled: **Monday, Aug 8 2022 7:00AM - 8:30AMPT (UTC-7)** at **Seattle Convention Center in Room 204**

Search for Innovation: Past, Present, and Future

Search for Innovation: Past, Present, and Future



Facilitator: **Kiran Awate**, *Virginia Tech*

Facilitator: **Rajat Khanna**, *Tulane U.*

Presenter: **Lee Fleming**, *U. of California, Berkeley*

Presenter: **Gautam Ahuja**, *Cornell U.*

Presenter: **Mary Tripas**, *U. of California, Santa Barbara*

Presenter: **Melissa Schilling**, *New York U.*

Facilitator: **Rajyalakshmi Kunapuli**, *Southwestern U.*

The primary goal of the symposium is to reflect upon the rich contributions that search and recombination research has made so far and uncover promising questions for future research. The topics we aim to discuss in the symposium include 1) how we define search and its various dimensions, i.e., depth, breadth, local, distant, etc. 2) how does organizational boundary spanning influence search and learning behavior of firms 3) what are the implications of different search and recombination strategies such as simultaneous vs. sequential, for subsequent innovation outcomes 3) how do the new technological advancements challenge the behavioral assumptions underlying the search process and what are the opportunities that new technology evolution presents? 5) what is the role of cognition or individual beliefs in structuring the search processes, particularly in nascent industries? 6) What are the empirical implications of theoretical developments such as different measurement methods and inherent trade-offs involved in such selection.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**

Program Session: **1021** | Submission: **10546** | Sponsor(s): **(HR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 7:30AM - 9:30AMPT (UTC-7)** at **Hyatt Regency Seattle in Columbia D**

HR Division Breakfast and Awards Presentation

HR Division Awards Breakfast and Awards

Organizer: **Pat Downes**, *U. of Kansas*

Organizer: **Jenna Renae Pieper**, *U. of Nebraska, Lincoln*

Organizer: **Karen Landay**, *U. of Missouri - Kansas City*

Organizer: **Jamila Maxie**, *U. of Central Arkansas*

Organizer: **Kristina Tirol-Carmody**, *U. of Kansas*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**

Program Session: **1022** | Submission: **11681** | Sponsor(s): **(STR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 7:30AM- 8:30AMPT (UTC-7)** at **Seattle Convention Center in Tahoma 4**

STR Social Morning Coffee *STR Social Morning Coffee*

Participant: **Constance E. Helfat**, *Tuck School of Business at Dartmouth*

Participant: **Phil Leslie**, *Amazon*

Participant: **Marvin B Lieberman**, *UCLA Anderson School of Management*

Participant: **Bruce Kogut**, *Columbia Business School*

Division Chair: **Heather Berry**, *George Washington U.*

Please join us for coffee and light breakfast before the STR plenary

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **1023** | Submission: **19677** | Sponsor(s): **(SVC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 7:30AM - 5:30PMPT (UTC-7)** at **Seattle Convention Center in Atrium Lobby**

Information Booth

Info Booth

The Information Booth, will be available Friday 7:00am-5:30pm and Saturday- Tuesday from 7:30am-5:30pm. The booth will be staffed with personnel who can assist you with navigating the Conference Program, finding your sessions and providing basic local information. A lost & found is also located at the Information Booth.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **1024** | Submission: **10263** | Sponsor(s): **(IM)**
Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**
Scheduled: **Monday, Aug 8 2022 7:45AM - 8:45AMPT (UTC-7)** at **Seattle Convention Center in Room 305**

International Management Division Thought Leadership Cafe
IM Division Thought Leadership Cafe

Program Chair: **Grazia D. Santangelo**, *Copenhagen Business School*
Division Chair-Elect: **William Newburry**, *Florida International U.*
Professional Development Workshop Chair: **Nandini Lahiri**, *American U.*
Division Chair: **Katherine Xin**, *China Europe International Business School (CEIBS)*
Past Director: **Jaeyong Song**, *Seoul National U.*
Speaker: **Klaus Meyer**, *Ivey Business School*
Speaker: **Rosalie L. Tung**, *Simon Fraser U.*

Please come and join some of the leading researchers in the field for informal discussions - all welcome!

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **1025** | Submission: **19703** | Sponsor(s): **(AAA)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 8:00AM - 2:00PMPT (UTC-7)** at **Seattle Convention Center** in **Exhibit Hall**
4A

Conference Exhibits
Conference Exhibits

Visit this year's Exhibit Hall to explore all of the latest products and services from our Annual Meeting exhibitors. The Exhibit Hall offers opportunities for networking, raffle prizes, coffee breaks and technology centers.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**

Program Session: **1026** | Submission: **19697** | Sponsor(s): **(AAA)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 8:00AM - 8:00PMPT (UTC-7)** at **Seattle Convention Center in Suite A**

Mother's Nursing Room

Mother's Nursing Room

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **1027** | Submission: **19682** | Sponsor(s): **(AAA)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 8:00AM - 8:00PMPT (UTC-7)** at **The Westin Seattle in Glacier Peak**

Speaker Ready Room (Westin) *Speaker Prep*

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**

Program Session: **1028** | Submission: **19687** | Sponsor(s): **(AAA)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 8:00AM - 8:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **308 Quilcene**

Speaker Ready Room (Hyatt) *Speaker Prep*

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**

Program Session: **1029** | Submission: **19692** | Sponsor(s): **(AAA)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 8:00AM - 8:00PMPT (UTC-7)** at **Sheraton Grand Seattle in Redwood B**

Speaker Ready Room (Sheraton)

Speaker Prep

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



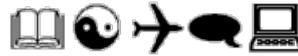
Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1030** | Submission: **10427** | Sponsor(s): (AAT)
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Monday, Aug 8 2022 8:00AM - 10:00AMPT (UTC-7)**

**Catalyzing Transformative Change: Co-creating a
Better World Together**
Catalyzing Transformative Change



Panelist: **Sandra A. Waddock**, *Boston College*
Panelist: **Joan F. Marques**, *Woodbury U.*
Panelist: **Andrew J. Hoffman**, *U. of Michigan*
Panelist: **Chris Laszlo**, *Weatherhead School of Management, Case Western Reserve U.*
Panelist: **Bobby Banerjee**, *Bayes Business School (formerly Cass)*

Picking up on the AOM 2022 theme of (Co-)Creating a Better World Together, we propose a panel symposium that argues for the need to catalyze system transformation and provide insights into how that catalytic process works. The panel of thought leaders argues that multiple levels of change are needed: individuals as self and scholar, in management education, teaching, research, and theory and that it can be enhanced by the work of emerging new entities called transformation catalysts. Panelists will take the following perspectives: Joan Marques (Woodbury U) will evaluate Buddhist concepts as foundational pillars of awakened leadership. Andrew J. Hoffman (Michigan) will address concern over capitalism’s inability to deal with systemic programs and the need for examining the foundations of management education. Chris Laszlo (Case Western), building on Hoffman, will discuss the use of prospective theorizing, evaluating possible (better) futures as a catalyst for transformation. Bobby Banerjee (City, U London), noting that the pandemic has upended “normal” and possibly provided a basis for a more just and flourishing world. Finally, Sandra Waddock (Boston College) will explore the emerging role of transformation catalysts to catalyze transformation among a wide variety of actors collectively towards socio-ecological flourishing aimed at making the world better.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1031** | Submission: **19011** | Sponsor(s): **(CAR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7) at Seattle Convention Center in Room 211**

Covid-19, Women and Entrepreneurship

Session Moderator: **Rebecca M. Paluch**, *Sauder School of Business, U. of British Columbia*

Hybrid Live-Streamed Interactive: In-person, on-site in Seattle plus Zoom “meeting” style for virtual participants. Sessions taking place in Seattle are live-streamed to the virtual meeting platform so virtual attendees can interact with in-person, on-site attendees in Seattle. These sessions may include virtual presenters. Technical setup and facilitation provided.

CAR: Sustaining Entrepreneurial Careers: Coping with COVID-19 Career Shock  

Author: **Vrinda Khattar**, *National Institute of Industrial Engineering (NITIE), Mumbai, India*

Author: **Upasna A. Agarwal**, *NITIE*

Author: **Seemantini Madhukar Pathak**, *U. of Missouri, St. Louis*

The impact of career shocks on entrepreneurial careers is still an under researched topic. This study explores the coping mechanisms of women entrepreneurs as they faced career shock arising from the COVID19 pandemic. Semi-structured interviews with 20 Indian women entrepreneurs were conducted and analyzed using Gioia methodology. Our findings point to the role of growth mindset, career intentionality and family & spousal support on the career continuity of Indian women entrepreneurs. Spirituality as a coping mechanism also emerged from the study. This study makes strong contributions to career and entrepreneurship literatures by studying an integration of personal and contextual factors in career continuation.

Paper is NOT Available. Please contact the author(s).

CAR: Career Success and Entrepreneurial Identity: A Case of Women Tech-Entrepreneurs   

Author: **Mona Itani**, *American U. of Beirut*

Women technology entrepreneurs are reworking gender stereotypes and changing both the economy and the culture. Focusing on how they evaluate themselves and their success on the individual, organizational, and social level the conducted qualitative research study showed that women entrepreneurs defined their goals and success mostly in self-realization and social terms while showing a high economic awareness. Using the self-concept definition under the social identity theory as the combination of the individual, relational, and collective self, this paper relates how women entrepreneurs defined their success with their entrepreneurial identity. Thus, this paper’s theoretical contribution lies in gaining a new perspective on entrepreneurial identity from a gendered lens based on the social identity theory.

Paper is Available to Meeting Registrants Only.

CAR: The Multilevel Manifestation of Ideal Worker Norms: Evidence from Working Mothers During Covid-19   

Author: **Mona Zanhour**, *California State U., Long Beach*

Author: **Dana McDaniel Sumpter**, *Pepperdine Graziadio Business School*

This research studies changes in ideal worker culture as experienced by working mothers across organizations in the United States during the Covid-19 pandemic. Based on the experiences of 53 interviewees in how they attended to increased responsibilities across both work and family domains, we observed an entrenchment of the ideal worker culture across nearly all organizations and professions. This manifested in three levels, as (1) a reinforced ideal worker culture in the workplace through work-intensification, increased competitiveness, and surface-level support; (2) the reinforcing of organizations’ ideal worker norms at home, with gendered division of space and labor, and (3) experienced internalized ideal worker norms in the expectations working mothers maintained for themselves. These findings offer insight into the careers of working mothers during the Covid-19 pandemic, as well as the challenges which have pushed many mothers to adapt their career strategies, such as reducing work hours, changing their jobs, or leaving the workforce. Highlighting the intricate nature of the entrenchment of the ideal worker culture informs implications for theory of gendered organizations and for organizational practice.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□
Session Type: **Symposium**
Program Session: **1032** | Submission: **11677** | Sponsor(s): **(CAR, HR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 205**

Working for an Algorithm: Studying Gig Workers’ Career Experiences *Working for an Algorithm: Gig Work Symposium*

Organizer: **Jana Retkowsky**, *Vrije U. Amsterdam*
Organizer: **Jos Akkermans**, *Vrije U. Amsterdam*
Organizer: **Anthony McDonnell**, *U. College Cork*
Presenter: **Jana Retkowsky**, *Vrije U. Amsterdam*
Participant: **Jos Akkermans**, *Vrije U. Amsterdam*
Participant: **Sanne Nijs**, *Human Resource Studies, Tilburg U.*
Participant: **Paul G W Jansen**, *Vrije U. Amsterdam*
Presenter: **Utan Sherman**, *Cork U. Business School*
Participant: **Ronan Carbery**, *Cork U. Business School*
Participant: **Anthony McDonnell**, *U. College Cork*
Participant: **Michael J. Morley**, *U. of Limerick*
Presenter: **Chloé Brassart**, *U. of Liège*
Participant: **Francois Pichault**, *U. of Liege*
Presenter: **Lorenz Affolter**, -
Participant: **Daniel Spurk**, *U. of Bern*
Participant: **Caroline Straub**, *Bern U. of Applied Sciences*
Discussant: **Kristine Kuhn**, *Washington State U.*

A new and rapidly developing phenomenon in the labor market is gig work. Gig work refers to short-term work or a ‘gig’ that sees intermediary platforms match workers with requesters/consumers via an app (Kuhn et al., 2021). Such work sees platform or gig organizations manage workers via algorithms causing a reconfiguration of the traditional employment relationship (Duggan et al., 2020; Kellogg et al., 2020). Although research in this domain is increasing exponentially as evidenced by published papers, special journal issues, books and conference presentations and symposia/workshops, knowledge is still in its infancy, particularly related to micro-level phenomena. In that vein, we propose this symposium to further refine and broaden the understanding of gig workers’ experiences, and in so doing help advance gig work theorization along with offering insights that may make improvements to practice. To achieve this goal, the symposium features four papers. The first one explores the social exchanges in the gig economy ecosystem (Paper 1). The following two studies also focus on the employment relationship between the algorithm and the worker, delineating this relationship in a conceptual piece (Paper 2), and investigating how a more human centered approach of the algorithmic management potentially enhances the sustainability of gig workers’ experiences (Paper 3). The fourth paper examines the challenging environment of gig workers as potentially impeding living a calling (Paper 4). Taken together, this symposium will provide important insights for scholars and practitioners across interrelated disciplines such as careers, human resource management (HRM), and organizational behavior (OB).

Tough Love in the Ecosystem of the Gig Economy: An Ethnographic Study on Social Exchange Experiences

Author: **Jana Retkowsky**, *Vrije U. Amsterdam*
Author: **Jos Akkermans**, *Vrije U. Amsterdam*
Author: **Sanne Nijs**, *Human Resource Studies, Tilburg U.*
Author: **Paul G W Jansen**, *Vrije U. Amsterdam*

Psychological Contracts in the Age of the Algorithm: A Gig Work Perspective

Author: **Utan Sherman**, *Cork U. Business School*
Author: **Ronan Carbery**, *Cork U. Business School*
Author: **Anthony McDonnell**, *U. College Cork*
Author: **Michael J. Morley**, *U. of Limerick*

Between Utopia and Pragmatism: Balancing Relationships Related to Algorithmic Management

Author: **Chloé Brassart**, *U. of Liège*
Author: **Francois Pichault**, *U. of Liege*

Gig Work Challenges and Work Alienation: Hindering Factors for Living a Calling?

Author: **Lorenz Affolter**, -
Author: **Daniel Spurk**, *U. of Bern*
Author: **Caroline Straub**, *Bern U. of Applied Sciences*

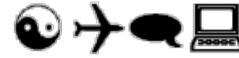
KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1033** | Submission: **17649** | Sponsor(s): **(CAR, HR, OB)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 618**

**Understanding Job Search Processes for a Better Job
Search Experience**
Job Search Quality



Session Chair: **Rebecca MacGowan**, *U. of Arkansas*
Session Chair: **Mahira Ganster**, *U. of Arizona*
Session Chair: **Nitya Chawla**, *Texas A&M U.*
Discussant: **Connie Wanberg**, *U. of Minnesota*
Participant: **Jerel Slaughter**, *U. of Arizona*
Presenter: **Serge P. Da Motta Veiga**, *EDHEC Business School*
Participant: **Shuhua Sun**, *Tulane U.*
Participant: **Ray Fang**, *Boise State U.*
Participant: **Edwin A.J. Van Hooft**, *U. of Amsterdam*
Presenter: **Sarah Van Den Hee**, *U. of Amsterdam*
Presenter: **Jomel Wei Xuan Ng**, *National U. of Singapore*

Job search scholarship has established the job search as a self-regulatory, within-individual process that individuals engage in as they pursue new employment opportunities. Traditional scholarship has focused on job search quantity –the degree of effort exerted–and offers received as a result of job search efforts potentially at the neglect of understanding factors that impact job search quality. Therefore, recent job search scholarship has begun to shift away from this conventional paradigm to instead focus on the quality of job seekers job search experiences and different factors that impact job seeker well-being and perceptions. This symposium includes four papers that address job seeker well-being (e.g., psychological resources) and job search quality (e.g., types of search effort) as well as investigating psychosocial aspects of job seekers search experiences (e.g., degree of network centrality, volunteer work while unemployed). These papers are indicative of current trends in the job search literature and represent promising new streams for future research areas. The symposium also platforms preeminent job search scholar, Dr. Connie Wanberg, as the discussant of these works in progress.

THE ROLE OF JOB SEARCH EXPERIENCE IN THE EMERGENCE OF ANTI-IMMIGRANT ATTITUDES

Author: **Serge P. Da Motta Veiga**, *EDHEC Business School*
Author: **Shuhua Sun**, *Tulane U.*
Author: **Ray Fang**, *Boise State U.*

VOLUNTEER WORK DURING UNEMPLOYMENT: DOES IT PAY OFF? A 5-WAVE LONGITUDINAL STUDY

Author: **Sarah Van Den Hee**, *U. of Amsterdam*
Author: **Edwin A.J. Van Hooft**, *U. of Amsterdam*

OPPOSING EFFECTS OF HUMAN CAPITAL AND SOCIAL CAPITAL ON JOB SEARCH SELF-REGULATION

Author: **Jomel Wei Xuan Ng**, *National U. of Singapore*

THE INFLUENCE OF CHALLENGE AND HINDRANCE APPRAISALS ON SEARCH BEHAVIOR AND IMPRESSION MANAGEMENT

Author: **Rebecca MacGowan**, *U. of Arkansas*
Author: **Mahira Ganster**, *U. of Arizona*
Author: **Nitya Chawla**, *Texas A&M U.*
Author: **Jerel Slaughter**, *U. of Arizona*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Caucus**
Program Session: **1034** | Submission: **16500** | Sponsor(s): **(CAU)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)**

**Creating a Better Workplace: Emerging Trends in Resiliency and
Acceptance Through Positive Mindsets**
Workplace Resilience and Acceptance Via Positivity



Organizer: **Kristin L. Scott**, *College of Business, Clemson U.*

The purpose of this caucus is to explore emerging positive psychology topics as they relate to building resiliency and acceptance in the workplace. Specifically, this caucus will create a platform for discussing how mindsets such as hope, gratitude, courage and curiosity can create better workplaces.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1035** | Submission: **18382** | Sponsor(s): **(CM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 8:00AM - 9:00AMPT (UTC-7)** at **Seattle Convention Center in Room 4C4**

CM Division Monday's Coffee Club
CM Division Monday's Coffee Club

Program Chair: **Pri Pradhan Shah**, *U. of Minnesota*
Division Chair: **Kristin Jackson Behfar**, *London Business School*
Division Chair-Elect: **Deborah A. Cai**, *Temple U., Klein College of Media and Communication*
Professional Development Workshop Chair: **M. Audrey Korsgaard**, *U. of South Carolina*
Past Director: **Jennifer R. Overbeck**, *Melbourne Business School*

This is a CM Division Member appreciation event. Come join us for coffee and a light breakfast as a token of appreciation for all that you do! This event is open to all CM Division reviewers, presenters, members, and AOM members who are interested in finding out more about the CM division.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1036** | Submission: **17261** | Sponsor(s): **(CMS, CAR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 8:00AM - 10:00AMPT (UTC-7)**

**Envisioning a Better Career: Reflecting on the Past to
Rearticulate and Imagine New Possibilities**
Envisioning a Better Career



Organizer: **Nadia C. DeGama**, *AFG College with the U. of Aberdeen*
Organizer: **Katharina Chudzikowski**, *U. of Bath*
Organizer: **Axel Haunschild**, *Leibniz U. Hannover*
Organizer: **Olivier Ratle**, *U. of the West of England*
Organizer: **Sarah Robinson**, *U. of Glasgow*
Organizer: **Angelika Schmidt**, *WU Vienna U. of Economics and Business*

Inspired by this year's AOM conference theme, and against the backdrop of the global pandemic, which has caused many to reflect on different aspects of their lives including their careers, work practices and lifestyle choices, the objective of this PDW is to create an inclusive and safe space where we can come together to consider the ways in which we can creatively (re)imagine and construct better careers. We begin this workshop by looking inwards – pausing and reflecting on our own career journeys and experiences, both in academia and elsewhere, identifying areas where we may have been both victims to and complicit in the neoliberal career rat race. We then break into smaller groups to collectively and creatively think about how we may envision and enact better careers. We hope our discussion will go beyond conference walls and inspire members of the Academy to turn the gaze onto ourselves and others – to meaningfully think about our own career experiences and construct concrete ways that we can (re)consider, (re)articulate and (re)imagine better careers both for ourselves and through researching alternative career possibilities/trajectories, past, present and future.

To participate in this workshop, participants are asked to submit prework to angelika.schmidt@wu.ac.at by 15th July. For the prework, participants are asked to take time to reflect on their career journey, and write 'A Letter to our Career: Past, present, or future' reflecting on this journey. In their letter they are encouraged to unpick any career frustrations, obstacles, and barriers, to reflect on how they may have overcome these and any conflicts they may have experienced in enacting what they may have considered to be a 'successful' career. They may wish to end their letter with hopes for their career for the future, drawing on learning moments or even regret; to consider what their ideal career may look like and feel like. They may choose to draw upon other mediums to envision their ideal or a utopian career, for example an illustration, poem, song, painting, sculpture etc.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1037** | Submission: **18844** | Sponsor(s): **(CTO)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)**

Visibility, Analytics and Social Media

Session Moderator: **Marta Stelmaszak**, *Portland State U.*

CTO: **Behavioral Visibility through Analytics: How Organizations Construct Actionable Insight** 

Author: **Marta Stelmaszak**, *Portland State U.*

Organizations increasingly introduce analytics systems that heighten behavioral visibility through collecting online trace data, leading to new insights that are subsequently acted upon by organizational members. Research so far focused on unpacking how behavioral visibility challenges traditional forms of expertise in obtaining new insight, but how do organizations construct actionable insight when the behaviors of their own members become visible? In a case study of a UK-based business school that implemented a learning analytics system as a source of insight on students and staff, we find that analytics simultaneously increased and decreased the visibility of organizational members' behaviors. The organization developed responses to increased visibility and invisibility to construct actionable insight under these conditions by 1) normalizing analytics as a source of information, 2) supplementing analytics with other forms of knowing, and 3) making data-informed interventions. Our findings show that analytics can both illuminate and obscure behaviors, and that analytics-based insight can complement human expertise as organizations strive to derive new knowledge.

Paper is NOT Available. Please contact the author(s).

CTO: **On the Need for and Conceptualizations of Big Data Analytics Capabilities**  

Author: **Tay Minh Huynh**, *Free U. of Bozen-Bolzano*

Author: **Michael Nippa**, *Free U. of Bozen-Bolzano*

Author: **Thomas Aichner**, *Alfaisal U.*

Big Data and Big Data Analytics (BDA) techniques play a pivotal role in the course of the ongoing digital transformation. In contrast, the fact that organizations need to develop capabilities to take advantage of these technological advances receives much less attention. In the context of previous waves of applying advanced information technologies (IT) the concept of IT capabilities has been frequently used to emphasize the importance of a well-orchestrated interplay of different resources and organizational capabilities. However, there is no current overview of what is needed to develop effective BDA capabilities (BDACs) and to what extent previously proposed concepts may be applied. Hence, this study aims at identifying and analyzing specific aspects that are relevant to BDACs within the management context. To this end, we apply a systematic review of early papers on BDACs, relate the results to previous concepts, propose a comprehensive framework, which combines antecedents, dimensions, and outcomes of BDACs, and provide suggestions for future research.

Paper is Available to Meeting Registrants Only.

CTO: **ESM Usage, Employee Agility, and Creativity: Role of Communication Visibility in a Multi-Wave Cross-**

Author: **Muhammad Imran Rasheed**, *The Islamia U. of Bahawalpur Pakistan*

Author: **Abdul Hameed Pitafi**, *Sir Syed U. of Engineering and Technology Karachi*

Despite the increasing popularity of enterprise social media (ESM) technology in the workplace, little research has explored the relationship between its usage and employee creativity. Drawing on insights from communication visibility theory, this study investigates the relationship between ESM usage and employee creativity via employee agility. The study further explores the moderating role of communication visibility. Our results are based on two cross-cultural and multi-wave studies. Study 1 (N = 233) was conducted in the Peoples' Republic of China, where three-wave data were collected from employees working in a variety of organizations utilizing ESM technology at work. We replicated our findings in Study 2 (N = 215), using two-wave data from employees in the United States of America (USA). The results reveal a positive relationship between ESM usage and employee agility, and subsequently, employee creativity in organizations. In addition, communication visibility has shown significant moderating effects on some of our hypothesized relationships. We discuss how our findings can help organizations and managers better understand ESM usage and the implications for both employee agility and creativity.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **1038** | Submission: **18829** | Sponsor(s): **(CTO)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)** at **Hyatt Regency Seattle** in **301 Ashnola**

AI, Sense-making, and Ethical Decision Making

Session Moderator: **Elisa Gagnon**, *Bishop's U.*

CTO: **How Humans and Machines Make Sense Together: Characteristics and Outcomes of a Case Survey Approach**  

Author: **Elisa Gagnon**, *Bishop's U.*

Author: **Anouk De Regt**, *Utrecht U. School of Economics*

There is a growing realization of Artificial Intelligence (AI)'s importance, including its ability to provide competitive advantage and change work for the better. Indeed, organizations are investing in various AI applications in the hope to automate or augment human judgment. Despite the promise of AI, many organizations' efforts with it are falling short. Therefore, adopting the sensemaking theory as a theoretical lens, this study investigates under which conditions and how human and machine collaborations should be structured, to enhance each other's capabilities and facilitate optimal strategic decision-making and operational effectiveness. A framework is developed based on the level of complexity of the context and the severity of wrong decisions and four types of human-machine sensemaking processes are proposed. The framework is validated through a qualitative meta-analysis of 48 case studies of AI and highlights the characteristics of the interaction process as well as its outcomes. Besides providing a new instrument for the analysis and assessment of human-AI interactions and controls, this research aids the development of guidelines and facilitates the move towards explainable AI (XAI) design, development, and practices.

Paper is Available to Meeting Registrants Only.

CTO: **AI Fairness in Organizational Decisions: Conceptualization, Measurement, and Attainment** 

Author: **Arun Rai**, *Georgia State U.*

Author: **Jing Tian**, *Georgia State U., J. Mack Robinson College of Business*

Author: **Ling Xue**, *Georgia State U.*

Digital transformation of decision-making with AI has made AI fairness a major issue for organizations. Although there have been significant technical advances in the computer science literature on artificial intelligence/machine learning (AI/ML) on assessing and attaining AI fairness, this literature has not been bridged with the rich body of work on organizational justice. Drawing on organizational justice theory, we develop a taxonomy of AI fairness assessment and attainment. Our taxonomy differentiates: (i) AI fairness assessment based on form (outcome-based, process-based) and foci (collective, instance), and (ii) AI fairness attainment methods based on form (outcome-based, process-based) and proactivity (reactive, proactive). For both AI fairness assessment and attainment, we differentiate the form of fairness based on principles for fairness: equality, equity, and need for outcome-based fairness; input validity, process integrity, and process correctability for process-based fairness. Using our taxonomy, we synthesize 77 articles in the top AI/ML conferences in the last ten years. In doing so, we cohere the technical advances on AI fairness assessment and attainment from an organizational justice perspective and bridge these literature. Drawing on the insights, we generate theoretical, practical, and future research implications on three fronts: bridging the technical perspective on AI fairness with the organizational justice perspective, assessing AI fairness, and attaining AI fairness.

Paper is Available to Meeting Registrants Only.

CTO: **Algorithms and Ethics: Evidence from Two HR Algorithms Developed by a Major French Digital Company**  

Author: **Clotilde Coron**, *IAE Paris - Sorbonne Business School*

Author: **Simon Porcher**, *Sorbonne Business School*

Organizations increasingly rely on algorithms for human resource (HR) management and decision-making. In this paper, we provide a detailed case study of the implementation of two HR algorithms in a major French digital company. We use diverse qualitative analyses to open the "black boxes" of the algorithms by regarding them as quasi-objects that circulate among a variety of actors, e.g., data scientists, HR practitioners and lawyers. By using mixed qualitative methods, we identify and discuss the key ethical challenges related to the phases of the development and implementation of the algorithms. We conclude by discussing how our results can help both academics and practitioners better understand the decision-making process in the creation of algorithms and the key ethical issues that are raised in this process.

Paper is Available to Meeting Registrants Only.

CTO: **Facial Recognition Technologies and Societal Wellbeing**  

Author: **Jayson Killoran**, *Smith School of Business, Queen's U.*

Facial recognition technologies are a form of biometric innovation that can identify and verify the identity of an individual using an analysis of their facial features. Facial recognition systems have been increasingly adopted by individuals and organisations over the past two decades, but there has been scant attention to theoretical perspectives and integrated explorations into the benefits, risks, privacy concerns, and trustworthiness of such systems. The purpose of this paper is to understand the current state of knowledge into facial recognition technologies and provide a summary of the privacy and trust implications of this emerging technology in societies. Using a systematic literature review, this paper sheds light on the commonly studied benefits and risks of facial recognition technologies in management research, as well as the prevalent privacy concerns and trust perceptions of facial recognition technologies. Next, we propose a typology of five user profiles of trust perceptions toward facial recognition technologies: the skeptic, the protector, the conformer, the adopter, and the preacher. This paper then offers implications on how facial recognition technologies may be used for societal benefit in the new normal of organisational activity, but also discusses the precautions that should be taken to prevent the misuse of facial recognition systems that may lead to public harm. Finally, a research agenda is presented, and contributions to research and practice are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Showcase Symposium**

Program Session: **1039** | Submission: **12919** | Sponsor(s): (CTO, TIM, OMT)

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)** at Seattle Convention Center in Yakima 1

The Future of Work is Here: Algorithmic Automation, Augmentation and the Way AI is Changing Work *AI Automation and Augmentation of Work*

Organizer: **Maha Shaikh**, *King's College London*

Organizer: **Hila Lifshitz-Assaf**, *New York U.*

Discussant: **Youngjin Yoo**, *Case Western Reserve U.*

Presenter: **Maha Shaikh**, *King's College London*

Participant: **Emmanuelle Vaast**, *McGill U.*

Presenter: **Hila Lifshitz-Assaf**, *New York U.*

Participant: **Dafna Shachaf**, *Hebrew U.*

Participant: **Ben Wolfson**, *New York U.*

Participant: **Niki Kittur**, *Carnegie Mellon U.*

Participant: **Felicia Ng**, *Carnegie Mellon U.*

Presenter: **Paul Leonard**, *UC Santa Barbara*

Participant: **Camille Endacott**, *U. of North Carolina Charlotte*

Presenter: **Katherine C. Kellogg**, *MIT*

Participant: **Mark Sendak**, *Duke U.*

Participant: **Suresh Balu**, *Duke U.*

Artificial intelligence (AI) technologies are claimed to compete with human capabilities in multiple domains such as complex problem-solving, perception, and reasoning (Rai et al. 2019). These technologies are seen as enablers of a fundamental transformation to organizations (Faraj et al. 2018, Kellogg et al. 2019), professionals (Barley et al. 2017) and more broadly, the future of our society. Contentious debates are revolving around whether, over time, AI technologies are more likely to “automate” professional work on certain tasks by fully replacing human professionals, or to “augment” human professionals (e.g., Brynjolfsson and Mitchell 2017, Kellogg et al. 2019). The aim of this symposium is to present four distinct yet related studies on algorithms, augmentation, automation and the changing nature of work. Each presentation will broaden our understanding of these issues and actively engage the participants of the symposium to reflect on the larger questions on the future of work and society.

AI and Emerging Technologies Track

Algorithmic Interactions in Open Source Work: Automation and Augmentation

Author: **Maha Shaikh**, *King's College London*

Augment Professionals, Not Replace Them, for Innovative Problem Solving

Author: **Hila Lifshitz-Assaf**, *New York U.*

Identity Construction with Artificially Intelligent Communication Technologies

Author: **Paul Leonard**, *UC Santa Barbara*

Balancing Operations for the Implementation of AI in Professional Work

Author: **Katherine C. Kellogg**, *MIT*

Future of Work is Here: Algorithmic Automation, Augmentation and the Way AI is Changing Work

Author: **Youngjin Yoo**, *Case Western Reserve U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1040** | Submission: **19447** | Sponsor(s): **(ENT)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)**

Entrepreneurial Orientation 2

Session Moderator: **David Matthew Townsend**, *Virginia Tech*

ENT: [Exploring the Flow of Entrepreneurial Orientation Within Firms: A Cross-Level, Cascading Effects](#) 

Author: **Sebastian C. Schuh**, *China Europe International Business School (CEIBS)*

Author: **Tae-Yeol Kim**, *China Europe International Business School (CEIBS)*

Author: **Xing Wang**, *U. of Illinois at Chicago*

Author: **Zhiqiang Liu**, *Huazhong U. of Science and Technology*

To extend the field's understanding of entrepreneurial orientation (EO), this paper explored whether and how EO shapes dynamics within organizations. Specifically, we developed and tested a cross-level contingency model that describes how and when EO cascades through an organization—bridging firm-, supervisor-, and employee-levels. We conducted a three-level, three-wave study with a sample consisted of 280 supervisors and 1,214 employees from 94 organizations to test our model. The results show that firm-level EO has an indirect and positive relationship to employees' creative performance serially via supervisors' and employees' passion for inventing. In addition, these cascading effects of EO is conditional upon the extent to which supervisors identify with their organizations, that is, the indirect effect is stronger when supervisors' organizational identification is high. These findings provide a new theoretical perspective on the internal dynamics of EO, uncover a central yet unexplored boundary condition, and offer managerial insights for the effective implementation of EO.

Paper is NOT Available. Please contact the author(s).

ENT: [Motivating Innovation: The Vertical Organisational Pervasiveness of CEO Entrepreneurial Orientation](#)

Author: **Xu Zhang**, *Nanjing U.*

Author: **Shulin Zhang**, -

Author: **Siqi Liu**, -

Author: **Xiulin Geng**, *Nanjing U.*

Digital technology opens new avenues for innovation and value creation but also introduces difficulties and challenges. To deal with the digital economy's dynamic and competitive environment, an information-based and team-centric structure has emerged as the dominant trend in developing relationships among organisation members. Social information processing theory suggests that a CEO's entrepreneurship orientation (CEO EO) is an organisational signal that influences the innovativeness and behaviours of middle management teams. Based on differences in external environments, organisational structures, and middle managers' cognition, this study thoroughly investigates how the vertical penetration of CEO EO impacts the innovativeness of middle management teams (MMTs). Fuzzy-set qualitative comparative analysis (fsQCA) is employed to investigate which configurations of CEO EO vertical penetration within an organisation can stimulate MMT innovativeness. The findings show there are four first-level configurations and two second-level configurations in each group that provide solutions to support stimulating MMT innovativeness.

Paper is Available to Meeting Registrants Only.

ENT: [Corporate Entrepreneurship in Perilous Times: Striking a Balance between EO and FSO](#) 

Author: **Joseph Simpson**, *Virginia Tech*

Author: **Richard Hunt**, *Virginia Tech*

Author: **David Matthew Townsend**, *Virginia Tech*

Author: **Maximilian Stallkamp**, *Virginia Tech*

Corporate entrepreneurship impels firms to engage in novel pursuits that provide exciting opportunities for growth and renewal. Yet, this same vigorous pursuit of new, stakeholder-enhancing possibilities also exposes firms to a vast array of increasingly alarming security threats such as cyber-attacks, organized retail crime, and terrorism. Paradoxically, then, a strong entrepreneurial orientation can lead simultaneously to highly desirable growth and highly undesirable threats. Navigating this paradox has become a defining – albeit largely understudied – facet of corporate entrepreneurship. Our study remedies this gap by developing and testing new theory concerning the interplay between a firm's entrepreneurial orientation and security orientation. In results that are relevant to scholars and practitioners, we find that firms engaging in a careful rightsizing security attentiveness are able to protect their assets and stakeholders without suffocating the firm's growth prospects.

Paper is Available to Meeting Registrants Only.

ENT: [Can Entrepreneurship Rescue Me from the Job Mismatch Trap?](#) 

Author: **Azzurra Meoli**, *U. of Bologna*

Author: **Herica Righi**, *Alma Mater Studiorum U. di Bologna*

Author: **Riccardo Fini**, *U. of Bologna*

Author: **Maurizio Sobrero**, *U. of Bologna*

We focus on the relationship between job mismatch – when someone's work is not closely related to their skills, type, or level of education – and entrepreneurship. While prior research has focused on a particular kind of mismatch and the effect on entry, we show that different types of mismatch may have a heterogeneous impact on entrepreneurial entry and the type of entry (self-employment vs. new venture formation). Moreover, we look at the re-employment condition to understand if the choice of entering entrepreneurship might help escape from a condition of mismatch. Using longitudinal data from more than 90,000 graduates, we document the effects of job mismatch on entrepreneurship and contribute to the literature of entrepreneurial entry. We discuss implications for research, managers, and policymakers.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1041** | Submission: **19463** | Sponsor(s): **(ENT)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)**

Social Entrepreneurship 6

Session Moderator: **MICHAEL RYCHENER**, *U. of St. Gallen*

ENT: Creating Start-Ups for a Better World: The Venture Creation Process of ‘Missionary’ Founders

Author: **MICHAEL RYCHENER**, *U. of St. Gallen*

Author: **Heiko Bergmann**, *U. of St. Gallen*

How do ventures that are focused on solving social and environmental problems come into existence? Drawing upon social identity theory, this study focuses on the venture creation process of Missionary founders. More specifically, we investigate in what way the strength of a founder’s Missionary identity affects the relationship between two central entrepreneurial actions – i.e., conducting discovery and exploitation related start-up activities – and firm emergence. We test our hypotheses using binary logistic regression on a sample of 133 nascent entrepreneurs from a recent longitudinal study. Our results suggest that Missionary founders find it more difficult to develop and implement their business model in comparison to other founders, resulting in a different importance of discovery and exploitation related start-up activities, and, possibly, in some cases also leading to an escalation of commitment.

Paper is NOT Available. Please contact the author(s).

ENT: The Mechanisms of Performance in Social Entrepreneurship: Assemblage, Market Building, Issue Selling   

Author: **Yanto Chandra**, *Hong Kong Polytechnic U.*

Author: **Long Wang**, *City U. of Hong Kong*

Tackling societal problems using a market approach—or social entrepreneurship (SE)—has become a central goal for a growing number of organizations worldwide. Although achieving social and commercial success is challenging for most social enterprises, some social enterprises have been more successful than others socially and commercially. While research in SE has proliferated in the past two decades, we still know little about why and how some social enterprises achieve better performance than others. In addressing this “performance void” in SE literature, we conducted a grounded theory study to interrogate the mechanisms that distinguish high from low performing social enterprises across two territories—Hong Kong and Singapore. Our study that focused on 20 social enterprises—around half are high performing social enterprises—between 2019 and 2020 revealed three broad mechanisms of performance that we labelled as resource assemblage, visionary market building, and persuasive issue selling. This article offers a first theoretical contribution on the integration of resource conserving and optimizing processes (or resource assemblage) as well as market pioneership, uniqueness, and partnership to build new markets (or visionary market building) and influence and media work (or persuasive issue selling) as central mechanisms that explain high performance in SE. This study also offers insights for practitioners and policy makers to “achieve more with less”, to identify market visionaries, and how to be master persuaders to gain support from stakeholders.

Paper is Available to Meeting Registrants Only.

ENT: An Exploratory Study on the Nature and Origins of Social Venture Mission  

Author: **David Lucas**, *Syracuse U.*

Author: **Uisung David Park**, *Syracuse U.*

Mission is central to social venturing, but little is known about the nature and origins of social venture mission. The field lacks a theoretical framework for understanding the moral content of “prosocial” missions that rely on quite different—and potentially conflicting—moral values. We engage in an exploratory quantitative study, wherein we draw on moral foundations theory and social identity theory to develop framing questions related to the moral discourse in social venture missions and the role of founders’ partisan identities in infusing these missions with moral values. We construct a novel dataset by performing computer-aided text analysis on the mission statements of over 50,000 nascent nonprofit ventures in the United States and matching founding team members to voter registration data. We find that moral foundations are frequently espoused in mission statements. We also find that the partisan political identity of the founding team is strongly associated with differences in the moral discourse in social ventures’ stated missions in ways that intriguingly differ from prior work relating moral foundations to political beliefs. Our work contributes to social entrepreneurship research by offering a new way of looking at social venture mission, a road map for future empirical studies, and practical and policy implications.

Paper is Available to Meeting Registrants Only.

ENT: An Experimental Study on How SEs Build Rhetorical Legitimacy and Its Effects on Consumer Responses 

Author: **Qian Jin**, *Hong Kong Polytechnic U.*

Author: **Yanto Chandra**, *Hong Kong Polytechnic U.*

Legitimacy has long been a central construct of interest by organizational scholars. The burgeoning research on legitimacy has increasingly seen the importance of legitimacy building for emerging and novel organizations, especially social enterprises (SE) that embrace a hybrid organizational logic. However, little is known about how SEs can build legitimacy effectively, particularly legitimacy as it is assessed by consumers, and whether the legitimacy-building efforts will translate into favorable consumer responses. Drawing on cultural entrepreneurship theory, we designed a scenario-based experiment to examine whether using different rhetorical strategies will help SEs acquire legitimacy as assessed by consumers and to what extent legitimacy drives positive consumer responses. Our experiment results reveal that the use of social and membership discourse in SEs’ identity building will effectively enhance SEs’ legitimacy as perceived by consumers. More importantly, this legitimacy will further catalyze desirable consumer responses on both social and commercial sides. This research offers novel contribution by addressing “legitimacy-consumer” gap in organization and SE literature, enriches consumer studies in SE by bringing the social dimension of consumer responses into the field, and demonstrates the use of experiment as a promising method in advancing SE studies. This research also provides practical implications for SE practitioners and policymakers to harness the rhetorical tools for SEs’ legitimacy building.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1042** | Submission: **19351** | Sponsor(s): **(ENT)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AM PT (UTC-7)** at **Seattle Convention Center in Room 303**

Social Capital 2

Session Moderator: **Christian Busch**, *New York U.*

ENT: How Entrepreneurs in Socially Contested Contexts Develop Social Ties to Access Opportunities 

Author: **Christian Busch**, *New York U.*

Author: **Robert Mudida**, *STRATHMORE BUSINESS SCHOOL*

Social ties are important sources of resources and opportunities for entrepreneurs. However, in socially contested settings, it is often more difficult to connect with (diverse) others, and it is unclear how entrepreneurs in these contexts may develop the social ties that previous research has shown to be valuable. We studied this subject matter in Kenya, an ethnically fractionalized society that recently experienced the decentralization of government. This contextual change required entrepreneurs who were previously providing IT services to the central government to deal with both in-group and out-group ethnicities on the local county level. Our inductive case study of four ICT firms contributes a process model of how and why entrepreneurs in socially contested settings select and manage social ties in order to access opportunities.

Paper is Available to Meeting Registrants Only.

ENT: Linking Digital and Coding Skills to Entrepreneurial Intention and Student Entrepreneurship in Italy 

Author: **Giuliano Sansone**, *Prague U. of Economics and Business*

Author: **Antonio Ghezzi**, *Politecnico di Milano School of Management*

Author: **Paolo Landoni**, *Politecnico di Torino*

Author: **Andrea Rangone**, *Politecnico di Milano School of Management*

Although a great deal of attention has been paid to entrepreneurial intention, few studies have analysed which factors can foster student entrepreneurship. Furthermore, to our best knowledge, no one has yet tested individual-level factors such as i) coding knowledge and experience and ii) digital knowledge and experience. The aim of this study is to fill this gap by empirically testing if these factors have a positive impact on entrepreneurial intention and student entrepreneurship. The quantitative analyses are based on a unique data set of more than 2000 Italian university students. Adopting a Human Capital Theory perspective, we argue that coding knowledge and experience have a positive impact on entrepreneurial intention and student entrepreneurship. Moreover, considering a Social Capital Theory perspective, we argue that digital knowledge and experience have a positive impact on entrepreneurial intention and student entrepreneurship. Our findings provide an original contribution to the research on entrepreneurial intention and student entrepreneurship, while holding implications for practice policy-making by disclosing individual-level factors which, if purposefully nurtured, can stimulate students' entrepreneurial endeavors.

Paper is Available to Meeting Registrants Only.

ENT: Who to Call in Case of Emergency? – Networking Responses to an Economic Crisis Among Entrepreneurs

Author: **Leif Brändle**, *U. of Hohenheim*

Author: **Helen Signer**, *U. of Hohenheim*

Author: **Andreas Kuckertz**, *U. of Hohenheim*

The resilience of entrepreneurs in times of crisis depends on mobilizing resources from others. Nevertheless, prior research on the role of entrepreneurial networks in an entrepreneur's crisis response is limited. While an emerging research stream on entrepreneurial network agency made substantial strides in explaining the active role of entrepreneurs in network evolution, it remained relatively silent on when and why entrepreneurs activate different parts of their network. The current study investigates who entrepreneurs call when facing an economic threat. The study applies a bricolage and effectuation lens to develop hypotheses on entrepreneurial network activation in times of crisis. The results of a pre-registered randomized experiment in the COVID-19 context conducted with 122 entrepreneurs from the USA show that, contrary to prior expectations, entrepreneurs activate more-closed networks involving strong ties between network actors in a crisis. Additionally, higher-status entrepreneurs activate contacts to serve their own goals (instrumental networking) when facing an economic threat while, counter-intuitively, lower-status entrepreneurs, in such situations, more likely network to support others. The study discusses the implications of these findings for theory on crisis response among entrepreneurs and entrepreneurial networking.

Paper is NOT Available. Please contact the author(s).

ENT: Shaping the Nature of the Venture: The Independent and Tandem Work of Human and Social Capital

Author: **Anastasia Veronica Graham Bailey**, *Rutgers Business School*

Author: **Mona V Makhija**, *Ohio State U.*

This research examines the roles played by human and social capital in determining the novelty of entrepreneurial ventures. Using an inductive approach, we provide detailed evidence on four high-tech and four low-tech ventures that vary substantially in their novelty. Our findings suggest that human and social capital play separate as well as joint roles in shaping venture novelty. While human capital assists in diagnosing and addressing problems in how a product or service is currently delivered in the marketplace, social capital plays an oversized role for bringing about a new business model. We find that different combinations of specific human capital and instrumental social capital of founders vary in systematic and unforeseen ways across four levels of venture novelty. This research demonstrates the separate and fine-grained implications of human and social capital for the novelty of the entrepreneurial ventures pursued by founders

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1043** | Submission: **19360** | Sponsor(s): **(ENT)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AM PT (UTC-7)** at **Seattle Convention Center in Room 304**

Teams 3

Session Moderator: **Emma Rui Lu**, *Stockholm School of Economics*

ENT: **Characteristics of Entrepreneurial Teams and Emergence of New Ventures** 

Author: **Kamal Sakhdari**, *Faculty of Entrepreneurship, U. of Tehran*

Author: **Sohrab Soleimanof**, *Louisiana State U.*

Author: **Sima Sajadi**, *Faculty of Entrepreneurship, U. of Tehran*

Author: **Kristen Madison**, *Oklahoma State U.*

This study posits that the emergence of new ventures depends on both the homogeneity and heterogeneity of the team members' skills in the entrepreneurship process. Our multi-respondent survey of 210 participants on 83 entrepreneurial teams indicates that teams with higher levels of aggregated discovery skills can develop more competitive value propositions at the conception stage of the entrepreneurship process. Yet, the teams can leverage their competitive offerings for venture emergence at the execution stage when they possess more heterogeneous delivery skills. These findings extend our understanding of the composition of new venture teams by highlighting the varying nature of skillsets and learning throughout the entrepreneurship process.

Paper is Available to Meeting Registrants Only.

ENT: **Identity Fusion and New Venture Performance: Team Average and Dispersion Effects**

Author: **Emma Rui Lu**, *Stockholm School of Economics*

The present paper studies the relationship between entrepreneurial identity on new venture performance through a group level analysis. It expands on the concept of identity with a metric of identity fusion for the new venture team context and uses a longitudinal field design with repeated survey responses of multiple members in knowledge-intensive new venture teams from Sweden, Denmark, and Russia. Results from multilevel structural equation modeling (MSEM) showed that while there was significant dispersion in intensity of identity fusion among members within a new venture team, there was no direct effect between average team identity fusion and venture performance, as represented by external funding, customer acquisition status and product advancement status. The results run contrary to recent findings of a positive effect between identity fusion and firm performance and makes the case for further explorations into the consistency of the relationship between identity fusion and venture outcomes. The study is among the first to consider venture outcomes of group-level identity in entrepreneurship, highlighting the salience of identity fusion as one of several potential forms of group identity.

Paper is Available to Meeting Registrants Only.

ENT: **Abandoning The Ship? The Familization of Lone-Founder Firms and Its Impact on TMT Turnover** 

Author: **Yanlong Zhang**, *Peking U.*

Author: **Yijie Min**, *Guanghua School of Management, Peking U.*

Author: **Lujun Xie**, *Beijing Information Science and Technology U.*

Borrowing insights from the institutional logic perspective on hybrid organization, we theorize the introduction of family logics into lone-founder firms driven by incumbent entrepreneurial logics as a familization process. Using a sample of Chinese listed firms, we explored how this familization process affects the reactions of internal audiences and linked this internal dynamic with organization- and field-level contingencies. Our results indicate that TMT turnover rates increase when firms experience the familization process, but organizations' financial slack and entrepreneurial narrative can help the hybrids to mitigate the adverse impacts of familization. In addition, we find that field-level legitimacy of the hybridity can condition the effectiveness of firms change management capacities, such that when the legitimacy of hybrids is high in a given field, the moderation effects of the financial slack decrease while the moderation effects of entrepreneurial narrative increase.

Paper is Available to Meeting Registrants Only.

 ENT: **How do Entrepreneurial Teams Manage Adversity? A Qualitative Study During the COVID-19 Pandemic** 

Author: **Caroline Becker**, *Ruhr-U. Bochum*

Author: **Silja Hartmann**, *Freie U. Berlin*

Author: **Kyle Brykman**, *Odette School of Business, U. of Windsor*

Author: **Matthias Weiss**, *Ruhr-U. Bochum*

The COVID-19 pandemic has threatened the existence of many start-ups and has underlined the importance of successful adaptation to adversity for entrepreneurial actors. Yet, while most start-ups are founded and led by teams, our knowledge on how entrepreneurial teams may develop and demonstrate positive adaptation to adversity, i.e., entrepreneurial team resilience, is scarce. The purpose of this study is to address this research gap. We conducted a multiple-case study with entrepreneurial teams that faced the adversities of the COVID-19 pandemic. Based on the qualitative data, we developed a process model of the entrepreneurial team resilience process. The model differentiates this process in stages of (1) adversity perception and evaluation, (2) information search and acquisition, (3) coping with adversity, and (4) resilience outcomes. With our study we add to theory development on psychological resilience in entrepreneurship. Specifically, we enrich the nascent research on entrepreneurial team resilience and shed light on the collective cognitive, affective, and social dynamics that enable entrepreneurial teams to develop team resilience in the face of adversity.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1044** | Submission: **19297** | Sponsor(s): **(ENT)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AM PT (UTC-7)** at **Seattle Convention Center in Room 616**

Entrepreneurial Ecosystems 1

Session Moderator: **Jared Shaw Allen**, *Texas Tech U.*

ENT: **Why Entrepreneurial Processes Enable Value Creation in Entrepreneurial Ecosystems** 

Author: **Clau Sganzerla**, *Texas Tech U.*

Author: **Ronald K. Mitchell**, *Texas Tech U.*

Author: **Jared Shaw Allen**, *Texas Tech U.*

There is increasing interest in entrepreneurial ecosystems, which are a system of elements (social, political, economic, and cultural), that produce the synergistic outcomes of value creation through entrepreneurial activity. Because an ecosystem is a set of elements that produce an effect that is not inherent in any one of them (Davis & Marquis, 2005; Hernes, 1998), understanding the mechanisms through which elements are integrated to create value is of prime importance to entrepreneurial ecosystems research that interests scholars, practitioners, and policy makers. Helpfully, work to date has explored the who, what, where and how questions related to entrepreneurial ecosystems, with less attention focused on why such systems are able to produce value. We apply analogical process theorizing (e.g., Chan, 1998) and the creation view of opportunity exploitation (Alvarez & Barney, 2007; Sarasvathy, Dew, Velamuri, & Venkataraman, 2003) to develop theory to explain why entrepreneurial processes help to integrate discrete systems (rational, natural, and open systems) into superordinate systems (i.e., entrepreneurial ecosystems). Our theorizing offers novel explanations for why entrepreneurial ecosystems flourish despite having to integrate discrete, often orthogonal systems.

Paper is Available to Meeting Registrants Only.

ENT: **More Than a Catching Name? Entrepreneurial Ecosystem, Risk Anticipation and SMEs' Resilience**

Author: **Enrico Carlet**, *Department of Economics and Management "Marco Fanno", U. of Padova*

This study investigates whether the commitment to risk anticipation influences small and medium enterprises' (SMEs) resilience. Moreover, the research adds the entrepreneurial ecosystem (EE) mobilization to the analysis. Specifically, we study how the EE mobilization of SMEs coping with adversities relates with both risk anticipation and resilience. In doing so, we are aimed at contributing to resilience and EE literature, which overlooked the study of the relationship between the EE and resilience at the firm level. The exploitation of the EE resources may be useful for SMEs that cope with crises, as they rarely anticipate risks implementing the best (and costly) practice. Testing the impact of the EE mobilization on firms' resilience may help us in clarifying – at least partially – the cause-effect network of the EE. This leads us to engage in the debate whether the EE is just a catching name or a valuable and usable construct. Drawing on the resilient response model, we develop a framework that includes risk anticipation and EE mobilization. To test our hypotheses, we estimate OLS regression and probit models using a dataset of 761 questionnaires. These were collected from London, Milan and Frankfurt SMEs' entrepreneurs that experienced a crisis in the year before the research. We find that the commitment to risk anticipation enhances the EE mobilization level, that, in turn, increases SMEs' probability of showing a resilient response. Surprisingly, no direct effect is found between commitment to risk anticipation and resilience. Results are commented drawing on High Reliability Organization theory: in particular, we argue that the mobilization of the EE increases the effectiveness and the efficiency of the activation and detection phases that characterize the critical period following the disruption. We posit that a crucial role is played by the increased variety of perspectives obtained via the EE mobilization, that supports a deeper understanding of the threat and a richer generation of solutions. Beside the scholarly debate about the value of the EE – to which we contribute demonstrating an empirical application of the construct –, from the results we derive managerial and policy implications concerning SMEs' entrepreneurs' strategies and EE planners' initiatives.

Paper is Available to Meeting Registrants Only.

ENT: **Entrepreneurial Ecosystem and Urban Economic Growth** 

Author: **Yang Peipei**, *U. of Chinese Academy of Sciences*

The purpose of this paper is to explain the link between the development of entrepreneurial ecosystems and economic growth at the urban level, and in specific scrutinizes the moderating roles of industrial diversities and digital technology service. This study investigates the economic growth of 32 cities in China from 2008 to 2018. The sample covers a wide range of cities in China. We apply OLS models with fixed effects and time controlled. The results show that entrepreneurial ecosystems' development promotes municipal economic growth. Moreover, industrial diversity and digital technology service are found to positively moderate the relationship between entrepreneurial ecosystems' development and the urban economic growth. This study significantly extends the literature on entrepreneurial ecosystems and regional economic development. From the perspective of knowledge-based view, this study provides a new lens to understand the function of the entrepreneurial ecosystems at the urban level. It also provides policymakers and stakeholders a different mentality when forming strategies and regulations on entrepreneurship.

Paper is Available to Meeting Registrants Only.

 ENT: **Do it Yourself While Running it Together: How Disparate Projects Form an Entrepreneurial Ecosystem** 

Author: **Yixin Qiu**, *U. of Bayreuth*

Small-scale DIY practices are generating widespread communities and global movement, where the concept of entrepreneurial ecosystem emerged to explain and describe this phenomenon. However, most prior research bonds to regional borders and focal actors, and therefore leaves the interdependence and the dynamic nature of an ecosystem and the value creation from adopting the constructs unaddressed. In light of an entrepreneurial ecosystem that induces international networks and collaboration, we adopted the flexible pattern matching approach to surface new insights. We use two patterns deduced from the literature to discover match and mismatch. Longitudinal data was collected from multiple sources. Adopting Adner's ecosystem as structure perspective, the findings indicate two emergent dimensions: internal alignment, and connection and resilience to the external environment. This paper advances our understanding of the distinguishable features of self-regulating entrepreneurial ecosystems and how they are derived from individual DIY practices.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Showcase Symposium**

Program Session: **1045** | Submission: **10860** | Sponsor(s): (ENT)

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 8:00AM- 9:30AMPT (UTC-7)** at **Hyatt Regency Seattle** in **401 Chelan**

Exploring the Relationship Between Entrepreneurship and Public Policy

Entrepreneurship and Public Policy



Moderator: **Per L. Bylund**, *Oklahoma State U.*

Panelist: **David Audretsch**, *Indiana U., Bloomington*

Panelist: **Steven Walter Bradley**, *Baylor U.*

Panelist: **Fernando Antonio Monteiro Christoph D'Andrea**, *Oklahoma State U.*

Panelist: **Jeffery S. McMullen**, *Indiana U., Bloomington*

This symposium explores avenues for research in the area of entrepreneurship and public policy. Research in other disciplines, primarily economics, have previously addressed questions in this space assuming a static or unidirectional relationship, either the impact of public policy (regulations) on startups or corporate rent-seeking, but the entrepreneurship perspective suggests a bidirectional, dynamic, institutionally embedded relationship between entrepreneurial value creation and the environment in which it occurs, in particular public policy. This perspective remains understudied. In this symposium, leading scholars in this new and exciting area of study in entrepreneurship will present new research, provide guidance and recommendations, and insights into opportunities in both theory development and empirical studies.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1046** | Submission: **19337** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)** at **Hyatt Regency Seattle in 408 Washougal**

New Venture Formation 3

Session Moderator: **Travis Howell**, *UC Irvine*

ENT: **Boundary Conditions in Early-Stage Venturing Research: A Systematic Review** 

Author: **Andrew MacLaren**, *Edinburgh Business School, Heriot Watt U.*
Author: **Lucrezia Casulli**, *U. of Strathclyde Business School*

In this paper we problematize existing markers of entrepreneurial action as being subject to boundary conditions and we seek to make such boundary conditions explicit through the systematic scrutiny and review of empirical literature on early venturing. The value of doing so, we contend, is that by making explicit what the boundary conditions are we will be better able to develop an awareness of what may be potentially left out. More broadly, we hope to spur conversations about how we sample entrepreneurial actions in empirical studies and what this means in relation to the domain of entrepreneurship in a context that is increasingly calling for more inclusivity and contextualisation – indeed, under the theme of creating a better world together, togetherness issues from an implicit desire to be inclusive in how we treat others as well as ensuring that our research is able to capture and represent its subject matter in as comprehensive a manner as possible. We inductively develop four categories of boundary conditions for participants’ identification and recruitment in early-stage entrepreneurial research that are based on whether entrepreneurial action is being recognized and the epistemic positioning of that recognition. Our findings reveal that there is a predominance of attributing action entrepreneurial status in a way that is: - implied from context, whereby the latter is considered entrepreneurial; or - implied from the expressed intentionality of the individual, or - retrospectively inferred based on the characteristics of consequent endeavours.

Paper is Available to Meeting Registrants Only.

ENT: **How Founders Attract Joiners: Evidence From a Conjoint Analysis**     

Author: **Travis Howell**, *UC Irvine*

Hiring is one of the most important and yet also one of the most difficult responsibilities in a startup. When an organization is small and only has a few employees, even one bad hire can impede the startup's growth or even lead to its demise. Yet, because startups have limited cash flow, they typically cannot offer the salaries or job security offered by larger corporations with whom they compete for talent. The question then is how startups can attract talented employees without offering competitive financial packages. The few studies that do address this find that startups provide several nonpecuniary benefits that larger corporations do not. Yet, which types of non-pecuniary incentives are most effective has been relatively understudied. In addition, whether (and which type of) workers prefer and are thus willing to give up pecuniary benefits in exchange for non-pecuniary benefits remains to be empirically established. This study uses a conjoint analysis to provide causal evidence of these relationships. Specifically, the questions I address in this study are: Which non-pecuniary incentives are most effective in attracting employees to startups, and how do these preferences differ across employee types?

Paper is Available to Meeting Registrants Only.

 ENT: **The Impact of Evolutionary Patterns of External Enablers on Perceived Entrepreneurial Potential** 

Author: **Jiyoung Kim**, *Jonkoping International Business School*

Focusing on changes in the external environment, this research investigates the effect of agent-independent factors in new venture creation. Based on the notion of External Enabler (EE) and the EE framework (Davidsson, 2015; Davidsson, Recker, & von Briel, 2020), I propose that an evolutionary pattern of an EE (incremental vs. discontinuous) affects perceived entrepreneurial potentials of individuals. Drawing on sensemaking theory, this research develops theoretical relationships between key constructs in the EE framework (i.e., EE characteristic, enablement, and role) and empirically test them employing between-subject experiments. The results support that when an EE evolves discontinuously, individuals perceive higher overall entrepreneurial potential of the EE but lower potential of the enablement drawn from the EE. The research findings provide crucial theoretical and practical implications for entrepreneurship research.

Paper is Available to Meeting Registrants Only.

ENT: **Riding the Roller-Coaster: A Pivot Process During Covid-19**

Author: **Clara Scheve**, *Institute of management and Organization, Leuphana U. of Lüneburg*
Author: **Thomas Karl Gegenhuber**, *Johannes Kepler U. Linz*
Author: **Markus Reihlen**, *Leuphana U. Lüneburg*

This article investigates how a new venture responded to the challenges of the Covid-19 pandemic by performing a pivot. A pivot is a process of radically transforming the current business model of a young venture in case of a (potential) failure. So far, researchers have paid scant attention to the consequences of pivots, neglecting the “after pivot” phase of the pivot process. We propose that a pivot alters a new venture's business model, reallocates or restructures resources and capabilities, which, in turn, leads to a lasting impact on the organization and its identity. Drawing on an inductive, longitudinal case study of the fast-growing new venture “Gazelle”, this paper identifies three effects. First, it shows how a pivot is interrelated with “entrepreneurial vibrancy”, i.e. the unconditional maintenance of the entrepreneurial spirit and action despite hostile circumstances. Second, our case exemplifies how the Covid-19 pandemic created an existential crisis and triggered a unique recovery trajectory of the new venture, which we characterize as the “Phoenix effect”. Third, the “sedimentation effect” depicts how changes along the pivot process imprinted into the new venture’s identity.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1047** | Submission: **19278** | Sponsor(s): **(ENT)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)** at **Hyatt Regency Seattle** in **501 Chihawa**

Corporate Entrepreneurship 2

Session Moderator: **Lucia Naldi**, *Jonkoping International Business School*

 ENT: [Spanning Boundaries Across Two Worlds: How Accelerators Source Startups for Changing Corporates](#)   

Author: **Kristina Koch**, *TUM School of Management, Technical U. of Munich*
Author: **Rebecca Preller**, *Technical U. of Munich*

Collaborating with innovative startups can be beneficial for large established corporates. However, sourcing attractive startups that fit the corporates strategically is challenging. To overcome this challenge, more recently a new type of accelerator emerged that offers a startup sourcing process that matches corporates with applicant startups for specific collaboration projects once the accelerator's cohort starts. This platform accelerator is different from internal corporate accelerators since it works as an independent legal entity and sources startups for multiple changing corporate sponsors at the same time. But how can an accelerator – that is external to both worlds and faces changing partners – match corporates with applicant startups for collaboration projects? To develop theory about how platform accelerators match multiple changing corporates and startups, we draw on a boundary spanning perspective and an inductive study based on a six-month in-depth single-case study of a platform accelerator matching four corporate partners with initially ~1500 scouted startups. Our process model shows how the accelerator established and re-positioned itself as a boundary organization and reveals the sequence of three key mechanisms (anticipating, structuring, fostering) applied by the accelerator during matchmaking. Our study extends previous research on accelerator design, entrepreneurial support organizations, boundary spanning, and boundary organizations.

Paper is Available to Meeting Registrants Only.

ENT: [External Enablers: Emergence, Novelty, and Persistence of Entrepreneurial Initiatives](#)

Author: **Joaquin Cestino**, *Jonkoping International Business School*
Author: **Lucia Naldi**, *Jonkoping International Business School*
Author: **Mats Ots**, *Jonkoping International Business School*

There is a growing consensus that exogenous, environmental changes can affect entrepreneurship. However, the external enabler framework, which provides structures and terminology to analyze these enabling effects, has typically focused on new venture creation. In an attempt to extend the external enabler framework, we explore how environmental changes enable the emergence, novelty, and persistence of entrepreneurial initiatives within established organizations. Grounded in a longitudinal multiple-case study, our findings corroborate several aspects of the external enabler framework and extend it by identifying additional mechanisms and relational qualities of external enablers critical to understanding entrepreneurial initiatives in established organizations.

Paper is Available to Meeting Registrants Only.

 ENT: [Getting Away With It: How Do Firms Avoid Damage to Their Network After Allegations of Misconduct?](#)

Author: **Jitse Duijsters**, *Erasmus U. Rotterdam*
Author: **Vareshka Van De Vrande**, *Erasmus U. Rotterdam*
Author: **Rene Bakker**, *Erasmus U. Rotterdam*

How do firms avoid losing network centrality following accusations of organizational misconduct? In this paper, we argue that while accusations generally lead to a decrease in the network position of the focal firm, there are certain strategies firms can use to mitigate this relationship. We examine the impact of status volatility, showing that firms that maintain a more stable network position are affected less by accusations, and expectancy violation, arguing that firms that act in line with negative expectations are less likely to receive punishment by their peers. We test our predictions in the setting of corporate venture capital investments by firms operating in the U.S. IT industry (1985-2018) and show that under certain conditions, firms can 'get away' with accusations of misconduct.

Paper is Available to Meeting Registrants Only.

 ENT: [How Do Corporate Venture Capitalists Evaluate Digital Technology Ventures? A Conjoint Analysis](#) 

Author: **Petrit Ademi**, *Justus-Liebig-U. Giessen*
Author: **Monika Schuhmacher**, *Justus-Liebig U. Giessen*
Author: **Andrew Zacharakis**, *Babson College*

Drawing upon affordance theory, this study analyzes how corporate venture capital (CVC) investment managers evaluate digital technology ventures for investment. We argue that affordances, namely action potentials that arise from the relation between CVC investors and digital technology ventures, determine investment decision-making. Our study uses experimental data from a conjoint analysis of 432 investment decisions made by 54 CVC investment managers representing 44 CVC units from 34 industries. We find that CVC investment managers value characteristics of digital technology ventures that give rise to digital affordances as well as task-sharing affordances. Our findings show that CVC investment managers' prior digital technology experience, entrepreneurial experience, and perceived CVC unit dependence on business units influence the interpretation of affordances, and thus the evaluation of investment opportunities. Our study contributes to the understanding of CVC investment decisions and extends affordance theory by a decision-making perspective.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Angel Investors 1

Session Moderator: **Emily Neubert**, *Texas Tech U.*

ENT: Funding Source Intimacy Bias: Examining the Impact of Strong Ties on Entrepreneurial Decision Making

Author: **Emily Neubert**, *Texas Tech U.*

Due to the ease of accessing individuals in entrepreneurs' social networks, raising money from friends and family is one of the most common forms of startup funding. Despite this being a significant form of financing, we know relatively little about how accepting funds from these individuals influences an entrepreneur's decision making. Drawing on sociological research on strength of relational ties, this study investigates how entrepreneurs' relationships with investors influence their risk-taking preferences, and consequently, their decision making. Using quasi-experimental methods, this study found that as the strength of a relationship with an investor increases, the entrepreneur is more likely to pursue a more conservative growth choice for his or her venture. This effect is mediated by greater feelings of anticipated guilt if the entrepreneur's venture is not successful. Narcissism was investigated as a potential moderator of this mediation effect. In line with the results of this study, I introduce the notion of "funding source intimacy bias", which is the tendency for an entrepreneur to become more risk averse after accepting funds from a strong tie.

Paper is Available to Meeting Registrants Only.

ENT: Perceptions and Inaccuracy in New-Venture Investment Decision: An Experimental Evidence

Author: **Ashish Vazirani**, *Indian Institute of Technology, Kharagpur*
Author: **Titas Bhattacharjee**, *Indian Institute of Technology, Kharagpur*

Access to investment has a significant effect on performance of new-venture but investment decisions in such new-ventures are found to be inaccurate. Mainly researchers focused on the factors that are significant in determining investment decisions but no study has explored the cause of inaccuracy in new-venture investment decisions. We have used the theories of decision making and behavioral experiments to explore the cause of such inaccuracy. We have explored the role of information signals in determining perception, then measured the deviation between perceived utility and actual investment, and lastly explored the source of such deviation. In study-1, we asked participants to appraise proposals on prospects of "risk-exposure" and "return-potential". In study-2, participants invest in the same proposals presented in random order. We found that the role of information in determining perception of "risk-exposure" and "return-potential" is partially mutually exclusive and partially related. Though information signals help in determining the perceptions, the investment decisions do not follow the rational value of the perceived utility. Time-constraints resulted in heuristics as only few information signals were considered in determining the same level of perceptions. Further, quick decisions limit the perspective of considering an information signal. As a result, information type, respective perceptions and time-constraints are found to be significant determinants of accuracy of investment decisions.

Paper is Available to Meeting Registrants Only.

ENT: Attracting Business Angels: Does Signaling Sustainability Pay Off for Commercial New Ventures?

Author: **Julian Bafera**, *U. of Wuppertal - Schumpeter School of Business and Economics*
Author: **Simon Kleinert**, *Maastricht U., School of Business & Economics*
Author: **Christina Guenther**, *WHU - Otto Beisheim School of Management*
Author: **Christine Katharina Volkmann**, *U. of Wuppertal*

The importance of signals of economic quality is clear, though heightened awareness of ecological issues and pressures for sustainable development suggest that new ventures also might need to signal their sustainability. With a basis in signaling theory, the current study addresses how sustainability quality signals might enable new ventures to raise financing from business angels (BAs). A conjoint experiment, involving 68 active BAs from one of the largest angel networks in Europe, reveals that credible and costless sustainability signals relate positively to the willingness of BAs to invest, whereas negative sustainability signals, in the form of harmful environmental practices, relate negatively to such willingness. Sustainability signals interact, such that conflicting signals induce penalties. The effectiveness of sustainability signals also is strongly contingent on the BAs' own entrepreneurial experience, but surprisingly, the results indicate that they are not more important for new ventures from green industries.

Paper is Available to Meeting Registrants Only.

ENT: The Nature of the Firm's Exchange Complexity: A Configurational Study

Author: **Aydin Selim Oksoy**, *U. of Hartford*
Author: **Matthew Farrell**, *Old Dominion U.*
Author: **Anil Nair**, *Old Dominion U.*

We conduct a configurational study on the complexity of an entrepreneur led embryonic firm's intended strategic trajectory, focusing on the firm-environment exchanges. In doing so, we identify a new way to conceptualize the complexity of an organization. The complexity of the firm-environment exchange is a function of activities internalized into the firm and is therefore initially within the entrepreneur's control. We study angel investor reactions to various organizational complexity configurations as captured in their explicitly communicated offers of capital, equity ownership in the firm, and a derived firm-level valuation. Using the set-theoretic methodology of fuzzy set qualitative comparative analysis (fsQCA) (), we derive a series of propositions about the impact of complexity on negotiation outcomes between entrepreneur and angel(s). Theoretically we study the tension between two logics: resource-based view (RBV) logic and transaction cost economics (TCE). For the equity outcome, we find support for a TCE-logic with the level of equity requests being related to the level of complexity, while low capital and low valuation outcomes are associated with low complexity profiles that suggests support for RBV logic based on the issue of inimitability.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1049** | Submission: **19285** | Sponsor(s): **(ENT)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)** at **Hyatt Regency Seattle** in **505 Queets**

Emerging Entrepreneurship 1

Session Moderator: **Peng Zhang**, *Beedie School of Business Simon Fraser U.*

 ENT: The Endogamy Tradition and the Performance of Informal Owner-Manager Ventures in Sub-Saharan Africa 

Author: **Peng Zhang**, *Beedie School of Business Simon Fraser U.*

Author: **Saul Estrin**, *LSE*

Author: **Tomasz Marek Mickiewicz**, *Aston Business School*

Informal businesses, ubiquitous in developing countries, operate on the fringes of the (often ineffective) state, and are instead influenced by informal institutions. This paper applies a cultural anthropology perspective to provide explanations on the origins and dynamics of informal institutions and their effects on informal business performance. We posit that informal institutions originate from the traditions embedded in family systems, and we consider endogamy - the practice of marrying within a specific social group or local community - as a key dimension of family traditions relevant for performance of informal entrepreneurs. First, endogamy can make bridging trust more difficult to establish, limiting wider market opportunities for informal businesses in Sub-Saharan Africa and lowering their performance. Second, the evolution of informal institutions can be driven by external cultural interventions that are antipathetic to the pre-existing family systems. For example, the effect of endogamy might be attenuated by specific experiences of Africa's colonial past, especially if the colonial powers were characterised by individualistic cultures. Our hypotheses are supported by the empirical analysis based on surveys of informal entrepreneurs in multiple regions of eight African countries.

Paper is NOT Available. Please contact the author(s).

 ENT: How Paying-it-Forward Expands Entrepreneurial Functioning in Kenya's Informal Settlements    

Author: **George Kuk**, *Nottingham Trent U.*

Author: **Dr Amon Simba**, *Nottingham Business School, Nottingham Trent U.*

Author: **Stephanie Giamporcaro**, *Nottingham Trent U.*

Carolyn Dexter Award Nominee

With over 1 billion of people living in informal settlements, micro-entrepreneurship accounts for a large proportion of business activities, providing necessity services otherwise unreachable through normal means. Understanding the role of micro-entrepreneurship in extreme condition is an important component of the grand humanitarian challenge of how to alleviate poverty. Existing theory has suggested that extreme events such as COVID-19 can induce a poverty-constrained mindset, however during our preparatory field work we found micro-entrepreneurs who were able to sustain their entrepreneurial activities used a paying-it-forward mechanism to expand their own functioning by simultaneously improving others. We tested this counter-factual insight by using panel data covering the trading histories of 2,255 entrepreneurs who lived and traded in Kenya's informal settlements. Our dynamic regression estimated the interplay between paying-it-forward and emerging network structures. The results confirm that paying-it-forward expands entrepreneurial functioning through two contrasting interaction effects with network structures that either amplify or attenuate the prosocial impact of paying-it-forward on others' welfare during the COVID-19 pandemic lockdown. These research findings hold practical implications for humanitarian agencies and policy makers who have to juggle between resource allocations and entrepreneurship policies for communities dealing with multiple hardships.

Paper is NOT Available. Please contact the author(s).

ENT: Collective Entrepreneurship for Rural Women Microentrepreneurs: A Capability Approach Perspective     

Author: **Ekta Johar**, *Indian Institute of Management, Ahmedabad*

Author: **Manjari Singh**, *Indian Institute of Management, Ahmedabad*

Collective Entrepreneurship models holds paramount importance for economic development, social upliftment, and empowerment of rural women. Operating within socio-economically constraint environment, women microentrepreneurs can promote their interest through collective enterprises. While entrepreneurial literature has prominently focused on the economic output of entrepreneurship, our study aim extends the discussion regarding the role played by collective entrepreneurship in human capabilities development specifically within the context of rural women entrepreneurs. Relying on Sen's Capability Approach and the Human Development paradigm we have studied a sample of 94 rural women microentrepreneurs involved in cooperative dairy farming sector in India to illustrate the role played by the collective enterprise in facilitating the development of human development imperatives at all three levels namely: individual, family and community. The three indices considered for the human development imperatives are- education and skill development; access to resources and standard of living; and health and well-being.

Paper is Available to Meeting Registrants Only.

ENT: Crises and the Disadvantaged: How Effectual Behaviour Leads to Resilience Among Micro-Entrepreneurs.  

Author: **Luca Castellanza**, *U. of Mannheim*

Author: **Michael Woywode**, *U. of Mannheim*

Crises hamper entrepreneurship by eroding the entrepreneurs' resource bases. Entrepreneurial resilience, the act of maintaining functioning during adverse circumstances, requires using resources to counteract disruptions. Building on these ideas, we develop theory as to how entrepreneurs operating in extreme poverty settings may behave resiliently when confronted with crisis-related losses. Through a grounded-theoretical analysis of entrepreneurship in South-West Cameroon, we identify three behaviours entrepreneurs enact in reaction to losses: negative, need-driven, and causal effectuation. Then, we build theory as to how the entrepreneurs' effectual behaviours enable them to build resilience against current and future adversity.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1050** | Submission: **19313** | Sponsor(s): **(ENT)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 8:00AM- 9:30AMPT (UTC-7)** at **Hyatt Regency Seattle** in **508 Tahuya**

Gender and Diversity in Entrepreneurship 2

Session Moderator: **Miriam Bird**, *TUM School of Management, Technical U. of Munich*

ENT: [A Systematic Literature Review on Female Entrepreneurship and an Agenda for the Future](#) 

Author: **Sidney Isabelle Hribersek**, *Technical U. of Munich*

Author: **Miriam Bird**, *TUM School of Management, Technical U. of Munich*

Female entrepreneurship is a crucial phenomenon in entrepreneurship and management research. However, the field suffers from fragmentation, leaving fundamental questions unanswered. Prior research lacks consensus whether and why female entrepreneurs differ from their male counterparts, posing obstacles to the further development of the field. Given the field's rapid evolution over the past 13 years and the absence of a state-of-the-art systematic literature review (SLR), this SLR aims at clarifying which factors explain wherein female entrepreneurs differ from male entrepreneurs along the entrepreneurial process. For this purpose, we conducted a SLR of 331 articles, covering the last 38 years of research, and inductively generated 21 thematic areas from our qualitative content analysis. We identified the primary drivers and barriers of female entrepreneurship and present a research model along four stages of the entrepreneurial process. For each stage, we address the most fundamental questions and contribute to the fields' development by providing a cohesive overview of prior research and directions for future research. This SLR discusses opportunities of pursuing cross-disciplinary research, helps to overcome limitations of current research, and aims at expanding existing theories within the female entrepreneurship field. Political implications for gender-related directions of societally gender inequality discourses are discussed.

Paper is NOT Available. Please contact the author(s).

ENT: [The Contingent Effect of Gender on Entrepreneurs' Relationships Within an Entrepreneurial Ecosystem](#)  

Author: **Joshua Marineau**, *North Dakota State U.*

Author: **Ahmad Al Asady**, *North Dakota State U.*

Author: **Onnolee Anne Nordstrom**, *North Dakota State U.*

This paper examines the extent to which gender roles influence the types of relationships entrepreneurs enter with other actors in an ecosystem. We draw on role-congruity theory (Eagly & Karau, 2002) to suggest that because of the perceived incongruity between female gender roles and entrepreneurship as a profession, stakeholders are less likely to engage with female entrepreneurs in a collaborative capacity than male entrepreneurs. We studied this by collecting survey and interview data. The survey and interviews posed questions pertaining to the entrepreneurial ecosystem, as well individual's personal relationships with other in the local startup community. The nascent entrepreneurial ecosystem we studied was in a rural mid-sized city in the Midwest US. From this data we were able to determine the overall network structure and collaborations and friendships networks within the ecosystem. Findings suggest that entrepreneurs are less likely to collaborate overall than non-entrepreneurs and female entrepreneurs are less likely to collaborate than male entrepreneurs and male and female non-entrepreneurs.

Paper is Available to Meeting Registrants Only.

ENT: [Process Pathway of Doing Resilience: Evidence from a Study on Women Technology Entrepreneurs](#)   

Author: **Constanza Reyes**, *Aarhus BSS, Aarhus U.*

This research investigates resilience as an ex ante characteristic of a group of "highly vulnerable" entrepreneurs, namely women technology entrepreneurs in business incubators and accelerators environments. Evidence shows that women start tech firms in a substantial fewer proportion than men because they confront gender issues throughout their career in technology that could discourage them embark and to persist in entrepreneurship. For doing so, this investigation employed a grounded theory approach in connection with life story interviews for elucidating how resilience has been shaped throughout the life of 25 women technology entrepreneurs in Denmark, during their childhood and youth, and its influence on their career choices. Findings show how resilience is developed over the lifespan, by identifying the risk and protective factors as well as the resilience mechanisms, and how they evolve through time. Moreover, this study suggests that resilience acts as an explanatory factor for understanding how those women cope with adversity in adult life and with the different gender issues that they encounter.

Paper is Available to Meeting Registrants Only.

ENT: [When the Odds are Stacked Against You: Female Entrepreneurs in Male-dominated Industries](#)

Author: **Elena Lizunova**, *Brigham Young U.*

Author: **Denisa Mindruta**, *HEC Paris*

One of the most well-documented gaps in entrepreneurship is the gender gap which manifests itself in various ways—females are less likely to become entrepreneurs, less likely to attract external capital and less likely to scale up their ventures. In spite of the growing empirical evidence suggesting that the current entrepreneurial system might favor men, we know less about the drivers of these gender disparities. In this project, we study female entrepreneurs in male-dominated industries—industries where women might face additional challenges. We find that in the first two years after venture creation, female founders exit at higher rates than their male counterparts. The data patterns do not seem to validate the gender underperformance hypothesis though—while few women enter male-dominated industries, the ones that do perform as well as the men. Further analysis suggests that one of the reasons for higher exit rates among women might be related to the way the entrepreneurial process unfolds for both genders (for example, women seem to encounter more hurdles and benefit less from pre-existing relations with clients and suppliers). This project highlights the importance of delving into the entrepreneurial process when examining gender disparities.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **1051** | Submission: **19294** | Sponsor(s): **(ENT)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)** at **Hyatt Regency Seattle** in **512 Willapa**

Entrepreneurial Cognition 2

Session Moderator: **Justin Kent**, *Appalachian State U.*

ENT: Who's Buying?: An Examination of the Drivers of Entrepreneurship Through Acquisition

Author: **Justin Kent**, *Appalachian State U.*

Author: **Atul Nerkar**, *U. of North Carolina, Chapel Hill*

Author: **Patia J. McGrath**, *U. of North Carolina, Chapel Hill*

Entrepreneurship through acquisition represents a viable path to entrepreneurship, yet little is known about the characteristics of the individuals attracted to these types of opportunities. Using a unique dataset of aspiring entrepreneurs, we find that aspiring entrepreneurs with more experience are more likely to proceed with an ETA opportunity while those with experience working in bureaucratic organizations are less likely to proceed with an ETA opportunity. Finally, aspiring entrepreneurs who have stronger implicit motivations of status and recognition are also more likely to proceed with an ETA opportunity. Implications of the findings are discussed and directions for future research are offered.

Paper is NOT Available. Please contact the author(s).

ENT: Aging Small Business Owner-managers and Business Exit: Longitudinal Investigation 

Author: **Monika Von Bonsdorff**, *U. of Jyväskylä*

Author: **Erno Tornikoski**, *U. of Exeter Business School*

Author: **Katja Pynnönen**, *U. of Jyväskylä*

Author: **Asko Tolvanen**, *U. of Jyväskylä*

The context of this study is business exit decisions of aging small business owner-managers. Because of the intention-action gap that exists between the theoretical modeling and actual behavior, and the existence of multiple important goals (e.g. business exit, retirement), we do not fully grasp the social psychological mechanism underlying actual business exit among aging small business owner-managers. In our theorizing efforts, we argue that aging small business owner-managers' perceived control over a target behaviour (i.e. business exit), combined with higher levels of general self-efficacy, is likely to facilitate business exit intention turning into actual business exit. We collected empirical, longitudinal data among aging Finnish small business owner-managers to test a mediated moderated model. Our main empirical findings suggests that attitude-behavioural models (e.g. Theory of Planned behavior) can help us gain a deeper understanding of how intentions translate into actual behavior in situations with multiple important goals if they are coupled with more generic control beliefs, such as self-efficacy. This main finding has both theoretical and practical implications.

Paper is Available to Meeting Registrants Only.

ENT: An Inductively Derived Theory of Entrepreneur-Investor Rivalry

Author: **Theodore Waldron**, *Texas Tech U.*

Author: **Jeffery McMullen**, *Indiana U. - Kelley School of Business*

Author: **Oleg V. Petrenko**, *U. of Arkansas*

Author: **Lori Leigh Tribble**, *Clemson U.*

Author: **Olivia Aronson**, *U. of Richmond*

Entrepreneurs and investors sometimes battle for control of new ventures when their post-deal relationships deteriorate, a phenomenon that we describe as entrepreneur-investor rivalry (EIR). Theoretical accounts of entrepreneurs' and investors' relationships preclude the potential for rivalry, yet it can and does happen. To address the disconnect between theory and practice, we develop an initial theory of EIR from the in-depth, qualitative analysis of rivalry to control a renowned craft distillery. Our theory elaborates why, how, and to what end EIR manifests, attending to the contextual factors, interaction dynamics, and rival attributes that shape the outcomes of three sequential stages and the overall rivalry process. In strengthening understanding of EIR, we improve extant theory's capacity to explain such rivalry, provide practical prescriptions to mitigate or avoid it, and till fertile ground on which to invigorate its study. Most importantly, we provide a theoretical foundation to invigorate research on entrepreneur-investor rivalry and other relational dynamics of importance to venture resource mobilization, moving beyond assumptions that we "know all there is to know" about these relationships.

Paper is Available to Meeting Registrants Only.

ENT: How Regulatory Focus Influences the Emergence of Entrepreneurial Imaginativeness

Author: **Markus Olaf Rey**, *Innovation and Entrepreneurship Group (WIN) – TIME Research Area, RWTH Aachen Un*

Author: **Denise Fischer-Kreer**, *RWTH Aachen U.*

Entrepreneurial imaginativeness depicts a cognitive skill that predicts new venture ideation success and differs in form and level amongst individuals. Despite its indisputable role for entrepreneurial action, it remains unclear where these differences in form and level come from and whether the skill can be developed. Using regulatory focus theory (RFT), we suggest that the process of bringing oneself into alignment with one's goals and standards (in a promotion or a prevention focus) affects the emergence of entrepreneurial imaginativeness. Using a sample of 220 entrepreneurs, we find that promotion focus fosters all three forms of imaginativeness (creative, social and practical imaginativeness), whilst prevention focus depicts both catalyst and inhibitor of imaginativeness, depending on its form. Important implications for theory and practice will be discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1052** | Submission: **17102** | Sponsor(s): **(ENT, SIM, IM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Yakima 2**

The Past, Present, and Future of Subsistence Marketplaces: Broadening Inclusion and Diversity
Past, Present, Future of Subsistence Marketplaces



Session Chair: **Jacob Park**, *Castleton U. and U. of Johannesburg*
Session Chair: **Madhu Viswanathan**, *U. of Illinois*
Panelist: **Laurel Steinfeld**, *Bentley U.*
Panelist: **Priyanka Jayashankar**, *Iowa State U.*
Panelist: **Srinivas Venugopal**, *U. of Vermont*
Panelist: **Ronika Chakrabarti**, *Trinity College Dublin*

As the 2022 Academy of Management conference (“Creating a Better World”) call for submissions notes: “there seems to be a growing awareness of the vital role of business organizations, managers, and stakeholders in tackling societal challenges including environmental sustainability; inter-generational trade-offs where future generations cannot make their voices heard today; and issues of diversity, equity, and inclusion” (AOM 2022). While the issues of poverty and inclusive management practices have been examined as management topics for decades, the global grand challenges of health pandemic, environmental sustainability, and worsening economic inequality have sharpened the need for a more scholarly-based exploration of what we might refer to “subsistence marketplaces” [SM]. Since the publication of the seminal edited volume (Viswanathan and Rosa 2007), which raised awareness of the need for a “bottom-up” approach to study the broad range of low-income consumers, entrepreneurs, communities and marketplaces around the world (Viswanathan, 2021), scholars from a wide range of management and social science disciplines have advanced our understanding of these communities. By “subsistence”, we are referring to the wide range of low-income communities—from extreme poverty to those at the cusp between low and lower-middle income. It essentially captures people and communities barely meeting basic conditions for living. We are also using the term “marketplaces” in the broadest and most diverse sense, meaning where goods, services, information, and ideas are exchanged, versus a meaning that restricts the focus to a physical marketplace. Such marketplaces captures different domains of subsistence, such as health, nutrition, education, and livelihood, different geographies, and different modes, such as physical and virtual. Over the past 15 years, a plethora of SM studies has advanced some foundational insights on how subsistence marketplaces function and how social innovations and organizations can foster well-being in subsistence communities (Gau et al, 2014; Sridharan et al, 2017; Steinfeld and Holt, 2019). At the same time, given the global and diverse stakeholders involved in the subsistence marketplaces field, there remain important under representations in literature both in terms of geographical contexts, such as sub-Saharan Africa and transition economies, as well as substantive topics such as the intersectional disadvantages stemming from gender and disability. The purpose of this panel symposium is, therefore, to engage a group of panelists in a moderated and interactive discussion of (1) how best to define and understand subsistence marketplaces as a field in 2022; (2) what are some critical insights that could improve organizational theories about the work of organizations with these communities and best practices; (3) what are important under-represented or missing topics and stakeholders in the subsistence marketplaces literature and how best can scholars fill those gaps; (4) what might comparative analyses of subsistence marketplaces across geographies or institutional environments look like and (5) how is subsistence marketplaces as a field of study changing amidst the global pandemic, environmental sustainability, and other global grand challenges.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Social Event**
Program Session: **1053** | Submission: **19720** | Sponsor(s): **(EXH)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 8:00AM- 9:30AMPT (UTC-7)** at **Seattle Convention Center** in **Room 613**

UNH Paul College Breakfast Meet & Greet
UNH Paul College Breakfast Meet & Greet

Coordinator: **Victoria Parker**, *U. of New Hampshire*

Come meet UNH Peter T. Paul College of Business & Economics' incoming dean Lucy Gilson. Dr. Gilson also serves on AOM's Board of Governors. We are also welcoming two new faculty members in organizational behavior this coming fall, so have much to celebrate and hope you can stop by. Please RSVP to Sherri.cannon@unh.edu.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **1054** | Submission: **18653** | Sponsor(s): **(GDO)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)** at **Sheraton Grand Seattle in Cedar A**

Psychological Experiences of Women at Work

Session Moderator: **Deepa Chaudhary**, *IIM Udaipur*

GDO: Cut or Close in? Examining Social Relations from Stakeholders Perspective Towards Family Business Success   

Author: **Deepa Chaudhary**, *IIM Udaipur*

Author: **Siddhartha Satish Saxena**, *Ahmedabad U.*

Stakeholder social support is integral to the thriving of the successors in a family business. The paper aims to develop an understanding about the provisions of social nudge that influence the support of stakeholders (viz., life partner, investor, community of entrepreneur, expert, venture partner and employee) towards the role of successor in the family business. Implicit in many discussions of congruence of gender roles and job roles is the idea of perceived incongruity between the female gender role and leadership roles. We address whether this intuition is supported by the empirical data in the context of 218 family businesses i.e., 1,308 stakeholders. The role is understood in terms of the gender role congruity of the successor, in simple words, the effect of the gender of the successor in shaping the social support from stakeholders. Network Relationship Inventory-Social Provisions Version (NRI-SPV) (Furman & Buhmester, 1985) is used to conceptualize social provisions and thus, is used to measure stakeholders' social nudge. The results imply that social nudge comprises of antagonism as negative quality and affection, nurturance and reassurance of worth as positive quality. The positive and negative social nudge by the stakeholders along with the gender effect determines the support of stakeholders towards the family business successor. Moderation analysis further reveals that gender influences the stakeholders' positive and negative qualities.

Paper is Available to Meeting Registrants Only.

GDO: Women's Working Conditions Following the Covid-19: Insights into Pinkwashing and Mansplaining 

Author: **Davide De Gennaro**, *U. of Salerno*

Author: **Francesca Loia**, *U. degli Studi di Napoli Federico II, Naples, Italy*

Author: **Gabriella Piscopo**, *U. of Salerno*

Author: **Paola Adinolfi**, *U. of Salerno*

The Covid-19 pandemic has had adverse global impacts both economically and socially. Among these impacts, the pandemic has unfortunately played a role in aggravating perpetual gender inequalities, which primarily affect women across the globe. In this context, this study developed four poetic inquiries to investigate how the lives of the working women and workplace relationships were changed during the Covid-19 pandemic in Italy. The results of the study indicate that pinkwashing and mansplaining are two critical phenomena that fuel the gender gap in organizations. Furthermore, this study provides pragmatic implications for policymakers by recommending the use of a diversity management approach to remove barriers causing the gender imbalance.

Paper is Available to Meeting Registrants Only.

GDO: Gender Bias for the Organizational Citizenship Behavior Expectations in Gender-Typed Jobs in Turkey

Author: **Feride Pinar Acar**, *Middle East Technical U.*

Author: **Kubilay Gok**, *Winona State U.*

The present study aims to examine one source of gender bias. The extent to which expectations of in-role and extra-role behaviors may change as a function of the job occupant's sex and the sex-type of the job- in a non-Western cultural context. Following the predominantly North American extant literature, two hypotheses were proposed. First, communal organizational citizenship behaviors are more likely to be perceived in-role for women, whereas agentic organizational citizenship behaviors are more likely to be perceived in-role for men. Second, communal organizational citizenship behaviors are more likely to be perceived in-role for employees who hold female sex-typed jobs. In contrast, agentic organizational citizenship behaviors are more likely to be perceived in-role for employees who hold male sex-typed jobs. The hypotheses were tested using an experimental design in a Turkish sample of 210 senior-level undergraduate business administration students. Consistent with previous research, the results indicate that altruism is perceived as mandatory for women but not for men. Significant differences were not detected between observers' expectations for men and women and other dimensions of organizational citizenship behavior and between the holders of masculine and feminine jobs.

Paper is Available to Meeting Registrants Only.

GDO: Role Models Or Disliked Opponents? Do Women Like To Work For Other Women?   

Author: **Maryem Salam**, *Indiana State U.*

Author: **Bahareh Javadizadeh**, *Indiana State U.*

Women are valuable leaders in organizations. Nevertheless, many women face various limitations attempting to climb the organizational hierarchy. This perception of upward limitation is termed "Glass Ceiling." In this study, we investigate the nature of women's experience working for a female boss to extend the current research that shows some women prefer working for male leaders rather than female leaders. The primary purpose of this paper is to explore the female subordinates' perception of their female boss and better understand the overall female-female relationship in the workplace. In addition, we suggest that women's inclination to work for male leaders is another factor that contributes to the glass ceiling phenomenon. Using qualitative methodology, we conducted in-depth interviews with 18 female subordinates. In addition, qualitative content analysis was used to analyze the data. Our findings cover different topics around the female boss-female subordinate relationship, including gender stereotypes, leadership styles, and charismatic leadership.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1055** | Submission: **18612** | Sponsor(s): **(GDO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)** at **Sheraton Grand Seattle in Jeffers on A**

Determinants of Women's Representation on Boards

Session Moderator: **Ricardo Gimeno**, *Banco de España*

GDO: **The Gender Diversity Imitation Game: The Role Of Board Interlocks**   

Author: **Ricardo Gimeno**, *Banco de España*
Author: **Ruth Mateos De Cabo**, *U. San Pablo-CEU*
Author: **Patricia Gabaldon**, *IE U.*
Author: **Pilar Grau**, *U. Rey Juan Carlos*

We show the role that board interlocks play in the diffusion of company strategies on the proportion of Women on Boards. We analyze two networks of more than 12,000 American and 6,500 European companies from 1999 to 2015. We obtained evidence that companies imitate each other on appointing women to boards. Results point towards mimetic adaptation whereby those companies with a higher proportion of women on boards experiment a pressure to reduce it further than when the proportion is lower, and the pressure is to improve it. This asymmetry is the result of competing forces within the interlocking directorates, where the opposition to change that comes from some actors in the board networks obstruct faster diffusion. Finally, we observe how this asymmetric behavior vanishes in the presence of strong coercive pressures, such as mandatory gender quotas, although not in the presence of gender diversity recommendations in countries' corporate governance codes.

Paper is Available to Meeting Registrants Only.

GDO: **When the Going Gets Tough: In-group Bias and Board Gender Diversity in the Wake of Economic Shocks (WITHDRAWN)**

Author: **Shibashish Mukherjee**, *EMLYON Business School*
Author: **Sorin Kramer**, *U. of Exeter Business School*

Despite substantial benefits to organizations, increasing gender diversity in corporate boards remains an elusive problem due to persistent in-group biases that favor men. We engage in this conversation by probing theoretically and empirically the effects of economic shocks on board gender diversity (BGD) and the role of female leadership along with regulatory elements (i.e., gender quotas and corporate governance codes) in tackling this bias. We test our predictions using a large dataset of 6,582 firms and 45,610 observations in a quasi-experimental design that captures the heterogeneity of economic crisis in an international sample of 23 countries. Our results confirm a robust decline in BGD in the wake of an economic shock and a complex interplay between female leadership and the regulatory environment. Our findings contribute to leadership research on the bias faced by out-group minorities within organizational upper echelons and female leadership's role in dealing with pervasive organizational biases.

Paper is NOT Available. Please contact the author(s).

GDO: **Female Directors, Culture and Governance Around the World**  

Author: **Hanh Thi Hong Nguyen**, *Lecturer in Accounting*
Author: **Collins Ntim**, *U. of Southampton*
Author: **Alaa Zalata**, *Lecturer in Accounting*
Author: **John Malagila**, *Lecturer in Accounting*

The proportion of female directors differs among countries. Drawing on institutional and social role theories, this paper investigates whether national governance quality (NGQ) and national culture (NC) can explain the differences in the appointment of female directors among countries around the world. Using 647 firms from 78 countries over the 2010 to 2017 period, the main findings show that both national culture and governance quality have influence on the appointment of female directors. We find further that the impact of national culture on the presence of women directors is moderated by national governance quality. Finally, the results support institutional and social role theories in terms of explaining the difference in appointment of female directors among countries. Our findings are robust to controlling for endogeneities and alternative measures of culture and female directors.

Paper is Available to Meeting Registrants Only.

GDO: **Battle of the Classes. Social Class and Work Status in Determining Women Director Appointments**   

Author: **Yashodhara Basuthakur**, *Texas A&M U., Mays Business School*

The literature on women on board of directors provides limited insights on how the social class origins of the women executives influence their selection on corporate boards and their career trajectories. Gender research in management has narrowly focused on the disadvantages women experience in the workplace. However, women's unique and complex social identities with multiple group memberships, such as social class and work status, can lead to paradoxical experiences in the workplace, with women experiencing both advantages and disadvantages. To shed new light on the role of multiple identities for women executives in gaining board directorship, I leverage the social classification based on "caste" in India. I develop a theoretical model to show the influence of social class, work status, and social class mobility in director selection market for women executives. The model predicts four distinct profiles of women executives and their outcomes in the director labor market. By using the intersectionality of social class and work status, I propose that women executives with high work status and low social class will be able to display their authority and dominance in the workplace and craft credible professional executive images at work, and hence will be buffered from the stereotypic bias of incompetence due to gender and social class. In contrast, for women directors with high social class but low work status, high social class will mitigate the adverse effects of low work status by signaling their high social capital through their homophilic kinship ties. Moreover, the director appointments of women executives with lower work status will allow upward mobility of these director profiles and improve their future career prospects in the corporate elite.

Paper is NOT Available. Please contact the author(s).

GDO: Getting More Women on Boards: Cultural and Institutional Antecedents that Matter

Author: **Gillian Warner-Söderholm**, *USN School of Business, U. of South-Eastern Norway*

Author: **Patricia Gabaldon Quiñones**, *I.E*

Author: **Cathrine Seierstad**, *U. of South-Eastern Norway*

Author: **Carl Åberg**, *USN School of Business, U. of South-Eastern Norway*

The purpose of this study is to contribute to a better understanding of the multiple cultural and institutional antecedents which positively (or negatively) impact getting more women on corporate boards (WoCB). Many contemporary discourses about quotas vs. voluntary actions as drivers of greater gender diversity on boards are largely based on cross-country mimicking. These discourses often fail to integrate country-level configurations and conditions, as drivers or barriers to change. We address this gap by seeking to understand the complexity of such multiple antecedents to getting WoCB. Findings reveal multiple macro factors involved in getting WoCB. We test the complex inter-relations of factors such as legislation, cultural, societal, economic, political and institutional variables and their effects. Findings also highlight the influence of factors such as gender equality in political empowerment and institutional settings; government-regulated maternity and paternity leave; specific legislative or soft quota policies; and societal cultural variables, such as (low) power distance and (high) assertiveness, as drivers of getting WoCB. Empirical evidence underscores the need to consider and complement legislative policies to specific cultural and institutional conditions in each country. To help policymakers, we provide insights into which multiple macro factors act as drivers or barriers in their organizations or societies for getting more WoCB. This will help decision makers in organizations or policymaking bodies to match gender diversity goals to the multiple country-level conditions they need to navigate.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **1056** | Submission: **12950** | Sponsor(s): **(GDO, OB, HR)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 307**

Gender Diversity in Organizations: Understanding Barriers and Designing Effective Interventions



Gender Diversity in Organizations

Presenter: **Ashley E. Martin**, *Stanford Graduate School of Business*

Presenter: **Aastha Chadha**, *NYU Stern School of Business*

Presenter: **Julia Bear**, *Stony Brook U.-State U. of New York*

Presenter: **Linda Chang**, *The Wharton School, U. of Pennsylvania*

Discussant: **Lisa Michelle Leslie**, *New York U.*

Companies collectively spend billions of dollars on diversity initiatives each year, which are designed to improve the workplace experiences and outcomes of women and other groups that face disadvantage in society. Despite these efforts, women remain underrepresented in the upper echelons of organizations and receive lower pay and promotion rates than equivalent men. The four papers in this symposium use a range of methodologies to advance understanding of why women experience worse career outcomes than men do and what can be done to foster gender diversity and equity. Specifically, the first two papers provide new insight into the complicated ways in which gender stereotypes create career barriers for women (Martin & Flynn; Chadha, Leslie, & Manchester) and the second two papers investigate innovative interventions for facilitating women’s career success (Bear, Pinkley, Barsness, Mazei, Bhatia, & Slesman; Chang, Rai, & Milkman). As a set, the papers provide new insight into how gender stereotypes constrain gender diversity and equity, as well as nuanced interventions for removing the barriers women face in advancing their careers. The symposium will conclude with an integrative discussion among participants and audience members.

Behind Closed Doors: The Uncommunal Feminine Stereotype

Author: **Ashley E. Martin**, *Stanford Graduate School of Business*

Author: **Frank Flynn**, *Stanford U.*

Preventing Backlash: Does Ingratiation Help or Hurt Women?

Author: **Aastha Chadha**, *NYU Stern School of Business*

Author: **Lisa Michelle Leslie**, *New York U.*

Author: **Colleen Flaherty Manchester**, -

Does Transparency Eliminate Gender Gaps in Pay? Not Always

Author: **Julia Bear**, *Stony Brook U.-State U. of New York*

Author: **Robin L. Pinkley**, *Southern Methodist U.*

Author: **Zoe Barsness**, *U. of Washington, Tacoma*

Author: **Jens Mazei**, *TU Dortmund U.*

Author: **Nazli M. Bhatia**, *U. of Pennsylvania*

Author: **Dustin J. Slesman**, *U. of Delaware*

Evaluating the Efficacy of the Rooney Rule in Promoting Diversity

Author: **Linda Chang**, *The Wharton School, U. of Pennsylvania*

Author: **Aneesh Rai**, *The Wharton School, U. of Pennsylvania*

Author: **Katherine Milkman**, *U. of Pennsylvania*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1057** | Submission: **18957** | Sponsor(s): **(HCM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AM PT (UTC-7)**

Technology to Improve Health Care Delivery

Session Moderator: **Daniel M. Walker**, *Ohio State U.*

HCM: Understanding the Effect of Research on Hospitals Performance: The Complementary Role with HIT  

Author: **Antonio Garcia Romero**, *IE U. - IE Business School Madrid, Spain*
Author: **Josep A. Tribo**, *Stevens Institute of Technology*

Hospitals are knowledge-centered organizations where technology and research are factors of central importance in their operations and performance. In this study, we propose that research in hospitals is pivotal, first, to improve hospitals' performance in terms of reductions in readmission and mortality rates, as well as in their overall risks measured through the Malpractice Insurance Premium (MIP). Second, research complements technology to improve hospital outcomes. We provide evidence supporting these results using a panel data set comprising 189 Spanish public hospitals with 1,120 observations for the period from 2001 to 2009. Our findings add new evidence on how research may contribute to a more sustainable and affordable healthcare system by highlighting its key role not only in improving hospitals' performance but also in making health technology more efficient. These results constitute a helpful piece of evidence for advising policymakers and hospitals' managers.

Paper is Available to Meeting Registrants Only.

HCM: Robotic Technologies and Well-being for Older Adults Living at Home   

Author: **Gloria Ge**, *Griffith Business School, Griffith U.*
Author: **Stephanie Christine Schleimer**, *Griffith U.*

The purpose of this study is to investigate the benefits for aged care providers to add affordable robotic technology in their services packages to enhance the well-being of older adults from culturally and linguistically diverse (CALD) backgrounds who choose to live at home. This study, adopting a Transformative service research lens, was performed with a group of Australian older adults from CALD backgrounds aged on average 70 years old. In total, the study conducted four rounds of home trials with three different, commercially available robotic technologies from January to November 2020, each trial lasted seven days. The findings reveal that older adults from CALD backgrounds are open to learning about new technologies and can successfully interact independently with multiple robotic technologies in their own homes. Further, our results indicate that robot technology has the potential to increase the well-being of these older people. The results show that technology can enhance a sense of belonging, independence, and quality of life while living at home. Research limitations/implications - This study shows a promising future involving the use of available technology to assist older people from CALD backgrounds to lead a better life at home. Aging at home can be central to a person's sense of identity and independence; this study is a big step towards a new aged care system that is sorely needed in a society that experiences a rapidly aging population.

Paper is Available to Meeting Registrants Only.

HCM: New Technologies to Change Work: The Creation of Professional Identity and Legitimacy 

Author: **Jette Ernst**, *Roskilde U.*
Author: **Kasper Elmholt**, *Aalborg U.*

Studies of professionals in organizations have highlighted the importance of building and maintaining a mandate, and have proposed that many professionals face difficulties defining their differentiating skills and knowledge in the context of new technologies. In this paper, we examine how the influx of new technology and robots in particular, influence the professionalization struggles and strategies by the Danish medical laboratory scientists (lab scientists), which we term a marginalized professions due to its weak professional status in the healthcare field. We examine how the professional project and professional capital is constructed and put to work by the association of the lab scientists as we underscore the important yet overlooked role played by associations in shaping how new technology may be coupled to the professional project. Using a theorization inspired by Bourdieu in particular, we show how robots may pose both an opportunity and a 'wicked' problem for professionalization. We conclude by discussion these contributions and outlines options for future research.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1058** | Submission: **18955** | Sponsor(s): **(HCM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 2A**

HCM Best Paper Finalists

Session Moderator: **Carolyn Tory Harper Hogan**, *Ohio State U.*

HCM: A New Frontier: Patients as Sources of Creative Ideas for Health Care Improvement.

Author: **Yuna Lee**, *Columbia U.*
Author: **Rachel Grob**, *U. of Wisconsin, Madison*
Author: **Ingrid Nembhard**, *The Wharton School, U. of Pennsylvania*
Author: **Dale Shaller**, *Shaller Consulting*
Author: **Mark Schlesinger**, *Yale U.*

Achieving patient-centered care requires reimagining aspects of care delivery and invites innovation possibilities. Eliciting creative (novel and useful) ideas from patients may enrich innovation with distinct information on experience, emotions, and needs. This research examines the potential of systematically elicited creative ideas to catalyze innovation in ambulatory care. Drawing on literature on creativity and user-based innovation, we developed and tested a survey approach to elicit patients' creative ideas for health care improvement. First, ideas extracted from 600 narratives from a representative sample were categorized thematically and analyzed for impact on closed-ended patient experience scores. Next, 1,053 narratives were collected from patients in one ambulatory care system, and we applied an innovation-focused coding schema. Patients' creative ideas addressed care experiences broadly and were significantly associated with closed-ended patient experience scores, which suggests perceived improvement gaps and idea sharing are correlated. Ideas provided information on solutions, problems, exemplars, and aspirational change, with high levels of specificity. Reframing patient participation at the beginning of the innovation process situates patients in a rare and powerful position of informing agenda setting. This approach expands our view on engagement by reimagining patients as a unique source of expertise to achieve patient-centered care.

Paper is Available to Meeting Registrants Only.

HCM: An Expanded 4I Framework to Conceptualize Inter-Organizational Learning in the Global Health Sector

Author: **Breanna K. Wodnik**, *U. of Toronto*
Author: **Meena Andiappan**, *U. of Toronto*
Author: **Jim Lavery**, *Emory U.*
Author: **Erica MC Di Ruggiero**, *U. of Toronto*

Though calls to improve learning in health systems have been increasing in recent years, the literature for learning in the global health sector is sparse and, to our knowledge, a conceptual model for organizational learning in the field has not been identified. This article proposes an expansion of the 4I framework for organizational learning to guide the creation, retention, and transfer of knowledge within and across global health organizations. Specifically, two additional levels are added to the framework to account for inter-organizational learning in the highly collaborative field: 1) consideration of learning pathways across organizations via formal or informal partnerships and communities of practice, and 2) the addition of a macro level 'coordinating body' (e.g., the World Health Organization). Two additional processes are proposed by which inter-organizational learning occurs: interaction across partnerships and communities of practice, and incorporation linking global health organizations to coordinating bodies. Organizational politics play an important role in determining why some insights are institutionalized while others are not. The roles of the episodic influence and systemic domination forms of power are considered in the proposed additional organizational learning processes. The modified '6I' framework may provide a basis for assessing and implementing organizational learning approaches in global health programming.

Paper is NOT Available. Please contact the author(s).

HCM: Of Novices and Experts: Settling Expertise Differences Following a Hospital Merger

Author: **Karla Sayegh**, *U. of Cambridge*

HCM Division Best Paper
HCM Division Best Paper Based on a Dissertation
William H. Newman Award Nominee

While much is known about expertise integration across different occupations, researchers have paid less attention to how expertise integration occurs when distinct groups from the same occupation need to work together. This study examines how communities of experts in a single occupation settle their practice differences and converge (or not) on common practices following a hospital merger. We conducted a two-year ethnographic study of how two neonatal intensive care units belonging to Canada's largest hospital network synchronized their care practices in a merger. Contrary to expectation, we find that novices, a group that usually has the lowest power and status in an organization, may play a pivotal role in challenging differences and enhancing an organization's ability to improve expert practices in the context of a merger. Successfully standardizing practice may entail the enactment of rules that reflect best practices and accepted scientific evidence in the occupation's explicit body of knowledge; however, while scientific knowledge provides a foundation for settling differences, experts often push back against rules because working to them diverges from the established and tacit ways by which experts perform their work (i.e., through intuition and judgement based on experiential knowledge). Thus, managers may need a complex repertoire of interventions to facilitate practice convergence, but in the process, ironically, experts may have to regress to working according to rules, much as novices do in their quest to become an expert.

Paper is Available to Meeting Registrants Only.

Author: **Doug Whitman**, *Webster U.*

THE RELATIONSHIP OF REGISTERED NURSE STAFFING AND NURSING HOME QUALITY MEASURE STAR RATINGS ABSTRACT Today's nursing homes are under immense pressure from government regulators to improve quality while the government simultaneously tightens reimbursement rates. These two forces squeeze nursing home operations. The question facing nursing home administrators is how to improve quality as measured by the government and healthcare organizations. This study looks at the association of registered nurse staffing ratios (RN Ratios) with quality measure star ratings in U.S. nursing homes. This research project fills literature gaps. Existing literature found improved nursing home quality correlates with more RNs, but those studies used self-reported data and typically considered only two or three quality measures. This study used recently released electronic payroll data to report nursing labor hours more accurately, and it utilizes the government standard of 17 quality measures that make up the star ratings. This study uses the Resource-Based View of the Firm theory with the Donabedian structure/process/outcome framework to analyze the relationship of RN staffing mix with quality measure star ratings. This paper utilized ordered logistic regression to examine the relationship between RN staffing and quality measure star ratings. This research project used 2017-2019 data sets from LTC Focus, American Community Survey, CMS Medicare cost reports, CMS Payroll-Based Journal, and CMS Nursing Home Compare archives. The final analytic sample was 13,406 unique nursing homes. This study determined that a higher proportion of RNs was correlated with improved quality measure star ratings.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

-  Teaching-oriented
-  Practice-oriented
-  International-oriented
-  Theme-oriented
-  Research-oriented
-  Diversity-oriented
-  Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **1059** | Submission: **18436** | Sponsor(s): **(MBR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 8:00AM - 5:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 3A**

New Attendee Welcome Room *New Attendee Welcome Room*

Coordinator: **Julia Vesei**, *Academy of Management*

Membership staff are here to greet all new attendees and help to answer any of your questions, from program and logistical help, to how to make the most of your membership. Enjoy a relaxing atmosphere, the opportunity to meet new friends, and a quiet respite between your sessions!

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **1060** | Submission: **18495** | Sponsor(s): **(MBR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 8:00AM - 5:00PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Fremont**

Career Services Center
Career Services Center

Coordinator: **Wendy A. Kramer**, *Academy of Management*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1061** | Submission: **19367** | Sponsor(s): (MC)
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)** at Sheraton Grand Seattle in Boren

Hidden Costs, SEAM, AI, HR and Public Managers



Session Moderator: **Jean-Michel Plane**, *U. Paul Valery, Montpellier*

MC: **Realizing the Financial Sustainability of Private Universities in Saudi Arabia Using SEAM** ✈️

Author: **Hassan Mousa Haidar**, *Balamand U. - Lebanon* & **Jean Moulin** *Lyon 3 U. - France*

This research is aligned proportionally with the Socio-Economic approach (SEAM). It contributes significantly to identifying a new Saudi college's root causes and dysfunctions in alignment with hidden cost computation to support its financial sustainability. The Quali-metrics methodology or SEAM intervention will be used to marshal signals and potential hidden costs to design innovative academic programs that learn from the past and shape the future of the college.

Paper is Available to Meeting Registrants Only.

MC: **Artificial Intelligence and Human Resources** 🌐

Author: **Franoise Chevalier**, *HEC*

Artificial intelligence (AI) has only recently been adopted in human resources (HR). What does this mean in concrete terms? What AI practices have been developed in the HR function? And what are the related risks? This chapter, prepared on the basis of qualitative interviews with HR directors at large corporations, sheds light on the various ways in which AI is transforming HR (administrative aspects, recruitment, training, motivation, etc.). It becomes clear that these practices must be examined critically, with reference to the issues of HR data, the risk of gadgetization, and the transformation of innovation.

Paper is Available to Meeting Registrants Only.

MC: **Public Managers' Awareness: Toward a More Conscious Management** 🌐

Author: **Florence Noguera**, *U. Paul Valery, Montpellier*

Author: **Marie-christine Watel**, -

Author: **Jean-Michel Plane**, *U. Paul Valery, Montpellier*

Author: **Laurent Cappelletti**, *LIRSA-Cnam Paris*

Winner of the Benedictine University Award for Outstanding Paper on Ethical Issues in Consulting

The concept of situation awareness, still little used in management science, can play an important role in the decision-making process of public managers. This contribution focuses on the role of public managers, and more specifically local managers, in the transformation of the Public Service. It seeks to show that a manager who has "good situation awareness" is likely to develop more effective managerial practices.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **1062** | Submission: **18342** | Sponsor(s): **(MED)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 8:00AM - 9:00AMPT (UTC-7)** at **The Westin Seattle in Pine**

MED Phd and JF Consortium Closing Breakfast *MED Ph.D. and JF Consortium Closing Breakfast*

Program Chair: **Mairead Brady**, *Trinity Business School, Trinity College Dublin*
Organizer: **Preeti Wadhwa**, *Cal Poly Pomona*
Organizer: **Robert Lee Bonner**, *San Francisco State U.*
Division Chair: **Alan B. Eisner**, *Clark U.*
Division Chair-Elect: **Gerard Beenen**, *California State U., Fullerton*
Participant: **Arran Caza**, *U. of North Carolina, Greensboro*

A chance to say goodbye to the many Ph.D. and Junior Faculty. We will also take the opportunity to provide the MED certification and enjoy a lovely breakfast.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1063** | Submission: **19219** | Sponsor(s): **(MOC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 214**

“That’s So ‘Meta’”! Metacognitive and Integrative Research

Session Moderator: **Peter Thomas Bryant**, *IE Business School*

MOC: [Digitally Augmented Metacognition and the Prospects for Autonomous Thought](#) 

Author: **Peter Thomas Bryant**, *IE Business School*

To preserve autonomous thought in a digitalized world, human and artificial agents must learn to collaborate in digitally augmented metacognition, meaning to monitor and manage their own cognition. Artificial agents are advancing rapidly in these respects and are increasingly capable of fast metacognition. However, human processing is often relatively simplified and sluggish. Indeed, natural metacognition often relies on habit, routine, and social docility. When both types of agents combine, therefore, artificial functioning could be complex, fast, and precise, while human functioning is relatively simple, sluggish, and heuristic. The combined result could be metacognitive dysfunction. Either both agents will diverge and conflict, or one might overwhelm the other. My paper explains the mechanisms which drive these effects and their consequences for autonomous thought.

Paper is NOT Available. Please contact the author(s).

MOC: [Integrating the Accuracy and Time Dimension of Foresight](#) 

Author: **Benedikt Alexander Schuler**, *U. of St. Gallen*

Author: **Johann Peter Murmann**, *U. of St. Gallen*

Author: **Marie Beisemann**, *TU Dortmund U.*

Judgmental forecasting research has demonstrated that forecasters differ in their foresight—their ability to consistently forecast future states of the world accurately. However, the conceptualization of foresight underlying this research stream focuses exclusively on accuracy and thereby, neglects the time dimension of foresight. We develop a reconceptualization of foresight that integrates the dimensions of accuracy and time. To provide the theoretical basis for this integration, we propose a forecasting framework suggesting that forecasting future states of the world becomes easier over time as the availability of signals, which enable forecasters to forecast future states of the world more accurately, increases over time. Therefore, we reconceptualize foresight as the ability to forecast future states of the world accurately and early. To operationalize this reconceptualization of foresight in forecasting tournaments, we propose the time-weighted Brier score (TWBS), which weights errors made closer to the event horizon more heavily. We prove analytically that the TWBS is a strictly proper scoring rule that represents a mathematical generalization of the Brier score (BS). Furthermore, we show in a simulation study that the linear and square root TWBS, which weight the forecast errors over time heavier according to the linear and square root function, measure the true foresight of persons better than the BS under various theoretical signal trajectories. Taken together, we contribute to the emergent literature on foresight by providing a theoretical framework, reconceptualization, and generalized operationalization of foresight that integrate the dimensions of accuracy and time.

Paper is Available to Meeting Registrants Only.

MOC: [Unconfusing the Uncertainties: A Structured Typological Approach](#) 

Author: **Richard J. Arend**, *U. of Southern Maine*

We offer a new perspective on how to clarify uncertainty – a concept that has suffered from misunderstanding and misuse in management and the organizational sciences, especially in its theoretical modeling. We offer a structured approach to build our typological solution to the current confusion and challenges of analyzing uncertainty-related phenomena. We describe the main types and subtypes of uncertainty relevant to strategic decision-making and entrepreneurship. We explain and illustrate some of the dangers of remaining confused over uncertainty. We also describe possible opportunities emerging from clarity. Our analysis leads to recommendations to follow in order to make progress in what is an underappreciated complex concept.

Paper is NOT Available. Please contact the author(s).

MOC: [Human Connection and the Mystery of Being: Toward a Metaphysically Grounded Theory of Mutuality](#) 

Author: **Lyndon Earl Garrett**, *Boston College*

Author: **Ulrich Leicht-Deobald**, *Trinity Business School, Trinity College Dublin*

Author: **Lloyd Sandelands**, *U. of Michigan, Ann Arbor*

Human connection is a fundamental human need, which is severely lacking in modern society. Efforts to manufacture moments of human connection often fail, or even exacerbate feelings of disconnection. Relatedly, we argue that efforts to scientifically analyze and create formulas for achieving human connection are similarly missing the mark. Social science attempts to understand human experience by reducing it to observable and measurable properties, but fails to acknowledge the metaphysical nature of human being and human connection. In this manuscript, we first review constructs from different social science disciplines attempting to capture and articulate moments of human connection, including mutuality (relational therapy), *communitas* (anthropology), collective effervescence (sociology), and relational flow (psychology). We then introduce the philosophical perspectives of Martin Buber and Gabriel Marcel to elaborate a metaphysical view of human connection. We argue that human connection is fundamentally a mystery, as evidenced by two fundamental paradoxes that emerge when trying to conceptualize moments of human connection, as observed in the various concepts we review. We illustrate these paradoxes in the equally mysterious experience of play, a mode of being that animates human connection. We conclude by discussing implications of a metaphysical perspective on how we grapple with human connection in organizational studies.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1064** | Submission: **19225** | Sponsor(s): **(MOC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 605**

Diverse Implications of Emotional Regulation at Work

Session Moderator: **Hannah Kunst**, *U. of Sydney Business School*

MOC: **The Role of Healthcare Leaders' Regulation of Followers' Emotions on Follower Wellbeing**

Author: **Hannah Kunst**, *U. of Sydney Business School*

Author: **Helena Nguyen**, *U. Of Sydney*

Author: **Anya Madeleine Johnson**, *U. Of Sydney*

Author: **Shenjiang Mo**, *Zhejiang U.*

Author: **Carolyn MacCann**, *U. Of Sydney*

Finalist for MOC Division Best Submission with Practical Implications for Organizations

Intrinsic emotion regulation (the process of regulating one's own emotions) is conceptually distinct from extrinsic emotion regulation (the process of regulating others' emotions). Much less is known about extrinsic regulation, especially in the context of how leaders influence followers' wellbeing. Drawing on resource perspectives, we argue that leader extrinsic regulation is a valuable socioemotional resource that followers can draw on to manage resource loss during times of high stress. We investigate the influence of two types of leaders' extrinsic regulation—reappraisal and suppression—on followers' burnout and job satisfaction. Leaders' reappraisal and suppression differentially influenced followers' wellbeing via the mediating role of positive and negative affect over and above the effects of followers' intrinsic regulation. Leaders' use of extrinsic reappraisal was most beneficial for followers with high levels of internal resources for coping with change, but extrinsic suppression was more detrimental. These results extend our understanding of extrinsic regulation in the important context of leaders and followers, and provide new insights into how and for whom different types of leader extrinsic regulation affect followers' wellbeing. These results have important practical implications in terms of developing more targeted leadership-based interventions to help manage the mental health and wellbeing of healthcare workers.

Paper is Available to Meeting Registrants Only.

MOC: **Emotion Regulation and Strategic Decision Making: A Depletion of Resources Perspective** 

Author: **Mark P. Healey**, *U. of Manchester*

Author: **Adrien Querbes**, *U. of Manchester*

Author: **Mercedes Bleda**, *Alliance Manchester Business School, U. of Manchester*

A growing body of evidence shows that making strategic decisions is emotionally draining and requires managers to devote significant effort to regulating emotions. However, theoretical models of strategic decision have not kept pace with these developments and largely overlook the role of emotion regulation. In this paper, we adopt a resource depletion perspective to examine how executives' emotion regulation capabilities influence strategic decision processes and outcomes in dynamic environments. We propose that executive emotion regulation resources are vital for developing and sustaining novel representations of strategic opportunities, searching for distant solutions, and utilizing social systems for evaluating and selecting alternatives. Hence, the depletion of regulatory resources inhibits these processes and reduces the effectiveness of strategic decision making. By identifying interdependencies among executive emotion regulation capacity and the cognitive and social resources required for strategic decision making, our analysis extends understanding of the requirements for making strategic decisions in dynamic environments. We discuss implications for research on strategic decision making, executive job demands and dynamic managerial capabilities.

Paper is Available to Meeting Registrants Only.

MOC: **I Feel Compassion for You but Not All the Time: The Aftermaths of Observed Ostracism**  

Author: **MARIA RASHEED**, *U. of Lahore*

Author: **Inamul Haq**, *ESC Clermont Business School*

Author: **Farooq Anwar**, *Lahore Business School, The U. of Lahore*

Author: **Marina Bourgain**, *ESC Clermont Business School*

This study focused on the aftermaths of observed ostracism with boundary conditions of dispositional envy. We examined two distinctive paths, which produce the observer's prosocial congruent (compassion) and incongruent emotions (schadenfreude) against the Victim of ostracism. Time lagged data (N=306) were collected from the employees working in Pakistan's various service sectors. The study's findings indicated that observed ostracism generates congruent and incongruent emotional reactions among the observers. Employees' feelings of compassion engage in the higher organizational citizenship behaviour, whereas employees with schadenfreude tend to enact ostracism with the victim. Both paths depend on boundary conditions of dispositional envy. The observers with high dispositional envy lead toward schadenfreude, Whereas observers with low dispositional envy lead toward compassion with the victim of ostracism.

Paper is Available to Meeting Registrants Only.

Author: **Kapil Verma**, *Indian Institute of Management, Kozhikode*
Author: **Marilyn Ang Uy**, *Nanyang Technological U.*

The COVID-19 pandemic forced organizations to shift to remote working. From the employees' perspective, working from home comes with its own set of challenges. Because the boundary between work and home gets even more blurred, staying focused on the job while being at home takes a great amount of effort. Can psychological detachment from home help employees in adapting to work-from-home arrangements? Focusing on this question, we draw on the self-regulation theory to examine how and when psychological detachment from home influences daily work engagement. We conducted an experience sampling study across two work weeks with employees working from home in India during the reopening phase after the nationwide lockdown in 2020. Our findings indicate that psychological detachment from home helped employees by reducing next-morning work-related anxiety, but it also increased next-morning exhaustion. Work-related anxiety and exhaustion in turn mediated the effects of psychological detachment from home on daily work engagement. Moreover, the indirect effects of detachment from home on work engagement via exhaustion were significant only for employees with low trait self-control. Overall, our study yields theoretical and practical implications for work-from-home practices.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

-  Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
-  Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: **1065** | Submission: **11162** | Sponsor(s): **(MOC, OB)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 308**

**Toward A Better Workplace: Virtuous Emotions, Virtuous
Actions, and Tensions In Social Relationships**
Virtues and Tensions In Social Relationships



Organizer: **Liuba Belkin**, *Lehigh U.*

Organizer: **Dejun Kong**, *U. of Colorado Boulder*

Discussant: **Michele Williams**, *U. of Iowa*

Presenter: **Lauren Rachel Locklear**, *Texas Tech U.*

Presenter: **Sharon Sheridan**, *College of Business, Clemson U.*

Presenter: **Christian Noble Thoroughgood**, *Georgia State U., J. Mack Robinson College of Business*

Presenter: **Laura Rees**, *Oregon State U.*

Presenter: **Jamie Strassman**, *U. of Texas at Austin*

Finalist for MOC Division Best Symposium Award

Cultivating high-quality social relationships is key to building a better workplace and a better society. Yet, in today's uncertain and fast-paced environment, modern organizations and their leaders are facing unprecedented challenges in doing so. This symposium comprises five papers that examine virtuous emotions, virtuous actions, and/or tensions inherent in social relationships to shed light on challenges in building positive and healthy workplace. The papers employ diverse theoretical perspectives (e.g., social learning theory, risk regulation theory, social comparison theory, ambivalence theories), theoretical foci (e.g., trickle-down effects, leader-follower congruence, a third party's countervailing reactions, the intra- or interpersonal influence of ambivalence), methods (e.g., scale development, multi-wave survey, experimentation, qualitative methods), and study populations (e.g., racial minorities, working mothers). Together, five papers in this symposium highlight some intriguing and complex issues related to virtuous emotions, virtuous actions, and tensions in social relationships and provide insights into the challenges and useful ways of relationship management.

The Ripple Effect of Gratitude

Author: **Lauren Rachel Locklear**, *Texas Tech U.*

Author: **Meghan Kane**, *U. of Central Florida*

Author: **Mark G. Ehrhart**, *U. of Central Florida*

The Impact of Supervisor Gratitude Expressions on Subordinate Feelings of Appreciation and Voice

Author: **Dejun Kong**, *U. of Colorado Boulder*

Author: **Sharon Sheridan**, *College of Business, Clemson U.*

Author: **Liuba Belkin**, *Lehigh U.*

Author: **Maureen L. Ambrose**, *U. of Central Florida*

Author: **William J. Becker**, *Virginia Tech*

Majority Group Observers' Reactions to Acts of Oppositional Courage for Social Equity

Author: **Christian Noble Thoroughgood**, *Georgia State U., J. Mack Robinson College of Business*

Author: **Dejun Kong**, *U. of Colorado Boulder*

Author: **Katina Sawyer**, *George Washington U.*

Author: **Jennica R. Webster**, *Marquette U.*

Author: **Paige Watson**, *Clemson U.*

An Ambivalent Story: Implications of Simultaneously Agreeing and Disagreeing with Stereotypes

Author: **Laura Rees**, *Oregon State U.*

Author: **Allie Freshley**, *Queen's U.*

The Relational Contexts that Harness the Benefits of Leader Emotional Ambivalence on Engagement

Author: **Jamie Strassman**, *U. of Texas at Austin*

Author: **Kate Walsh**, *U. of Wisconsin-Madison*

Author: **Jean-Nicolas Reyt**, *McGill U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **1066** | Submission: **17007** | Sponsor(s): **(MOC, STR, OMT)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 606**

Frontiers of Modeling Cognition and Experience *Frontiers of Modeling Cognition and Experience*



Organizer: **Christina Fang**, *New York U.*

Organizer: **Ji-hyun Kim**, *Yonsei U.*

Organizer: **Hisan Yang**, *U. of Utah, David Eccles School of Business*

Presenter: **Jaeho Choi**, *The Wharton School, U. of Pennsylvania*

Presenter: **Hui Sun**, *Northwestern Kellogg School of Management*

Presenter: **Jerker C. Denrell**, *U. of Warwick*

Presenter: **Felipe Csaszar**, *U. of Michigan*

Discussant: **Joseph Porac**, *New York U.*

Organizational studies have long distinguished between two modes of information processing. On the one hand, an organization uses its past experiences in similar circumstances to guide present information processing to inform current actions. Experience accumulated in the past is embodied in various modes of cognition (Gavetti, Levinthal, & Rivkin, 2008), influencing individuals' abilities to attend to, encode, and make inferences about new information. In this way, an organization follows a "top-down" (Abelson & Black, 1986) or "theory-driven" (Felin & Zenger, 2017) approach. This approach is cognitive because what drives action is actors' beliefs about the linkage between the actions and their outcomes. On the other hand, the organization can let the current information context guide information processing in a "bottom-up" or "data driven" approach. In other words, the information itself shapes individuals' response to it in a "bottom-up" or "data driven" approach (Walsh, 1995). Because of the latter's focus on current experience, it is also known as the experiential approach. In an influential piece, Gavetti and Levinthal (2000) examines formally the role and interrelationships between these two alternative processes and specifically how cognition influences subsequent processes of experiential learning. They find that even a crude, lower dimensional representation of a more complex problem still acts as a powerful guide to initial search processes, thereby resulting in superior performance. The mechanism behind the performance benefits of cognition is that cognition may usefully "seed" a subsequent process of experiential learning, preventing experiential learning from wandering off in potentially dysfunctional directions. Subsequent to Gavetti and Levinthal (2000), theoretical work has developed in two distinct directions. One stream of work explores very different operationalizations of cognitive structures (Walsh, 1995), such as the degree to which of specification of structural or temporal interdependencies are specified (Martignoni, Menon, & Siggelkow, 2016), capability to consider temporal complexity (Rahmandad, 2008), or the number of environmental features considered by the decision maker (Csaszar & Levinthal, 2016). Cognition is typically modelled to be fixed, and thereby resistant to updating based on the current experience. In a related stream of work, scholars have devoted careful attention to model experiential learning processes beyond just simple local search in several related models. First, building on work on credit assignment from artificial intelligence and cognitive science (Sutton & Barto, 2018), scholars have modelled experiential learning as a gradual updating process, where outcome feedback is used to update priors (Denrell, Fang, & Levinthal, 2004; Fang & Levinthal, 2009; Rahmandad, 2008). Cognition, in the form of a mental model, evolves as a result of experiential learning, and serves as an alternative guide to action (Fang, 2012; Rahmandad, 2008). In this stream of work, cognition is experientially derived and thus backward looking. Despite these recent developments, the fundamental questions raised by Gavetti and Levinthal (2000) remain - How would forward looking cognitive search co-evolve with backward looking intelligence of experiential search? Second, what would be the performance implications of cognition? In addition, what would be the performance implications of having cognition that vary in fidelity in the action-outcome linkages? In the symposium, we would like to explore various directions of cutting edge research and fruitful future directions. What are some of the state-of-the-art research on how cognition and experience interacts in the process of organizational search? How do models of learning incorporate behavioral and rationality assumptions that are Mendelian in nature? What are the empirical correlates that ground the models predictions?

Wisdom in the Wild: Generalization and Adaptive Dynamics

Author: **Jaeho Choi**, *The Wharton School, U. of Pennsylvania*

Author: **Daniel Levinthal**, *U. of Pennsylvania*

Organizational Cognition from the Viewpoint of Artificial Intelligence

Author: **Felipe Csaszar**, *U. of Michigan*

Cognition and Experience: Insights from Psychology and Machine Learning

Author: **Jerker C. Denrell**, *U. of Warwick*

Making Sense of Experience: A Computational Model on the Emergence of Attention Structure

Author: **Hui Sun**, *Northwestern Kellogg School of Management*

Feedback vs Template Based Learning in Credit Assignment Problems

Author: **Christina Fang**, *New York U.*

Author: **Ji-hyun Kim**, *Yonsei U.*

Author: **Hisan Yang**, *U. of Utah, David Eccles School of Business*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **1067** | Submission: **12702** | Sponsor(s): **(MSR, OB)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)**

The Manager and Love: Evoking a Loving Inquiry in a Group Setting
The Manager and Love



Facilitator: **Angela Pei Ju Chen**, *U. of Melbourne*
Facilitator: **Giorgia Diletta Nigri**, *Sophia U. Institute*
Facilitator: **Tom Elwood Culham**, *Beedie School of Business Simon Fraser U.*
Facilitator: **Richard Perego**, *U. of Dallas, Satish & Yasmin Gupta College of Business*
Facilitator: **Barbara C. Nussbaum**, *MSR*

The world today faces multiple and serious crises including an economy devastated by a pandemic, climate change, continued racial injustice, growing inequality, species extinction, migration, and various ecological crises (Laszlo et al. 2021). These types of wicked problems are both transcultural and transnational that necessitate a new awareness that a systems change is needed. Thus, an opportunity exists to reset personal, organizational, and systems-level practices that enable the creation of future arrangements that help create a better world for all. To facilitate change, values such as love, connectedness, and compassion should be at the root of this new model to enable wise decision-making that builds on the best of what we know. However, the current ethos of education and management preferences intellect and reason over the innately human attribute of love. To correct the imbalance, we need to explore ways of preparing managers of the future to develop and embody love. This PDW aims to frame the personal experience of love in a cultural context to decolonize any differences regarding the idea of love. Our intention is to create opportunities for us to learn from each other about love by creating safe inter-subjective places. We wish to demonstrate how deep communal learning through the research process of Collaborative Autoethnography grows our personal understanding of love to enable wiser decision-making. Building a shared understanding of love might be a central energizing force in addressing wicked problem creatively, no matter the origins of the people involved.

KEY TO SYMBOLS

-  Teaching-oriented
-  Practice-oriented
-  International-oriented
-  Theme-oriented
-  Research-oriented
-  Diversity-oriented
-  Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: **1068** | Submission: **12314** | Sponsor(s): (NEU, RM, MOC)

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 210**

Applying Neuroscience Methods to Address Research Challenges in Management

Neuroscience Methods in Management Research



Organizer: **Nir Milstein**, *Bar-Ilan U.*
Presenter: **Ilanit Gordon**, *Bar Ilan U.*
Discussant: **Yair Berson**, *McMaster U.*
Presenter: **Sebastiano Massaro**, *Surrey Business School*
Presenter: **Rossana Castaldo**, *The U. of Warwick*
Presenter: **Siu Wan**, *Warwick U.*
Presenter: **Andra Serban**, *Virginia Commonwealth U.*
Presenter: **Leandro Pecchia**, *Warwick U.*
Presenter: **Eliran Halali**, *Bar Ilan U., Department of Psychology, Israel*
Presenter: **Yoni Slater**, *Bar Ilan U.*
Presenter: **Michal Lavidor**, *Bar Ilan U.*
Presenter: **George Christopoulos**, *Nanyang Business School, NTU Singapore*
Presenter: **Alvin Lee**, *Nanyang Business School*

NEU Best Symposium Award

Management research relies heavily on methods, most particularly surveys, that portray individuals' subjective reports of their experiences but fail to capture their deep-seated or subconscious reactions. For instance, survey research has been subject to scrutiny over validity issues, self-report bias, social desirability, and endogeneity, among other things. The purpose of this symposium is to expose management audiences to neuroscientific research methods and how they address some of the limitations of traditional research methods. Presenters will demonstrate the application of physiological and neurological methods to the examination of classic processes in management at the individual and the group level, including decision-making in social-exchange situations and group cohesion and effectiveness. Common to all presented research is that it utilizes these methods to uncover an important aspect of a management phenomenon. For example, one study examined the role of team members' heart rate in explaining group functioning, and another study tested how the ventrolateral prefrontal cortex is implicated in rational decision-making. Presenters will discuss ways to enhance the ecological validity and applicability of neuroscience technologies to management research. Beyond sharing findings from innovative research, we hope that this symposium will help illustrate to participants the feasibility of employing neuroscientific methodologies in management research.

Group Heart Rate Synchrony and Group Cohesion: A Quantitative Review

Author: **Nir Milstein**, *Bar-Ilan U.*
Author: **Ilanit Gordon**, *Bar Ilan U.*

Heart Rate Variability and Team Task Performance

Author: **Sebastiano Massaro**, *Surrey Business School*
Author: **Rossana Castaldo**, *The U. of Warwick*
Author: **Siu Wan**, *Warwick U.*
Author: **Andra Serban**, *Virginia Commonwealth U.*
Author: **Leandro Pecchia**, *Warwick U.*

Rationality Enhancement: The Effect of Anodal tDCS on the rVLPFC among Ultimatum Game Responders

Author: **Eliran Halali**, *Bar Ilan U., Department of Psychology, Israel*
Author: **Michal Lavidor**, *Bar Ilan U.*
Author: **Yoni Slater**, *Bar Ilan U.*

Wearable Digital Biomarkers for Organizational Research: Towards a Real-life Neuroscience

Author: **George Christopoulos**, *Nanyang Business School, NTU Singapore*
Author: **Alvin Lee**, *Nanyang Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1069** | Submission: **13305** | Sponsor(s): **(OB)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)**

Sustainable Work Practices for Optimizing Work-Family Integration in India

Work-Family Integration in India



Organizer: **Rupashree Baral**, *IIT Madras*
Organizer: **Mahima Raina**, *Jindal School of Psychology and Counselling O.P. Jindal Global U.*
Discussant: **Ujala Arun Rajadhyaksha**, *Governors State U.*
Participant: **Lalatendu Kesari Jena**, *Xavier School of Human Resource Management, Xavier U. Bhubaneswar*
Presenter: **Deepika Swain**, *XIMU*
Participant: **Suchitra Pal**, *Associate Professor, School of HRM, XIM U., Bhubaneswar, India*
Presenter: **Kedarnath Thakur**, *Doctoral Scholar, Xavier Labour Relations Institute (XLRI), Jamshedpur, India*
Participant: **Yasmin Kukul**, *MBA (HRM) School of Human Resource Management XIM U., Bhubaneswar, India*
Presenter: **Tejinder Billing**, *Rowan U.*
Participant: **Nicholas J. Beutell**, *Iona College - LaPenta School of Business*
Presenter: **Manveen Kaur**, *Alumni, London School of Economics; Analyst, Deloitte India*

The symposium aims to problematize the concept of work-family (WF) integration specific to the Indian cultural context. A sizable amount of scientific discourse points to the relevance of more culture-specific insights on the issue in order to alleviate concerns of the working population. While researchers in India have recently been pursuing this objective by adopting an emic approach, research on WF integration is still scant, needs careful evaluation and streamlining to devise solutions and to create more sustainable, culturally aligned, and relevant work practices. To this end, the symposium includes four India specific studies and approaches the subject from an individual perspective (eg., factors affecting employees' factual autonomy and role of resilience in dealing with work and family demands) as well as organizational policy (eg., empowering employees and leaders to set individual boundaries and the efficacy of telecommuting- the challenges and opportunities for employees and leaders). The studies discuss pertinent challenges in developing sustainable WF practices in India in order to instigate more debates, deliberations on the topic and propose pertinent future research directions and implications for employees and organizations.

Dear All, Welcome to our symposium "Sustainable Work Practices for Optimizing Work-Family Integration in India". The symposium aims to problematize the concept of work-family (WF) integration specific to the Indian cultural context. We also aim to provide specific input to the international audience and those who want to learn and do research in the Indian context. Looking forward to an enriching, engaging, and interactive symposium. If you have any questions or would like to contact us, you may please email us. Thanks and regards, Symposium Organisers: Mahima Raina - mraina@jgu.edu.in & Rupashree Baral - rupashreebaral@gmail.com; rupashree@iitm.ac.in

Are you free! Romance of the illusory work-life integration and factual autonomy

Author: **Deepika Swain**, *XIMU*
Author: **Lalatendu Kesari Jena**, *Xavier School of Human Resource Management, Xavier U. Bhubaneswar*
Author: **Suchitra Pal**, *Associate Professor, School of HRM, XIM U., Bhubaneswar, India*

Intervene to Integrate: Policy Interventions for Work-Family Integration in Indian Context

Author: **Kedarnath Thakur**, *Doctoral Scholar, Xavier Labour Relations Institute (XLRI), Jamshedpur, India*
Author: **Yasmin Kukul**, *MBA (HRM) School of Human Resource Management XIM U., Bhubaneswar, India*
Author: **Lalatendu Kesari Jena**, *Xavier School of Human Resource Management, Xavier U. Bhubaneswar*

A closer look at demands, resources, and resilience on work-family conflict in the US and India

Author: **Tejinder Billing**, *Rowan U.*
Author: **Rupashree Baral**, *IIT Madras*
Author: **Nicholas J. Beutell**, *Iona College - LaPenta School of Business*

Telecommuting: Irks or works?

Author: **Manveen Kaur**, *Alumni, London School of Economics; Analyst, Deloitte India*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1070** | Submission: **19377** | Sponsor(s): **(OB)**

Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**

Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Chelan 2**

Stress, Loneliness, Gossip, and Procrastination

Session Moderator: **Katherine E. Ciarlante**, *U. of Central Florida*

OB: Testing the Effects of Stressor Trajectory on Counterproductive Work Behavior

Author: **Katherine E. Ciarlante**, *U. of Central Florida*

Author: **Mindy Krischer Shoss**, *U. of Central Florida*

Author: **Shiyang Su**, *U. of Central Florida*

Counterproductive work behavior (CWB) represents a significant threat to organizations and organizational stakeholders, such that understanding the processes driving employee engagement in deviant workplace behaviors is for essential for ensuring well-being at work. Although, evidence suggests that a variety of work stressors influence counterproductive behavior in the workplace the application of this research has been constrained by a lack of longitudinal studies, that investigate the relationship between stressors and CWB over time, and a failure to examine how within-person change in job stressors can influence between-person differences in CWB. Utilizing a random coefficient modeling (RCM) approach we seek to address this limitation by investigating how job stressor change or trajectory impacts employee CWB. Our dynamic research model explores how the strength and direction of changing job stressors (e.g., increasing or decreasing levels of stress) impacts both the frequency of employee CWB and CWB trajectory with a goal of enhancing our understanding of “why” and “when” employees are motivated to engage in CWB in response to changing work experiences. We also investigate the moderating effects of temporal focus (past, present, and future) and job preservation motivation on the relationship between stressor trajectory and CWB.

Paper is Available to Meeting Registrants Only.

OB: I'll Do It Tomorrow: A Review of Procrastination in the Workplace and an Agenda for Future Research

Author: **Lifeng Zhong**, *School of Business, Renmin U. of China*

Author: **Xiao Wang**, *School of Business, Renmin U. of China*

In modern organizations, procrastination is prevalent. Although extant research has examined the causes of procrastination, these efforts are scattered across multiple disciplines. As a result, we lack a coherent understanding of why employees procrastinate. To address this issue, based on the review of previous research, the article proposes a definition of workplace procrastination and a comprehensive theoretical framework to explain how the contextual factors influence employees' behavior. Specifically, we argue that perceived task motivation and self-regulation serve as two independent psychological mechanisms influencing procrastination. The substitution effects between the two mechanisms in reducing procrastination are also discussed. Finally, future directions covering conceptualization, theory development and methods are discussed.

Paper is Available to Meeting Registrants Only.

OB: Linking Workplace Loneliness to Workplace Territoriality: A Self-protection Perspective 

Author: **Qi Nie**, -

Author: **Xiao Chen**, *Guangdong U. of Foreign Studies*

Abstract: Based on the self-protection theory, this study hypothesizes that workplace loneliness induces employees' self-serving cognitions, which, in turn, leads to employees' territorial behavior. This indirect relationship may be mitigated by self-sacrificial leadership. The results of regression analyses based on a three-wave data from 243 leader-employee dyads showed that (1) employees' workplace loneliness was positively related to their territorial behavior; (2) employees' self-serving cognitions mediated the relationship between workplace loneliness and territorial behavior; and (3) self-sacrificial leadership negatively moderated the relationship between workplace loneliness and self-serving cognitions and the indirect relationship between employee workplace loneliness and territorial behavior through self-serving cognitions. Theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

OB: Picking “Pieces” to Play: Gossip as Mediator Between Perceived Organizational Politics and Employee      

Author: **Aamna Khan**, *Indian Institute of Technology Patna*

Author: **Richa Chaudhary**, *Indian Institute of Technology Patna*

Information gathering and validation (IGV) through gossip is of key importance for the employees as their survival in the organizations is sufficiently linked with the mapping of environment and behaving accordingly. However, only a handful of studies have sought to explore its significance in the organizational context. This study uses path analysis to test a model that posits perceived organizational politics (POP) has an indirect relationship with instigated workplace incivility (IWI) and organizational citizenship behaviour towards individual (OCBI) through the mediating effects of IGV. From the results of two field studies conducted in private (n= 408) and public sector (n= 239) organizations, we found that IGV mediated the relationship between POP and IWI in Study 1 and 2, whereas it mediated the relationship between POP and OCBI in Study 1 only. An additional analysis also lent support to our theorizing. In light of our findings, important implications for policy makers, HR managers, and leaders are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1071** | Submission: **19580** | Sponsor(s): **(OB)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 4C3**

Helping Behaviors and their Consequences

Session Moderator: **Huan Xiao**, *Harbin Institute of Technology*

OB: How does the Fit between the Receiving and Giving of Helping Behavior Influence Workplace Well-Being

Author: **Huan Xiao**, *Harbin Institute of Technology*

Author: **Zhenduo Zhang**, *Harbin Institute of Technology*

Author: **Qin Chen**, *Harbin Institute of Technology*

Based on self-determination theory, the current study explored the effects of congruence in employees receiving and giving helping behaviour on workplace well-being from an actor-centric perspective. A two-wave questionnaire survey was used, and 202 matched surveys were collected. Polynomial regression with response surface analysis was used to examine the conceptual model. The results indicated that workplace well-being increased when the receiving and giving of helping behaviour were balanced at higher levels. In addition, the results highlighted an asymmetrical incongruence effect in that workplace well-being was not significantly different when the imbalance increased in the direction of either receiving or giving helping behaviour. We further explored the underlying self-determination mechanism through which the fit between receiving and giving helping behaviour affected workplace well-being by testing the serial mediators of basic psychological needs satisfaction and work meaningfulness. Our research deepens the understanding of the joint effect of receiving and giving helping behaviour on workplace well-being.

Paper is Available to Meeting Registrants Only.

OB: Helping or Ostracizing? Employee Responses to Coworker Anxiety Expression 

Author: **Diwan LI**, *Hong Kong Polytechnic U.*

Author: **Katrina Jia Lin**, *Hong Kong Polytechnic U.*

Author: **Bonnie Cheng**, *U. of Hong Kong*

Author: **Yidong Tu**, *School of Economics and Management of Wuhan U.*

While conventional research has shown that feeling anxiety yields a variety of negative outcomes, we know little about the consequences of expressing anxiety. Grounded in emotional as social information (EASI) theory, we develop and test a model to understand both the benefits and costs of anxiety expression at work from an observer perspective. We propose that, on the one hand, anxiety expression elicits observer's perspective taking, and further promotes more helping behavior towards the expresser (i.e., affiliative consequences); on the other hand, anxiety expression leads the observer to perceive the expresser as incompetent, and then respond with higher ostracism (i.e., social distancing consequences). We further hypothesize that rivalry between the observer and the anxiety expresser acts as the boundary condition, which affects the strength of these affiliative or social distancing consequences. One scenario-based experiment and one experience sampling study provide support for our predictions. Theoretical and practical implications are discussed.

Paper is NOT Available. Please contact the author(s).

OB: Observers' Moral Elevation and Helping Behavior Following the Abusive Supervision of Coworkers 

Author: **Benjamin Korman**, *U. of Konstanz*

Author: **Christian Troester**, *Kühne Logistics U.*

Author: **Steffen R. Giessner**, *Erasmus U. Rotterdam*

While previous studies have argued that observers of abusive supervision are driven by negative moral emotions (i.e., moral outrage) to help the victim but harm the perpetrator, we argue that positive moral emotions (i.e., moral elevation) can also motivate observers to help the victim and the perpetrator. A field study utilizing critical incident techniques provides support for our theory that, in addition to previously found relationships, observers of abusive supervision experience moral elevation (i.e., an admiration for virtue) when the victimized coworker stands up for themselves and opposes the abusive supervisor. Moral elevation, in turn, promotes benevolent behavior and increases observers' supervisor- and victim-directed helping. Together, our study unveils victimized coworkers as a potential source of moral elevation for observers and highlight when observers of abusive supervision may be motivated to act benevolently towards both victims and perpetrators of abusive supervision.

Paper is Available to Meeting Registrants Only.

OB: I Have Received More Help Than Others! A Social Comparison Perspective on Receiving Help

Author: **Huan Cheng**, *Huazhong U. of Science and Technology*

Author: **Weili Zheng**, *Wuhan U. of Technology*

Author: **Yuanfang Zhan**, *Huazhong U. of Science and Technology*

In the current research, we developed and tested a model of how and when receiving help social comparison influenced the recipient's job performance (i.e., interpersonal citizenship behavior, task performance). Based on social exchange theory and social comparison theory, we posited that receiving help social comparison influenced the recipient's feelings of gratitude, which in turn had a positive relationship with interpersonal citizenship behavior (ICB) and task performance. Further, we argued that the effects of receiving help social comparison were influenced by the recipient's psychological entitlement. Using data collected in three waves from 307 employees in China, we found that receiving help social comparison was positively associated with the recipient's feelings of gratitude while controlling for overall receiving help. Gratitude, in turn, benefited ICB and task performance. Moreover, high levels of psychological entitlement weakened the relationship between receiving help social comparison and the recipient's feelings of gratitude, and further weakened the indirect relationship between receiving help social comparison and the recipient's ICB as well as task performance via gratitude. Overall, these findings had the potential to extend our knowledge of receiving help literature by introducing a social comparison perspective.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

How Culture Matters

Session Moderator: **Quan Hoang Nguyen Tran**, *U. of Tartu*

OB: Universal task and two faces of relationship orientation: organizational culture in East Asia

Author: **Quan Hoang Nguyen Tran**, *U. of Tartu*
Author: **Krista Jaakson**, -

In the present study, the authors proposed a novel scale OC_TSU for assessing organizational culture for East Asian countries, using the example of Vietnam. Following a step-wise mixed methods research with 52 interviews, experts' evaluations, and a survey of 228 working adults in three organizations in different sectors, the final scale comprises task orientation (8 items), unity orientation (3 items), and status orientation (3 items). Among the existing organizational culture scales, the latter two are unique. The present study furthers our understanding of workplace relationships in the Confucian socialist country in East Asia and how these influence organizational culture.

Paper is Available to Meeting Registrants Only.

OB: Are the Verbal Charismatic Leadership Tactics Universal? An Empirical Investigation Across Cultures

Author: **Sirio Lonati**, *NEOMA Business School*
Author: **Nicolas Bastardo**, *KU Leuven*

Cross-cultural studies identified charismatic leadership as universally desirable. Yet, what does it take to be perceived as charismatic across all cultures? Relying on objective markers of charisma signaling (commonly known as charismatic leadership tactics; CLTs) developed in Western cultures, this manuscript investigates whether the preference and appreciation for CLTs is universal or culturally contingent. Building on an empirical framework that avoids methodological issues related to linguistic comparability, we focus on a highly consequential leader selection setting—U.S. presidential elections—and test whether candidates' use of CLTs affects voting choices of U.S. citizens with non-U.S. ancestries. Relying on secondary data covering 12 presidential elections and up to 23 different national ancestries, our findings suggest that CLTs tend to be appreciated by most cultural groups, albeit with some significant heterogeneity. Moreover, specific dimensions of national culture of origin (e.g., future orientation) predict the heterogeneous response to leaders' use of CLTs; however, these cultural dimensions are not always the ones documented by previous research on cross-cultural prototypes of charisma.

Paper is Available to Meeting Registrants Only.

OB: Organizational Leadership and Culture in Bulgaria

Author: **Mariya A. Bobina**, *Western Illinois U.*
Author: **Diana Sabotinova**, -

The study of Bulgarian culture and organizational leadership was based on the application of the Global Leadership and Organizational Behavior Effectiveness (GLOBE) research instruments. Based on two surveys of 226 managers we created the profile of societal culture and the profile of leadership perceived as effective in that culture. We then compared the empirically derived results with the theoretically generated leadership profile for Bulgaria and partially confirmed the hypothesis that culture is predictive of effective leadership. The paper contributes to the scholarly discussion about culture's effects in leadership and to the analysis of managers' behaviors in a country that has been on a periphery of cross-cultural studies.

Paper is Available to Meeting Registrants Only.

OB: How National Culture Influences the Speed of COVID-19 Spread: Three Cross-Cultural Studies

Author: **Lihua Zhang**, *Renmin U. of China*
Author: **Vipin Gupta**, *California State U. San Bernardino*
Author: **Xiaoyu Huang**, *California State U. San Bernardino*
Author: **Fu Yang**, *Southwestern U. of Finance and Economics*
Author: **Jiaming Zheng**, *Renmin U. of China*

Carolyn Dexter Award Nominee

The COVID-19 pandemic has affected 222 countries and territories around the globe. Notably, the speed of COVID-19 spread varies significantly across countries. This cross-cultural research proposes and empirically examines how national culture influences the speed of COVID-19 spread in three studies. Study 1 examines the effects of Hofstede's national cultural dimensions on the speed of COVID-19 spread in 60 countries. Drawing on the GLOBE study (House, Hanges, Javidan, Dorfman, & Gupta, 2004), Study 2 investigates how GLOBE cultural dimensions relate to the speed of the pandemic's spread in 55 countries. Study 3 examines the effect of cultural tightness in 31 countries. We find that five national cultural dimensions – power distance, uncertainty avoidance, humane orientation, in-group collectivism, and cultural tightness – are significantly related to the speed of COVID-19 spread in the initial stages, but not in the later stages, of the pandemic. Study 1 shows that the coronavirus spreads faster in countries with small power distance and strong uncertainty avoidance. Study 2 supports these findings and further reveals that countries with low humane orientation and high in-group collectivism report a faster spread of the disease. Lastly, Study 3 shows that COVID-19 spreads slower in countries with high cultural tightness.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1073** | Submission: **19569** | Sponsor(s): **(OB)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 8:00AM- 9:30AMPT (UTC-7)** at **Seattle Convention Center in Tahoma 3**

Individuals' Role in Organizational Change

Session Moderator: **Tom Junker**, *Erasmus U. Rotterdam*

OB: [Agile Work Practices: Scale Development and Validation](#) 

Author: **Tom Junker**, *Erasmus U. Rotterdam*

Author: **Arnold Bakker**, *Erasmus U. Rotterdam*

Author: **DAJA Derks Theunissen**, *Erasmus school of Social and Behavioural Sciences*

Author: **Dylan Molenaar**, *U. of Amsterdam*

Building on team effectiveness and work design perspectives, the present study develops a novel Agile Work Practices Instrument (AWPI). This instrument measures the most common agile practices and further distinguishes them along the taskwork-teamwork continuum. Using data of 269 teams, we establish the psychometric properties and construct validity of the AWPI. Tests of measurement models and nomological networks supported the distinction between agile taskwork and agile teamwork. As hypothesized, agile taskwork related uniquely to emergent taskwork planning and team autonomy, while agile teamwork related uniquely to emergent teamwork planning and feedback. The AWPI sets the stage for more empirical research on agile working, beyond the software development context, where most agile concepts originated. By integrating team effectiveness and work design perspectives, we aim to clarify the meaning of the term “agile” for management researchers and practitioners.

Paper is Available to Meeting Registrants Only.

OB: [Radical Change at the Individual Level: A Systematic Review and Conceptual Model](#) 

Author: **Raghid Al Hajj**, *Gulf U. of Science and Technology*

Author: **John G. Vongas**, *Ithaca College*

In recent years, there has been a surge in research interest on radical change in the workplace. As organizational change becomes more radical, frequent, and unpredictable, our knowledge of the mechanisms that govern change at the ‘micro’ or individual level—rather than the ‘macro’ or organizational level—remains limited. In this paper, we provide a systematic review of the literature and provide a novel theoretically based definition of individual-level radical change. Using attitudes to change as a theoretical framework, we then present a conceptual model that combines cognitive (e.g., cognitive dissonance), emotional (e.g., emotional intelligence), and motivational (e.g., goal concordance and commitment) dimensions to explain how an individual’s goal pursuit and achievement is influenced by this type of discontinuous change. We further differentiate between agents (i.e., those actively responsible for the change) and recipients (i.e., those experiencing but not initiating the change), two role occupiers who differ in how they perceive and react to radical change. Finally, we conclude with valuable advice for both researchers and practitioners and urge them to rethink their tendency to use the term ‘radical change’ as a clichéd expression.

Paper is Available to Meeting Registrants Only.

OB: [Employee Participation in Change Planning - A Buffer Between Change Impact and Change Attitudes](#) 

Author: **Ana Alina Tudoran**, *Aarhus U.*

Author: **Thomas Jönsson**, *Aarhus U.*

Author: **Anna B. Holm**, *Aarhus BSS, Aarhus U.*

This study investigates the dynamic development of experiences and attitudes toward a large-scale organizational change at individual and occupational group levels. The research examines whether attitudes to change deteriorate along with employees’ experiences of the personal impact of change. Moreover, the study investigates the moderating role of employee participation in change planning decisions on the relationship perceived impact - attitudes towards the change. Employee panel data (n = 901) were gathered at two-time points, three years apart. We applied a two-wave latent change score model to address change and time-sequential associations between and within constructs and across four occupational groups. The findings show that the increased personal impact of the organizational change is related to worsened attitudes towards the change, with significant variation between occupational groups. Moreover, increased perceived influence on plans and strategies for organizational development moderates the relationship between perceived personal impact and attitude towards organizational change: employees that gain/lose power on organizational change planning develop fewer/more negative attitudes the more they become impacted by the changes.

Paper is Available to Meeting Registrants Only.

OB: [Paradoxical Leadership: An Episodic-Circadian Approach](#) 

Author: **Stefan Volk**, *U. Of Sydney*

Author: **Christopher Barnes**, *U. of Washington*

Paradoxical leadership, the integration of leadership behaviors that are seemingly contradictory, but nevertheless interdependent, is becoming increasingly important in today’s complex and turbulent business environments. Despite evidence for the positive consequences of paradoxical leadership, little research has examined how and when leaders can effectively integrate opposing leadership behaviors. Two of the most fundamental paradoxical challenges that leaders face include the need to integrate control and empowerment, as well as reconciling collective rules with followers’ individual needs. In this article, we advance a circadian theory of paradoxical leadership that outlines how leaders can combine episodic thinking with circadian principles to achieve a dynamic equilibrium between the opposing poles of these two leadership paradoxes. Our temporal framework explains how leaders can effectively structure paradoxical leadership episodes that leverage their own and their followers’ circadian processes within a broader framework of situation-driven leadership. In doing so, we contribute to future research by providing a novel circadian perspective on how paradoxical tensions in organizations can be reconciled within the constraints of situational demands.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1074** | Submission: **11823** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 8:00AM- 9:30AMPT (UTC-7)** at **Seattle Convention Center in Tahoma 5**

Burgeoning Research in Emergent Leadership *Leader Emergence Symposium*



Discussant: **William L. Gardner**, *Texas Tech U.*
Organizer: **Andrew A. Hanna**, *U. of Nebraska, Lincoln*
Presenter: **Bryan Acton**, *Durham U. Business School*
Presenter: **Andrea Farro**, *Rowan U.*
Presenter: **Anwesh Choudhury**, *Binghamton U.-State U. of New York*
Presenter: **Bo Liu**, *Jiangxi U. of Finance and Economics*
Participant: **Roseanne Foti**, *Virginia Tech*
Participant: **Robert G. Lord**, *Durham U.*
Participant: **Michael Kukenberger**, *U. of New Hampshire*
Participant: **Lauren D'Innocenzo**, *Drexel U.*
Participant: **Cynthia Kay Maupin**, *U. of Mississippi*

This symposium features emerging developments in emergent leadership research, reflecting some of the following questions: What role can computational modeling play in exploring different theoretical perspectives of emergent leadership? What do the patterns of leader emergence within team networks reveal that single occurrences of the phenomenon cannot? What influence do cultural norms have on the effectiveness of informal leadership status-seeking behaviors? Of what importance is the gender of those being evaluated for emergent leadership status, and what about the evaluator? More specifically, the studies included in this symposium focus on utilizing agent-based computational modeling as a way to compare social-cognitive and social-interactionist perspectives of leadership emergence (Acton, Foti, & Lord), how social network analysis can reveal patterns of emergent leadership in teams, and how maintaining multiple leader relationships impacts team member stress (Choudhury & Maupin), how high-ability team members' self-promotive behaviors are interpreted differently based on cultural norms (Liu & Hanna), and how the gender of those granting leadership status, as well as the gender composition of informal teams, is predictive of emergent leadership evaluations (Farro, Kukenberger, & D'Innocenzo). The discussant, Dr. William Gardner, will discuss themes across studies, highlight future research directions, and lead an interactive discussion between presenters and the audience.

Who recognizes women's emergent leadership? Multilevel effects of gender on emergent leadership

Author: **Andrea Farro**, *Rowan U.*
Author: **Michael Kukenberger**, *U. of New Hampshire*
Author: **Lauren D'Innocenzo**, *Drexel U.*

Using agent-based modeling to test core components of the leadership emergence process

Author: **Bryan Acton**, *Durham U. Business School*
Author: **Roseanne Foti**, *Virginia Tech*
Author: **Robert G. Lord**, *Durham U.*

Demands of informal leadership in self-managing teams: Stress and well-being in team members

Author: **Anwesh Choudhury**, *Binghamton U.-State U. of New York*
Author: **Cynthia Kay Maupin**, *U. of Mississippi*

One impression to rule them all? Culture's role interpreting promotive tactics by emergent leaders

Author: **Bo Liu**, *Jiangxi U. of Finance and Economics*
Author: **Andrew A. Hanna**, *U. of Nebraska, Lincoln*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: **1075** | Submission: **11415** | Sponsor(s): **(OB, CM, HR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Skagit 2**

Beyond 9-5: Work-Life Boundary Management in the Future of Work



Work-Life Boundary Dynamics in the Future of Work

Session Chair: **Laura Maria Giurge**, *London School of Economics and Political Science*

Session Chair: **Stephanie Chan-Ahuja**, *London Business School*

Discussant: **Laura McAndrews Little**, *U. of Georgia*

Presenter: **Arianna M. Beetz**, *The Wharton School, U. of Pennsylvania*

Participant: **Nancy Rothbard**, *U. of Pennsylvania*

Participant: **Sigal Barsade**, *The Wharton School, U. of Pennsylvania*

Presenter: **Benjamin Alan Rogers**, *UNC-Chapel Hill*

Participant: **Ovul Sezer**, *Columbia Business School*

Participant: **Trevor Watkins**, *U. of Oklahoma*

Participant: **Katherine Ann DeCelles**, *U. of Toronto*

Participant: **Chen-Bo Zhong**, *U. of Toronto*

Participant: **Michael Norton**, *Harvard U.*

Participant: **Hal Hershfield**, *UCLA Anderson School of Management*

Presenter: **Vanessa Conzon**, *Boston College*

Participant: **Ruthanne Huising**, *EMLYON Business School*

Presenter: **Laura Maria Giurge**, *London School of Economics and Political Science*

Participant: **Stephanie Chan-Ahuja**, *London Business School*

Participant: **Gillian Ku**, *London Business School*

This symposium brings together a diverse group of management scholars to provide novel answers to how employees can navigate the increasingly permeable boundary between work and nonwork aspects of their lives. Advances in technology and the proliferation of flexible work arrangements promised a better work-nonwork balance. However, increased work flexibility has ironically resulted in employees feeling overwhelmed, burned out, and unable to disconnect from work. The four papers in this symposium expand the work-nonwork literature by examining how individuals transition between work and nonwork. First, Arianna Beetz, Nancy Rothbard, and Sigal Barsade demonstrate how the affective experience of the commute to and from work has important consequences for employees' attitudes and behaviors at work as well as for employees' experiences after work. Second, Benjamin Rogers, Ovul Sezer, Trevor Watkins, Katherine DeCelles, Chen-Bo Zhong, Michael Norton, and Hal Hershfield show how after-work rituals help employees cope with job stressors by prioritizing self-care and recovery activities. Third, Vanessa Conzon and Ruthanne Huising reveal the importance of studying the interplay between temporal and relational boundaries across the work and nonwork domains. Finally, Laura Giurge, Stephanie Chan-Ahuja, and Gillian Ku show that employees experience greater subjective well-being, work-life balance, and task performance when they collectively consider work and nonwork activities and create temporal boundaries around them. The key takeaway of this symposium is that employees can positively shape their well-being and work outcomes by proactively crafting how they transition between work and nonwork.

I could not indicate my answer to two questions so answering them here. Namely, for "Is your session by invitation only", the answer is No. And for "Does your session require breakout rooms?", the answer is No. Thank you!

The Bridge Between Work and Home: The Impact of The Commute on The Work-Life Interface

Author: **Arianna M. Beetz**, *The Wharton School, U. of Pennsylvania*

Author: **Nancy Rothbard**, *U. of Pennsylvania*

Author: **Sigal Barsade**, *The Wharton School, U. of Pennsylvania*

After-Work Rituals as a Tool to Overcome the Recovery Paradox

Author: **Benjamin Alan Rogers**, *UNC-Chapel Hill*

Author: **Ovul Sezer**, *Columbia Business School*

Author: **Trevor Watkins**, *U. of Oklahoma*

Author: **Katherine Ann DeCelles**, *U. of Toronto*

Author: **Chen-Bo Zhong**, *U. of Toronto*

Author: **Michael Norton**, *Harvard U.*

Author: **Hal Hershfield**, *UCLA Anderson School of Management*

How Temporal Sovereignty Shapes Connectedness at Work

Author: **Vanessa Conzon**, *Boston College*

Author: **Ruthanne Huising**, *EMLYON Business School*

Beyond the Work-Nonwork Boundary: The Benefits of Budgeting Time Across Activities

Author: **Laura Maria Giurge**, *London School of Economics and Political Science*

Author: **Stephanie Chan-Ahuja**, *London Business School*

Author: **Gillian Ku**, *London Business School*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1076** | Submission: **17679** | Sponsor(s): **(OB, GDO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 620**

Novel Perspectives on Mental Health in the Workplace *Mental Health in the Workplace*



Organizer: **Ekonkar Kaur**, *U. of Washington, Seattle*
Discussant: **Joy E. Beatty**, *Eastern Michigan U.*
Presenter: **Erica M. Johnson**, *Organizational Behavior Case Western Reserve U.*
Presenter: **Jessica Francavilla**, *Washington U. in St. Louis, Olin Business School*
Presenter: **Andrea Freund**, *Stanford Graduate School of Business*
Participant: **Margaret A. Neale**, *Stanford U.*
Presenter: **Emily Rosado-Solomon**, *California State U., Long Beach*
Participant: **Joanne Kasem**, *California State U., Long Beach*
Participant: **Lieke Laura Ten Brummelhuis**, *Simon Fraser U.*
Presenter: **Mariana Toniolo-Barrios**, *Simon Fraser U.*

Management scholars have called for an increase in research on employees who have mental health challenges at work (Follmer & Follmer, 2021; Follmer & Jones, 2018). Additionally, research conducted during the COVID-19 pandemic has illuminated workplace factors that may hinder employee mental health (e.g., Andel et al., 2021; Caldas et al., 2020). To answer these calls and further expand on our understanding of employee mental health, this symposium brings together a group of scholars who are studying topics related to both common and chronic mental health challenges faced by employees. Specifically, this symposium introduces the following novel perspectives. First, the symposium expands our understanding of how discrimination influences mental health conditions, and it questions assumptions around offering mental health support in the context of racial and gender discrimination. Second, the symposium considers the importance of industry and work characteristics in the emergence of mental health concerns. Last but not least, the symposium introduces novel recommendations for managers, educators, and employees on ways to support employees facing mental health challenges.

Workplace Discrimination, Depression, and People of Color: A Longitudinal Study

Author: **Erica M. Johnson**, *Organizational Behavior Case Western Reserve U.*

Who's to Blame? Attributions for Workplace-Induced Mental Strain

Author: **Andrea Freund**, *Stanford Graduate School of Business*
Author: **Margaret A. Neale**, *Stanford U.*

What You Don't Know About Your Dream Job: Mental Health in the Music Industry

Author: **Jessica Francavilla**, *Washington U. in St. Louis, Olin Business School*

The Utility of Gatekeeper Training in Business School Curricula to Increase Mental Health Literacy

Author: **Emily Rosado-Solomon**, *California State U., Long Beach*
Author: **Joanne Kasem**, *California State U., Long Beach*

Staying Happy while Working from Home during the COVID-19 Pandemic: Three Brief Interventions

Author: **Mariana Toniolo-Barrios**, *Simon Fraser U.*
Author: **Lieke Laura Ten Brummelhuis**, *Simon Fraser U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1077** | Submission: **14759** | Sponsor(s): **(OB, GDO, CAR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 619**

Novel Perspectives on Employees' Work-Family Dynamics

Novel Perspectives on Work-Family



Organizer: **Xing Liu**, *Wayne State U.*
Discussant: **Marcus Butts**, *Southern Methodist U.*
Presenter: **Ekonkar Kaur**, *U. of Washington, Seattle*
Presenter: **Ian Siderits**, *North Carolina State U.*
Presenter: **Lindsay Mechem Rosokha**, *Purdue U., West Lafayette*
Presenter: **Drake Van Egdom**, *U. of Houston*
Participant: **Patrick Flynn**, *North Carolina State U.*
Participant: **Sean Noble**, *North Carolina State U.*
Participant: **Paul W Mulvey**, *North Carolina State U.*
Participant: **Kelly Schwind Wilson**, *Purdue U., West Lafayette*
Participant: **Heidi Marie Baumann**, *Bradley U.*
Participant: **Christina Hymer**, *U. of Tennessee, Knoxville*
Participant: **Viva Nsair**, *Western Michigan U.*
Participant: **Jiajin Sophie Tong**, *School of Psychological and Cognitive Sciences*
Participant: **Jing Zhang**, *California State U. San Bernardino*

Research devoted to the intersection of work and family has achieved increasing attention over the past several decades (Allen, Johnson, Kiburz, & Shockley, 2013; Kossek & Lautsch, 2018). An abundance of management research on work-family conflict, family-work conflict, flexible work policies, work-from-home arrangements, suggests that there is substantial need to understand how employees experience and negotiate the work/life interface (Greenberg & Landry, 2011; Premeau, Adkins, & Mossholder, 2007; Park, Liu, & Headrick, 2020). Issues around employees' work-family dynamics have become increasingly salient during the COVID-19 pandemic as many employees saliently balanced work and family demands with oftentimes fewer support resources (Vaziri, Casper, Wayne, & Matthews, 2020). This symposium brings together a group of researchers investigating issues around the work/life interface with the intent of adding to this practical and theoretically important conversation. Specifically, this symposium highlights several novel perspectives on understanding work-family intersection. First, through adopting a temporal lens, it explores how employees may cognitively switch between highly integrated work and family domains and the outcomes of such switches over time, and how employees' work-family balance changes over time. Second, from the perspective of workers' identity and social gender roles, the symposium examines how partners' evaluation of workers' performance or perception of workers' interrole conflict affects workers' outcomes such as performance, job satisfaction, and relationship satisfaction. Last but not least, this symposium takes workers' family members into consideration and demonstrates the spillover effect of workers' work-related experiences (such as burnout) on their children.

Transitions between Integrated Work and Family Domains: A Theoretical Model of Domain Switching

Author: **Ekonkar Kaur**, *U. of Washington, Seattle*
Author: **Marcus Butts**, *Southern Methodist U.*

Work-Life Balance over Time: Returning to Work and the Effects of Embeddedness and Future Focus

Author: **Ian Siderits**, *North Carolina State U.*
Author: **Patrick Flynn**, *North Carolina State U.*
Author: **Sean Noble**, *North Carolina State U.*
Author: **Paul W Mulvey**, *North Carolina State U.*

The Carryover of Social Evaluations at Home to Self-Evaluations at Work

Author: **Lindsay Mechem Rosokha**, *Purdue U., West Lafayette*
Author: **Kelly Schwind Wilson**, *Purdue U., West Lafayette*
Author: **Heidi Marie Baumann**, *Bradley U.*

The Impact of Asymmetry in Interrole Conflict Perceptions within Couples on Workers' Outcomes

Author: **Xing Liu**, *Wayne State U.*
Author: **Christina Hymer**, *U. of Tennessee, Knoxville*
Author: **Viva Nsair**, *Western Michigan U.*

Faking Parents Make Faking Adolescents: A Parent-Child Model of Burnout

Author: **Jiajin Sophie Tong**, *School of Psychological and Cognitive Sciences*
Author: **Drake Van Egdom**, *U. of Houston*
Author: **Jing Zhang**, *California State U. San Bernardino*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **1078** | Submission: **10796** | Sponsor(s): **(OB, MOC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 609**

Leadership Claiming and Granting: Scale Development, Antecedents, and Outcomes



Leadership Claiming and Granting

Organizer: **Yi Huang**, *Nanyang Technological U.*
Organizer: **Krishna Savani**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*
Presenter: **Steffen R. Giessner**, *Erasmus U. Rotterdam*
Participant: **Bjorn Atterstam**, -
Participant: **Sofya Isaakyan**, *Erasmus U. Rotterdam*
Participant: **Gabriele Jacobs**, *Erasmus U. Rotterdam*
Presenter: **Manuel J. Vaulont**, *Hong Kong U. of Science and Technology*
Participant: **Jennifer Nahrgang**, *U. of Iowa*
Presenter: **Joohyung Kim**, *Arizona State U.*
Participant: **Soohyun Yoon**, *Arizona State U.*
Participant: **Jeffery LePine**, *Arizona State U.*
Participant: **Wu Wei**, *Wuhan U.*
Participant: **Danni Wang**, *Rutgers Business School*
Presenter: **Yi Huang**, *Nanyang Technological U.*
Participant: **Krishna Savani**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*

People emerge as leaders both because they claim leadership and because others grant them leadership (DeRue & Ashford, 2010). Although this line of research has been transformative, an established measure and empirical investigation of this process is currently lacking. To illustrate, past work operationalized leadership claiming and granting through other constructs, such as participation and influence. The current symposium seeks to present emerging research examining the empirical process of leadership claiming and granting at various levels of analyses (i.e., dyadic, individual, and team).

Willingness to Claim the Lead and to Grant the Lead – A New Scale, Its Antecedents and Outcomes

Author: **Steffen R. Giessner**, *Erasmus U. Rotterdam*
Author: **Bjorn Atterstam**, -
Author: **Sofya Isaakyan**, *Erasmus U. Rotterdam*
Author: **Gabriele Jacobs**, *Erasmus U. Rotterdam*

Configurations of Leadership Identity Claiming and Granting: Development of a Dyadic-Level Measure

Author: **Manuel J. Vaulont**, *Hong Kong U. of Science and Technology*
Author: **Jennifer Nahrgang**, *U. of Iowa*

Leader Obstructive Proactivity: When Leadership Claiming Fails

Author: **Joohyung Kim**, *Arizona State U.*
Author: **Soohyun Yoon**, *Arizona State U.*
Author: **Jeffery LePine**, *Arizona State U.*
Author: **Wu Wei**, *Wuhan U.*
Author: **Danni Wang**, *Rutgers Business School*

Implicit Theories about Leadership and Team Leadership Claiming and Granting

Author: **Yi Huang**, *Nanyang Technological U.*
Author: **Krishna Savani**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **1079** | Submission: **17206** | Sponsor(s): **(OB, MOC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 615**

Gender and Emotions: Intra- and Interpersonal Effects of Emotional Ambivalence and Compassion *Gender Shapes Emotional Ambivalence and Compassion*



Organizer: **Naomi Beth Rothman**, *Lehigh U.*
Organizer: **Corinne A. Post**, *Villanova U.*
Discussant: **Shimul Melwani**, *U. of North Carolina, Chapel Hill*
Participant: **McKay Price**, *Lehigh U.*
Participant: **James Cicon**, *U. of Central Missouri*
Participant: **Jamie Strassman**, *U. of Texas at Austin*
Participant: **Jeffrey Sanchez-Burks**, *U. of Michigan*
Participant: **Jean-Nicolas Reyt**, *McGill U.*
Participant: **Reut Livne-Tarandach**, *Manhattan College*
Participant: **Sophie Pychlau**, *U. of Oregon*
Participant: **Angela R. Grotto**, *Manhattan College*
Participant: **Poonam Arora**, *Quinnipiac U. School of Business*

The focus of this proposed symposium is to examine the effects of experiencing and expressing emotional ambivalence and compassion at work on important outcomes, and critically, how these effects vary depending on gender. We join four investigations that document new phenomena at the nexus of gender, emotional experience, emotional expression, emotional display rules, leader effectiveness, leader behavior, leadership emergence, and performance outcomes.

Skeptical Responses to Male and Female CEOs' Expressions of Emotional Ambivalence

Author: **Corinne A. Post**, *Villanova U.*
Author: **Naomi Beth Rothman**, *Lehigh U.*
Author: **McKay Price**, *Lehigh U.*
Author: **James Cicon**, *U. of Central Missouri*

Feeling One Thing and Feeling Another: Gender Differences in the Experience of Emotional Ambivalence

Author: **Jamie Strassman**, *U. of Texas at Austin*

When and Why Emotional Ambivalence is Beneficial (and Harmful) in Women Leaders

Author: **Naomi Beth Rothman**, *Lehigh U.*
Author: **Jeffrey Sanchez-Burks**, *U. of Michigan*
Author: **Jean-Nicolas Reyt**, *McGill U.*

The Social Consequences of Compassion: Effects of Gender Differences and Compassion Types on Leaders

Author: **Reut Livne-Tarandach**, *Manhattan College*
Author: **Sophie Pychlau**, *U. of Oregon*
Author: **Angela R. Grotto**, *Manhattan College*
Author: **Poonam Arora**, *Quinnipiac U. School of Business*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Symposium**

Program Session: **1080** | Submission: **12749** | Sponsor(s): **(OB, OMT, RM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 614**

New Frontiers of Organizational Culture Research: Expanding and Integrating Methodological Approaches *New Frontiers of Organizational Culture Research*



Organizer: **Arianna Marchetti**, *London Business School*
Organizer: **Jennifer Chatman**, *U. of California, Berkeley*
Discussant: **Glenn R. Carroll**, *Stanford*
Presenter: **Douglas Guilbeault**, *U. of Pennsylvania*
Presenter: **Arianna Marchetti**, *London Business School*
Presenter: **Anjali M. Bhatt**, *Harvard Business School*
Presenter: **Paul Gouvard**, *USI (Lugano)*

The symposium offers an integrated and updated understanding of the key gaps in organizational culture theory and how organizational researchers might address them, by showcasing novel and cutting-edge methodological approaches and highlighting how they can inform culture theory building. The papers focus on two key theoretical gaps in the existing literature: the microfoundations of how organizational culture emerges and the extent to which it is shared across different groups, and the role of organizational identity as perceived by various audiences and how it influences individual and firm performance. Using a range of methods, including online experiments, Q-sort assessments of culture, natural language processing (henceforth, NLP) in the form of topic modeling, and computational simulations, papers 1, 2, and 3 focus on the mechanisms leading to the emergence of shared cultural understanding, or the lack thereof. Then, using NLP in the form of word-embedding, paper 4 offers insights on how organizations may leverage atypicality with regards to competitors to achieve superior outcomes in their competitive landscapes.

Promoting Shared Understanding Across Cultures: Comparing U. and Chinese Populations in Online Games

Author: **Douglas Guilbeault**, *U. of Pennsylvania*

Where You Sit Affects What You See: Examining Perspectives On Culture Across Hierarchical Levels

Author: **Arianna Marchetti**, *London Business School*
Author: **Jennifer Chatman**, *U. of California, Berkeley*

The Role Of Others' Attention In Learning Organizational Culture

Author: **Anjali M. Bhatt**, *Harvard Business School*
Author: **Jennifer Dannals**, *Yale School of Management*

Doing Organizational Identity: Earning Surprises and Performative Atypicality Premium

Author: **Paul Gouvard**, *USI (Lugano)*
Author: **Amir Goldberg**, *Stanford U.*
Author: **Sameer B. Srivastava**, *U. of California, Berkeley*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Showcase Symposium**

Program Session: **1081** | Submission: **10983** | Sponsor(s): **(OB, SIM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 9:45AM - 11:15AMPT (UTC-7)** at **Seattle Convention Center in Room 606**

Bringing Compassion into Business: The Role of Self/Other Compassion in Organizational Relationships *Bringing Compassion into Business*



Discussant: **Reut Livne-Tarandach**, *Manhattan College*
Organizer: **Sara Krivacek**, *Clemson U.*
Participant: **Thomas Joseph Zagenczyk**, *North Carolina State U.*
Participant: **Kristin L. Scott**, *College of Business, Clemson U.*
Participant: **Yannick Griep**, *Radboud U., Netherlands*
Presenter: **Yu Tse Heng**, *U. of Virginia*
Participant: **Charmi Patel**, *Henley Business School, U. of Reading*
Presenter: **Rachel Burgess**, *W. P. Carey School of Business, Arizona State U.*
Presenter: **Jean-Marc Moke**, *York U.*
Participant: **Natalya Alonso**, *Beedie School of Business Simon Fraser U.*
Participant: **Brent John Lyons**, *Schulich School of Business, York U.*
Presenter: **Jordan Nielsen**, *Purdue U.*
Participant: **Thomas Ptashnik**, *U. of Iowa*
Participant: **Amy E. Colbert**, *U. of Iowa*

Over the last decade, research on positive psychology has skyrocketed. One area in particular that has gained attraction is compassion. In short, compassion is the desire to alleviate suffering, a common yet detrimental aspect to an individual's personal and professional life. Suffering can take on a variety of forms – from feeling undervalued by your supervisor and organization to grieving the death of a family member. This experience can happen inside the walls of the workplace or spillover from an individual's personal life. Regardless of where, when, and how an individual suffers, an increasingly important question that is asked is “should businesses care?” (Worline & Dutton, 2017). Many would argue yes, as compassion helps from both a strategic level – increasing an organization's overall bottom line (Worline & Dutton, 2017) – and an individual level – protecting an employee from negative experiences (Reizer, 2019; Schabram & Heng, 2021) and improving their overall well-being (Zessin, Dickhauser, & Garbade, 2015). Despite that the topic is both “timely and timeless,” it is surprising that there is a lack of attention given to compassion in the workforce. A recent review illustrates that the healthcare industry dominates the majority of research on compassion (Dodson & Heng, 2021). While research in that setting may be important, it is also useful to explore compassion from a business lens. For instance, encouraging compassion in the workplace may appear beneficial, but research on helping professions demonstrates that it can lead to compassion fatigue (Boyatzis, Smith, & Blaize, 2006; Figley, 2002). Thus, an important question to consider is what does compassion mean in the workplace? Does it result in positive organizational outcomes, but come at cost to the individual? Further, the literature on compassion has shown to be empirically messy or inconsistent (Dodson & Heng, 2021). The literature has teased out two components of compassion: self-compassion (kind acts toward the self; Neff, 2003) and other-compassion (kind acts toward others; Lazarus, 1991). The former has been studied as a state (Leary, Tate, Adams, Allen, & Hancock, 2007), trait (Anjum Liang, Durrani, & Parvez, 2020), and process (Schabram & Heng, 2021), while the latter has been conceptualized as a process (Dutton, Workman, & Hardin, 2014). Taken together, these shortcomings pave the way for future research to investigate the implications of compassion in the organizational context and conceptualizations and comparisons of the constructs. This symposium seeks to investigate the role that self- and/or other-compassion play in addressing employee suffering – a common yet understudied area. Our symposium includes five papers that collectively make three important contributions. First, we contribute to the compassion literature by expanding scholars' knowledge to both the antecedents and consequences of compassion, which shows that compassion can be harnessed in organizations and can benefit the individual employee as well as surrounding employees or a diverse workgroup. Second, we explore various conceptualizations of compassion, which paints a clearer picture on how compassion can be utilized and studied in the workplace. Third, we consider the role that compassion may have for the self and other employees, highlighting both the potential upsides and downsides from an organizational perspective. We hope this symposium will encourage future research and stimulate further discussion around the importance of studying and practicing compassion at work.

Clearance to Care: The Impact of Sufferer Self-Compassion on Observer Compassion

Author: **Yu Tse Heng**, *U. of Virginia*

Author: **Charmi Patel**, *Henley Business School, U. of Reading*

The Effects of Forgone Identity Preference and Existential Meaning Beliefs on Compassion

Author: **Rachel Burgess**, *W. P. Carey School of Business, Arizona State U.*

When to Care: Self- and Other-Compassion on Citizenship Behavior

Author: **Sara Krivacek**, *Clemson U.*

Author: **Thomas Joseph Zagenczyk**, *North Carolina State U.*

Author: **Kristin L. Scott**, *College of Business, Clemson U.*

Author: **Yannick Griep**, *Radboud U., Netherlands*

Exploring the Possible Benefits of Self-Compassion for Interracial Interactions

Author: **Jean-Marc Moke**, *York U.*

Author: **Natalya Alonso**, *Beedie School of Business Simon Fraser U.*

Author: **Brent John Lyons**, *Schulich School of Business, York U.*

The Straining Effect of Leader Identity Threat and the Exacerbating Role of Overidentification

Author: **Jordan Nielsen**, *Purdue U.*

Author: **Thomas Ptashnik**, *U. of Iowa*

Author: **Amy E. Colbert**, *U. of Iowa*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **1082** | Submission: **19207** | Sponsor(s): **(ODC)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)** at **Sheraton Grand Seattle in Juniper**

**Learning, Innovating, Flourishing, and Creating Value Through
Change**



Session Moderator: **Heloisa Aragao**, *U. of Texas At Arlington*

ODC: [An Examination of the Relationship between Organizational Memory and Absorptive Capacity](#) 

Author: **Heloisa Aragao**, *U. of Texas At Arlington*

Author: **Liliana Pérez-Nordtvedt**, *U. of Texas At Arlington*

The organizational memory (OM) and absorptive capacity (AC) constructs surfaced in management science the same year. Yet, AC has received considerably more attention in the organizational learning literature, even though both constructs are important to understanding and explaining organizational learning and change. We suggest that because both constructs came from cognitive psychology and share the notion of individual memory. In this paper, we make a clear distinction between them. Importantly, we suggest how these two constructs relate to one another, how they fit in the nomological network, and their distinct role in affecting organizational change and learning. In doing so, we generate testable propositions for empirical examination in future research.

Paper is Available to Meeting Registrants Only.

ODC: [Inside Persistent Strategic Renewal: A Process Study of Structural Ambidexterity](#) 

Author: **Justin Harlan**, *NHH Norwegian School of Economics*

This article shows how repeated separations and reintegrations of ambidextrous innovation units becomes a mechanism for persistent strategic renewal of an established firm. A process model is developed showing distinct stages in the ambidextrous process and the different dynamic capabilities occurring at each stage. Learning and improvement after each successive cycle of the ambidextrous process is also illustrated, as well as cross-unit linking mechanisms. I draw on a 25 year retrospective longitudinal analysis of an embedded-case study of three historical ambidextrous units within the same firm. The findings contribute to extant research by developing a link between structural ambidexterity, dynamic capabilities, strategic renewal, and persistent innovation through an in-depth process model.

Paper is NOT Available. Please contact the author(s).

ODC: [Collective Flourishing as an Appreciative Process of Organizing: A Team Development Approach](#)   

Author: **Ignacio Pavez**, *U. del Desarrollo*

Flourishing represents the full potential of a system, serving as a guiding force to build more virtuous, innovative, resilient, and highly effective organizations. It is a desired state for most companies, and there is an increasing interest in knowing how it can be enacted. Unfortunately, most studies have approached it as an ideal condition or end state, which has limited our capacity to explore its dynamic or unfolding nature. I propose to overcome this limitation by exploring the notion of flourishing as an appreciative process of organizing, which I describe as an ongoing set of interactions and narratives that help to perceive and enhance the full potential of social systems. To explore this, I implemented an appreciative team development program in five different teams, with the aim of exploring the organizing and sensemaking processes that allow the emergence of flourishing states. In doing so, I use grounded theory methods to build a process model of positive change in teams, which offers interesting insights as to: (1) understanding flourishing from a process perspective; (2) recognizing the processes that characterize an “appreciative mode” of organizing and sensemaking; and (3) illuminating the micro foundations of positive organization development at the team level.

Paper is Available to Meeting Registrants Only.

ODC: [The Comparison of Two Different Organizational Mechanisms to Facilitate the Value Co-Creation](#)

Author: **Chan Hsiao**, *National Yang Ming Chiao Tung U.*

Author: **Meng-Wen Hsieh**, *National Yang Ming Chiao Tung U.*

With the transformation of economic change, companies have gradually transformed their mode from the traditional one-way of goods-dominant logic to interactive two-way of service-dominant logic, which is known as value co-creation. It gives us a good opportunity to answer the basic research question of corporate change: Why are the employees willing to participate in value co-creation and facilitate the corporate change? We design a research framework which reflects the two contradictory theoretical assumptions—self-actualizing theory and rational organizational theory; and to explore the influence of two extremely different leadership styles: servant leadership and authoritarian leadership on value co-creation. Additionally, based on social exchange theory, the variables of implicit reciprocity (collective strategic vision) and extrinsic rewards (perceived organizational justice) were selected as two moderators to further investigate the relationship between leadership style and value co-creation under different situations. A total of 397 valid questionnaires from 91 groups were collected and hierarchical linear regressions were adopted for statistical analyses. The results showed a positive association between servant leadership and value co-creation and a negative relationship between authoritarian leadership and value co-creation, which demonstrated the impact of value co-creation on organizations from different leadership styles. Moreover, based on social exchange theory, this study identified implicit reciprocity and extrinsic rewards as two distinct moderators of the relationship between leadership styles and value co-creation; and finally, this study underscored the particularly interesting finding that the negative relationship between authoritarian leadership and value co-creation is weakened when supervisors adopt authoritarian leadership styles and employees perceive lower organizational justice.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1083** | Submission: **19203** | Sponsor(s): **(ODC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 8:00AM- 9:30AMPT (UTC-7)** at **Sheraton Grand Seattle in Madrona**

**“Sustainability” and Its Manifestation through Change
Processes and Practices**



Session Moderator: **Kim Strunk**, *U. of Passau*

ODC: **Organizational Sustainability Transformation through KPIs: A Model for Sustainability Change**

Author: **Kim Strunk**, *U. of Passau*

Author: **Andreas Ihl**, *Danube-U. Krems*

Author: **Luisa Hasenauer**, *U. of Passau*

Author: **Marina Fiedler**, *U. of Passau*

The financial industry is argued to play a vital role in transforming our economies toward sustainability, yet little is known on how to achieve such a transformation. In an inductive, qualitative, single case study analysis of a sustainability leader in the financial services industry, we investigate how the introduction of sustainability key performance indicators transformed the organization. Thereby we contribute to the understudied topic of sustainability transformation in the insurance and investment industry and aim to provide a deeper understanding of how this industry's indirect real-world impact can be effectively leveraged to benefit sustainability. Introducing consistent indicators for sustainability performance essentially helped to overcome the prevailing diffuse and symbolic image of sustainability in the financial industry through non-financial accounting and reporting. Thereby the organization shifted its sustainability strategy away from individual opinions and sustainability advocates toward legitimate and widely accepted performance indicators. Initially triggered by external regulatory pressure and societal norms, introducing reliable key performance indicators activated organizational awareness, initiated changes in corporate governance, and reinforced a pragmatic sustainability transformation that considered numerous stakeholders' needs. Our derived model illustrates how firms initiating an organizational sustainability transformation can leverage sustainability key performance indicators to (1) activate and commit internal stakeholders, (2) transform governance structures, and (3) establish accountability of actions and in decision-making.

Paper is Available to Meeting Registrants Only.

ODC: **Project-as-Practice: Change in a City Organization**

Author: **Jatta Pitkänen**, *U. of Eastern Finland*

Author: **Hanna P. Lehtimäki**, *U. of Eastern Finland*

Author: **Ari Jokinen**, *Tampere U.*

ODC Action Research Paper Award

The purpose of this paper is to increase understanding on the ways in which a project creates strategic change for sustainability transition within a permanent organization. Drawing on a practice theory perspective, we present a longitudinal study of the day-to-day activities of a project management team in a city organization. The results of our study show that a project team without hierarchical authoritative power to give orders or delegate change-related activities engages in a praxis of navigating that attracts people and resources to change making. This study contributes to project management studies by increasing understanding about the ways in which the short-term activities of a project foster long-term strategic change in a siloed and departmentalized permanent organization. Additionally, this study provides novel insight into the ways in which a project supports a city organization to act as a leader in urban sustainability transitions.

Paper is NOT Available. Please contact the author(s).

ODC: **The Virtue of Objects: Ethical Consumerism in the Indian Toy Industry**  

Author: **Saheli Nath**, *U. of Central Oklahoma*

In this study, we examine the performative role of virtual spaces in moralizing markets in emerging economies. These spaces accommodate assemblages of stakeholders and discursive elements through which the market on ethical products is enacted in emerging nations. Employing a qualitative investigation of the toy market in India, we find that the first virtual India Toy Fair 2021, aimed at overcoming the limits on large gatherings across the country imposed as a response to the pandemic and at reviving the decaying traditional toy sector, constituted a multi-vocal environment that enabled the moralizing of the Indian toy market. The First India Toy Fair represents an effort to "mainstream" home-made toys as more "sustainable" compared to imported plastic toys from abroad.

Paper is NOT Available. Please contact the author(s).

 ODC: **Subtractive Change in the Face of Adversity: Expanding Theory on Organizational Dormancy**

Author: **Kimberly Rocheville**, *Creighton U.*

Author: **Ian Walsh**, *Bentley U.*

Winner of ODC Division Rupert F. Chisholm Best Theory-to-Practice Paper

While there is ample evidence that organizations are not immortal, scholars who study them and the members who comprise them often treat them as entities that are fully operational or shutting down. We extend theory of organizational dormancy which represents an alternative organizational status that is not well understood, and one that we see that allows organizations an important moment of pause in the face of adversity – a moment to make sense of the adversity, adapt to it, and then to potentially resume functioning. Given the function that dormancy serves in enabling organizations to overcome adversity, there is a need to understand and explain decisions to enter dormancy, members' interpretations of it, and the responses by which they strive to resume operations. In this paper, we strive to extend scholarly understanding of dormancy by theorizing about organizational dormancy as a novel organizational state as well as the processual dynamics of organizations entering, enduring, and overcoming it.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **PDW Workshop**
Program Session: **1084** | Submission: **13429** | Sponsor(s): **(ODC, MC)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)**

ODEA: Educating Integrated Scholar-Practitioner Change Agents for a Better World
OD Education Association for a Better World



Organizer: **Deborah A. O’Neil**, *Bowling Green State U.*
Organizer: **Corrie Voss**, *Bowling Green State U.*
Organizer: **David Jamieson**, *President, NTL Institute*
Organizer: **Jackie Milbrandt**, *U. of St. Thomas*

During periods of uncertainty, opportunities to intentionally create new futures can arise. At such times, integrating knowledge and skills from multiple perspectives can create systems and structures that further elevate well-being for all. The call for proposals for the 82nd AOM meeting asks us to consider our role in this larger opportunity - how might we create a better future, together? Alvarez (2021) suggests that one outcome of working together is the opportunity to reset outmoded practices, replacing them with innovations that increase our capacity to problem solve on a global scale. Yet, solutions for global problems do not easily fit into categories or fields of study (Mitroff, 2004). Thus, organizational scholars, practicing managers, and change agents must come together to connect, synthesize, and integrate our areas of expertise in ways that increase our ability to create a better future. As a field of study spanning the worlds of theory and practice, Organization Development (OD) is uniquely positioned to contribute. Foundational elements of OD, our belief in the potential of the human system (Jamieson & Worley, 2008) and humanistic values of participation, learning, and democracy (Worley & Good, 2021), can support interdisciplinary integration. At this precarious time, world challenges compel us to move beyond the divide between scholarship and practice to harness the best of both to create innovative solutions. As OD faculty representatives of the ODEA, we propose to convene a workshop to explore the continued development of integrated scholar-practitioners in service of creating a better world.

KEY TO SYMBOLS

-  Teaching-oriented
-  Practice-oriented
-  International-oriented
-  Theme-oriented
-  Research-oriented
-  Diversity-oriented
-  Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1085** | Submission: **18549** | Sponsor(s): **(ONE)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 8:00AM-9:30AMPT (UTC-7)** at **Hyatt Regency Seattle** in **403 Cispus**

CEOs, Top Management and Boards (In-Person)



Session Moderator: **Ajith Venugopal**, *Texas A&M International U.*

ONE: Do Green Boards Create Green Incentives?

Author: **Esha Mendiratta**, *Groningen U. (RuG)*
Author: **Xavier Baeten**, *Vlerick Business School*
Author: **Adelien Decramer**, *Ghent U.*
Author: **Kerstin Fehre**, *Vlerick Business School*
Author: **Said Loyens**, *Ghent U. and Vlerick Business School*
Author: **Jana Oehmichen**, *U. of Groningen*

Aligning CEO compensation with environmental sustainability one of the primary channels through which firms which firms can improve their environmentally sustainability. Yet, only a minority of firms adopts environmental criteria in CEO compensation. In this study, we investigate the effect of board-level environmental expertise on the use of environmental criteria in CEO compensation. Using hand-collected data on environmental criteria from a multi-country European sample, we show that environmental expertise is positively associated with the use of environmental criteria. Moreover, we explore several mechanisms for the use of expertise, and find that in countries with lower environmental awareness, environmental expertise is more strongly associated with the likelihood of using environmental criteria. This suggests that environmental experts can potentially play the role of raising awareness toward environmental issues.

Paper is NOT Available. Please contact the author(s).

ONE: Scapegoating a Nonfamily Member after Organizational Misconduct in Family Firms  

Author: **Soolim Park**, *George Washington U.*
Author: **Jorge Rivera**, *George Washington U.*

Who is blamed for organizational misconduct in family firms? While extant studies assume that dismissing executives/directors is a corrective action to avoid future misconduct, doing so may operate as a defensive action to placate stakeholders without organizational change by scapegoating less responsible executives/directors. Nonetheless, several theories suggest a mixed role of family members in scapegoating (the likelihood that nonfamily members will exit a firm, as opposed to family members). For example, agency theory argues that less agency conflict will lead to less scapegoating, but behavioral theory posits that high socioemotional wealth will result in scapegoating. By combining agency and behavioral theories, this paper theorizes that scapegoating occurs in family firms. These family firms may scapegoat nonfamily members after organizational misconduct as the number of family member executives/directors increases. This scapegoating is based on several reasons; in this case, the board emphasizes the preservation of socioemotional wealth, less attribution to family member executives given their family-based emotional ties, family members' low motivation to abandon their family-firm specific resources, and their strong power from the top hierarchy and family identity. Additionally, family member executives' power from sitting on board can strengthen the scapegoating of nonfamily members. This study further explores the consequence of nonfamily member departure in family firms: not significant evidence for reducing future violations. Overall, this study contributes to the literature on organizational misconduct by suggesting that scapegoating serves as a firm's defensive response.

Paper is Available to Meeting Registrants Only.

ONE: CEO Vision Communication of Sustainability and Sustainability Performance

Author: **Yanzhao Su**, *Guanghua School of Management, Peking U.*
Author: **Yue Zhang**, *Guanghua School of Management, Peking U.*
Author: **Xiaode Ji**, *Guanghua School of Management, Peking U.*

Even if sustainable development is well known for its critical role in firm economic benefits, survival, and growth, we still know little about the antecedents of how it works within the organization. The purpose of this paper is to establish how and when CEO vision communication fosters firm sustainability performance. Building on the framework of upper echelon theory and organizational sustainability literature, we proposed that vision communication of sustainability would catalyze organizational change, facilitating firm sustainability performance. Moreover, we also reveal the boundary condition of dialectical leadership. CEO dialectical leadership will accelerate the above positive associations. Data analysis results from 130 CEO and their 562 top management team (TMT) members supported our propositions. Theoretical implications and future research directions are also discussed.

Paper is NOT Available. Please contact the author(s).

ONE: CEO Personality Traits and Corporate Environmental Performance

Author: **Ajith Venugopal**, *Texas A&M International U.*
Author: **Snehal Awate**, *Indian School of Business*
Author: **Sridhar Nerur**, *U. of Texas At Arlington*
Author: **Abdul Rasheed**, *U. of Texas At Arlington*

This study examines how chief executive officers' "Big Five personality traits" (FFM)- conscientiousness, extraversion, agreeableness, openness to experience, and emotional stability - affect corporate environmental performance (CEP). Drawing from upper echelon perspective (UE) and natural-resource-based view (NRBV) of the firm, we argue that FFM traits of CEOs are associated with CEP. Using a sample of 304 CEOs of 276 S&P 1500 firms, we found that CEO conscientiousness, extraversion, and openness to experience are positively related to CEP. We used a novel technique based on linguistic analysis developed by IBM to assess the FFM traits of CEOs. Our study advances the microfoundations of CEP and UE research.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1086** | Submission: **12521** | Sponsor(s): **(ONE, SIM)**
Session Format: **Not Provided**
Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)**

Exploring Sustainable Futures Game (CANCELLED)

Exploring Sustainable Futures Game



Organizer: **Rosina Watson**, *Cranfield School of Management*
Speaker: **Miyang Yang**, *U. of Exeter*
Speaker: **Namita Shete**, -
Speaker: **Hugh Wilson**, *Warwick Business School*
Speaker: **Emma Macdonald**, *Warwick Business School*
Speaker: **Orsolya Ihasz**, -

Cranfield's Exploring Sustainable Futures Game is a role-playing learning experience that helps management students and business leaders to formulate their strategy in the context of the possible radical changes in economy, technology, and society along alternative pathways towards a more sustainable future by 2050, thinking about their long-term strategic options in the context of the wider system of societal actors. The board game version of the game used with Cranfield students has been recognised by the Financial Times as an example of best practice sustainability teaching in business schools, and a theatre-style format of the game was showcased at the COP26 conference in November 2021. This PDW will offer participants a taste of this interactive and immersive learning journey to 2050 as they play an active role, representing the 'public voice,' in shaping the decisions of actors representing businesses, entrepreneurs, policy makers and civil society as they react to unfolding events, then reflecting on the world their actions have collectively created by 2050. Together we will discuss how visiting the future with curiosity can inspire and empower people to take action in the present, and the range of specific learning outcomes this learning experience could be tailored to deliver. Participants will leave with an understanding of how they can make use of this impactful learning experience in their own institutions. The workshop will facilitate collaboration between institutions relating to teaching and learning crucial sustainable leadership competencies, and the role of experiential learning interventions in facilitating this learning.

For more information on this workshop and for further questions after the event please contact: SustainabilityNetwork@cranfield.ac.uk

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Sustainability in Operations & Supply Chain Management (2/2)

Session Moderator: **Christian Hofer**, *U. of Arkansas*

OSCM: **Reshoring for Sustainability: A Multi-Theory Decision-Making Framework**   

Author: **Ronan McIvor**, *U. of Ulster*
Author: **Lydia Bals**, *Mainz U. of Applied Sciences*
Author: **Tim Dereymaeker**, *Porsche Consulting GmbH*
Author: **Kai Dominik Foerstl**, *EBS U. für Wirtschaft und Recht*

Sustainability has been increasingly recognised as an important consideration for firms in reshoring decisions. Although there are frameworks in the literature that explain the reshoring decision, limited attention has been given to integrating sustainability issues into the analysis, with much of the attention being given to economic factors. This paper integrates environmental, social and economic factors into a reshoring framework through employing the theoretical perspectives of the Natural resource-based view, the Social resource-based view, the Eclectic paradigm and Transaction cost economics. The paper highlights the interdependencies between these perspectives, and adds theoretical depth to our understanding of how social, environmental and economic factors interact to influence the reshoring decision.

Paper is NOT Available. Please contact the author(s).

OSCM: **Collaborative Partnerships - Conceptualization of Strategic Alliances for Sustainable Supply Chains**  

Author: **Christopher Münch**, *Friedrich-Alexander U. of Erlangen-Nürnberg*
Author: **Lukas Benz**, *Friedrich-Alexander U. of Erlangen-Nürnberg*

To achieve sustainability among supply chain partners, many actors along the supply chain are increasingly engaging in strategic alliances. This paper aims to create an overview of the phenomenon of alliances and the underlying behavior of the participants leading to collaborative partnerships. Based on a literature review, a framework for strategic alliances that address sustainability issues in the supply chains of member companies is conceptualized. Findings suggest motives, interdependence, and implementation as central aspects for the overview of alliances. It revealed that the motives for participating in an alliance mainly lay on efficiency through shared resources and organizational learning, as well as institutional pressure. Drawing on the social exchange theory, aspects such as reciprocity, trust, commitment, and power can be promoted through the organization of the governance structure, fair allocation of power and benefits, and communication. To reduce issues due to information asymmetry, the implementation relies on tools, practices, and structured information exchange. This research contributes to filling identified gaps and expanding knowledge about the phenomenon of alliances to improve collaborative partnerships. It combines previous findings and creates a framework that provides an overview of the topic.

Paper is Available to Meeting Registrants Only.

OSCM: **Unlocking Value Through Sustainable Procurement**  

Author: **Andrea Sordi**, *U. of Tennessee, Haslam College of Business, Dept. of Supply Chain Mgmt*
Author: **Wendy Tate**, *U. of Tennessee*
Author: **Feigao Huang**, *U. of Tennessee, Knoxville*

In the modern marketplace, organizations do not embed sustainability in their strategies as a matter of choice, but as a matter of competitive necessity. In this broad corporate movement toward pro-sustainability policies and practices, one business function plays an especially vital, yet under-appreciated role: the end-to-end supply chain. Clearly, the success of any corporate sustainability initiative requires close collaboration and synchronization with companies across the supply chain. However, companies rarely engage multiple tiers of suppliers in pro-sustainability policy formation or execution primarily because coordinating the processes and practices of a global network of independent companies and subsidiaries is challenging. Yet, one department may be particularly well suited to bring about such coordination: procurement. The reason why procurement executives might be in a favorable position to carry out this work is their cross-cutting functional span, which reaches across numerous areas within an organization. This research provides evidence that certain capabilities are needed to drive sustainability programs through the organization. Seven capability pillars are introduced to help sustainability programs successfully mature into world class programs.

Paper is Available to Meeting Registrants Only.

OSCM: **A Strategic Contingency Perspective on Social Capital in Social Impact Supply Chains** 

Author: **Kelsey Taylor**, *U. of Manitoba*

Social enterprises have emerged with solutions to some of society's most pressing and complex problems, but the pursuit of social impact creates operational constraints that these organizations must overcome to survive. Appropriate supply chain management is key to a social enterprise's ability to deliver its intended social value in a financially viable way. This paper examines how social enterprises can overcome operational constraints and achieve effectiveness by accessing the social capital embedded in their supply chain relationships. Using case studies of ten social enterprises presenting a variety of social value creation strategies, this paper examines how social capital is strategically developed and deployed to overcome operational constraints related to each organization's social mission and seize opportunities for enhanced effectiveness. Based on insights gathered from in-depth interviews with focal organization employees and various partner organizations across the supply chain, this paper identifies key commonalities and differences among social enterprises in how different dimensions of social capital function. The results highlight the importance of aligning supply chain social capital development with organizational strategy to help social entrepreneurs achieve effectiveness and manage the opportunity costs associated with unnecessary social capital development.

Paper is Available to Meeting Registrants Only.

OSCM: **When Words and Actions Don't Match: How Greenwashing a Firm's Supply Chain Practices Can Backfire**

Author: **Robert F. Jensen**, *U. of Arkansas*

Author: **John Aloysius**, *U. of Arkansas Sam M. Walton College of Business*

Author: **Christian Hofer**, *U. of Arkansas*

We study how individual-level consumer evaluations and firms' value are negatively impacted when firms' claims about their environmental supply chain management (ESCM) initiatives are revealed to be misleading. Drawing on signaling theory, we propose that consumers interpret firms' disclosure of ESCM initiatives as a signal of the company's commitment toward pro-social behaviors and that these signals positively influence consumers' purchase intentions. When, however, it becomes evident that there is a lack of signal fit, we propose that consequently there will be a negative effect on evaluations of the firm. In a pretest, based on Information Manipulation Theory we use a vignette-based experiment to evaluate consumer reactions to a comprehensive set of possible means of greenwashing environmental supply chain initiatives. We find that individual-level consumers are most sensitive to "the sin of fibbing" as a type of greenwashing. Our main experimental study shows that greenwashing adversely affects consumers' attitudes towards the firm and willingness to pay a premium. Our archival study uses firm-level data and a new approach to identifying firm greenwashing. We find evidence that greenwashing is associated with decreased firm value. Our multi-method research shows that firm-level outcomes are consistent with negative individual-level consumer reactions to greenwashing.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Increasing the Confidence in Observed Effects: Meta-Analysis, Instrumental and Control Variables



Session Moderator: **Sven Kepes**, *Virginia Commonwealth U.*

RM: Meta-Analysis within a Single Paper Using Individual-Participant Data: A Simpler Alternative

Author: **Jessica Yuk Yee Kwong**, *Chinese U. of Hong Kong*
Author: **Kin Fai Ellick Wong**, *Hong Kong U. of Science and Technology*

Sage Publications/RM Division Best Paper Award Nominee

More researchers recognize the importance of meta-analyzing findings within a single paper (i.e., mini meta-analysis). These analyses have been primarily conducted by meta-analyzing aggregated data at the study level, particularly the effect size of each study. We highlight an alternative way of achieving the same goal by meta-analyzing data at the individual-participant level, which combines all the raw data into one dataset. We outline the procedure of conducting mini meta-analysis using the individual-level approach. In a series of 21 simulations, we compared the results between individual-level and the study-level meta-analyses in terms of the accuracy of effect size estimates, Type I errors, and Type II errors. We found that although the results are not identical, they are generally consistent, with the overall outcomes of mini meta-analyses at the individual-level being at least as good as those conducted at the study-level. We recommend more mini meta-analyses at the individual-level not only because individual-level meta-analysis has been regarded as the gold standard of meta-analysis, but also that it is a simple and convenient way to achieve the same goal.

Paper is Available to Meeting Registrants Only.

RM: Heterogeneity in Effect Sizes: An Assessment of the Current State of the Literature

Author: **Sven Kepes**, *Virginia Commonwealth U.*
Author: **Wenhao Wang**, *Virginia Commonwealth U.*
Author: **Jose M. Cortina**, *Virginia Commonwealth U.*

Sage Publications/RM Division Best Student Paper Award Nominee

Heterogeneity represents the variability in effect size across different samples and is one of the major criteria to judge the importance and advancement of a scientific area. Importantly, heterogeneity assessments can cause confusion without accurate reporting and interpretation. To advance our understanding of heterogeneity assessments, we conduct a brief overview of the particular statistics that are used to assess the presence of heterogeneity and quantify its amount. Then, we examine the degree to which meta-analytic studies have reported assessments of heterogeneity and interpreted the results. We coded heterogeneity-related information from all meta-analytic studies published in five leading management and applied psychology journals that regularly publish meta-analytic reviews between 2010 and 2011 as well as 2018 and 2019. By sampling from different time periods, we were able to assess temporal trends. Overall, we found that most meta-analytic studies report several heterogeneity statistics. At the same time, however, there tends to be a lack of rigor in the interpretation of heterogeneity-related information in most meta-analytic studies. This situation is relatively stable over the past decade and is not affected by the general research area or the level of analysis. Based on our findings, we discuss implications for practice and provide recommendations for how heterogeneity assessments should be conducted and interpreted in future research.

Paper is NOT Available. Please contact the author(s).

RM: The Choice of Control Variables: How Causal Graphs Can Inform the Decision

Author: **Paul Huenermund**, *Copenhagen Business School*
Author: **Beyers Louw**, *Maastricht U. School of Business and Economics*
Author: **Mikko Rönkkö**, *U. of Jyväskylä School of Business*

Control variables have a central role when empirical data are used to support causal claims in management research. The current literature has been intransparent in so far as to how control variables should be chosen, how many control variables should be chosen and whether a potential control variable should be included. Causal diagrams provide a transparent framework on how to select control variables for causal identification. This article delineates how causal graphs can inform researchers in leadership and management in finding the correct set of control variables and possible solutions in the case that causal identification is not possible or when causal identification requires unobserved variables.

Paper is Available to Meeting Registrants Only.

RM: Compliers, NeverTakers, AlwaysTakers, and Defiers: The Subjects in Entrepreneurship Experiments

Author: **Mark Conley**, *Stockholm School of Economics*

Entrepreneurship education and training experiments are usually encouragement designs, where training is offered to a randomly assigned treatment group. In encouragement designs, some subjects assigned to the treatment condition do not actually take the treatment, and some subjects assigned to the control condition manage to receive the treatment. A new modeling approach is warranted in order to account for this non-compliance. Field experiments in entrepreneurship must anticipate four subject types: Compliers, NeverTakers, AlwaysTakers, and Defiers. By anticipating two-sided non-compliance and using these terms, entrepreneurship researchers can estimate the effect of interventions on entrepreneurs who actually comply with the training as well as the efficacy of the overall program. Integrating this straightforward methodological innovation using instrumental variables regression can add precision and credibility to entrepreneurship education and training experiments.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **PDW Workshop**

Program Session: **1089** | Submission: **10064** | Sponsor(s): **(RM, OB, HR, STR, ENT, IM, CAR, GDO, MOC, OMT, OSCM, TIM, AFAM, HCM, IAM, INDAM)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Skagit 3**

Ask the Quantitative Experts

Ask the Quantitative Experts

Organizer: **Le Zhou**, *U. of Minnesota*

Panelist: **Donald D Bergh**, *U. of Denver*

Panelist: **Jose M. Cortina**, *Virginia Commonwealth U.*

Panelist: **Jason Huang**, *Michigan State U.*

Panelist: **Dina Krasikova**, *U. of Texas At San Antonio*

Panelist: **Ernest O'Boyle**, *Indiana U.*

Panelist: **Hettie Richardson**, *Texas Christian U.*

Panelist: **Mikko Rönkkö**, *U. of Jyväskylä School of Business*

Panelist: **Michael C. Withers**, *Texas A&M U.*

This PDW has a long-standing tradition as a crowd favorite. It is a great opportunity to ask experts any questions you might have about quantitative research methods, such as longitudinal/panel data analyses, effect size, probability, linear/nonlinear modeling, moderation, mediation, meta-analysis, sampling, baseline models, factor analysis, multilevel modeling, endogeneity, latent variables, big data/artificial intelligence, Bayesian analysis, and user questions related to statistical programs such as R, STATA, SPSS, SAS, and Mplus. No preregistration is required and the format is very laid back. Attendees are encouraged to come and go as they please to have their questions answered by quantitative method experts.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **1090** | Submission: **18340** | Sponsor(s): **(SAP)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 8:00AM - 9:00AMPT (UTC-7)**

Strategizing Activities and Practices IG Business Meeting 2022
SAP Business Meeting

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1091** | Submission: **19498** | Sponsor(s): **(SIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)**

Corporate Social Responsibility and Individual Well-Being

Session Moderator: **Ramona Demasi**, *U. of Zurich*

SIM: Bridging CSR and Individual Well- and Ill-Being: A Review and Research Agenda   

Author: **Ramona Demasi**, *U. of Zurich*

Micro-level corporate social responsibility (CSR) research has increasingly studied the connection between CSR and individual well- and ill-being but has remained vague in interpreting these findings within the broader well- and ill-being concept. The purpose of this study is to rethink the literature by providing an overarching framework that bridges CSR and individual well- and ill-being. I conduct a systematic literature review on 154 articles in 39 leading journals. After presenting a descriptive analysis of the articles, I provide an initial overview of what is known and not known about the link between CSR and individual well- and ill-being. Based on the findings and relevant research gaps, I present an overarching framework that guides scholars in conducting future research at the intersection between CSR and individual well- and ill-being. I highlight the importance of boundary conditions, provide promising mechanisms bridging CSR and individual well-being, and highlight potential unintended CSR impacts on individuals' ill-being. Furthermore, I point to potential positive short- but adverse long-term effects of CSR, bringing both the dark and bright side of CSR together.

Paper is NOT Available. Please contact the author(s).

SIM: Authenticity in Corporate Social Responsibility: Towards an Existential Perspective

Author: **Oyinkansola Ige**, *City U. London*

Author: **Andrew Crane**, *U. of Bath*

Author: **Pierre McDonagh**, *Bath*

Authenticity has been recognized as an important factor explaining the success or failure of corporate social responsibility (CSR). To date, CSR authenticity remains under-theorized and extant conceptualizations have been limited to object-based approaches, i.e., whether the organization is perceived to have authenticity. While such an approach brings to fore factors that can enhance transactional benefits for organizations, it does not account for how stakeholders experience their own authenticity in the context of CSR and how this affects their wellbeing. In this paper, we develop a new subject-based approach to CSR authenticity that defines and explains how stakeholders experience their own authenticity when engaging in CSR initiatives. To do so, we draw upon existential authenticity and elaborate three dimensions of existential authenticity – self, purpose, and choice – and develop new theory that sets out the drivers, outcomes, and moderators of existential authenticity in CSR. We explain the contribution of our model to theory about CSR and authenticity in management, as well as offer directions for further research and discussion of the practical implications of our theory.

Paper is Available to Meeting Registrants Only.

SIM: How and When Socially Responsible Human Resource Management Practices Influence Employee Insomnia 

Author: **Wang Juan**, *Northwestern Polytechnical U.*

Author: **Zhang Zhe**, *Xi'an Jiaotong U.*

Author: **Jia Ming**, *Northwestern Polytechnical U.*

Although existing studies show that socially responsible human resource management (SRHRM) practices positively influence employees' outcome at work domain, the social impacts of SRHRM practices on employee's insomnia remain unexplored. Drawing on the appraisal theory of emotion, we explore whether, how, and when SRHRM practices reduce employees' insomnia. Using multiphase and multilevel data from 270 employees in 52 companies, we find that SRHRM practices negatively predict employee insomnia, and the relationship is mediated by employee's hope and anxiety. Furthermore, business threat due to COVID-19 weakens the positive relationship between SRHRM practices and employees' hope, whereas mitigates the negative relationship between SRHRM and employees' anxiety. We also find that business threat due to COVID-19 influences the indirect effect of SRHRM practices on employee's insomnia via their hope and anxiety. Our study contributes to understanding the social impacts of SRHRM practices on employee insomnia at the non-work domain, especially after the COVID-19 outbreak.

Paper is Available to Meeting Registrants Only.

SIM: Organizational Purpose: Definition, Measurement and the Ambivalent Effect on Employee Wellbeing  

Author: **Anna Jasinenko**, *U. of Lausanne, HEC Lausanne*

Author: **Josephina Steuber**, *HHL Leipzig Graduate School of Management*

Research on organizational purpose has gained great popularity in recent decades. Practitioners and scholars anticipate organizational purpose as a potential solution for the issues of solely profit-driven business. However, critical perspectives and empirical studies are scarce to validate the optimistic prospects. In our study, we critically elaborate and empirically test the outcomes of organizational purpose on employee job satisfaction and subjective well-being. We theorize and empirically show that organizational purpose does not always have positive consequences for employees' job related and general well-being, particularly, if they seek too much meaning through their work and therefore neglect their work-life balance. In our paper, first, we develop a multi-dimensional construct definition of organizational purpose based on a systematic literature review. Second, building on our theoretical construct definition, we develop and validate a four-dimensional organizational purpose scale. Third, we disentangle the related yet differentiated concepts of organizational purpose and meaningful work to theorize how the substantial knowledge in the field of meaningful work can be transferred to the relatively new and untested field of organizational purpose. Fourth, our study provides a rigorously tested critical perspective on the potential outcomes of organizational purpose, which results in a more complex discussion of managerial implications.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1092** | Submission: **19513** | Sponsor(s): **(SIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)**

Technology, Ethics and the Future of Work

Session Moderator: **Katharina Scheer**, *Technische U. Kaiserslautern*

Author: **Mario Schultz**, *Franklin U. Switzerland*

Author: **Melanie Clegg**, *U. of Lucerne*

Author: **Reto Hofstetter**, *U. of Lucerne*

Author: **Peter Seele**, *USI Lugano*

Literature on dehumanization by algorithms has grown substantially in recent years, making it a highly important topic also for a managerial and business ethics audience as it touches upon several interlinked ethical issues in the business and society nexus. However, scattering across diverse disciplines makes algorithmic dehumanization challenging to approach. It stretches from historical terminological roots from colonialism, industrialization and post-colonialism and today is deeply rooted in technology studies and ethics. We review the literature on algorithms and dehumanization (n=180 articles) and map existing knowledge across several clusters that reveal its underlying characteristics. Based on the review, we derive a business-ethics informed definition: Algorithmic dehumanization is defined as: organizational actors integrating algorithms and data analytics that result in the intentional or unintentional treatment of individuals and/or groups as less than fully human, thus infringe on human rights and particularly the three foundational principles of liberty, equality and dignity. We find that algorithmic dehumanization applies particularly to employees and the future of work, managerial decision making, consumer ethics, hard- and soft-law regulation and basic values such as privacy or human rights of consumers. Further, from the review, we develop a dehumanization avoidance model, which may help researchers and business practitioners to deal with the ethical challenges raised by algorithmic dehumanization. The three stages of the model show that several research topics remain unaddressed so far. Unraveling these topics, we suggest a set of open questions and how future research and practice can build on the model to reflect about organizational processes and improve corporate capabilities and managerial decision-making to avoid algorithmic dehumanization, thus contributing to outline the emerging concept of Corporate Digital Responsibility.

Paper is NOT Available. Please contact the author(s).

SIM: Technological Unemployment as a Cultural Crisis of Intelligibility (WITHDRAWN)

Author: **Santiago Mejia**, *Fordham U.*

The scholarship on meaningful work has approached the topic mostly from the perspective of the subjective experience of the individual worker. This has led the literature to under-theorize, if not outright ignore, the cultural and normative dimension of meaningful work. This paper addresses this neglect. I show that work operates as a central organizing telos around which our contemporary lives gravitate, it provides ideals that contribute to defining our core aspirations and is at the heart of our notion of human excellence. I defend that this fact has normative force and plays an important role in finding work meaningful. Understanding this dimension of meaningful work is important, not just to have a better understanding of meaningful work, but also because it helps us recognize one important challenge that widespread unemployment caused by automation would pose. A world with few work opportunities will strain our ability to make sense of what it means to find life meaningful.

Paper is NOT Available. Please contact the author(s).

SIM: Human-Centered Automation: Codetermining New Technology in an Innovative Mining Company

Author: **German Bender**, *Stockholm School of Economics*

Author: **Fredrik Söderqvist**, *Blekinge Institute of Technology*

Underground mining is transforming rapidly, driven by pressures to increase safety and productivity. New mining technologies and methods move the industry to higher levels of automation, enabled by and leading to organizational change. Swedish mining companies are at the forefront of these developments. Here, we present findings from a qualitative case study on how novel mining technologies and algorithmic systems are codetermined and regulated by unions and management at the Swedish mining and minerals company Boliden AB. The company has a strong local union presence and cooperative union-management relationships. We interview employer and employee representatives, study local codetermination protocols and other relevant documents, as well as legislated and collectively bargained regulations set outside the firm. Our analysis attempts to answer how and why the implementation of key technologies are codetermined and regulated. Our findings highlight union concerns about surveillance software, union and management concerns about occupation-specific tasks being reshuffled or automated, mutual (employer-union) agreement on safety and productivity priorities, and challenges relating to skill shortages and training. Collective bargaining on these and other issues rests on the five-tier governance and regulatory structure of the Swedish industrial relations system, which provides unions with holdup capacity and enforcement capabilities. Hence, the employer is incentivized to share information and deliberate with unions about technological implementation. Our empirical and theoretical contributions provide insights on how future of work challenges can be solved at the local level through negotiation, and highlight the multi-tiered institutional framework that allocates holdup power, and thus voice, to local parties.

Paper is NOT Available. Please contact the author(s).

SIM: AI-Based Software as Anti-Corruption Agent and Employees' Likelihood of Whistleblowing  

Author: **Katharina Scheer**, *Technische U. Kaiserslautern*

Author: **Tanja Rabl**, *Technische U. Kaiserslautern*

Author: **Nils C. Köbis**, *Max Planck Institute for Human Development*

Artificial intelligence (AI) based tools are seen as a promising anti-corruption tool. They are already implemented in public administration to counter corruption. In this paper, we present some of the first empirical results on the consequences. Specifically, based on the bystander effect and moral disengagement theory, we examined whether the use of AI-based anti-corruption tools in organizations leads to diffusion of responsibility for whistleblowing. In a pre-registered scenario-based experiment with 330 German employees, we compared the impact of an AI-based software versus a human as anti-corruption agent on employees' perceived responsibility and stated likelihood of whistleblowing. We thereby considered the clarity of indications of corrupt behavior and employee moral potency as moderators. Contrary to our predictions, an AI-based software did not increase diffusion of responsibility for whistleblowing compared to a human or no anti-corruption agent. We also did not find the proposed moderating effects. Taken together, our findings provide first insights to better understand the impact of AI-based software as an anti-corruption tool on employees' whistleblowing decisions.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1093** | Submission: **19510** | Sponsor(s): **(SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 8:00AM - 9:30AMPT (UTC-7)** at **Hyatt Regency Seattle in 305 Chelais**

Normative Perspectives on Markets, Capitalism and Democracy

Session Moderator: **Miguel Angel Alzola**, *Fordham U.*

SIM: The Normative Evaluation of Markets

Author: **Miguel Angel Alzola**, *Fordham U.*

Markets are institutions where social issues in management take place. Recent management scholarship has coined the expression of “moral markets” to designate market solutions to social issues, such as renewable energy and fair trade goods. But are “moral markets” really moral? What makes them moral? Are not all markets moral? Or are they all evil? Is the answer a categorical one, or do we use parameters to assess whether a market has gone from moral to immoral within a spectrum of morality? The purpose of this paper is the study of markets from a normative perspective. It aims to examine the notion of moral markets, what makes markets moral, and how to assess surrogacy markets—the practice of paying a woman to carry a child that is not biologically related to her—morally and legally. Commercial surrogacy is a booming industry that has emerged to provide solutions to societal challenges. But it is prohibited in the European Union and is illegal in many countries. Is it a moral, amoral, or immoral market?

Paper is NOT Available. Please contact the author(s).

SIM: A Market-Based View of Progress

Author: **Marian Eabrasu**, *EM Normandie Business School, Métis Lab, France*

While the concept of progress is central to research in science, morality, politics, environmental studies, and other disciplines, a distinct concept of “progress” is absent from the management literature. And yet, managers are increasingly tasked with blending financial performance and extra-financial outcomes such as social justice, fairness and equality, environmental protection, and political responsibility. This paper responds to recent calls to connect the dots between philosophical inquiries on progress and the usual business understanding of firm or industry performance. Rather than offering a specific definition of progress or specifying normative criteria for choosing among “progressive” outcomes, we propose a market-based view of progress that focuses on the conditions under which progress is made and assesses progress through the lens of those who make it: market actors. For engaging a conversation with the philosophical debates on progress we integrate classic management theories on market actors (managers, entrepreneurs, consumers, etc.) with a multidisciplinary literature on preference and signaling theories.

Paper is Available to Meeting Registrants Only.

SIM: The Stakeholder Capitalism: Organizations’ Capabilities Promoting Individuals’ Freedom

Author: **Lucas Amaral Lauriano**, *IESEG School of Management, LEM-CNRS 9221*

Author: **Leandro S. Pongeluppe**, *The Wharton School, U. of Pennsylvania*

How do organizations’ capabilities promote individuals’ freedom? Studies have typically focused on public policy as the key driver to remedy poverty, whereas the critical role of organizations is often overlooked. In this theoretical article, we argue that organizations are essential to free people from socio-economic exclusion, using their resources and capabilities – e.g. duty, design, governance – to produce an inclusive approach towards disenfranchised stakeholders. We develop a model based on the “poverty traps” literature that explains how organizations may pull these individuals out of what we call “the exclusion traps” to a superior equilibrium, guaranteeing individual freedom, generating collective prosperity, and fostering socio-economic development. We demonstrate the economic benefits of a stakeholder-oriented approach through an adapted Prisoners’ dilemma game, in which we incorporate stakeholders’ payoffs into the organizations’ payoff. Our analysis shows that organizations’ best response is to be inclusive when stakeholders’ payoffs are considered. We answer a recent call for “Stakeholder Capitalism paradigm” framework, contributing to relocating organizations’ importance for individuals emancipation studies.

Paper is Available to Meeting Registrants Only.

SIM: Deliberation without Romance (nor Cynicism) The Role of Corporations in Deliberative Democracy

Author: **Adrian Gombert**, *Martin-Luther-U. Halle-Wittenberg*

With a growing number of scholars heralding free and open discourses between corporations and their stakeholders as a governance panacea, deliberative democracy has arrived at the center stage of business ethics research. Recent critiques, however, have put into question whether corporations are, at all, viable entities for such deliberative discourses due to their embeddedness in competition and their subsequent reliance on self-interest. In this paper, I argue that this objection not only relies on a questionable reading of the philosophical works underpinning deliberative democracy (particular those by Jürgen Habermas); it also downplays the important similarities between corporate actors on the one hand and political and civil societal actors on the other. Drawing on this, I develop a more nuanced criteria for assessing the discourse viability of corporations and other governance actors: First, the criterion whether deliberative capacities can be a competitive advantage for the actor and, second, the criterion whether deliberative capacities may result from the actor’s altruism.

Paper is Available to Meeting Registrants Only.

Author: **Wayne Eastman**, *Rutgers U.*

Foot voting—that is, an individual’s choice of a government, or of a governance regime such as that offered by a corporation or a homeowner’s association—has been advocated by libertarian law professor Ilya Somin in two recent books (2016, 2021) that emphasize the relative thoughtfulness of foot voters who are making important personal choices compared to the relative ignorance of ballot box voters whose individual votes are hardly ever outcome-determinative. This paper adopts Somin’s case for foot voting and suggests an additional ground for supporting it: giving radical minorities opportunities to exercise self-determination in a way that they are unable to do in majoritarian democratic and business systems in which public policies and corporate governance are targeted to the median voter, shareholder, employee, and consumer. Relying centrally on Mill (1859), Rawls (1999, 2005), and mechanism design theory (Maskin, 1999), it argues that it is in the practical and moral interest of non-radicals and radicals alike that there should be more support in business ethics and elsewhere than there is now for voluntary, partly self-governing, radical local political communities—“codominia”—and to serve and link these communities with small and large radical businesses—“coenterprises.” Although the paper is primarily conceptual, it also includes a qualitative empirical component, in the forms of introductory discussions of a survey on interest in joining radical communities that was administered to students in Southeast Asia, and of how the reforms proposed have a precedent in the long-standing Dutch and Belgian systems of pillarized community self-determination.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **1094** | Submission: **19672** | Sponsor(s): **(SVC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 8:00AM - 5:00PMPT (UTC-7)** at **Seattle Convention Center in Atrium Lobby**

Conference Registration

Conference Registration

Pre-Registration Badge Pick-up, Onsite Registration and Exhibitor/Press Registration

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **1095** | Submission: **19662** | Sponsor(s): **(SVC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 8:00AM - 8:00PMPT (UTC-7)** at **Seattle Convention Center** in **Atrium Lobby**

Express Self Check-In Kiosks (Seattle Convention Center) *Self Check-In*

KIOSKS ONLY- The express self-check-in kiosks will be available for pre-registered attendees to print your badge and pick up other registration materials. The kiosks will be open the following times: Friday 7:30AM-8PM, Saturday-Monday 8AM-8PM and Tuesday 8AM-3PM. The kiosks are located in Exhibit Hall 4A foyer.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **1096** | Submission: **19667** | Sponsor(s): **(SVC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 8:00AM- 8:00PMPT (UTC-7)** at **The Westin Seattle in Baker**

Reflection Room

Reflection Room

This space is designated as a non-denominational room for attendees to use for prayer or quiet reflection amidst the busy backdrop of the meeting. Use of this space requires tolerance for all faiths, spiritual beliefs and practices. In order to make this space available to attendees, the following rules apply: Only registered Academy of Management attendees are permitted. No candles, incense burning or other smoke, fragrance or flame is allowed. The space is open to registrants at all scheduled times. Conversation and music are prohibited and noise is to be kept to the strictest minimum. Use is restricted to purposes of personal reflection, meditation or prayer. No sleeping is permitted.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Business Models 1

Session Moderator: **Lien Denoo**, *Tilburg U.*

ENT: Business Model Development and Venture Progress in Nascent Technology Ventures

Author: **Lien Denoo**, *Tilburg U.*

Author: **Andrea Belz**, *U. of Southern California Viterbi School of Engineering*

Why do some nascent entrepreneurs have more developed business models than others? And do more developed business models facilitate venture progress? In this study, we examine the effects of rational venture investigation and experience-based heuristics as dual drivers of business model development in nascent technology ventures. Using a unique longitudinal dataset of nascent technology ventures, we find that both venture investigation efforts and prior startup experience have a positive effect on business model development. More developed business models, in turn, facilitate a venture’s progress. The business model not only has a direct impact on venture progress, but also serves as a mediator that translates the founder’s venture investigation efforts and prior startup experience into venture progress. Our study provides unique empirical evidence that rational and heuristics-based approaches positively and independently impact business model development, which significantly contributes to nascent venture progress.

Paper is NOT Available. Please contact the author(s).

ENT: Startups Experimenting with Technology- and Service-driven Sustainable Business Models

Author: **Ville-Veikko Piispanen**, *U. of Eastern Finland*

Author: **Kaisa Henttonen**, *U. of Eastern Finland*

Author: **Leena Aarikka-Stenroos**, *Tampere U. of Technology*

Author: **Hanna P. Lehtimäki**, *U. of Eastern Finland*

The transition to the sustainable circular economy is shaping global markets and suggests significant potential for startups to improve economic, environmental, and social performance with technological- and service-driven innovations and sustainable business models (BMs). This requires startups to adjust their sustainable novel offerings and BMs to surrounding business partnerships. However, there is a knowledge gap in the startup literature on how startups have developed and refined their BMs through experiments with partnerships and identified their value creation logic toward sustainable transformation. To address this gap, we present a multiple case study of six sustainable startups that looks at how they have developed their BMs through iterative and processual collaborative experiments. The results reveal that sustainable startups experiment by both developing elements of their BMs and their sustainability impact through input from diverse partnerships. With their innovative technologies and services and co-created BMs, they can contribute to their surrounding networks by adapting their businesses either incrementally or radically. Based on the results, we present a matrix model of BM development path archetypes for sustainable startups. These insights can help both startup and mature companies to develop their own BMs by experimenting and ensure their sustainability and innovativeness impact.

Paper is Available to Meeting Registrants Only.

ENT: Sustainable Entrepreneurs in Digital Business Ecosystems - Sovereignty vs. Business Model Potential

Author: **Leonhard Gebhardt**, *U. of Potsdam*

Author: **Katharina Hoelzle**, *U. of Stuttgart*

The digital transformation helps organizations to become more efficient while increasing their outreach and targeting new markets. However, it also makes organizational design more malleable and can blur or even disrupt a firm’s boundaries. Opening the firm to external influences impacts the sovereignty of the business. For sustainable entrepreneurs who develop business models for sustainability (BMfS), this might come as a Faustian bargain, as they might be trading their sovereignty for unlocking business models’ potential. In this in-depth action design research case, we chose a methodological process design to accompany and evaluate the development of BMfS based on digital technologies. To better understand rising tensions, we look not only at the related dynamics within the entrepreneurial firm but also engage a digital business ecosystem perspective. We discuss our findings with a contingency corridor that supports the recognition and reconciliation of digital transformation dynamics affecting the value logics of sustainable entrepreneurs.

Paper is Available to Meeting Registrants Only.

ENT: Linking Strategy, Business Model and Firm Performance: Evidence from Indian SMEs

Author: **Rakesh Kumar Pati**, *Deakin U.*

Indian small and medium enterprises (SME) operate in a hyper-competitive environment serving price-sensitive customers. To survive and prosper, they rely on low-cost strategy and business model (BM) efficiency, less frequently associated with SMEs, but critical to SMEs operating in developing countries. In this study, we explore the impact of low-cost strategy on SMEs’ business model (BM) efficiency and examine the mediating effect of BM efficiency between the low-cost strategy and SME performance across mature and young SMEs. Using data from 194 Indian SMEs, our findings indicate that low-cost strategy drives BM efficiency and BM efficiency positively mediates the relationship between low-cost strategy and SME performance among mature SMEs. However, younger SMEs do not benefit significantly from low-cost strategy and BM efficiency. Finally, we discuss the theoretical and practical implications of our study.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1098** | Submission: **18620** | Sponsor(s): **(GDO)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 8:30AM - 10:00AMPT (UTC-7)**

Women’s Careers in Patriarchal Contexts

Session Moderator: **Young-Choon Kim**, *Ulsan National Institute of Science and Technology*

GDO: Unpacking Women’s Career Advancement: The Case of Saudi Senior Managers

Author: **Hayfaa A. Tlaiss**, *Alfaisal U.*

Author: **Sara Alshareef**, *Department of Business Administration, King Abdulaziz U. Jeddah, KSA*

This study explores the capabilities (strategies) that women use to advance their careers in the country-specific context of Saudi Arabia. To achieve our objectives, we apply insights from the capabilities approach and draw upon in-depth, semi-structured interviews. Our analysis reveals that Saudi women adopted two contrasting accounts based on their diverging approaches to gender inequality, different forms of agency, and approach to the performance of gender. This study advances research on women’s career advancement and contributes to the sparse research on how Arab women advance their careers beyond what is acceptable for women.

Paper is Available to Meeting Registrants Only.

GDO: Gender Differences in Managerial Turnover in the Context of Family Business: Evidence from Korea

Author: **Young-Choon Kim**, *Ulsan National Institute of Science and Technology*

Author: **Taekjin Shin**, *San Diego State U.*

This study investigates gender differences in managerial turnover among top managers in South Korea. While there is a growing literature on the gender diversity in corporate management, we still have little understanding on the gender gap in workplace in the family business context. We address this research gap by examining the Korean corporate context in which the family plays a crucial role in corporate decision making. We argue that the gender gap in managerial turnover for Korean managers is different for family managers and non-family managers and is dependent upon gender composition of the management. We test our predictions using data from senior managers in Korean firms for the period of 2014-2019. The findings show lower exit rates for female managers compared to male managers, especially when they belong to the family (via either kinship or marital ties) of the ultimate firm owner. In addition, we find that lower exit rates by female managers are subject to gender composition among family managers. By empirically documenting gender difference in managerial turnover in the family business context, our study contributes to the research about gender and management and suggest that firms make strategic decisions in their response to the social pressure of gender diversity by keeping female family members in top management.

Paper is Available to Meeting Registrants Only.

GDO: Women’s Careers in a Patriarchal Context: Through the Lens of the Kaleidoscope Career Model

Author: **Farzana Ashraf**, *Macquarie Business School, Macquarie U.*

Author: **Denise Mary Jepsen**, *Macquarie Business School, Macquarie U.*

Women in patriarchal societies are known to be oppressed in a variety of ways within their families. Although patriarchy is one of the key impediments to women’s progression and growth, how private patriarchy translates into career behaviors is yet to be understood. Using an intersectionality approach, this study investigates the impact of private patriarchy on women’s career. Career behaviors of authenticity, balance, and challenge are investigated through semi-structured interviews with 40 educated and professional women living and working in the patriarchal context of Bangladesh. As the first study to use the kaleidoscope career model in a patriarchal context, findings demonstrate that household restrictions as daughters, social exclusion as women, and post-marriage adjustments as wives, daughters-in-law and mothers contribute to determine women’s career behaviors. Although household restrictions and discrimination experienced before marriage hinders women’s performance at work, sustaining and advancing women’s career in patriarchal contexts depends on receiving permission to work from both husbands and parents-in-law. Findings from this study differ from previous findings by showing that women in both early and late career stages tend to prioritize authentic career behavior. Furthermore, balance and challenge career behaviors largely depend on the women’s marital status, rather than their career stages.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1099** | Submission: **17013** | Sponsor(s): **(INDAM, HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 8:30AM- 10:30AMPT (UTC-7)** at **The Westin Seattle** in **Cascade I-A**

**Artificial Intelligence Socialisation – Rethinking,
Reviving and Reshaping AI Strategy**
AI Socialisation and Collaborative Intelligence



Organizer: **Ashish Malik**, *Newcastle U. Business School*
Organizer: **Soumyadeb Chowdhury**, *Toulouse Business School, TBS Education*
Speaker: **Prasanta Dey**, *Aston U.*
Presenter: **Amelie Abadie**, *Toulouse Business School, TBS Education*
Speaker: **Ali Emrouznejad**, *Surrey Business School*
Presenter: **Linh Truong**, *Aston Business School*
Presenter: **Emilia Vann Yaroson**, *U. of Huddersfield*
Presenter: **Violeta Cvetkoska**, *Ss. Cyril and Methodius U. in Skopje*
Presenter: **Sian Joel-Edgar**, *U. of Bath*

The significance of Artificial Intelligence (AI) to improve business performance is currently recognised in the business and management literature and by many organisations across different business sectors. The extant literature has identified that collaborative intelligence stemming from effective collaboration between AI and human workers will facilitate organisations to create and capture business value. Research has also shown that organisations need to think beyond technical resources, and focus on developing non-technical ones such as human skills and competencies, leadership, team co-ordination, organisational culture and innovation mindset, governance strategy, and most importantly AI-employee integration strategy. Furthermore, limited transparency and explainability of output responses generated by the AI systems has emerged as a key barrier to experiencing anticipated benefits by confidently turning data-centric decisions into effective actionable strategies. The primary goal of embedding transparency within AI-based machine learning models is to help the decision-making authorities understand what the AI system is doing, how it is generating the output responses and why a particular response is generated. The aim of this workshop is to present AI capability framework supplemented with AI socialisation strategy that will help organisations to develop their own innovation ecosystem enabling interdisciplinary collaboration, interdepartmental co-ordination, data-driven decision making, shared and common understanding between employees, experimental and adaptable mentality, risk-oriented approach (rather than risk-averse strategic orientation). The workshop will discuss how this innovative ecosystem will stimulate employees to embrace AI, enhance business productivity, and competitiveness in developing and developed economies.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1100** | Submission: **16411** | Sponsor(s): **(INDAM, IM, OB, HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 8:30AM- 11:30AMPT (UTC-7)** at **The Westin Seattle** in **Elliot Bay**

Creating Better Research Partnerships Together
Research Partnerships with Indian scholars



Organizer: **Nagaraj Sivasubramaniam**, *Duquesne U.*
Organizer: **Aarti Ramaswami**, *ESSEC Business School*
Organizer: **Senthil K. Muthusamy**, *Slippery Rock U.*
Organizer: **Tanvi H. Kothari**, *San Jose State U.*

This PDW seeks to fulfill the mission of the Indian Academy of Management to build a supportive community of scholars. In line with this year's Academy theme of creating a better world together, we endeavor to expand research opportunities to connect and explore new ideas. In addition, this PDW is designed to serve the specific goal of building research capabilities within India. The PDW is targeted at researchers and scholars who are beginning to develop a research stream, and scholars elsewhere seeking to conduct research in India. The partnerships formed during this PDW will hopefully translate to more impactful and higher quality research engagement and scholarly output.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Plenary Session**
Program Session: **1101** | Submission: **18314** | Sponsor(s): **(OMT)**
Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**
Scheduled: **Monday, Aug 8 2022 8:30AM - 10:00AMPT (UTC-7)** at **Seattle Convention Center in Tahoma 1**

OMT Distinguished Scholar Address and Breakfast *OMT Distinguished Scholar Address*

Host: **Forrest Briscoe**, *Pennsylvania State U.*
Moderator: **Emilio J. Castilla**, *MIT Sloan School of Management*
Participant: **Martin J. Kilduff**, *UCL School of Management*
Participant: **Eva Boxenbaum**, *Copenhagen Business School*
Participant: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*
Participant: **Barbara Gray**, *Pennsylvania State U.*

Since 1980, the Organization and Management Theory Division has been presenting the Distinguished Scholar Award to scholars whose contributions have been central to the intellectual development of the field of organization studies. As individuals, each recipient embodies a career of scholarly Achievement and has had a significant impact on OMT scholarship. Come join the OMT Division to hear from our Distinguished Scholar. Open to all OMT members and prospective members.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



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Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **1102** | Submission: **19518** | Sponsor(s): **(SIM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 8:30AM - 10:00AMPT (UTC-7)** at **Hyatt Regency Seattle** in **306 Duwamish**

Governance and Ethics in Hybrid Organizations

Session Moderator: **Clodia Vurro**, *U. of Milan*

SIM: Governing Social-Business Hybrids. A Literature Review (WITHDRAWN)

Author: **Valentin Held**, *U. Ramon Llull, ESADE Business School*

There is consensus among scholars about the importance of governance in social enterprises. Yet, existing literature reviews have refrained from addressing social enterprise governance. This review inquires about the unique governance challenges that social enterprises face and how they address them. Based on a systematically collected and analyzed sample of 72 peer-reviewed journal articles across multiple disciplines, the review identifies accountabilities to multiple principal stakeholders, agents that combine altruism and self-interestedness, and the paradoxical relationship between social and commercial objectives as fundamental governance challenges in social businesses. ‘Hard’ governance, comprising formal structure and control addresses these challenges to some extent. However, impediments related to a mismatch between the assumptions of agency-based governance mechanisms and the context of social enterprises, the insufficiency of differentiated governance structures to balance social and commercial objectives over time, and technical and ideological difficulties of social measurement and reporting limit the applicability and effectivity of ‘hard’ governance. ‘Soft’ governance, comprising organizational culture, identity, socio-psychological mechanisms, and subtle mediation forces circumvent some of these impediments, making them a necessary supplement for social enterprise governance.

Paper is NOT Available. Please contact the author(s).

SIM: Sacred and/or Profane? Contesting Commercialization in China’s Emerging Civil Sector   

Author: **Haochi Zhang**, *Northwestern Kellogg School of Management*

Author: **Jianhua Ge**, *Renmin U. of China*

Author: **Di Zhu**, *Renmin U. of China*

To what extent will hybrid organizational forms and practices, such as the commercial activities of non-profits, become institutionalized? In this article, we call for attention to the dual system of human morality—consequentialism and deontology—to examine the cultural foundations underlying the tensions in the development of organizational hybridity. On the one hand, the consequentialist moral culture catalyzes the emergence and institutionalization of hybrid organizational forms and practices when hybridity offers instrumental benefits. On the other hand, the deontological moral culture emphasizes purity and inhibits the institutionalization of hybridity, regardless of its costs and benefits. We provide quantitative and qualitative evidence to support our theory by examining how multi-level factors that influence the prevalence of consequentialist and deontological moral culture will either facilitate or hinder the institutionalization of nonprofit commercialization in China. Thus, our study contributes to filling the undertheorized lacuna for the cultural-structural antecedents and the moral foundations underlying the emergence of and potential upper limits for the institutionalization of hybrid organizational forms and practices.

Paper is Available to Meeting Registrants Only.

SIM: The Unintended Consequences of Supportive Institutional Infrastructure on Social Ventures 

Author: **Clodia Vurro**, *U. of Milan*

Author: **Peter Dacin**, *Queen's U.*

Author: **Derin Kent**, *Warwick Business School*

Social ventures—newly founded organizations that blend social welfare and commercial logics to deliver innovation for societal change—while becoming an increasingly popular choice of organizational form for addressing complex social problems, often leave social entrepreneurs faced with tensions and trade-offs stemming from multiple and oftentimes contradictory social and business logics. Although tension is intrinsic to the hybridity of social ventures, it can also be unintendedly induced by the context in which social entrepreneurial activities occur. Extending current understanding of the complex role of institutions in both facilitating and hindering the effectiveness of social ventures, our research identifies conditions under which institutional infrastructures meant to coordinate action around a given social problem, unintendedly threaten the effectiveness of social ventures thriving to contribute to solving the problem. Our proposed theoretical framework suggests that, depending on the level of centralization and multiplicity of actors in the institutional infrastructure, social ventures face legitimating and organizing tensions that are likely to threaten their ability to address and manage social-business tensions and, thus, their ability to produce intended results. This enhanced understanding of institutional configurations and related unintended consequences allows us to provide a number of suggestions regarding institutional correction mechanisms targeted at mitigating the likelihood of causing unexpected drawbacks.

Paper is Available to Meeting Registrants Only.

SIM: Organizing spectral hybridity: An ethnography of a sheltered workshop in Japan

Author: **Tetsu Hirasawa**, *CHUO U.*

Author: **Elizabeth Hood**, *Boston College*

Hybrid organizations increasingly play key roles in resolving social challenges by combining multiple logics that are not normally combined. Drawing on ethnographic research of a successful hybrid organization – a sheltered workshop managing both welfare through training disabled individuals and bakery business in Japan – we develop theory on combining hybrid elements differently across subunits, what we call “spectral hybridity”. Spectral hybridity occurs when subunits across the organization adhere to the competing hybrid elements to differing degrees. Specifically, we propose spectral hybridity as sustainable through three practices- compartmentalizing variegated hybrid units, distributing tensions across the subunits, and progressive connection between bipolarity. Spectral hybridity makes welfare and business as a continuum. Our spectral hybridity model reorients research away from focusing on either integration or differentiation approaches or both integration and differentiation approaches to the mutual constitution between connection and differentiation with implications for scholarship on hybrid organizing in social challenge.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Plenary Session**
Program Session: **1103** | Submission: **11673** | Sponsor(s): **(STR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 8:30AM - 10:00AMPT (UTC-7)** at **Seattle Convention Center in Tahoma 4**

STR Plenary 2022: Creating a Better World by Creating Value *STR Plenary*

Panelist: **Constance E. Helfat**, *Tuck School of Business at Dartmouth*
Panelist: **Phil Leslie**, *Amazon*
Panelist: **Marvin B. Lieberman**, *UCLA Anderson School of Management*
Panelist: **Bruce Kogut**, *Columbia Business School*
Division Chair: **Heather Berry**, *George Washington U.*

This year's plenary will focus on creating a better world by creating value. Come hear our distinguished panelists' views on value creation, value capture, relevant stakeholders when considering value creation and value capture, how firms shape their business environment and whether/how firms create a better world through their value creation.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1104** | Submission: **19122** | Sponsor(s): **(TIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 8:30AM - 10:00AMPT (UTC-7)**

Innovation, Technology Strategy and Competition Track: Organizational Changes During COVID-19

Session Moderator: **Roberto Santos**, *U. of Massachusetts, Lowell*

TIM: Collaborating Neuroscience Online: The Case of the Human Brain Project Forum      

Author: **Ann-Christin Kreyer**, *PhD Candidate at Max Planck Institute for Innovation and Competition*
Author: **Lucy Xiaolu Wang**, *Assistant Professor at UMass Amherst*

This paper analyzes interactions on the public-access online Forum of the Human Brain Project (HBP), a major European Union-funded neuroscience research initiative, to understand the utility of the Forum for collaborative problem solving. We construct novel data using online posts and detailed user profiles on the Forum, plus proprietary and public sources. We find that post-level HBP Forum utilization is comparable to that of a leading general-interest coding platform, and online usage metrics quickly recover after an initial Covid-19-related dip. Regression results show that user interactions on the Forum are more active for programming questions, and questions in HBP core areas. Further, Cox proportional hazard analyses show that such problems are solved faster. In contrast, discussions involving more users and users from different countries do not directly translate to faster problem solving. Our results suggest that building novel online collaborative Forum can support researchers working on complex topics in challenging times; further study is needed to understand the cost effectiveness of the institution.

Paper is Available to Meeting Registrants Only.

TIM: Limits of Open Innovation and Organizational Change: A Case Study 

Author: **Khuram Shahzad**, *U. of Vaasa*
Author: **Sorin Dan**, *U. of Vaasa*
Author: **Faisal Imran**, *U. of Vaasa*
Author: **Philipp Holtkamp**, *U. of Vaasa*
Author: **Mari K. Niemi**, *e2 Tutkimus*

The purpose of this study is to explore the limits of open innovation (OI) during organizational change. It aims to offer approaches that can drive organizations to offset such limits and institutionalize the opportunities of OI. The empirical analysis is based on an in-depth single case study of an OI ecosystem initiative developed by a large multinational manufacturing company in Northern Europe. By analyzing the limits of OI across the different stages of the change process, we have found that clearly communicated top management's vision and support trigger the company to unfreeze for a change towards OI. However, during the change process of developing collaborative and absorptive capabilities, and organizational readiness, several internal and external challenges limit the company's ability to open up. These challenges refer to knowledge and resource utilization, structure and culture, training and development, collaboration, risks and threats, technological advancements and recently the COVID-19 pandemic. Our proposed analytical framework shows several concrete managerial implications by providing evidence and insights for companies to consider when developing and implementing an OI ecosystem.

Paper is NOT Available. Please contact the author(s).

TIM: First Movers in a Pandemic: How Knowledge Expertise Impacted Global Biopharmaceutical Innovation   

Author: **Denise R. Dunlap**, *UMass Lowell*
Author: **Roberto Santos**, *U. of Massachusetts, Lowell*
Author: **Scott Latham**, *U. of Massachusetts, Lowell*

Creating safe and effective innovative treatments in the biopharmaceutical industry is a knowledge-intensive and risky business, even under the best of circumstances. Until recently, research into deadly infectious diseases was on the decline and attracted negligible investment, despite growing global health authority warnings. The coronavirus pandemic uncovered the socio-economic dangers of neglecting infectious disease research. Drawing upon our unique database of COVID-19 innovations, we explore how firms innovated in the early stages of the pandemic when little was known about the virus. We elucidate how firm knowledge expertise, in terms of breadth and depth, played a pivotal role in first-mover innovations. Our discoveries suggest how different types of knowledge provided distinctive opportunities to develop a wide-range of new and repurposed innovations needed to detect, treat, prevent, and manage its effects. Our findings suggest that deeper expertise is associated with higher rates of new innovative solutions whereas broader expertise led to more repurposing of existing innovations. We provide new insights about the heterogeneity of infectious disease research across countries. Our discoveries have implications for policy makers and business leaders and suggest that further theorizing is needed to disentangle the ways in which firms use knowledge to innovate under public health emergencies.

Paper is Available to Meeting Registrants Only.

Author: **Xuemei Xie**, *Tongji U., Shanghai, PR. China*

Author: **Yonghui Wu**, *Shanghai U.*

Based on organizational information processing theory (OIPT), this study examines how and when business networks exert a positive influence on firms' organizational resilience capacity. Using data collected from 409 Chinese manufacturing firms during the COVID-19 pandemic, and by disaggregating business networks into two dimensions—network breadth and network depth—our findings show, firstly, that both network breadth and network depth are positively correlated to the organizational resilience capacity of firms; secondly, that these relationships are mediated by firms' ambidextrous learning; and thirdly, that the positive effects of network breadth and network depth on organizational resilience capacity are stronger when the firms' digital technology levels are higher. Furthermore, through additional analysis, we find that the positive impact of business networks on organizational resilience capacity is stronger for non-state-owned enterprises (non-SOEs) than it is for SOEs, and also that the moderating effect of digital technology on the relationship between business networks and organizational resilience capacity is greater for non-SOEs than it is for SOEs. These findings provide new insight into how a firm's business network, in combination with its ambidextrous learning and level of digital technology, affects its organizational resilience capacity development, which helps it survive a crisis for future sustainable development.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1105** | Submission: **19096** | Sponsor(s): **(TIM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 8:30AM - 10:00AMPT (UTC-7)** at **Sheraton Grand Seattle in Aspen**

**Innovation Processes Track: Familiarity and Novelty in Innovation Ideas
and Projects**

Session Moderator: **Antti Kalervo Lyyra**, *London School of Economics*

TIM: Familiarity, Disruptiveness, and Stock returns

Author: **Jia Zhang**, *Leiden U., The Netherlands*

Author: **Jian Wang**, *Leiden U., The Netherlands*

Author: **Simcha Jong**, *Leiden U., The Netherlands*

There is an emerging interest in studying how the stock market responds to firm innovation. Many studies have observed that more radical innovation is underappreciated by the stock market and attribute this to the “categorical imperative” (i.e., innovation that does not fit existing cognitive framework is confusing for the market and therefore undervalued). We propose an alternative “creative destruction” hypothesis: more radical innovation is undervalued because it disrupts existing business model and therefore faces a high level of uncertainty. Using a large dataset of 1 million USPTO utility patents granted between 1980 and 2010, we measure patent stock return using the Kogan et al (2017) measure based on stock price response to the issuing of patents, patent familiarity by how similar the patent text is to prior patents using cleaned patent keywords data developed by Arts et al (2021), and patent disruptiveness by how a patent disrupts the citation network proposed by Funk and Owen-Smith (2017). We found that patents with a higher level of familiarity generate lower stock return, demonstrating the market’s appetite for novelty in contrary to what the categorical imperative predicts. We found that patents with a higher level of disruptiveness generate lower stock returns, supporting the creative destruction hypotheses. More interesting, patent familiarity moderates the effect of patent disruptiveness on stock returns, more specifically, when patent familiarity is high, the negative effect of disruptiveness on stock returns is smaller, indicating that the market is unable to recognize the disruptive nature of patents that are unfamiliar to the market. This supports the categorical imperative hypothesis. These complex patterns advanced our understanding on the relation between innovation and stock returns and contributes to the innovation and finance literatures.

Paper is Available to Meeting Registrants Only.

TIM: Tethered Architectures in Cyber-Physical System Development: The Case of Tesla’s Autopilot System  

Author: **Antti Kalervo Lyyra**, *London School of Economics*

Author: **Kari Koskinen**, *Aalto U. School of Business*

Author: **Carsten Sorensen**, *London School of Economics*

Author: **Tucker James Marion**, *Northeastern U.*

Cyber-physical systems developed to operate under environmental uncertainty, such as self-driving cars, represent challenges within the new product development process. The amount of data and need for iteration of software in addressing the variety and complexity of use environments can conflict with the realities of hardware development lead-time and manufacture. Furthermore, developing new capabilities requires the ability to learn from product use. Current theories regarding product architecture do not provide an adequate architectural blueprint for the development of cyber-physical systems. In this research, through a longitudinal analysis of Tesla’s Autopilot system, we propose the concept of a “tethered architecture”. A tethered architecture simultaneously allows the slower, incremental iteration of hardware to be linked with faster, exploratory development of software and continual data-rich feedback loops between product development and use. This paper demonstrates how a tethered product architecture and related development process can enable continuous cycles of learning and adaptation to the variety and complexity of physical environments and situations. This architectural reconfiguration decouples hardware and software while introducing a tight integration between the consumer-facing product and backend software infrastructure and operations. The iterative nature of product development may prove identity-challenging for firms that have traditionally focused on developing complete products, as a tethered architecture gives rise to new product strategies, lifecycle models, knowledge regimes, and organizational arrangements.

Paper is Available to Meeting Registrants Only.

TIM: Megaprojects: What’s the Purpose? 

Author: **Nuno Gil**, *U. of Manchester*

A powerful new conceptual understanding of a ‘megaproject’ as a purposeful form of organizing capital production is emerging. The theory, which is nascent, offers novel insights as to why delays, cost overruns and scope creep are so widespread in capitalintensive, project-based enterprises, and what we can do about it. Further, it sheds light on how these social technologies achieve their purpose of creating both economic returns and societal gains, and distributing value in a way that stakeholders that affect or are affected by the capital investment see as fair. This essay identifies implications to our understanding of the bundle of resources that needs to be assembled to progress with capital production, organizational boundaries and governance, stakeholder claims, and performance. I conclude by emphasizing how the purpose of a project is contextsensitive, and linking the insights on why megaprojects behave the way they do to wider debates on the role of stakeholders in strategic management and value creation.

Paper is Available to Meeting Registrants Only.

TIM: Collaborative Persuasion Tactics in Advancing Technological Ideas 

Author: **Tea Lempiala**, *U. of California, Merced*

Author: **Sari Susanna Yli-Kauhaluoma**, *Aalto U., Department of Management Studies*

This article examines how idea selling is practiced in three different team contexts of innovative work. With idea selling, we refer to practices that aim at affecting decision maker’s attention to and understanding of relevant issues in idea development efforts with the intention of gaining support and resources for the issue at hand. Based on qualitative data, our results show that all three teams use collaborative tactics as a means of subtle issue selling, which enabled them to blur boundaries between seller-customer roles as well as status quo and novelty.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1106** | Submission: **19062** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 8:30AM- 10:00AMPT (UTC-7)** at **Sheraton Grand Seattle** in **Columbia**

Organizational Innovation Track: Service-oriented Innovation

Session Moderator: **Valentina Forrer**, *Free U. of Bozen-Bolzano*

TIM: Service Capabilities Development in the Servitization and Digital Servitization Journey

Author: **Erica Santini**, *U. of Trento*
Author: **Valentina Forrer**, *Free U. of Bozen-Bolzano*
Author: **Filippo Visintin**, *U. degli Studi di Firenze*

Servitization is not an homogenous phenomena, and digital technologies are enlarging the organizational solutions allowing companies to enter the journey. The paper assesses differences in the organizational solutions allowing customer contact between a servitization and a digital servitization journey of well-established manufacturers. Servitization and digital servitization trajectories have a different nature. The deployment of front-office staff in the delivery of advanced services is crucial in the servitization journey. In digital servitization journey, however, R&D department is the core of service capability development and it leads the company through the journey. The study is exploratory and based on two case studies. The first case refers to servitization taking place in the pre-digital era and it has been retrieved in the servitization literature. The second refers to a manufacturer that recently entered a digital servitization journey. The resulting differences coming to light from the comparison of these two journey offer manufacturers a more comprehensive understanding about the organizational solutions allowing the delivery of PSS in both servitization and digital servitization strategies.

Paper is Available to Meeting Registrants Only.

TIM: The Value Conception, Acceptance, and Ability Perspectives on Value Innovation

Author: **Pekka Töytäri**, *Aalto U.*
Author: **Taija Tuulia Turunen**, *Aalto U. School of Business*
Author: **Esko Hakkanen**, *Aalto U.*

This study integrates alternative and complementary perspectives to explain how different stakeholders evaluate a novel value creation opportunity in a service innovation context. Our empirical multi-case study findings induce a model that combines three stakeholder perspectives and three evaluation perspectives to show how the differences in attention, acceptance, and ability rule out promising value creation opportunities. The results show that in order to realize the value creation potential of a service innovation, stakeholders need to align and expand their respective value conception, value acceptance, and value ability sets to enlarge the cross section of shared perceptions. Our study contributes to innovation literature by integrating three complementary theories into a model to explain the service innovation receptivity among stakeholders.

Paper is Available to Meeting Registrants Only.

TIM: Servitized Customer Segmentation Model for SMEs

Author: **Davide Gamba**, *U. of Bergamo*

The study's purpose is to develop and test a service-oriented customer segmentation model for manufacturing small and medium enterprises' (SMEs) business development. By acknowledging SMEs' lack of resources, the model aims to help companies establish strategies and organizational arrangements to overcome servitization's strategic and operational barriers. The model was initially developed based on the recency, frequency, and monetary (RFM) model. The RFM model was adapted to include installed base and different services delivered by manufacturers. The model helps manufacturers to focus on profitable after-sales customers to ensure long-term revenues by associating a specific service strategy to each cluster identified and developing offerings that fulfill specific customer needs. The authors collected data about 296 customers of an Italian manufacturing SME during 2019-2021 to offer the first validation and train of the tool developed according to the proposed framework.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1107** | Submission: **19088** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 8:30AM- 10:00AMPT (UTC-7)** at Sheraton Grand Seattle in Dashpoint

Organizational Learning and Search Track: Better Together? Collaborations, Alliances & Acquisitions

Session Moderator: **Mayank Varshney**, *Indian Institute of Management Ahmedabad*

TIM: Gone but not Forgotten: How Inventor Exit Helps in Technology Acquisitions 

Author: **Mayank Varshney**, *Indian Institute of Management Ahmedabad*
Author: **Amit Jain**, *National U. of Singapore*

Firms interact with the strategic factor market to acquire new or external knowledge. However, firms face information asymmetries while trading resources in the strategic factor market because it is not perfect. We argue that inventor-exit helps a firm to identify a target for knowledge acquisition. Inventor-exit from a focal firm to a hiring firm suppresses information asymmetry between the firms and therefore increases the probability of acquisition. Moreover, the positive effect of inventor-exit on the likelihood of acquisition is negatively moderated by the research experience of the hiring firm. The analysis based on the global biopharmaceutical industry in the period 1993–2010 supports the arguments.

Paper is NOT Available. Please contact the author(s).

TIM: Novel Value Configurations and Business Model Divergence in Dyadic R&D Alliances  

Author: **Ricarda B. Bouncken**, *U. of Bayreuth*
Author: **Viktor Fredrich**, *U. of Bayreuth*

The revised dynamic relational view suggests that alliances in general and R&D alliances in particular offer complementarities and learning for the involved firms. We argue that considerable changes to a firm's business model are more likely to spillover from mutual R&D alliances if managers pay greater attention to these R&D alliances—even more so if collaborating firms operate in overlapping markets. Firms that pursue joint R&D in overlapping markets share basic assumptions and core knowledge regarding the markets' demand drivers. We model and test how the degree of market overlap in a sample of N=604 high-tech firms that formed N=302 independent dyadic R&D alliances can result in novel value configurations that trigger a relative divergence of firm-level business models. In detail, market overlap unfolds an inverted U-shaped relationship with novel value configurations. This curvilinear effect is dependent on the presence of prior and the expectation of future relationships with the dyadic alliance partner. Furthermore, we find that the novel value configurations subsequently result in firm-level divergence of the collaborating firms' business models. In summary, serving a common market while enabling firms to understand better one another can trigger novel value configurations and facilitate more distinct—diverging—firm-level business models.

Paper is Available to Meeting Registrants Only.

TIM: In-licensing Networks in the Pharmaceutical Industry: Antecedents and Firm Performance Implications  

Author: **Abel Lucena**, *U. of the Balearic Islands*
Author: **Rebeca Mendez-Duron**, *U. de les Illes Balears*

This paper examines the technology sourcing in the pharmaceutical industry occurring from firms' in-licensing networks. It tests a theory that in-licensing portfolio contents create inducements that drive the subsequent presence of structural holes in the firms' in-licensing networks. Then, the paper examines the firm performance implications of alternative in-licensing network designs, proposing that a balance between structural holes and closures maximizes that performance. Using data for a sample of pharmaceutical firms, the paper finds that companies seek technological diversity by spanning structural holes in their in-licensing networks if their portfolios are highly concentrated on deals exploiting a given molecule technology or coming from a given production stage. In contrast, companies reduce technological diversity by spanning fewer structural holes if their in-licensing portfolios are highly diverse across therapeutic areas. Also, the paper finds evidence that balanced designs lead to superior firm performance, compared to specialization in either structural holes or closures.

Paper is Available to Meeting Registrants Only.

TIM: R&D Collaborations with Common Partners and Knowledge Leakage to Rivals: The Role of IP Litigation

Author: **Sarah Edris**, *Maastricht U., School of Business & Economics*
Author: **Rene Belderbos**, *KU Leuven*
Author: **Victor Gilsing**, *Vrije U. Amsterdam*

While prior studies have suggested that co-location of R&D activities increases the potential knowledge spillovers between rival firms, we emphasize that knowledge leakage can also occur if firms source knowledge through collaborations with the same organizations. We expect that research organization such as universities and research institutions, with their focus on open science, take up a more powerful role as such intermediaries of knowledge spillovers than firms. Focal firms with a more aggressive patent litigation strategy may be able to restrict knowledge leakage through collaboration partners, but this may be more effective if such partners do not adhere to an open science paradigm. Our findings from patent citation analysis among leading pharmaceutical firms show that the degree to which rival firms have research organizations or firms as common partners is positively associated with inter-firm knowledge outflows. This relationship is significantly weaker for firms with a more aggressive patent litigation strategy – but only when the intermediaries are firms.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1108** | Submission: **19048** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 8:30AM - 10:00AMPT (UTC-7)** at **Sheraton Grand Seattle** in **Seneca**

Open Innovation Track: External Factors in Open Innovation Outcomes

Session Moderator: **Geoffrey Peter Otieno**, *Strathmore Business School, Kenya*

TIM: Influence of Regulatory Environment on the Process and Outcomes of Lead User Innovation

Author: **Geoffrey Peter Otieno**, *Strathmore Business School, Kenya*
Author: **Ruth Kiraka**, *Strathmore U.*

Scholars agree on the importance of lead user characteristics of trend and expected benefits on innovation outcomes. Although scholars agree on characteristics, the process and regulatory environment have not been adequately considered to influence innovation outcomes. With its increasing emphasis on product innovation, lead user innovation literature has become distanced from the real-world considerations of regulatory authorities and the innovation process. Understanding the role regulators and innovation processes play on innovation would enhance identification of different groups of lead users and management processes for the fintech sector and by extension success or failure criteria. The sequential mixed-method approach on 321 lead users and eight regulators quantitative responses, 36 lead users, and five qualitative ones provides new insights. SPSS analyzed quantitative data through principal component and regression analysis, while NVivo analyzed the qualitative data. Results showed that the number of partners is significant, while work experience is only significant when integrated with other variables. It enhances the lead-user theory by addressing whether more than trends and benefits determine the success or failure of innovations. The study linked lead-user innovation outcomes to the process of innovation and regulatory authorities, offering new insights.

Paper is NOT Available. Please contact the author(s).

TIM: Institutions, Transaction Costs and Inbound Open Innovation: A Multilevel Analysis

Author: **Andrés Eduardo Rangel**, *U. Autónoma de Occidente, Cali (Colombia)*
Author: **Cristina Villar**, *U. of Valencia*
Author: **José Pla-Barber**, *U. of Valencia, Spain*

While previous studies have mentioned a potential effect of institutional policies on open innovation, we analyse how and why the probability of conducting open innovation can vary across countries. Our conceptual model suggests that decisions to engage in open innovation occur at two levels: at the company or microeconomic level, and at the institutional level. We use a complementary theoretical framework based on transaction costs theory and institutional theory to explain this phenomenon. This framework is rooted in institutional logics that affect transaction costs by establishing the rules of the game and reducing (or increasing) uncertainty in transactions. Using a unique dataset from EFIGE study covering almost 15,000 manufacturing companies active in 7 European countries, and by estimating a multilevel logistic model, we show that institutional variables have a relatively greater weight than microeconomic variables when explaining the variability in decisions regarding engagement in open innovation across Europe. This study's approach creates a connection between the transaction cost factors that explain decisions to undertake open innovation and the institutions in which a company is embedded.

Paper is Available to Meeting Registrants Only.

TIM: Driver or Enabler? The Role of Social Media in Open Innovation

Author: **Yuan Yuan**, *Warwick Business School*
Author: **Giuliana Battisti**, *Warwick Business School*

Social media has increasingly drawn the attention of both practitioners and academia as it is fundamentally changing the way individuals and organisations interact, communicate and exchange knowledge. Despite its importance, little is still known on the extent to which companies operationalise the external knowledge flow by establishing partnerships and collaborations. Little is also known about the extent to which knowledge flow management is conducive to further innovation activities and open innovation behaviour. Using data from the UK Innovation Survey and E-commerce Survey, we offer empirical evidence on both the direct and the mediating role of social media in shaping collaborations and partnerships for innovation. We find that social media drive open innovation by facilitating formal collaboration. Our study also draws attention to how social media moderate the link between formal collaboration and appropriability strategy with regard to different forms of Intellectual Property protection and appropriability regimes. The theorising and the estimation results have significant implications for business and academia on the role of social media in shaping innovation in organisations.

Paper is Available to Meeting Registrants Only.

TIM: The Influence of Gatekeepers on Continued Participation in Open Source Software Projects

Author: **Shaoqin Tang**, *U. of Colorado, Boulder*

The success of firms' participation in open source software (OSS) development depends heavily upon their ability to maintain a constant flow of voluntary contributions. The emerging literature on contributors' continued participation suggests that contributors' willingness to stay in OSS projects is shaped by their experience of prior participation. We extend this literature by examining how gatekeepers' interactions with contributors influence their continued participation in firm-hosted OSS projects. Predictions are formalized in an analytical model that analyzes how contributors' belief updating process is affected by gatekeepers' code acceptance and knowledge sharing activities. By utilizing data on 9,271 newcomers' participation in Google-owned OSS projects on GitHub, we find that gatekeepers' knowledge sharing and code acceptance in initial interactions have positive effects on newcomers' continued participation in OSS projects. In addition, these effects persist among newcomers who work for the OSS firms and are magnified if gatekeepers have high expertise.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  Intemational-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1109** | Submission: **19070** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 8:30AM - 10:00AMPT (UTC-7)** at **Sheraton Grand Seattle in Virginia**

People and Innovation Track: Can Firms Innovate Sustainably?

Session Moderator: **Emelia Delaney**, *King's College London*

TIM: The Status Quo of Environmental Sustainability Implementation During NPD in Industry

Author: **Emelia Delaney**, *King's College London*

Author: **Wei Liu**, *King's College London*

The future of sustainable innovation is a key focus for both academia and industry, with an increased demand for the development of sustainable products due to Climate Change as well as consumers becoming more socially aware of sustainability issues. Literature has previously identified that product designers have a vital role in implementing sustainability during NPD. Critical analysis of literature has identified a range of key factors of environmental sustainability, tools and methodologies which are suggested to be implemented by product designers during NPD; however, it is currently unclear of the current status of environmental sustainability within the product design industry. Semi-structured interviews with 20 sustainability-based product design professionals were conducted to explore the current status of environmentally sustainable innovation. The interviews focus on factors of environmental sustainability, tools, and technologies to aid sustainable product development and the education of participants to understand how equipped they are to fulfil industry's demands for sustainable NPD. The critical review of literature combined with the data analysis of the semi-structured interviews has enabled the development of a new process model which illustrates the environmentally sustainable product design process suggested by literature and participants. Future research directions have also been outlined. Keywords: Product Design, Environmental Sustainability, Design Process, Sustainability, Design

Paper is Available to Meeting Registrants Only.

TIM: Digital Transformation for Green Growth: Evidence from Micro Firms

Author: **Pelin Demirel**, *Imperial College London*

Author: **Effie Kesidou**, *U. of Leeds*

Author: **Gamze Ozturk Danisman**, *Kadir Has U.*

In this paper we explore whether pursuing a digitalisation strategy, adopting advanced digital technologies, and building internal digital skills positively moderate the relationship between firms' eco-innovation efforts and growth performance. Our econometric analysis of a sample of 5,015 micro firms from 39 countries accounts for selection bias and endogeneity via the estimation of an instrumental variable two-stage least squares (IV-2SLS) approach. The results provide evidence that eco-innovations boost firm growth when coupled with a well-defined digitalisation strategy. We also find that eco-innovations improve firm growth only for firms that adopt advanced digital technologies (such as big data and Artificial Intelligence applications) rather than basic ones. Finally, our results reveal that the positive relationship between eco-innovation and firm growth is enhanced by improvements in internal digital skills and capabilities. Our findings contribute to the literature and policy debates by underlying a new strategic alternative for micro firms that differs from traditional sole focus on eco-innovation driven growth. Instead, this paper advocates the viability and performance benefits of a twin digital and ecological transformation and showcases the need to align eco-innovation investments with digital transformation efforts for an economically successful net-zero transition.

Paper is Available to Meeting Registrants Only.

TIM: How Sustainable is an Innovation Strategic Orientation?

Author: **Fábio De Oliveira Paula/FAPERJ**, *Pontifical Catholic U. of Rio de Janeiro (PUC-Rio)*

Author: **Elisangela Tarraço**, *Centro U. FEI*

Author: **Felipe Mendes Borini**, *U. of Sao Paulo (FEA/USP)*

Author: **Roberto Carlos Bernardes**, *Centro U. FEI*

It is a consensus that firms genuinely concerned with environmental sustainability must innovate in their business to achieve above-average sustainable performance, therefore adopting an eco-innovation strategic orientation. On the other hand, nowadays, innovative business models are leveraged by intrinsically more sustainable concepts such as industry 4.0 technologies and circular economy. It means that firms with a more general innovation strategic orientation, even if not explicitly seeking to improve their environmental performance, may achieve it due to their innovative efforts to obtain a competitive advantage. We tested our hypotheses with structural equation modeling through a survey administered in 844 firms from five countries. The results indicated that both eco-innovation and general innovation strategic orientations have similar effects on achieving a better sustainable performance, which simultaneously encompasses environmental and operational performance, directly and mediated by the eco-innovation implementation. This paper contributes by supporting the affirmative that the concepts and technology that support most new business models nowadays are intrinsically more sustainable. It also helps managers improve their firms' strategic planning and execution process by giving elements to verify that both strategic orientations are effective for firms to achieve good sustainable performance.

Paper is Available to Meeting Registrants Only.

Author: **Viviana D'Angelo**, *U. Cattolica del Sacro Cuore*

Author: **Enzo Peruffo**, *Luiss Guido Carli U.*

This article explores the impact of green manufacturing practices, in the form of green activities, green investments, and the type of product made, on the economic performance of firms. Using survey data from European small- and medium-sized enterprises (SMEs), we investigate the extent to which the number of green activities, green investments and type of product made affects a firm's economic performance. Our results reveal that while the number of green activities has a positive effect on economic performance, the amount of green manufacturing investments has an inverted U-shaped relationship to economic performance, and that this effect is positively moderated if a company also sells non-green products. Building on self-determination theory, we argue that consumers react positively to green business practices because they accurately assess technological efforts that seek to mitigate the environmental type of "grand societal challenges" that we are currently facing. Our study contributes to the literature on green manufacturing by dissecting the effect of green manufacturing practices on a company's economic performance. Our study findings also provide managers with advice on the right balance of green practices that most benefit their companies.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1110** | Submission: **19076** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 8:30AM- 10:00AMPT (UTC-7)** at **Sheraton Grand Seattle in Willow A**

AI and Emerging Technologies Track: AI and How We Work

Session Moderator: **Surabhi Verma**, *U. of Southern Denmark, Odense, Denmark*

TIM: Dealing with the Continuum of Tensions in Increasingly Digitalized and Intelligent Complex Systems

Author: **Gunnar Holmberg**, *Linköping U.*
Author: **Nicolette Lakemond**, *Linköping U.*

This paper seeks to explore how organizations dealing with the development of complex systems can understand and act upon the extensive set of entangled tensions they face. By applying a quantum perspective on tensions, and an understanding of tensions based on their latency, salience and persistence, a framework is developed for observing, acting and reacting on a large set of entangled tensions. The well-documented case of Boeing 737MAX is used to illustrate and analyze the extensive set of entangled tensions, or continuum of tensions, and possibilities to act on these tensions. The analysis shows that an actionability perspective on the dialectic tensions potentially offers clarification of the challenges that organizations are facing when addressing complex systems. Two major aspects emerge as crucial for addressing complex systems: 1) Actionable salience as the ability of an organization to identify and select key tensions in several perspectives, and 2) Actionable resolution as the ability to address and resolve a set of salient, often complex, and entangled tensions that have been identified. Several avenues for further research are identified in relation to management of increasingly digitalized complex systems and the emergence of complex intelligent systems.

Paper is Available to Meeting Registrants Only.

TIM: Unfolding Emerging Relationship of AI-enabled Job Characteristics on High-Tech Employees IWB

Author: **Surabhi Verma**, *U. of Southern Denmark, Odense, Denmark*
Author: **Vibhav Singh**, *Narsee Monjee Institute of Management Studies (NMIMS)*

The relevance of AI-enabled systems has occupied the central space of innovation research for a decade. Research works have highlighted adoption of AI-enabled systems (AIS) in firms but there is scant empirical research on AI-enabled job characteristics of employees of high-tech firms pertaining to innovative work behavior (IWB). Therefore, the present attempt to address this research gap, by adopting the job design theory. Authors espouse a model that explains the roles AI-enabled task and knowledge characteristics demonstrate in employee's IWB. Furthermore, the impact of AIS on human workforce replacement is currently a debatable area. Drawing on prospect theory, we tested the moderating role of perceived substitution crisis (PSC) triggered by AIS on IWB. The results indicated that AI-enabled task characteristics (job autonomy and skill variety) and knowledge characteristics (job complexity, specialization, and information processing) impact IWB and that AI-enabled job characteristics are strongly associated with IWB under differential effects of PSC. The implications of this study could be used by academicians and practitioners to design AI-enabled job characteristics.

Paper is Available to Meeting Registrants Only.

TIM: To Do or Not to Do: Unravelling Employee Intention to Work in AI Driven Hybrid Environment

Author: **Surabhi Verma**, *U. of Southern Denmark, Odense, Denmark*
Author: **Vibhav Singh**, *Narsee Monjee Institute of Management Studies (NMIMS)*

: Industry 4.0 is leading to an era where humans and collaborative robots (Cobots) will work in close proximity to create the hybrid workforce. Although firms are carefully considering this transition, implementation of Cobots is often carried out without careful consideration of employee's motivation and behavior who will be working in hybrid workplace. If employees do not understand their work with Cobots, it is unlikely to bring value to a firm in the dynamic business environment. Thus, our study aims to investigate the synergies between employee's creativity and behavior in hybrid workplace. We develop a model for hybrid workplace based on the componential theory of individual creativity and the valence theory that combines human workers behaviors and Cobots dimensions together. Our empirical analysis confirms most of the hypothesis about employee's creativity in hybrid workplace and positive valence of Cobots, proving that future human-Cobots collaboration needs to focus not only on benefits that Cobots brings but also on human aspects like skills and expertise. This paper contributes to body of knowledge by shedding light on the human and Cobots dimensions together and it serves as a foundation for future application and research for hybrid work.

Paper is Available to Meeting Registrants Only.

Author: **Jack Lewis Fraser**, *Saïd Business School*

Author: **Pinar Ozcan**, *Oxford U., Saïd Business School*

Early stage, technology-driven ventures must navigate a trade-off between specialization and flexibility in contexts where the optimal path is unknown. Much of the digital entrepreneurship literature has construed digital technologies as highly malleable, affording founders with the ability to adapt and redeploy the technology to other ends as needed. However, recent work on the ontology of digital artifacts proposes a greater role for external actors – such as users – in shaping technologies through their interaction with it, limiting the agency of founders. To explore the interplay of actors and technology in shaping the growth trajectory of the firm, we conduct an inductive study of six ventures commercializing machine-learning capabilities. We show that the incorporation of training data builds an inadvertent rigidity into the machine learning capability, while simultaneously limiting the pool of actors who interact with the technology. This results in a degree of specialization that is hard to reverse, even in circumstances where the interests of founders and investors demand a return to a flexible approach. Our findings advance theory in digital entrepreneurship by introducing the possibility of categories of digital artifacts that do not share the malleability of digital technologies broadly.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1111** | Submission: **19056** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 8:30AM- 10:00AMPT (UTC-7)** at **Sheraton Grand Seattle in Willow B**

Technology, Policy and Society Track: Innovation and the Ivory Tower

Session Moderator: **Oscar Vicente**, *U. de Valencia*

TIM: Industry-University Links and Firms' Resilience: Evidence for Spanish Firms

Author: **Oscar Vicente**, *U. de Valencia*
Author: **Dolores Añon**, *U. de Valencia*

This study analyses the extent to which industry-university links in innovation activities influence firms' performance at downturns. In doing so, we use a sample of Spanish manufacturing firms to estimate how those that collaborate with universities or acquire R&D from universities prior to the Great Recession out-performed, in terms of real sales growth, their counterparts, and even so in sectors that were severely hit by the crisis (as measured by export growth). Our results suggest that knowledge transfers from universities became more valuable at bad times. These results are robust to various specifications of the model. Furthermore, our findings suggest that vertical and horizontal product differentiation is a key mechanism for the greater resilience of firms with university links during the Great Recession.

Paper is Available to Meeting Registrants Only.

TIM: The Content Evolution of Basic, Mission-Oriented, and Applied Research in European Universities

Author: **Chiara Marzocchi**, *Newcastle U. Business School*
Author: **Ugo Rizzo**, *U. of Ferrara*
Author: **Laura Ramaciotti**, *U. of Ferrara*
Author: **Gabriele Angori**, *Department of Mathematics and Computer Sciences, U. of Ferrara*

The dynamics of basic and applied research have steadily changed since the eighties, with the private sector reducing its investments in science and universities experiencing significant remodelling in the governance of their funding. Studies looking at this have mostly focussed on industry, and less attention has been paid to understanding the evolution of the contents of university research. We adopt a critical perspective of the basic versus applied research dichotomy, and using a patent-based analysis we first identify a variety of indicators to determine the pure basic, mission-oriented, and pure applied research content. Following this, we observe how university research content has evolved with respect to industrial research content from 1978 to 2015. Our results suggest that relevant shifts occurred in academic research. In particular, while pure basic and mission-oriented research contents remain mostly a matter of university knowledge production, their intensity progressively declined after the early 2000s. Conversely, the pure applied content of university research has been steadily declining since 1978. These results complement recent literature focussing on basic and applied research dynamics in the private sector, while opening up considerations on the role of university research and its value for society.

Paper is Available to Meeting Registrants Only.

TIM: Academic Scientists Mobility: The Hidden Pipe of Tacit Knowledge Transfer from Academia to Industry

Author: **Michel Ferrary**, *GSEM - U. of Geneva & Skema Business School*
Author: **Jérémy Orsat**, *GSEM - U. of Geneva*

Knowledge transfer (KT) from academia to industry is critical to support economic growth and to contribute to a local open innovation ecosystem. Research on university-industry knowledge transfer (UIKT) mainly focuses on codified knowledge. However, the vast majority of knowledge produced by academia is tacit and, in some cases, cannot be made explicit thus remaining embodied in individuals. Building on knowledge management theory and social network theory, this article proposes that socialization occurs in two forms, weak and strong socialization, and that strong socialization is needed for tacit UIKT. We propose that professional mobility of PhD graduates is an instrument to measure tacit UIKT. Through a database of the PhD graduates of a large pluridisciplinary European university, our results show that fields hardness and applicability have a positive effect on tacit UIKT and that alignment with national industrial specialization and free-movement policies influence tacit KT to the national industry. We contribute to knowledge management theory by exploring academic scientists' mobility as a pipe of tacit UIKT as well as by extending the concept of socialization from intra-organizational to inter-organizational settings, by proposing the concepts of weak and strong socialization, and by showing how strong socialization and tacit UIKT depend on knowledge, industrial and political dimensions.

Paper is Available to Meeting Registrants Only.

TIM: Research, Development and University Technology Transfers: Exploring Complementarities

Author: **Abel Lucena**, *U. of the Balearic Islands*
Author: **Oscar Vicente**, *U. de Valencia*

This study disaggregates firms' R&D into its two main components (research and development) and then analyzes the complementarities between each activity and university technology transfers. Using a sample of Spanish firms, we apply a test for the presence of supermodularity in firms' new innovation sales to check whether research is complementary to university technology transfers and whether development is complementary to university technology transfers. Our results suggest that firms produce complementarities when establishing links with universities for both internal research and internal development. However, when we analyze the conditional complementarities, e.g. how complementarities between research and technology transfers from universities are when adopting, and when not adopting development, what we find is that complementarities appear when companies only do internally one of the two activities. Finally, our results indicate that complementarities are induced by cooperation, and not by outsourcing R&D services to universities.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **1112** | Submission: **13609** | Sponsor(s): **(TIM, STR)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Monday, Aug 8 2022 8:30AM - 10:00AMPT (UTC-7)**

Technology Strategy and Competition Track: Pushing the Knowledge Frontier or Spilling the Beans? Corporate R&D Disclosure
Corporate R&D Disclosure via Two Channels



Discussant: **David Hsu**, *The Wharton School, U. of Pennsylvania*
Discussant: **Hong Luo**, *HBS*
Organizer: **Nuruddin Ahmed**, *MIT Sloan School of Management*

Firms in knowledge-intensive industries create important intellectual assets while also aiming to appropriate value from their innovation. Survey-based research highlights that firms prefer secrecy and lead time over other appropriation methods (e.g., patents and scientific papers) in order to profit from their intellectual assets. However, firms frequently choose to disclose their intellectual assets via patenting and scientific publications. This symposium illuminates specific channels which guide firms' R&D disclosure strategies. The studies in this symposium focus on the private incentives and performance implications for firms that share their valuable knowledge in the public domain. R&D disclosure choices create competitive implications for other stakeholders, potentially changing innovation trajectories of entire industries. The four studies in this symposium analyze antecedents and consequences of corporate R&D disclosure in various sectors such as the medical device industry and Artificial Intelligence using advanced empirical techniques ranging from synthetic control method to difference-in-differences. The studies in this symposium contribute to the innovation strategy literature concerned with strategic interactions of innovating firms.

Buyers of First Resort: Guaranteed Markets and Corporate Scientific Research

Author: **SHARON BELENZON**, -
Author: **Larisa Cristina Cioaca**, *Fuqua School of Business, Duke U.*

Trigger Event and the Evolution of Scientific Research Disclosure

Author: **Nuruddin Ahmed**, *MIT Sloan School of Management*
Author: **Romel S. Mostafa**, *U. of Western Ontario*

Who gains and who loses from more information in technology markets? Evidence from the Sunshine Act

Author: **Raffaele Conti**, *ESSEC Business School*
Author: **Lee Branstetter**, *Carnegie Mellon U.*
Author: **Samir Mamadehussene**, *U. of Texas at Dallas - Jindal School of Management*
Author: **Huiyan Zhang**, *Carnegie Mellon/ Catolica Lisbon*

Patent Publication and Innovation

Author: **Deepak Hegde**, *New York U.*
Author: **Chenqi Zhu**, *U. of California, Irvine*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented

Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1113** | Submission: **10707** | Sponsor(s): **(TIM, STR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 8:30AM - 10:00AMPT (UTC-7)** at **Seattle Convention Center in Room 310**

**Innovation and Entrepreneurship Track: Entrepreneurial
Scaling**
Entrepreneurial Scaling



Session Chair: **Nataliya Wright**, *Harvard Business School*
Participant: **Natalie Carlson**, *The Wharton School, U. of Pennsylvania*
Participant: **Ranjay Gulati**, *Harvard U.*
Participant: **Melissa Schilling**, *New York U.*
Participant: **Gary Dushnitsky**, *London Business School*
Participant: **Rembrand Michael Koning**, *Harvard Business School*
Participant: **Anselm Hager**, *Humboldt U. of Berlin*
Participant: **Maria Roche**, *Harvard Business School*

We propose to examine: how do young ventures manage the growth of their organizations and markets as they scale; what approaches account for successful scaling; and how do these approaches vary across contexts? While much research has focused on the founding (e.g., Stuart and Ding, 2006; Shane, 2000; Levine and Rubenstein, 2017) and the later stages (e.g., Nelson, 2003; Hoehn-Weiss and Karim, 2014) of the entrepreneurial life cycle, little work has assessed the in-between “scaling” stage when ventures make critical decisions about the growth of their markets and teams. We propose to bring together four papers presented by a panel of Natalie Carlson (Wharton Business School), Gary Dushnitsky (London Business School), Rembrand Koning (Harvard Business School), and Nataliya Langburd Wright (Harvard Business School), discussed by Ranjay Gulati (Harvard Business School) and Melissa Schilling (New York University). We will reveal the novel mechanisms which shape the scaling process of young ventures and how they vary across institutional and sectoral environments.

Stay the Course or Start Over? Evidence from a Randomized Field Experiment

Author: **Natalie Carlson**, *The Wharton School, U. of Pennsylvania*
Author: **Anselm Hager**, *Humboldt U. of Berlin*

Explaining Scaling Disparities Across Entrepreneurial Ecosystems: the Role of Strategy

Author: **Nataliya Wright**, *Harvard Business School*

The Uneven Benefits of Silicon Valley: Scaling Technology and Inequality

Author: **Rembrand Michael Koning**, *Harvard Business School*
Author: **Maria Roche**, *Harvard Business School*

Entrepreneurial Access in the Era of Low Code Tools

Author: **Gary Dushnitsky**, *London Business School*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Symposium**

Program Session: **1114** | Submission: **13730** | Sponsor(s): **(TIM, STR, ENT)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 8:30AM- 10:00AMPT (UTC-7)** at Sheraton Grand Seattle in University

Technology Strategy and Competition Track: Emergence: Geography and Markets



Emergence: Geography & Markets

Session Chair: **Min Jung Kim**, *U. of Illinois at Urbana-Champaign*

Discussant: **Maryann P. Feldman**, *Arizona State U.*

Discussant: **Mahka Moeen**, *U. of North Carolina, Chapel Hill*

Organizer: **Paige Clayton**, *Georgia Institute of Technology*

Organizer: **Min Jung Kim**, *U. of Illinois at Urbana-Champaign*

The TIM Division and University of North Carolina at Chapel Hill (UNC) co-sponsored a workshop on “Emergence: Organizations, Markets, Platforms, and Regions” in August 2021. This symposium advances the important conversation on the topic of “emergence” begun at this successful workshop that sparked many vibrant conversations and debates. The workshop brought together over 50 leading interdisciplinary researchers in person, and dozens more virtually, who conduct research related to these four emergence themes in order to develop a community of scholars interested in understanding innovation and the dynamics of technological change. The objective of our proposed AOM 2022 symposium is to carry on this conversation with a focus on two sub-themes of emergence: markets and regions. This symposium brings together senior and junior scholars to discuss market and regional emergence at multiple levels of analysis and with varied methodological approaches. These diverse approaches will deepen our understanding of emergence processes in different aspects. Importantly, they include an international view. Specifically, the papers include intensive case study analysis to unpack the detailed process of emergence, rigorous quantitative empirical analysis to discover the antecedents of emergence, and theoretical modeling to address ambiguity and skepticism about existing concepts associated with emergence. Ultimately, by providing a forum for research on emergence and by continuing to foster a community of scholars around this topic, the symposium will advance understanding technology and market development, innovation management, and regional dynamics.

Cluster Rebooting: The Role of Co-Localized Ecosystems in Adapting to Technological Shifts

Author: **Paolo Aversa**, *City U. London*

Author: **Mauro Capestro**, *U. of Padova*

Author: **Marco Bettiol**, *U. of Padova*

Author: **Eleonora Di Maria**, *Department of Economics and Management, U. of Padova*

Which start-ups benefit most from local organizational sponsorship?

Author: **Paige Clayton**, *Georgia Institute of Technology*

Endogenous Shaping in the Photovoltaic Cell Industry: The Emergence of New Markets for Solar Energy

Author: **Charlotte Jacobs**, *Louisiana State U.*

Author: **Gwendolyn Kuo-fang Lee**, *U. of Florida*

Disruptive Timing

Author: **Leon Chu**, *Cheung Kong Graduate School of Business*

Author: **Andy Wu**, *Harvard Business School*

Author: **Guang Li**, *Smith School of Business, Queen's U.*

Author: **Brian Wu**, *U. of Michigan*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Negotiation and Ethics: Deception, Rivalry and Betrayal

Session Moderator: **Haruo Hagiwara Horaguchi**, *Hosei U.*

CM: The Logic of Betrayal for Ethical Corporate Governance 

Author: **Haruo Hagiwara Horaguchi**, *Hosei U.*

This case study examines the behavioral principles of an organization when its board members commit to ethical standards. The research question involves an ethical dilemma wherein a chief executive officer (CEO) is under suspicion of misconduct, yet is still being supported by the organization’s shareholders. This case study then modifies Hirschman’s trichotomy of exit, voice, and loyalty to propose the three new concepts of exclusion, accusation, and betrayal to depict the organizational dynamics that work under the power structure. How should the board members treat the targeted CEO, whose unethical performance should not be overlooked? What actions can be taken when the CEO is not expected to leave voluntarily? Using news sources and financial reports, we traced the case of the ousting of a charismatic leader, Mr. Carlos Ghosn, from Nissan. He was stripped of his managerial power by the board in November 2018 owing to allegations of misconduct. We termed the exclusion of the CEO caused by trusted subordinates the Caesar–Brutus effect. Six steps from accusation to betrayal are modeled that conceptualize law-abiding ethics in an organization. If hierarchical power exists, the Caesar–Brutus effect serves as an avenue for board members to respond to their CEO’s behavior.

Paper is Available to Meeting Registrants Only.

CM: Beating the Rival but Losing the Game: How Rivalry Shifts Negotiator Goals Away from Value Claiming 

Author: **Sanghoon Kang**, *CUHK Business School*

Author: **Julia D. Hur**, *New York U.*

Author: **Gavin J. Kilduff**, *New York U.*

Decades of negotiations research has revealed the importance of BATNA – best alternatives to negotiated agreement. Negotiators with stronger BATNAs tend to have greater power and claim higher values in negotiation. In addition to the value of the BATNA, the current work suggests that how the identity of negotiators’ BATNAs – that is, who they have an alternative offer from – can affect negotiation strategies. Specifically, we apply a relational lens to the BATNA dynamics and examine how negotiators respond to a counterpart that has an alternative offer from their rival. The three experimental studies show that the alternative offer from a rival activates a goal of defeating the rival and leads negotiators to make a more favorable offer to their counterparts. The effect of rivalry on the favorability of offers was partially driven by the increase in motivation to defeat the rival, which further shields the usual goal in negotiation of getting a good deal. Our model and results show that competing against a rival drives negotiators to set a less aspirational goal, which may adversely impact their decision-making.

Paper is Available to Meeting Registrants Only.

CM: Responses to Phantom Alternatives: The Role of Truthful, Exaggerated, Deceptive, and False Statements 

Author: **Shuqi Li**, *Eli Broad School of Business, Michigan State U.*

Author: **Donald E Conlon**, *Michigan State U.*

Author: **Dustin J. Sleesman**, *U. of Delaware*

Author: **Robin L. Pinkley**, *Southern Methodist U.*

Author: **John E. Sawyer**, *U. of Delaware*

Three studies investigated negotiators’ (e.g., recruiters) reactions to counterparts (e.g., candidates) with phantom alternatives (i.e., alternatives that may or may not materialize). Study 1 examined how recruiters’ perceived power and offers are influenced by candidates’ likelihood of obtaining a phantom alternative offer. We found that candidates who have no alternative or an unlikely alternative received significantly lower offers than those with a likely or certain alternative, and power mediated the relationships. Study 2 replicated the results of Study 1 and further tested circumstances when recruiters received disconfirming information about the likelihood associated with the alternative. We found that truthful and understated statements were least likely to suffer from recruiters’ decision to rescind or lower the offer. Misrepresentation (describing the alternative as likely when it is unlikely to materialize), deception (stating facts that lead the recruiter to believe an alternative offer is in hand), and falsification (lying about an alternative offer in hand) move from lower to higher levels of impropriety. Recruiters’ perceived power and their perceived honesty of candidates explained different relationships. Study 3 demonstrated the prevalence of the tested statements and further confirmed the findings.

Paper is Available to Meeting Registrants Only.

Author: **Katja Woelfl**, *WHU - Otto Beisheim School of Management*

Author: **Lutz Kaufmann**, *WHU - Otto Beisheim School of Management*

Author: **Craig R. Carter**, *W. P. Carey School of Business, Arizona State U.*

Negotiations in business are a core managerial activity across functional areas. Negotiations are particularly relevant for forming and managing buyer-supplier collaborations. Within these negotiations, deceptive behavior has been found to be widespread, and some forms of deception (i.e., bluffing) have even been seen as norm-complying in the eyes of both the actor and the target. Previous studies on deceptive negotiation behavior in the supply chain management field have relied on experimental research but have had limited ecological validity. Studies in other fields have focused almost exclusively on the actor's (deceiver's) perspective—for example, investigating actor motivation or traits using correlational analyses. Using two qualitative studies, we provide in-depth empirical insights into deceptive supplier behavior in negotiations from the buyer/target perspective. We begin by conducting 35 exploratory interviews with buyers and sales managers (Study 1) to scrutinize previous conceptualizations of lies and bluffs as forms of deceptive B2B negotiation behavior. In Study 1, we show that deceptive behavior is causally complex and influenced by a combination of different firm-level and individual-level factors. This key finding informed our second study, in which we conducted 68 interviews with another set of buyers; these buyers were asked in the interview to describe one specific negotiation with one supplier. Then, using fuzzy-set qualitative comparative analysis (fsQCA), we systematically analyzed these negotiations for evidence of buyers' experience of deceptive supplier behavior. Our configurational analysis yielded eight total constellations of factors—both firm-level and individual-level factors—that affected buyers' experience of deceptive supplier behavior; in six constellations buyers experienced high degrees of deceptive supplier behavior, and in two constellations they experienced low degrees of deceptive supplier behavior. We shift and advance the current research direction on deceptive negotiation behavior by using a configurational theorizing approach and adopting a target perspective on deception.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1116** | Submission: **15297** | Sponsor(s): **(CM, OB)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Monday, Aug 8 2022 9:00AM - 10:30AMPT (UTC-7)**

Ineffectiveness in Prosociality *Ineffectiveness in Prosociality*



Organizer: **Samantha Kassirer**, *Northwestern Kellogg School of Management*
Speaker: **Samantha Kassirer**, *Northwestern Kellogg School of Management*
Speaker: **Yu Tse Heng**, *U. of Virginia*
Speaker: **Polly Kang**, *NUS Business School*
Speaker: **Michael White**, *Columbia Business School*
Speaker: **Rebecca Schaumberg**, *The Wharton School, U. of Pennsylvania*

The theme of this year’s symposium, Creating a Better World Together, calls for scholars across the field of management to aid in our understanding of how individuals and organizations can help to lead “the world from darkness to better days”. In order for individuals and organizations to positively impact the world, scholars need to better understand both (i) how to sustain individual and organizational motivation to continuously engage in prosocial ventures and (ii) how to help ensure that individuals’ and organizations’ prosocial ventures actually make (continuously) positive impacts on the world. The present symposium presents some of the latest research on the psychology of prosocial and charitable behaviors, each project aiming to shed light on previously unknown barriers to effective prosociality: prosociality that actually helps the world, prosocial appeals that actually foster helping behavior, and prosocial behavior that actually fosters moral praise. We believe that a better understanding of the psychology behind prosocial and charitable behaviors—especially when and why such helping behaviors and appeals backfire—is critical when trying to effectively Create a Better World Together.

The Negative Effects of Giver Spotighting on Recipients of Aid

Author: **Samantha Kassirer**, *Northwestern Kellogg School of Management*
Author: **Maryam Kouchaki**, *Northwestern Kellogg School of Management*

When You Try Your Best to Help but Don't Succeed

Author: **Yu Tse Heng**, *U. of Virginia*
Author: **Ryan Fehr**, *U. of Washington, Seattle*

Weather to Help: How Sunlight (and the Stock Market) Influence Prosocial Behavior

Author: **Polly Kang**, *NUS Business School*
Author: **Maurice Schweitzer**, *U. of Pennsylvania*

Zero-Sum Beliefs Increase Stress by Undermining Expectations of Prosocial Behavior

Author: **Michael White**, *Columbia Business School*
Author: **Genevive Gregorich**, *Columbia Business School*
Author: **Shai Davidai**, *Columbia Business School*
Author: **Modupe Akinola**, *Columbia U.*

Partitioning Prosocial Acts to Increase Moral Praise

Author: **Rebecca Schaumberg**, *The Wharton School, U. of Pennsylvania*
Author: **Stephanie Lin**, *INSEAD*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Symposium**
Program Session: **1117** | Submission: **12571** | Sponsor(s): **(CMS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 9:00AM- 10:30AMPT (UTC-7)** at **The Westin Seattle in Olympic**

Remembering the Body: Surfacing Critical Insights Into the Body's Role in Organizations

Remembering the Body in Organizations



Organizer: **Njoke Thomas**, *Boston College*
Organizer: **Estelle Archibold**, *Case Western Reserve U.*
Organizer: **John Paul Stephens**, *Case Western Reserve U.*
Presenter: **Ali Block**, *The Institute for Integrative Psychiatry*
Presenter: **Emily Dunham Heaphy**, *U. of Massachusetts, Amherst*
Presenter: **Joel Gardner**, *Boston College*
Presenter: **Lyndon Earl Garrett**, *Boston College*
Presenter: **Rohini Jalan**, *U. of Oxford*
Presenter: **Thomas B. Lawrence**, *Oxford U., Saïd Business School*
Presenter: **Alexandra Michel**, *U. of Pennsylvania*
Presenter: **Alison Pullen**, *Macquarie Business School, Macquarie U.*
Presenter: **Eva Katharina Schlindwein**, *U. of Oxford*

Although the body is the mediator of all experiences in organizations our scholarship often renders invisible the body's involvement in organizing. This is puzzling since the body is a constant across organizational phenomena. Making the body's involvement in organizing more visible may help management scholars address today's grand challenges, such as the COVID-19 pandemic, broad social and political unrest related to race, gender, and class dynamics in our countries, as well as resulting economic upheavals that span international boundaries. "Creating a Better World" may be more feasible if we first acknowledge that the body is an essential aspect of experiencing our world in positive, life-giving ways, and that our theories about organizing could be better leveraged in such pursuits if they allowed for a different stance towards human bodies. In our interactive symposium, we convene a panel of junior and senior scholars to share and build on each other's ideas regarding what we lose sight of in organizations when the body is obscured, and what we can do about it as scholars. We will invite audience members to build on our panelists' insights on how the situated or embedded nature of bodies might better explain challenging organizational experiences; how work or professional practices impinge upon the body; and how our theories could better account for how bodies adapt in response to changing organizational environments.

Organizational Body Work

Author: **Thomas B. Lawrence**, *Oxford U., Saïd Business School*
Author: **Emily Dunham Heaphy**, *U. of Massachusetts, Amherst*
Author: **Rohini Jalan**, *U. of Oxford*
Author: **Eva Katharina Schlindwein**, *U. of Oxford*

Out of Body Experiences: Embodied othering and systematically obscured bodies at work

Author: **Njoke Thomas**, *Boston College*
Author: **Estelle Archibold**, *Case Western Reserve U.*

Striving For Perfect Ballet Bodies: Perfectionism As An Embodied Experience

Author: **Joel Gardner**, *Boston College*
Author: **Lyndon Earl Garrett**, *Boston College*
Author: **Ali Block**, *The Institute for Integrative Psychiatry*

The Emergence of New Bodies: An Ontological Perspective

Author: **Alexandra Michel**, *U. of Pennsylvania*

Bodies that stand together: The ethical and political imperative of assembly

Author: **Alison Pullen**, *Macquarie Business School, Macquarie U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1118** | Submission: **18857** | Sponsor(s): **(CTO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 9:00AM - 10:30AMPT (UTC-7)** at **Hyatt Regency Seattle in 302 Beckler**

Algorithms, Coordination and Accountability

Session Moderator: **Alan Zhang**, *MIT Sloan School of Management*

 **CTO: Regenerative Coordination: Working with Algorithms to Produce Live Services** 

Author: **Alan Zhang**, *MIT Sloan School of Management*
Author: **Wanda J Orlikowski**, *MIT*

In an increasingly digital economy, a growing number of organizations are offering live services that deliver updated content and functionality continually during use. Producing live services requires managing ongoing algorithmic updates that occur unpredictably through the cloud from heterogeneous sources that are rarely aligned and prone to disrupt the service. These conditions present new challenges for coordination, which we examined in a 15-month field study of a precision agriculture company that delivers a live service providing analytics on real-time, global crop-imagery. We find that the work of producing this service enacts a regenerative form of coordination that leverages cloud-based, algorithmic updates to produce a consistent and continuous live service. We theorize these findings by explaining how the practices of regenerative coordination enable both ongoing improvements and rapid recovery from unpredictable disruptions, in conditions where the local cues, deliberation processes, and specified ends of traditional coordination are unavailable. Our study advances understanding of coordination in the digital era by articulating how cycles of continual regeneration constitute a dynamic capacity to effectively manage ongoing updates and emergent disruptions generated by cloud-based algorithms.

Paper is Available to Meeting Registrants Only.

CTO: Enveloping Intelligent Tools: Algorithmic Accountability in Academic Research   

Author: **Wendy Günther**, *Vrije U. Amsterdam*
Author: **Mayur Prataprai Joshi**, *Alliance Manchester Business School, U. of Manchester*

Scholars in management, organizations, and information systems disciplines have been increasingly relying on various machine learning-based techniques to analyze large amounts of unstructured textual data. While reliance on such intelligence tools may help amplify the knowledge-producing capacities of researchers, it also poses challenges for the researchers in fostering algorithmic accountability as demonstrated by our systematic methodological review of papers using topic modeling in their studies in leading journals. Drawing on the literature on envelopment in robotics, we propose an envelopment framework to help researchers systematically think about fostering accountability while employing intelligent tools in research. Our framework conceptualizes research designs in the form of four categories of envelopes depending on their breadth and depth: The breadth of an envelope characterizes the alignment between the data and the phenomenon that the data are believed to represent, while the depth of envelope characterizes the role topic modeling plays in contributing to the chain of evidence in the study. Our core thesis is that the higher the volume of an envelope the more the choices the researchers need to account for while employing intelligent tools in research. Although, the exact nature of accountability expectations varies across research phases. Our paper contributes to the emerging interdisciplinary scholarship on intelligent tools and accountability in academic research in the digital age.

Paper is NOT Available. Please contact the author(s).

 **CTO: Generating Knowledge Around the Unknowable Algorithm**

Author: **Bomi Kim**, *Vrije U. Amsterdam, School of Business and Economics*
Author: **Mohammad Hossein Rezazade Mehrizi**, *KIN Research, VU Amsterdam*

This paper reports on a two-year longitudinal study of the development process of a deep learning (DL) algorithm characterized by unknowability, meaning that humans cannot know how it arrives at the output from input. Current literature predominantly frames unknowability as a problem for alienating human actors from how knowledge is constructed and applied with these algorithms. By focusing on the context of development rather than use, and by expanding the concept of unknowability beyond the opaque link between input and output, however, we found that actors engaged in various knowing practices vis-à-vis the unknowable algorithm. These knowing practices enabled them to cope with unknowability and gradually shape the algorithm by responding to emerging issues and defining concrete actions to take among others. In this sense, our findings suggest that unknowability of algorithms is not necessarily a problem to solve, but can be a generative condition that allows actors to traverse conventional divides between expertise, which is yet to receive scholarly attention.

Paper is Available to Meeting Registrants Only.

CTO: Social e-leaders in Frontline Service Industries: A Sociomaterial Analysis

Author: **Alexandra Budjanovcanin**, *King's College London*
Author: **Wei-Ning Yang**, *King's College London*

Deskless workforces comprise more than 80% of the global workforce and many of these are found in customer facing service industries (e.g., retail, hospitality and healthcare). These frontline industries are often characterised by workforces lacking access to corporate email and in attempting to fill this communication gap, organisations are increasingly employing mobile technologies – including enterprise social media – to enable leaders to communicate with their teams. The consequence has been an increase in e-leadership via web 2.0 technology, about which little is currently known. Adopting a sociomateriality perspective and drawing on qualitative findings of 33 interviews with senior, mid-level and frontline leaders, we reveal how the entanglement of web 2.0 technology with formal leaders culminates in the emergence of three social e-leader types (avoidant, pragmatic, intrepid), and how their different configurations have implications for fulfilling a service-oriented leadership strategy. In doing so, we highlight the distinctive ways in which leadership in this context is enacted. We further identify conditions under which these social e-leadership practices are likely to emerge, highlighting factors affecting the degree of entanglement between the human and material.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1119** | Submission: **18632** | Sponsor(s): **(GDO)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Monday, Aug 8 2022 9:00AM - 10:30AMPT (UTC-7)**

Unique Experiences of Foreign Workers

Session Moderator: **Kathleen Park**, *Boston U.*

GDO: [Neither Here Nor There: Status Incongruence in Migration and Mobility in Emerging Markets](#)    

Author: **Kathleen Park**, *Boston U.*

Author: **Eddy S. Ng**, *Queen's U.*

This paper explores the impact of race, ethnicity, origin, and status incongruence in understanding the experiences of highly skilled migrants in international labor markets. This paper highlights the impact of migrant bias and migrant hierarchy on highly skilled migrant labor force participation in the Arabian Gulf region. We discover that the experiences of Gulf professional-level organizational migrants run counter to the popularized migration stories and trajectories. In instances of South-to-South or West-to-East movement into the Gulf region, highly skilled, high human capital migrants have endured a status incongruence. The migration duration from emerging to emerging (South-to-South) or from emerged into emerging (West-to-East) (S2S or W2E) markets was also ephemeral in contrast to migration into Western or developed markets. Highly skilled, professional-level migrants have relatively high educational credentials and income but paradoxically lower status relative to the local citizens. Further, we unpack a migrant hierarchy that is strongly tied to migrants' nationality, religion, race or skin tone, language, and gender that delineates which migrants are more acceptable. The social order dictates that migrants from the Global North—whether affiliation with the Global North is through citizenship, ethnicity, or both—have more social mobility than those from the Global South. This status incongruence and dissonance calls for an array of coping responses not fully explained by current organizational, economic or sociological theory on migration. We extend existing theoretical boundaries on status-incongruence within the context of migrant hierarchy. The highly skilled migrant status-incongruence phenomenon has implications for policy and equity issues in the six interconnected countries of the Gulf Cooperation Council (GCC) and around the world

Paper is Available to Meeting Registrants Only.

GDO: [Paving Off Intergenerational Debt: The Immigrant Bargain and Status-Striving Behaviors](#)     

Author: **Harrison Chicas**, *U. of North Carolina at Chapel Hill*

Author: **Shimul Melwani**, *U. of North Carolina, Chapel Hill*

Carolyn Dexter Award Nominee

Children of immigrants—referred to as second-gens—are increasingly making up the labor force. Yet, they, along with their immigrant parents remain understudied in management. Our research begins the exploration of second-gens by examining their status-striving behavior, relative to children of native-born parents—referred to as third-gens. We argue that second-gens will engage in greater status-striving behavior, relative to third-gens, and that such behavior is mediated by the immigrant bargain—a psychological contract between the immigrant parent and the second-gen child—and indebtedness. We conduct a mixed methods investigation across 3 studies, blending: 1) an archival study that examines occupational status across Europe by immigrant generation; 2) a scale development using American and British samples to operationalize the immigrant bargain; and 3) a quantitative investigation to examine the indirect effects of immigrant bargain and indebtedness on status-striving. Across all studies, our results find that second-gens, relative to third-gens, do engage in greater status-striving. We discuss the theoretical implications of such behavior by incoming second-gen employees in the workplace.

Paper is Available to Meeting Registrants Only.

GDO: [Intersectional Experiences: Experiences of Commonwealth Female Migrant Architects in the UK](#) 

Author: **Sreenita Mukherjee**, *Queen Mary U. of London*

Abstract: This paper presents the emergent findings of a larger research project on the lived experiences and career outcomes of female migrant architects from the Commonwealth in the UK architectural profession. I will employ a postcolonial feminist analysis, and the paper will, in particular, focus on considering the key challenges related to occupational closure hurdles. In the UK, architecture is a regulated profession. The geographic origin of qualifications is often used as a part of a professional project and closure mechanism, which can be used as a basis for exclusion. Adopting an intersectional framework merging with postcolonial feminist theory with the literature on professionalisation and professional closure, this paper addresses the question: how does the geographic origin of their architectural qualification influence the experiences of female migrant architects from the Commonwealth living and working in the UK? With a commitment to feminist research design, I am carrying out fifty semi-structured interviews with female migrant architects from Commonwealth countries. One of the key findings indicates that the re-qualification and re-certification requirements for labour market participation in the UK can create significant challenges for them. Some of the requalified migrant architects' lived experiences indicate that instead of successfully crossing occupational closure hurdles in terms of re-qualification, intersections of race, gender and migrant status significantly impact their experience at work. This research intends to contribute to the literature on professionalisation and closure of architecture by examining the intersections of migration, race and gender – an intersection hitherto underexamined in the context of architecture.

Paper is Available to Meeting Registrants Only.

GDO: [Smells Like the American Workplace: Misfit and Perceptions of Ostracism in Foreign-Born Workers](#)  

Author: **Sachin Sharma**, *UMSL School of Business*

Author: **Matthew Aplin-Houtz**, *U. of Missouri -St. Louis*

Author: **Sarah Willey**, *UMSL School of Business*

This paper explores the phenomenon of perceived misfit and feelings of being ostracized that legal, foreign-born workers experience from odors in the American workplace. Drawing from existing literature in the misfit and workplace ostracism realm, we provide a framework for the study and subsequent analysis. With a sample of 22 foreign-born workers currently employed in the American workforce, we used semi-structured interviews to enhance the understanding of the unspoken but lived experiences of this population when they first encountered the culture and smells of the American workplace. We found that odors with cultural and religious significance (i.e., cooked meat smells for workers practicing Hinduism from India and cooked pork smells for workers practicing Islam) result in perceptions of misfit and ostracism. Additionally, our findings suggest that foreign-born workers will experience not only cognitive dissonance from food-based odors but also display physical symptoms such as nausea (sometimes with vomiting) and headaches/migraines (sometimes requiring medication). Beyond physical and psychological symptoms, we uncovered that foreign-born workers often choose to not involve Human Resources or their managers despite decreases of performance and other negative consequences of culturally offensive odors. After discussion, we suggest implications/directions for future research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1120** | Submission: **15145** | Sponsor(s): **(IAM, GDO, IM, OB, HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 9:00AM - 10:30AMPT (UTC-7)** at **The Westin Seattle in Mercer**

Equality, Diversity, and Inclusion in Iberoamerica
Equality, Diversity, and Inclusion



Organizer: **M. Fernanda Wagstaff**, *U. of Texas at El Paso*
Organizer: **Jose Ernesto Amoros**, *EGADE Business School, Tecnologico de Monterrey*
Discussant: **Len Trevino**, *Florida Atlantic U.*
Presenter: **Miguel R. Olivas-Lujan**, *Pennsylvania Western U.*
Presenter: **Christiane Andrea Molina**, *Tecnologico de Monterrey*
Participant: **Tanushree Chatterjee**, *U. of Texas at El Paso*
Participant: **Patrice Dewane**, *U. of Texas at El Paso*
Participant: **Alejandro Pena Montes**, *U. of Texas at El Paso*
Presenter: **Gabriel Berger**, *U. de San Andres*
Presenter: **Alejandro Moreno-Salamanca**, *INALDE Business School*

The Iberoamerican Academy of Management (IAM) and Management Research: The Official Journal of IAM (MRJIAM) invites Iberoamerican scholars and students interested in conducting research in Equality, Diversity and Inclusion (EDI) practices in business schools in Iberoamerica. We hope to gather at the next Academy of Management conference to discuss how Iberoamerican scholars, administrators, and students might discuss the opportunities and challenges associated with implementing an EDI agenda in business schools. Scholars and practitioners around the world have joined this effort to level the playing field across industries. IAM and MRJIAM would like to join this effort and focus our work on perceived, espoused, or enacted EDI practices in business schools in Iberoamerica.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

IHRM Challenges

Session Moderator: **Secil Bayraktar**, *Toulouse Business School*

IM: Language Proficiency, Host-Country Nationals, and Expatriate Adjustment: A Moderated Mediation Model  

Author: **Secil Bayraktar**, *Toulouse Business School*
Author: **Irmak Erdogan**, *La Salle, U. Ramon Llull*
Author: **Dariya Kaya**, *Ozyegin U.*
Author: **Alfredo Jimenez**, *Kedge Business School*

Studies have shown that expatriates with more polished skills in the host-country language are better adjusted to the host culture. However, the role of host-country nationals (HCNs) in the link between expatriates' language proficiency and their adjustment has not been thoroughly investigated. Drawing on Social Identity Theory and Network Theory, we propose and test a moderated mediation model focusing on two HCN-related variables, namely HCN support and HCN network size. Based on a survey with 281 expatriates, we show that proficiency in the host-country language has a positive association with expatriates' general, interaction, and work adjustment through increased social support from HCNs. Moreover, we find that HCN network size moderates this mediation such that the expatriates' local language proficiency gains more importance when their network size is smaller. In contrast, when expatriates have large local networks, the positive impact of language skills weakens. Our findings have implications for expatriates and international human resource managers.

Paper is Available to Meeting Registrants Only.

IM: International Employees' Adjustment Research: Retrospective Overview Using Bibliometric Analysis 

Author: **Irma Baneviciene**, *Kaunas U. of Technology, School of Economics and Business*
Author: **Vilmante Kumpikaite-Valiuniene**, *Kaunas U. of Technology, School of Economics and Business*

The main purpose of this study is to review articles related to international employee (IE) adjustment published in scientific journals in the field of management during 1990-2021. We used bibliometric and content analysis methods to analyze articles in the Management category of the Web of Science database. The study covers several topics: 1) a broad bibliometric analysis of 1024 articles to overview the number of articles published on the subject; 2) citation analysis and analysis of the most cited articles of 658 articles; 3) content analysis of abstracts of 330 articles published in the most cited journals to analyze the themes covered and to determine research gaps. The results revealed that factors related to the adjustment of assigned expatriates are the most researched area in the management field, leaving the adjustment of other types of international employees under-researched. The study suggests that, although there are a wide variety of topics in the scientific literature related to international employee adjustment, the field of human resource management (HRM) would benefit from more and deeper research on each of them. This study complements the HRM research field by showing research concentration areas and gaps to further future research.

Paper is NOT Available. Please contact the author(s).

IM: The Hidden Power of Self-affirmations: Chronic Identity Threats and Multicultural Identity Formation   

Author: **Milda Zilinskaite**, *WU Vienna U. of Economics and Business*
Author: **Aida Hajro**, *U. of Leeds*

Research on multiculturalism has predominantly focused on how multicultural identities predict personal, social, and task outcomes of high-skilled migrants (HSMs). What has gone unaddressed are the underlying dynamics of how HSMs form multicultural identities, especially when exposed to chronic identity threats. To address this puzzle, we conducted a qualitative study, interviewing 98 HSMs from 41 countries of origin who currently live and work in Austria. The data revealed a variety of identity threats that the interviewees perceived as beyond their control. We found that in response to these chronic stressors, HSMs relied upon two core psychological building blocks: self-affirmations and integration-conducive coping. The self-affirmations occurred outside of their awareness and were unrelated to the identity threat provocations they encountered. This represents a behind-the-scenes mechanism that triggers integration-conducive emotion- and problem-focused coping strategies, which in turn, support multicultural identity formation among the HSMs. Based on our insights, we developed a recursive process model that explains the specifics of the psychology of change that we witnessed in our data.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1122** | Submission: **13993** | Sponsor(s): **(IM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 9:00AM- 10:30AMPT (UTC-7)** at **Seattle Convention Center in Chelan 5**

What We Still Need to Learn About Temporal Aspects of International Strategic Alliances? *Temporal Aspects in Intl. Strategic Alliances*



Organizer: **Farok Contractor**, *Rutgers U.*
Panelist: **Ilya Cuypers**, *Singapore Management U.*
Panelist: **Pierre Dussauge**, *HEC Paris*
Organizer: **Michael Nippa**, *Free U. of Bozen-Bolzano*
Panelist: **Stephen B. Tallman**, *U. of Richmond*

International strategic alliances are often characterized as temporal organizations and organizational means to deal with (a) temporary, complex tasks and/or (b) conditions of high uncertainty regarding future developments and success. While the conceptual and empirical literature on various aspects of temporal challenges (e.g., instability, longevity, mode changes, premature dissolution, real options) is extensive and has produced a wealth of knowledge, it is desirable to focus on a research agenda that explicitly deals with time or the temporal aspects of alliances for several reasons. There are recent calls for more theorizing on time issues in management and organizations. Reviews show that there are quite a lot of conceptual overlaps, wrong assumptions, inadequate methodologies, inconsistent findings, and the theme of ‘time’ is scattered across several studies. The panel's experts ensure that existing knowledge on this theme is critically considered and consolidated, to develop future research ideas, with additional inputs from the audience participants.

You may contact the organizers for more information or suggestions ahead of the session.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

IM Division Georgetown Best Paper Award in IB and Policy Finalists

Session Moderator: **Nandini Lahiri**, *American U.*

IM: **Ballot Boost or Bust? Abnormal Returns During US Presidential Elections**

Author: **Evelyn Reithofer**, *Wirtschaftsuniversität Wien*
Author: **Jakob Müllner**, *WU Vienna U. of Economics and Business*
Author: **Jonas F. Puck**, *WU Vienna*

De-globalization, COVID-19, a surprise winner, the financial crisis – MNEs have been confronted with great uncertainties during the US presidential elections from 2012 to 2020. While there is abundant research on political events affecting MNEs, the role of MNEs' international and national diversification when political events occur in increasingly polarized, nationalist Western countries has not been studied yet. Through an event study analysis, we investigate the abnormal returns of 2,941 US companies during US presidential elections. Our research contributes to International Business literature as we explore whether international and national diversification are safeguards of MNEs' performance when electoral and policy uncertainty occur.

Paper is Available to Meeting Registrants Only.

IM: **What's in a Name? CEO Foreignness and Government Inspections of MNCs**

Author: **Yulia Muratova**, *Aarhus U., Department of Management*
Author: **Liudmyla Svystunova**, *Loughborough U.*

Government inspections, such as workplace compliance with local tax or safety regulations, are ubiquitous and represent a significant proportion of time that managers of multinational firms spend on interacting with government stakeholders in host markets. Disadvantaged by the information asymmetry about firms' non-compliance with regulations, how do boundedly rational inspectors select inspection targets? Drawing on the theory of social judgments, we propose that inspectors treat CEO foreignness, that is, whether a CEO of a firm is local or foreign, as a marker of potential organizational non-compliance with local institutional demands, therefore, prompting them to select MNC subsidiaries with foreign CEOs for inspections more often. We further explore four boundary conditions, which we argue weaken the association between CEO foreignness and the perception of potential non-compliance. We test our hypotheses on a sample of 2,259 foreign subsidiaries that operated in Russia between 2015 and 2018 and find evidence supporting most of the hypotheses. Our primary contribution is to the liability of foreignness research, specifically, the mechanisms underpinning the discrimination hazard, as well as MNCs' subnational location in host markets and nonmarket strategy.

Paper is Available to Meeting Registrants Only.

IM: **Policy Risk and Policy Uncertainty in U.S. Antitrust Enforcement and the Deterrence of Inward FDI** → 📄

Author: **Nan Zhang**, *California State U. Stanislaus*
Author: **Joseph Clougherty**, *U. of Illinois at Urbana-Champaign*

The enforcement of antitrust policy potentially affects the level of foreign investment experienced by a nation. Yet the literature focusing on the impact of antitrust on inward foreign direct investment (FDI) is inconclusive with respect to the nature of this relationship, as antitrust involves properties that can both promote and deter foreign investment. In line with these countervailing mechanisms, the empirical literature considering the impact of antitrust on inward FDI presents mixed findings. We argue that distinguishing between policy risk and uncertainty is essential to detect the accurate impact of antitrust on inward FDI. We test this prior by employing sector-level data on U.S. antitrust enforcement and inward-FDI stocks over the 2002–2017 period. Our panel-data empirical results indicate that it is the policy uncertainty – and not the policy risk – characteristic of U.S. antitrust that deters inward FDI. Distinguishing between policy risk and uncertainty is accordingly a critical step in effectively determining the relationship between antitrust policy and inward-FDI activities.

Paper is Available to Meeting Registrants Only.

IM: **Overcoming Institutional Voids: International Institutions and the Investment Climate**

Author: **Si Cheng**, *ESSEC Business School*
Author: **Srividya Jandhyala**, *ESSEC Business School*

Firms in many emerging markets face significant institutional voids. To overcome the liabilities of weak domestic institutions, some states (not firms) participate in international institutions, trading sovereignty for institutional credibility. We examine whether states' compliance with international institutions impacts firms' assessment of the domestic investment climate. Focusing on the global investment treaty regime that allows firms to bring legal claims for alleged property rights violations against sovereign states, we argue that a ruling in favor of the state by a neutral international body will be perceived by observer firms as a legitimating symbol of stronger property rights and domestic courts. In contrast, a ruling against the state leads to firms assessing domestic legal institutions as more challenging. By comparing 14,338 firm responses across 16 countries prior to and after a tribunal ruling, we find support for the hypothesized effect of international institutions. We further find that the effects are conditioned by whether the observer firm is in the same industry as the litigant firm and whether it is a foreign firm. These findings suggest an alternate pathway by which firms can overcome institutional voids in emerging markets.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1124** | Submission: **18669** | Sponsor(s): **(IM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 2:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center in Chelan 5**

HQ and Subsidiary Strategies

Session Moderator: **Jan Schmitt**, *Amsterdam Business School, U. of Amsterdam*

IM: How Subsidiary Internal and External Embeddedness Affects an MNE's Attention Allocation?  

Author: **David Weng**, *California State U., Fullerton*
Author: **Hsiang-Lin Cheng**, *National Chung Cheng U.*

Existing literature has suggested that MNEs direct attention and resources based on subsidiaries' actions and attributes. Yet whether or not subsidiaries' internal and external embeddedness affects MNE attention allocation remains underexplored. We postulate that the more embedded a subsidiary is internally within an MNE and/or externally within its host country, the more likely it is that the subsidiary will receive positive notice from the MNE. Subsidiaries' internal and external linkages matter for subsidiary operations, meriting the MNE's regard. We furthermore suggest that these proposed effects of internal and external embeddedness would change depending on certain boundary conditions. Results based on a sample of Japanese MNEs and their subsidiaries operating within Asia support our arguments. Our findings advance the literatures on both the attention-based view and headquarters-subsidiary relationships.

Paper is Available to Meeting Registrants Only.

IM: Serving Two Masters: Conflicts of Interest in Intermediary HQ Relocation Decisions?  

Author: **Jan Schmitt**, *Amsterdam Business School, U. of Amsterdam*

How do intermediary headquarters (IHQs) deal with changes in the scope of the multinational corporation (MNC) and in country conditions? To investigate this question, we created a unique panel dataset of 386 IHQ cross-border relocations in Europe between 2000 and 2019. Drawing on extant literature on MNC structures and HQ location choices, we argue that IHQs' special role as 'hybrid' units with a middle position between the subsidiaries and the corporate parent puts (potentially) opposing pressures on IHQs. We hypothesize that increasing distance between the IHQ and the frontline subsidiaries as well as between the IHQ and the corporate parent is detrimental for IHQs. We also suggest that IHQs are especially pulled towards countries with highly developed institutions. We find that higher distance between the IHQ and the subsidiaries is related to a higher likelihood of IHQ relocations and that IHQs relocate to countries with a higher institutional quality than their previous host country. In contrast, the distance between the IHQ and the corporate parent does not influence IHQ relocation decisions. With those findings, we contribute to literature on the antecedents of HQ relocations, IHQ structures and configurations in MNCs, and intra-firm networks.

Paper is NOT Available. Please contact the author(s).

IM: The Dynamic Evolution of Regional Headquarters: Evidence from Sixty Years of Research 

Author: **Perttu Kahari**, *Aalto U. School of Business*
Author: **Eva Alfoldi**, *U. of Delaware*
Author: **Iiris Saittakari**, *Aalto U. School of Business*

Regional headquarters (RHQ) have long played a significant role in the efforts of multinational corporations (MNCs) to bridge local operations with global strategies through regional management. As organizational units performing intermediate parenting roles, RHQ have to be highly responsive to changes at multiple levels of the MNC, which in turn drives their dynamic and evolving nature. The purpose of this paper is to review how this dynamic and evolving nature of regional headquarters (RHQ) has been addressed and captured in the literature to date, in order to provide a framework for an enhanced and dynamic understanding of the RHQ phenomenon. Using a systematic literature review, 50 academic journal articles and book chapters were analyzed, covering a period of almost 60 years from 1964 to 2021. Our key contribution is an analytical perspective that constructs RHQ dynamism as a combination of changes in role, location and geographic scope and examines the way each of these three elements have been studied in the literature, highlighting trends, gaps and measurement issues. Based on our review, we argue that due to their dynamism, flexibility and change-sensitivity, RHQ may be seen as bellwethers of organizational change, and we theorize about the potential of more dynamic RHQ research to contribute to the broader literature on the strategic and structural evolution of MNCs.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1125** | Submission: **18604** | Sponsor(s): **(IM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 9:00AM - 10:30AMPT (UTC-7)** at **Sheraton Grand Seattle in Grand Ballroom B**

Corporate Boards and Firm Operations

Session Moderator: **Faisal Mohammad Ahsan**, *Indian Institute of Management, Ranchi*

IM: **Do Board Interlocks Affect Entry Mode Selection?**   

Author: **Faisal Mohammad Ahsan**, *Indian Institute of Management, Ranchi*
Author: **Pallav Bose**, *Indian Institute of Management Ranchi*
Author: **Subhasree Mukherjee**, *Indian Institute of Management Ranchi*

In this study, we examine how board interlocks in firms from emerging markets can serve as conduits for vicarious learning in global markets. Based on the organizational learning perspective, we look at how a company's board of directors ties in with other companies that are already doing business in other countries. Drawing from a proprietary dataset of 556 overseas market entries by Indian firms in knowledge-intensive industries, we find that firms with a higher degree of board interlock with internationalised firms are more likely to prefer acquisitions and alliances/joint ventures over greenfield initiatives. The fact that board interlocks have a significant impact on the decision to explore alliances/joint ventures rather than acquisition and vice versa is not conclusively established. Furthermore, we observed that other modes of vicarious learning, like foreign institutional investors, can be used to compensate for the absence of board interlocks. It is also possible to enhance the knowledge gathered through board interlocks with knowledge gained from the organisations' own global experience.

Paper is Available to Meeting Registrants Only.

IM: **Board Diversity and General Manager Turnover in MNC Subsidiaries**   

Author: **Liang Li**, *Henley Business School, U. of Reading*
Author: **Marketa Rickley**, *U. of North Carolina at Greensboro*

This study examines the impact of board diversity in multinational companies (MNCs) on the likelihood of general manager (GM) turnover in foreign subsidiaries. Using a longitudinal dataset with 2,177 observations, which includes 649 GM turnover events across 1,040 foreign subsidiaries of Japanese MNCs between 2004 and 2013, we find that board diversity in tenure, education, and gender reduces the likelihood of GM turnover. These findings support the value-in-diversity perspective and are consistent with the view that diversity not only expands the pool of knowledge in the boardroom but also allows the knowledge to be considered more deeply and extensively. As a result, MNCs with diverse boards make well-reasoned decisions and are less reliant on GM turnover as a managerial intervention tool to address foreign subsidiary issues. Our study contributes to the literature in two important ways. First, by focusing on the general manager, we add much needed insights to the role of boards in influencing turnover beyond the CEO position. Second, we advance research on board performance in multinational contexts, which remain understudied.

Paper is Available to Meeting Registrants Only.

IM: **Board of Directors' Composition: Representation of Large Shareholders and Type of Ownership**

Author: **Raul Barros**, *IESEG School of Management*
Author: **Daniel Oyon**, *HEC Lausanne - UNIL*
Author: **Tony Davila**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*

We investigate the link between large shareholder representation in the governing bodies of the firm, shareholder's governance relations and the independence of the board of directors. This research shows that the relation between ownership concentration and board independence is not linear. We also show that the combination of shareholders' representation in the governing bodies and shareholders' type shapes this relation. Board composition reflects shareholders' needs of monitoring and access to information and other agency relations. Our results shed some theoretical and empirical light on the dynamics between ownership structure and board composition in a non-Anglo-American setting. We propose a classification of large shareholders considering the involvement in the governing bodies and the agency issues related to the type of ownership. Our research has implications for regulators and investors in countries with high ownership concentration. The independence of the board of directors is a critical mechanism for shareholder protection. Our results suggest that a well-established good governance practice may not tackle the issue it was originally designed for, since it was intended for contexts with atomistic ownership. This research highlights how the 'good governance' practice of board independence is contingent on ownership characteristics.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1126** | Submission: **18671** | Sponsor(s): **(IM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 9:00AM - 10:30AMPT (UTC-7)** at **Sheraton Grand Seattle in Grand Ballroom C**

IB and Politics

Session Moderator: **Hyewon Ma**, *U. of Illinois at Urbana-Champaign*

IM: Real Options and MNE Flexibility: The Strategic Response of US and EU MNEs to the US-China Trade War  

Author: **Hyewon Ma**, *U. of Illinois at Urbana-Champaign*

Increasing volatility in global trade policies seemingly forces MNEs to seek operational flexibility. However, real options theory which focuses on operational flexibility has rarely considered trade policy as the focal source of uncertainty for international operations. Despite recent scholarly efforts to investigate the economic impact of trade wars, how firms respond to such conflict has been underexplored. Motivated by these gaps in the literature, I engage in a firm-level, real-options analysis of the strategic responses of MNEs invested in a host country involved in a trade war. Specifically, I maintain that MNE subsidiary operations in a trade-war-involved host country exercise real options to counter threats and opportunities that depend on the status of the MNE's home country. Using the US-China trade war as the empirical context, I use panel data composed of 1,424 US-MNE and 975 EU-MNE Chinese subsidiaries from 2016 to 2019 and conduct a difference-in-differences analysis. The empirical results corroborate the theoretical priors: US and EU MNEs exercise the hybrid options as an adaptive response to the trade war. Also, I find that the multinationality of US and EU MNEs facilitates their exercise of switching options in response to the trade war.

Paper is Available to Meeting Registrants Only.

IM: Do Transnational Rating Agencies "Regulate" National Political Budget Cycles?   

Author: **Glen Biglaiser**, *U. of North Texas*

Author: **Ronald Megawran**, *Tennessee Tech U.*

Author: **Marek Hanusch**, *World Bank*

Author: **Paul M. Vaaler**, *U. of Minnesota*

Regulatory theory assumes governments constrain undesirable behavior by firms, but the opposite could be true internationally. We show how with credit rating agencies (CRAs) and election-year government borrowing. Political business cycle theory implies that governments sometimes borrow excessively to retain office. Transnational regime theory implies that CRAs regulating global credit allocation can threaten borrowing governments with rating downgrades signaling poor economic stewardship to voters. Analyses of CRA ratings and government borrowing for 63 countries holding 109 elections from 2001-2011 indicate support for both implications: 1) governments increase election-year borrowing; 2) CRA rating downgrades increase government electoral defeat likelihoods; and 3) governments diminish excessive election-year borrowing when CRAs signal higher downgrade likelihoods. Such reverse "regulation" raises new issues for international business research, practice, and public policy.

Paper is Available to Meeting Registrants Only.

IM: The Political Economy of Foreign Direct Divestment: Beyond 'Kiss Your Assets Goodbye'  

Author: **Di Wang**, *UT Austin*

Author: **Robert J. Weiner**, *George Washington U.*

How do institutions affect MNE foreign divestment (FDD) decisions? Most scholarship focuses on FDI decisions, FDD is assumed to be the mirror image of FDI. Deglobalization and FDI slowdowns have renewed interest in FDD in recent years. We leverage transaction-level data to document variation in divestment by foreign MNEs versus domestic firms, a comparison in itself that has received little attention in the literature. We hypothesize that, all else equal, political risks in the host state systematically increase FDD. We further consider whether international investment agreement (IIA) coverage, state ownership, and firm size moderate relationships between host state institutions and FDD. We also provide a test of the "obsolescing bargain" theory, which predicts conditions under which MNEs choose not to divest.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1127** | Submission: **18605** | Sponsor(s): **(IM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 9:00AM - 10:30AMPT (UTC-7)** at **Sheraton Grand Seattle in Grand Ballroom D**

Cross-Border Acquisition Strategies

Session Moderator: **Shujaat Mubarik**, *Institute of Business Management*

IM: Parachuting Internationalization: the Earliness of First Cross-Border Acquisition and Performance 

Author: **Jingtao Yi**, *Renmin U. of China*
Author: **Huiwen Su**, *School of Business, Renmin U. of China*

An important unresolved question in the international business literature is how quickly firms should internationalize. Parachuting internationalization suggests that as firms internationalize they should aim to balance the speed of internationalization and the commitment to learn. However, this insight remains underexplored. Our paper leverages parachuting internationalization to investigate the impact of earliness of cross-border acquisition (CBA) on post-acquisition performance. We argue that earliness of first CBA positively contributes to firm performance as it is easier for younger firms to learn. Further, we propose that psychic distance and institutional image both negatively moderate the relationship. Using a diverse sample of young border-crossing acquirers from 23 countries to 31 countries, we find supportive evidence for our hypotheses and discuss the corresponding implications for early internationalization literature.

Paper is Available to Meeting Registrants Only.

IM: Do Firms' Acquisitions Affect Their Subsequent Alliance Formation? 

Author: **Binh Minh Truong**, *BI Norwegian Business School*
Author: **Randi Lunnan**, *BI Norwegian Business School*

Does a firm's acquisition affect its subsequent alliance formation? Drawing insights from the resource-based view of alliance formation, we conjecture that the resources of the acquired target enrich the firm's resource base and therefore increase its opportunities to engage in subsequent alliances. We identify three distinct types of target resources – technical, commercial, and social resources – and examine their influences on the acquiring firm's subsequent alliance formation. We hypothesize that these resources increase the acquiring firm's subsequent alliance formation. We expect that the positive effects of the target's resources on the firm's subsequent alliance formation are stronger when the firm and the target have cooperated prior to the acquisition, while these effects are weaker when the acquisition is cross-border. Our analysis of 165 U.S.-based publicly traded energy firms that engaged in 231 acquisitions during the period of 2000 – 2015 provide some support for our predictions.

Paper is Available to Meeting Registrants Only.

IM: Intellectual Capital in Cross Border Mergers & Acquisitions: An Exaptation Perspective  

Author: **Shujaat Mubarik**, *Institute of Business Management*

Abstract Exaptation, in internationalization, is defined as the re-use of capabilities that a firm developed through domestic geographical dispersion in the process of cross border mergers and acquisitions (CBMA). This study tests the impacts of exaptation with a firm's first and subsequent cross border mergers and acquisition engagements. The study is based on the 10 years of data from 2009 to 2019 of 99 manufacturing sector companies of Malaysia to test the relationship between the firm's domestic geographical dispersion and chances to engage in first-time and subsequent CBMA. We applied pooled regression to estimate hurdle models. The results showed a positive and statistically significant influence of exaptation of control and coordination capabilities on the firm's probability of engaging first-time cross-border mergers and acquisitions; however, these capabilities become irrelevant in subsequent CBMA involvement. The findings imply that firms operating in geographically dispersed business units can have higher chances of success in cross border mergers and acquisitions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Business-Government Relationships

Session Moderator: **Alexander Settles, U. of Florida**

IM: Non-market Strategies in Response to Targeted Sanctions of International Business

Author: **Alexander Settles, U. of Florida**
Author: **Juha Väättänen, LUT U., School of Business and Management**
Author: **Roman Teplov, Lappeenranta-Lahti U. of Technology LUT**

Non-market strategies are a tool that multinational enterprises (MNE) use to enhance their ability to adapt to the international market. In this paper, we examine the case of politically initiated targeted sanctions on Russian firms and the non-market strategy reaction those firms engage in to counter the effects of targeted sanctions. Russian firms have become adept at corporate political activity and strategic CSR to build and burnish their reputations and competitive advantage. We employ a combination of quantitative and qualitative analysis to assess the impact of sanctions. Our research indicates that sanctioned firms mainly actively adapt to sanction regimes and, in so doing, mitigate the economic impact of these targeted sanctions. We find evidence of governmental shielding only for the finance industry. This research implies that while target sanctions create symbolic meaning in foreign relations and create financial friction for targeted firms and individuals, firms use adaptation strategies that negate the economic impact of these sanctions. Sanctioned Russian firms seem to have restructured their international holdings subject to sanctions to avoid the harmful effects of these sanctions.

Paper is Available to Meeting Registrants Only.

IM: Theoretical Implications of the Sources of Power for MNEs and Host Governments

Author: **Michael Murphree, U. of South Carolina**
Author: **Nicholas J. Bailey, U. of Northern Iowa**
Author: **Nancy Buchan, Darla Moore School of Business, U. of South Carolina**

A long research tradition considers the role of “power” in the relationship between multinational corporations (MNC) and host country governments. However, major theories emphasize different sources of power, leaving open room for misinterpretation or discounting the role of power in the relationship. We outline the sources of power applied when studying the MNC-host government relationship and use examples, Intel’s investment in Costa Rica and Huawei’s relationship with governments in the US and Europe, to illustrate how the sources of power differ, sometimes radically, and how this translates into actions and reactions by MNCs and host governments. Drawing upon these insights, we propose a dyad-level framework for understanding power, which enables cross-theoretical comparisons, higher breadth and depth of consideration, and offers scholars and managers a deeper understanding of the power relationship between MNCs and host governments.

Paper is Available to Meeting Registrants Only.

IM: Development of CSR in Emerging Markets: Constructive Role of Reciprocal Business-Government Relations

Author: **Namporn Thanetsunthorn, State U. of New York at Farmingdale**
Author: **Rattaphon Wuthisatian, Southern Oregon U.**

This study sheds light on the development of CSR in emerging markets through the lens of reciprocal relationship between business and government. Drawing on the theory of reciprocity, the study proposes and tests the hypothesis that, in a reciprocal relationship, emerging market firms that receive business-friendly regulations from the government – the regulatory environment that is more conducive to business operations – are more likely to engage in active CSR initiatives in return for this supportive regulatory environment. Using a sample of 1,465 corporations from 20 emerging market countries, the findings provide supporting evidence for the proposed hypothesis. Specifically, the vast majority of firms in emerging markets appear to reciprocate a more business-friendly regulatory environment received from the government by engaging more in CSR activities, especially in the domain of community development. The results are robust across various methods of estimation. The current study adds directly to the existing body of knowledge on CSR in emerging markets by embracing the perspective of reciprocal business-government relationships to understand the nature and practice of CSR among emerging market firms. The findings offer meaningful implications for businesses and policy makers as well as potentially fruitful avenues for further research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1129** | Submission: **18896** | Sponsor(s): **(MH)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 9:00AM- 10:30AMPT (UTC-7)** at **Hyatt Regency Seattle** in **407 Satsop**

**Family Firms, Enterprising Communities, Management and
Accounting History**



Session Moderator: **Stephen Cummings**, *Victoria U. of Wellington*

MH: Historical Narratives and the Process of Next Generation Engagement in Family Firms 

Author: **Andrew D A Smith**, *U. of Liverpool*

Author: **Nicholas Wong**, *Newcastle Business School, Northumbria U.*

There is growing interest in family business on next-generation engagement, the processes by which older family members persuade younger individuals to commit to the family firm rather than pursue outside career opportunities. Recent research on the “Uses of the Past” and historical narratives. To date little has been written about how family firms use historical narratives in next-generation engagement. We address this gap by drawing on the ecological approach to family narratives and shed fresh light on the patterns that demonstrate how rhetorical history is used to persuade younger members of families to commit to careers within the family firm and to behave in ways that the older family members deem to be important. In our paper we identify two types of rhetorical history that are used in next-generation engagement: identity-enrolment rhetorical history, which is used to get the younger person to identify strongly with the family firm, and performative rhetorical history, which is meant to get the individual who has already committed to the family firm to behave in a particular fashion. Our analysis is informed by social-identity theory and cross-cultural management research so that gender and national culture are recognized as important moderators in our analysis.

Paper is Available to Meeting Registrants Only.

MH: Up in Smoke? Rhetorical and Material Dynamics in Community Identities

Author: **Matthew CB Lyle**, *U. of Colorado, Colorado Springs*

Author: **Ashley Hockensmith**, *U. of Massachusetts, Amherst*

Author: **Ian Walsh**, *Bentley U.*

Prior research suggests that, while organizations often spur material and rhetorical changes to communities, such outcomes are variable in terms of altering what it means to be of that place. In this paper, we draw on Molotch, Freudenburg, and Paulsen’s (2000) framework to develop a multiple case study of two communities where recreational cannabis dispensaries were founded. Specifically, we conceptualize the entrance of novel ventures as a potential identity threat that catalyzes the conjoining of materiality and rhetoric – critical components of collective identity – at a particular time. Qualitative analyses of various data sources, including interviews, community meetings, observations and archival materials from 2016 until 2020 allowed us to theorize processes through which these elements co-evolve and advance our understanding of the iterative nature of community identity dynamics and the actors involved in shaping them.

Paper is Available to Meeting Registrants Only.

MH: Informal Institutions as Inhibitors of Rent-Seeking Entrepreneurship: Evidence from U.S. History

Author: **Graham Brownlow**, *Queen’s Management School, Queen’s U. Belfast*

Author: **Andrew D A Smith**, *U. of Liverpool*

Rent-seeking entrepreneurship occurs whenever entrepreneurs use the political process to extract economic gains without returning commensurate benefits to society (Baumol 1990; Sobel, 2008; Choi and Storr, 2019). While we know that nations with “inclusive” political institutions such as democracy (Acemoglu and Robinson, 2019) have significantly less rent-seeking entrepreneurship than do other nations, rentseeking entrepreneurship remains widespread even in long-established democracies. We therefore need to know more about institutional arrangements that can discourage rent-seeking entrepreneurs in democratic countries. The core research question informing this paper is, therefore: how do changes in norms, beliefs, and similar informal institutions moderate the effectiveness of formal institutions that discourage rent-seeking entrepreneurship? To help answer this question, we draw on historical data from the experience of the United States since 1791. Features of the United States Constitution, such as its explicit protection for property rights, discourage rentseeking entrepreneurship. At various points since the ratification of the Constitution, American policymakers have modified the country’s formal institutions with amendments that had the net effect, at least in the short term, of discouraging rentseeking entrepreneurship and channeling the energies of entrepreneurs into more socially-productive activities. This paper presents an explanation for why the effectiveness of these formal institutions in deterring rent-seeking entrepreneurship in the United States has varied over time. We develop a generalizable process model based on our findings and then explain how this model can be useful in future research on a wide range of countries.

Paper is Available to Meeting Registrants Only.

MH: Management Accounting: Past, Present, and Future of Double-Entry Bookkeeping and Ledger 

Author: **Giovanna Centorrino**, *U. of Messina*

Author: **Valeria Naciti**, *U. of Messina*

Author: **Daniela Rupo**, *U. of Messina*

The paper investigates the current state of studies on double-entry bookkeeping and ledgers in accounting through a bibliometrics analysis from 1990 to 2021. The study allows for interpretation of the development of accounting information systems, as they are evolving under the impulse given by recent disruptive information technology. We use a sample of 230 publications collected from the Web of Science. We adopted VOSviewer software to illustrate different relational techniques: citation, co-citation, keyword co-occurrence, and bibliographic coupling analyses. The results highlight the emergence of some recent research streams that appear weakly connected with traditional prior studies on the foundation of modern accounting, albeit sharing the same roots with seminal contributions of accounting history in terms of implications for trustiness, morality, and communication. The main finding is a better understanding of the growing interest in double-entry bookkeeping and ledger, focusing on blockchain and its dimensions. This study contributes to the existing literature on the significance of double-entry bookkeeping and ledger by enhancing it with a much more comprehensive, reliable picture given by bibliometrics analysis. The universality of accounting language is called upon to describe new “genealogies of calculation” by converging professional and academic efforts in a field that can benefit widely from a transdisciplinary approach to research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1130** | Submission: **19626** | Sponsor(s): **(MSR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 9:00AM- 10:30AMPT (UTC-7)** at **Hyatt Regency Seattle** in **603 Skagit**

Does Religion Matter? Exploring Equity, Finance, Pay, and Management



Session Moderator: **Markus Wienbreyer**, *Ph.D Student*

Papers in this session explore the connections between religion, equity, pay, and managing.

MSR: Does Religion Matter on Financial Decisions? The Case of SMEs Capital Structure

Author: **Markus Wienbreyer**, *Ph.D Student*

Author: **María Iborra**, *U. of Valencia*

Author: **Carola Spiecker-Lampe**, *Hochschule Bremen*

Different finance theories have tried to explain the capital structure of companies considering it as a rational choice with limited results. In contrast, upper echelons theory highlights the influence of top managers' values and beliefs in the decisions of firms. This research aims to fill this gap and looks into the linkage of religious belonging to explain why SMEs differ in their preferences between equity and liabilities. Therefore, the present study uses the two main Christian faiths to analyze the impact on the capital structure. We hypothesize that SMEs in countries with a mainly Catholic faith preferably carry higher amounts of debt, and contrary, firms in predominantly Protestant nations are more willing to issue equity.

Paper is Available to Meeting Registrants Only.

MSR: When Jesus Met Equity Theory: Christianity, Distributive Justice Perception, and Job Satisfaction

Author: **Yeong Joon Yoon**, *Texas A&M U. Central Texas*

Author: **Bradley A. Almond**, *Texas A&M U. Central Texas*

(Subtitle: Do Christians live up to the teaching in the Parable of the Vineyard Workers? The relationships among Christianity, distributive justice perception, and job satisfaction) In this study, we examine the relationships among Christianity, distributive justice perception, and job satisfaction. We do this by analyzing 13,289 employees in 27 countries in the 2010 European Social Survey. The analyses first reveal that Protestants, compared to non-Protestants, exhibit a higher level of distributive justice perception, which leads to a higher level of job satisfaction. The analyses also demonstrate that the positive relationship between distributive justice perception and job satisfaction is weaker for Protestants than non-Protestants. These relationships, however, were not evident for people affiliated with other denominations of Christianity. The study findings indicate that Protestants in Europe are applying Jesus's teaching in the Parable of the Vineyard Workers in their work lives.

Paper is NOT Available. Please contact the author(s).

MSR: Towards an Integrative Conceptualization of Spirituality for Management

Author: **Sharda Nandram**, *Nyenrode Business U.*

Author: **Puneet Bindlish**, *Vrije U. Amsterdam*

A review of the literature on spirituality reveals that searching for a singular definition is not the way forward for ontological purposes. To enhance discussions among scholars, we have developed a different approach to defining spirituality. We revisited the literature around the concept of schema and examined 142 definitions of spirituality using a novel approach adapted from the Tarka Method belonging to Indian philosophical approaches to definitions. By introducing this approach, we contribute to the epistemological scholarly debates on spirituality. After analyzing the definitions in relation to several attributes of a definition, we arrive at our proposed definition schema for spirituality. Through this definition schema, we further enrich the ontology of spirituality for management research. The proposed schema for spirituality functions as a basis for furthering plurality within the ever-evolving nomological network of definitions of spirituality in the context of management.

Paper is Available to Meeting Registrants Only.

MSR: Does Religion Matter For Corporate Pay Dispersion Symmetrically: An Institutional Approach

Author: **Ying Zhang**, *Northwestern Polytechnical U.*

Author: **Hongfei Ruan**, *Harbin Institute of Technology*

Author: **Li Tong**, *Peking U. Guanghai School of Management*

This study examines how corporate pay dispersion is shaped by Buddhism- and Confucianism-based institutional environments. Buddhism and Confucianism are prevalent in China and regarded as having a significant influence on corporate policies and practices. We theorize that a Buddhism-based institutional environment is negatively associated with horizontal and vertical pay dispersion, whereas a Confucianism-based institutional environment has competing influences (positive vs. negative relationship) on corporate pay dispersion. Furthermore, we theorize that Buddhism- and Confucianism-based institutional environments have an asymmetric influence on corporate pay dispersion. We propose the existence of an asymmetric influence between Buddhism- and Confucianism-based institutional environments, in which the magnitude of the influence of a Confucianism-based institutional environment on corporate vertical pay dispersion is stronger than that of the influence of a Buddhism-based institutional environment. Our study provides an improved understanding of the antecedents of corporate pay dispersion and empirical evidence showing how broad social structures shape corporate compensation arrangements.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1131** | Submission: **14505** | Sponsor(s): **(OB, HR, MOC)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 9:00AM - 10:30AMPT (UTC-7)**

Grief at the Work-Life Interface
Grief at the Work-Life Interface



Organizer: **Lidiia Pletneva**, *ESSEC Business School*
Organizer: **Elizabeth E. Stillwell**, *London School of Economics and Political Science*
Discussant: **Sally Maitlis**, *U. of Oxford*
Presenter: **Lidiia Pletneva**, *ESSEC Business School*
Participant: **Ashley Elizabeth Hardin**, *Washington U. in St. Louis*
Presenter: **Liza Yasemin Barnes**, *U. of Colorado, Boulder*
Participant: **Kristina Marie Workman**, *Cornell U.*
Participant: **Kira Franziska Schabram**, *U. of Washington*
Presenter: **Kimberly Rocheville**, *Creighton U.*
Presenter: **Hilary Hoyt Hendricks**, *U. of Michigan*
Presenter: **Hadar Freidin**, *Tel Aviv U.*
Participant: **Sharon Toker**, *Coller School of Management, Tel Aviv U.*

As recent research shows, grief is an integral part of organizational life as well as the experience which spills over from one domain to another. Nevertheless, we know relatively little about: (1) the processes involved in experiencing life-related and work-related grief, (2) the impact such grief has on a griever as well as their colleagues, (3) what circumstances make this experience lighter or harder, and (4) how colleagues, leaders, and organizations can best help to grieving employees as they move through grief towards recovery. Thus, our symposium includes qualitative and quantitative research that enriches the understanding of the phenomenon of a grieving employee, provides research-based recommendations for organizations in managing and interacting with a grieving colleague, and, therefore, strongly contributes to the Academy of Management’s conference theme “Creating a Better World Together”. The symposium includes five papers showcasing the impact of personal and professional grief on employees’ work and non-work lives. Together with discussion, led by Dr. Sally Maitlis, the papers aim to provide insight into the consequences of grief and mourning for employees, their colleagues, and organizations, build an emerging community of scholars focused on issues related to grief and the work-life interface, and generate a strong program of future academic research.

From Grieving to Career Change: How a Personal Grief-Inducing Event Affects Professional Identity

Author: **Lidiia Pletneva**, *ESSEC Business School*

Ambivalence in the Early Stages of Compassion: The Relational Process of Noticing Suffering

Author: **Ashley Elizabeth Hardin**, *Washington U. in St. Louis*
Author: **Liza Yasemin Barnes**, *U. of Colorado, Boulder*
Author: **Kristina Marie Workman**, *Cornell U.*
Author: **Kira Franziska Schabram**, *U. of Washington*

The Vicious Solitude of Grief in the Work and Non-work Lives of Police Officers

Author: **Kimberly Rocheville**, *Creighton U.*

Keeping Mom and Pop Alive: Collective Mourning and Continuity during Rapid Organizational Growth

Author: **Hilary Hoyt Hendricks**, *U. of Michigan*

“Fake it till you make it?” On surface acting and depression following the loss of a loved one

Author: **Hadar Freidin**, *Tel Aviv U.*
Author: **Sharon Toker**, *Coller School of Management, Tel Aviv U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **1132** | Submission: **19633** | Sponsor(s): **(PUBS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 9:00AM - 10:00AMPT (UTC-7)** at **Seattle Convention Center in Room 4C1**

Conversations With The Editors AMR *Conversations With The Editors*

Organizer: **Irina Burns**, *Academy of Management*
Participant: **Sherry M. B. Thatcher**, *U. of Tennessee, Knoxville*

Meet the editor of AMR and the team of associate editors to learn their vision for the journal and tips on how to write a successful paper. All are welcome!

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Stakeholder Theory and Value Creation

Session Moderator: **Andre O. Laplume**, *Ted Rogers School of Management, Ryerson U.*

SIM: Stakeholder Theory, Embeddedness and Democracy: A Dewey Encounter 

Author: **Elisabet Garriga**, *EADA Business School*
Author: **Robert Edward Freeman**, *U. of Virginia*

Recently, the research on the embeddedness of business-stakeholder relationships in society is gaining momentum. Here in this paper we present an approach for businesses and stakeholders' embeddedness based on John Dewey's Dewey, a well-known pragmatist thinker who elaborated a thick, original and innovative concept of democracy as an associated living, as a source of conjoint and shared experience between organizations and groups (including business and stakeholders) based on freedom, equality, and fraternity considered the democratic values. We develop the concept of democratic embeddedness, that is, the embeddedness that brings social progress and social hope, based on five main tenets: 1) A diverse, novel, and enriching conjoint experience 2) Cooperation based on equality, freedom, and fraternity 3) a higher degree of overlapping membership between stakeholders 4) Flexibility and adjustment between organizations 5) No isolated organizations or clusters of organizations. Consequently, a new role of the executive has described the democratic role, which consists of the promotion of the 5 tenets, requires democratic habits (courage, intelligence, open-mindedness), requires a scientific and experimental method for solving public problems, and creative and face-to-face communication (with new symbols and signs).

Paper is Available to Meeting Registrants Only.

SIM: Harmonizing Moral Obligations to Stakeholders & Fiduciary Duties to Shareholders: A Consent Approach 

Author: **Joseph John McManus**, *Monmouth U.*

The paper elaborates a model designed to aid managerial decision making in light of conflicting normative stakeholder imperatives. Within the discussion the model assumes that managers can face true dilemmas where valid competing normative claims exist and that shareholders are owed fiduciary duties that often create such conflicts. To resolve these conflict situations, the model advocates that managers make the maximization of created value the objective function of the firm. It also provides that they commit to a value statement that defines the types of value they will create, how they will go about this process, and how they will allocate this value across stakeholder groups. Shareholder consent to this express value statement enables managers to simultaneously meet their fiduciary duties to shareholders and fulfill their broader obligations to stakeholders through a fair and transparent process of conflict resolution.

Paper is Available to Meeting Registrants Only.

SIM: Perception of Justice in the Strategic Management of Stakeholders.

Author: **Italo Anderson Taumaturgo**, *FEA-USP*
Author: **João Maurício Gama Boaventura**, *U. of Sao Paulo (FEA/USP)*

Justice is pointed out as one of the main guiding factors of stakeholder management. The principles of justice are able to provide a greater basis for establishing criteria for prioritizing the claims of different stakeholders. This research puts the theme of justice as central in the studies that integrate the stakeholder theory. We seek to investigate the origins and evolution of the concept, in order to clarify how justice is seen from the perspective of stakeholder theory. Next, we propose the objective of analyzing how the stakeholders' perception of justice is influenced by the process of value distribution for the stakeholders and how this relationship influences their reciprocity behavior. This idea constitutes a matrix that aggregates different types of stakeholders characterized based on the perception of justice and distribution of value to them. We suggest propositions that suggest the causality of the relationships suggested in the matrix. We believe that the development of this research will contribute by providing evidence of the benefits and strategic consistency for organizations that prioritize making decisions based on stakeholder justice, exploring the concept of justice in order to advance important issues of stakeholder theory and providing basis that stimulate the support of just organizations.

Paper is Available to Meeting Registrants Only.

SIM: A Stakeholder Perspective on Employee Spinouts and Parent Firms

Author: **Andre O. Laplume**, *Ted Rogers School of Management, Ryerson U.*
Author: **Sepideh Yeganegi**, *Wilfrid Laurier U.*

Instrumental stakeholder theory (IST) has emerged as a perspective that explains and predicts incumbent firm performance. Extending this perspective to the undertheorized employee spinouts literature, we argue that parent firms have more to gain from treating their spinouts in ways that are consistent with IST. We elaborate a theory of spinout and parent firm behaviors stemming from an IST approach and compare it to the predominant agency theory approach. Using a 2 x 2 matrix that juxtaposes spinout and parent firm behaviors according to the IST and agency theory lenses, we explore the implications of alignment and misalignment between parent and spinout approaches to stakeholder management.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1134** | Submission: **18405** | Sponsor(s): **(TIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 9:00AM - 10:00AMPT (UTC-7)**

TIM Online Café I *TIM Online Café I*

Host: **Thomas M. Klueter**, *IESE Business School*
Host: **Ram Ranganathan**, *U. of Texas at Austin*
Host: **Hila Lifshitz-Assaf**, *New York U.*

Join the TIM Community online from wherever you are in the world! New and existing members are welcome to join in to discuss research, meet other scholars, socialize, and learn more about the TIM Division and the TIM community. Note that we are hosting two Online Cafés this year (the other is session 18406) so scholars in different time zones can join in.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1135** | Submission: **19015** | Sponsor(s): **(CAR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 9:30AM - 11:00AMPT (UTC-7)**

Women’s Careers Around the World

Session Moderator: **Farzana Ashraf**, *Macquarie Business School, Macquarie U.*

Virtual only: Synchronous Live Open: Zoom “meeting” style. Presenter(s) / panelists and entire audience on video. Anyone can share content (e.g., presentation slides, screens) with organizer’s approval. Sessions become available at a specific date and time. Breakout rooms are available. Technical setup and facilitation provided.

CAR: Experiences of Brazilian Women Who Interrupt Their Careers to Dedicate Themselves to Motherhood 

Author: **Alane Barbosa**, *the Pontifical Catholic U. of Rio de Janeiro (PUC-Rio)*

Author: **Ana Lemos**, *Pontifical Catholic U. of Rio de Janeiro (PUC-Rio)*

Author: **Filipe Augusto Souza**, -

This paper aims to understand the reasons that led married women with consolidated careers to interrupt their professional lives due to the work-family conflict. In-depth interviews were carried out with 15 married mothers with higher education. Content analysis was used to analyze the interviewees narratives. The results suggest that such a decision, far from being the expression of free choice, is the result of a set of pressures from the work environment, the dominant social construction of gender, and constraints associated with social origin. Also, although many interviewees resent this decision, their discourse endorses its character of “choice” as they do not recognize the structural constraints that condition it.

Paper is Available to Meeting Registrants Only.

CAR: Women in STEM Careers in Lebanon: Transforming Bodily Politics and Microaggressions 

Author: **Yasmeen Makarem**, *American U. of Beirut*

Author: **Beverly Metcalfe**, *École supérieure des affaires*

Current career literature in STEM fields has predominantly explored studies in the Global North and does not accurately capture the nuances and complexities of Global South regions and their culture and organization practices. In this paper, we draw on the empirical data of 21 women working in diverse STEM fields in Lebanon to address how their career and opportunities are constrained. During the interview process we noted how body descriptors formed part of the narrative. Consequently, we also probed how bodies are read and interpreted in STEM places. We use the theoretical framing of microaggression in organizations, how they can shape career trajectories, and how this can link to ideas around visibility and invisibility in organizations. We highlight how different forms of microaggression are socially and historically constituted and are manifest in dynamic ways, and what we view as an ‘abject presence’ in organizations. This stresses the formations of multiple processes of representing absence or invisibility.

Paper is Available to Meeting Registrants Only.

CAR: Negotiating a New Role Identity: The Experiences of First Batches of Female Military Officers     

Author: **Karan Sonpar**, *U. College Dublin*

Author: **Federica Pazzaglia**, *U. College Dublin*

Author: **Mukta Kulkarni**, *Indian Institute of Management, Bangalore*

Author: **Navya Maheshwari**, *Indian Law Society Law College*

How do individuals create and negotiate a professional identity in a newly created liminal role? We explore this question by drawing upon a qualitative study based on fifty-one interviews with India’s first batches of female military officers. These officers joined the military on an experimental basis with time-limited contracts, and their participation was restricted to certain duties. Despite the highly regimented setting of the military, in which identity custodians hold significant power, we find that these new role occupants actively negotiated, shaped, and ultimately aligned this liminal role with how they saw themselves in it (i.e., their role identity). Our key contributions include: (1) elaborating theory on experiences of individuals in liminal roles within organizational boundaries; (2) highlighting the dynamics of role-identity negotiation in an atypical setting; and (3) explaining, counterintuitively, how liminal role identity can be valued and endure post role departure.

Paper is Available to Meeting Registrants Only.

CAR: Structural and Cultural Barriers and Leaky Pipelines: Careers of Women in Geosciences   

Author: **Shruti Sardeshmukh**, *U. of South Australia*

Author: **Sanjeewa Samanmali Perera**, *U. of South Australia*

Author: **Caroline Tiddy**, *U. of South Australia*

STEM fields, including Geosciences, continue to be male-dominated. Unlike other STEM disciplines, the field of Geosciences has successfully improved gender balance in undergraduate degrees. Nevertheless, the field continues to struggle to retain women. To understand the retention challenge in Geoscience careers, we interviewed 67 men and women geoscientists in academia, industry, and government at different career stages. We found structural and cultural barriers for women to continue in the geoscience careers. We also studied strategies used by individuals and organizations to manage these challenges. However, we found that women's survival strategies helped them cope as individuals but contributed to leaky or blocked pipelines and perpetuated hyper-masculinized culture. Women's strategies to change the context addressed the family gender norms and attempted to improve the culture for themselves and others. Organizational responses revolved around enabling strategies to retain women and culture change strategies to provide a culturally safe environment. While successful strategies benefitted both men and women, strategies that made gender salient often came with unintended consequences. We also found that structural and cultural challenges contributed to leaks in the pipeline.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Flexibility and Family Impact on Careers and Retirement

Session Moderator: **Eric Adom Asante**, *Hong Kong Metropolitan U.*

Hybrid Live-Streamed Interactive: In-person, on-site in Seattle plus Zoom “meeting” style for virtual participants. Sessions taking place in Seattle are live-streamed to the virtual meeting platform so virtual attendees can interact with in-person, on-site attendees in Seattle. These sessions may include virtual presenters. Technical setup and facilitation provided.

CAR: When Daily Home-to-Work Transitions Are Not All Bad: A Multi-Study Design on the Role of Appraisals

Author: **Maral Darouei**, *Vrije U. Amsterdam, School of Business and Economics*

Author: **Joni Delanoetje**, *KU Leuven*

Author: **Marijke Verbruggen**, *KU Leuven*

The current study teases apart positive and negative reactions to home-to-work boundary role transitions (HWTs) and examines their consequences for employees’ work engagement and psychological strain. Based on boundary theory and appraisal theories, we expected that positively appraised HWTs would be related to more engagement and less strain whereas negatively appraised HWTs would contribute to less engagement and more strain. We tested our hypotheses using two daily diary datasets from different Belgian companies, one before the COVID-19 pandemic collected during 13 workdays among 81 employees of various companies (678 observations; study 1) and one during the COVID-19 pandemic during 9 workdays among 82 employees of a limited number of companies (516 observations; study 2). Hypotheses were tested both on the within- and the between-person level using multilevel modelling to account for daily fluctuations in the appraisals of HWTs and potential differences between respondents. In line with our expectations, we found positive appraisals to be related to more engagement and less strain at the between level in both studies. Yet, we did not find the expected impacts on the within level, nor did we find any within-level or between-level effects of negative appraisals. Our study highlights the relevance of positive appraisals but not negative appraisals for employees’ between-level engagement and strain above and beyond the potential impact of HWTs themselves.

Paper is Available to Meeting Registrants Only.

CAR: From Control to Mutual Gains: A Systematic Review and Repositioning of Flexible Working

Author: **Kathryn Brett**, *Australian National U.*

Author: **Karen Jansen**, *Henley Business School, U. of Reading*

Author: **Sarbari Bordia**, *Australian National U.*

Flexible working has been increasingly used by employees as a work practice for juggling career pressures alongside other aspects of life. The COVID-19 pandemic catapulted flexible work to normative work status, temporarily if not permanently. As employees and employers navigate complex social expectations and environments, the mutual gains stemming from flexible work are increasingly valuable to individual careers, organizations, and society. Despite its rising value and usage, minimal research explores flexible working holistically to understand its purpose and significance. Our systematic review addresses this gap by investigating the multiple meanings of flexible working presented by scholars in order to understand its nature as well as exploring how the practice of flexible working has evolved. A review of the scope, prevalence, and context of prior research reveals the need for greater clarity in conceptualizing flexible work and identifies the changing nature of key drivers that influence the requirement for flexibility. The review finds evidence of two paradigmatic shifts. First, previous studies generally explore flexible work in relation to a paradigm of power whereby organizations control employees. Second, the review reveals the emergence of a neo-ideal worker, an employee that achieves agreed outcomes but is not expected to do so within the confines of the office environment. By raising the level of investigation and exploring flexible working at the phenomenon level this review exposes a pivot away from the construct of power towards mutual gain. These shifts in thinking regarding flexible working have significant implications for employee careers and management practice.

Paper is NOT Available. Please contact the author(s).

CAR: A New Perspective on Flexible Human Resource Practices and Older Workers’ Early Retirement Intention

Author: **Guodong Cui**, *Renmin U. of China*

Author: **Jianmin Sun**, *School of Labor and Human Resources, Renmin U. of China*

Author: **Dorien Kooij**, *Tilburg U.*

Prior research has addressed multiple factors that contribute to older workers’ early retirement intentions; however, little is known about how and why organizational HR practices can proactively discourage older employees from retiring early. Guided by role perspectives, we propose that flexible HR practices decrease older workers’ early retirement intentions by dealing with their role conflicts (work-family conflict), and that the relationship between role conflicts and early retirement intentions is contingent on the gender role difference. Data were collected from Chinese companies with a matching sample of 228 older workers (aged 45-60) from 48 organizations, and multilevel path analysis was carried out to test these hypotheses. The results showed that flexible HR practices have a negative indirect relationship with early retirement intentions through decreased family-to-work conflict. The influence of work-family conflicts on early retirement intention is stronger for women than men. We also found that the effect of work-to-family conflict on early retirement intention is stronger than that of family-to-work conflict, demonstrating that “work-push” factors exert greater influence on early retirement intention than “family-pull” factors. Theoretical contributions and practical implications to early retirement research and the retention of aging workers were also discussed.

Paper is Available to Meeting Registrants Only.

Author: **Emmanouil Papavasileiou**, *Hellenic Open U.*

Author: **Emma Parry**, *Cranfield U.*

Author: **Dimitrios Stergiou**, *Hellenic Open U.*

The existence of substantive and meaningful generational differences in the workforce remains a matter of some debate in the career literature. Drawn on social identity theory we engage in this debate by providing the first systematic review of the literature on generational differences in the tourism workforce using the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) protocol. The review includes 61 records published from 2002 to 2020 providing the first evidence base of effect sizes from generational differences in the tourism workforce. The meta-analytic insights include 407 pairwise comparisons among five generations – Veterans, Baby Boomers, Generation X, Millennials and Generation Z. The results reveal that the differences with the highest effect sizes (Cohen's $d > .50$) stem from the Millennials and the Baby Boomers.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1137** | Submission: **13424** | Sponsor(s): **(CAR, HR, CTO)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 9:30AM - 11:00AMPT (UTC-7)** at **Seattle Convention Center** in **Room 212**

Digitally Enabling or Constraining: Unfolding the Paradox of Platform-Mediated Work

Digital Platforms and Platform-Mediated Work



Session Chair: **Xiangmin Liu**, *Rutgers U., New Brunswick*
Session Chair: **Bulin Zhang**, *Rutgers U.*
Participant: **Hao Zhang**, *Remin U. of China*
Participant: **Can Ouyang**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Presenter: **Can Ouyang**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Presenter: **Francesca Bellesia**, *Dep. of Sciences and Methods for Engineering, U. of Modena and Reggio Emilia*
Participant: **Francesca Bellesia**, *Dep. of Sciences and Methods for Engineering, U. of Modena and Reggio Emilia*
Participant: **Fabiola Bertolotti**, *U. of Modena and Reggio Emilia*
Participant: **Elisa Mattarelli**, *San Jose State U.*
Presenter: **Bulin Zhang**, *Rutgers U.*
Participant: **Bulin Zhang**, *Rutgers U.*
Participant: **Xiangmin Liu**, *Rutgers U., New Brunswick*
Presenter: **Yao Yao**, *Telfer School of Management, U. of Ottawa*
Participant: **Yao Yao**, *Telfer School of Management, U. of Ottawa*
Participant: **Lorenzo Frangi**, *UQAM U. of Quebec in Montreal, Canada*
Discussant: **Danielle Van Jaarsveld**, *U. of British Columbia*
Discussant: **Kwan Seung Lee**, *U. of Houston, Victoria*

Digital platforms are pervasive and powerful in almost all economic sectors. In this symposium, we introduce four papers that focus on digital platforms and consider their impact on the transformation of work and work relationships. These four studies address how digital platforms reconfigure employment, careers, and the relationship between work and non-work activities, contributing to the proliferation of the gig economy. We emphasize the need to understand how core interactions involving multiple platform participants shape workers' experiences in work and non-work spheres, directly contributing to the AOM 2022 theme “Creating a Better World Together”. Overall, these papers help identify conceptual ambiguity and empirical inconsistencies, utilize multiple methodological approaches, reflect unique features of web-based and location-based digital platforms, and represent diverse samples of workers and firms from Asia, Europe, and North America.

Does App Work Hurt Job Performance? Evidence from an Online Food-Delivery Platform in China

Author: **Hao Zhang**, *Remin U. of China*
Author: **Can Ouyang**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Algorithmic Work-Life Balance: How Gig Workers Manage Work-Life Boundaries on Platforms

Author: **Francesca Bellesia**, *Dep. of Sciences and Methods for Engineering, U. of Modena and Reggio Emilia*
Author: **Fabiola Bertolotti**, *U. of Modena and Reggio Emilia*
Author: **Elisa Mattarelli**, *San Jose State U.*

Can I Address Algorithm-driven Information Inadequacy?

Author: **Bulin Zhang**, *Rutgers U.*
Author: **Xiangmin Liu**, *Rutgers U., New Brunswick*

Bonding in Isolation: Worker Collectives in the Digital Space

Author: **Yao Yao**, *Telfer School of Management, U. of Ottawa*
Author: **Lorenzo Frangi**, *UQAM U. of Quebec in Montreal, Canada*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1138** | Submission: **12996** | Sponsor(s): **(CAR, OB, HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 9:30AM - 11:00AMPT (UTC-7)** at **Seattle Convention Center in Room 607**

Person-Environment Fit: New Conceptualizations and the Role in Recruiting and Job Search

Person-Environment Fit: New Conceptualizations

Presenter: **Connie Wanberg**, *U. of Minnesota*
Organizer: **Shuai Ren**, *McMaster U.*
Discussant: **Philip DeOrtentiis**, *Michigan State U.*
Presenter: **Allison S. Gabriel**, *U. of Arizona*
Participant: **Michael Daniels**, *U. of British Columbia*
Participant: **Gary Greguras**, *Singapore Management U.*
Participant: **James M. Diefendorff**, *U. of Akron*
Participant: **Andrew A. Bennett**, *Old Dominion U.*
Participant: **YoungAh Park**, *U. of Illinois at Urbana-Champaign*
Participant: **JiYeon Hyun**, -
Presenter: **David W. Sullivan**, *U. of Houston*
Participant: **Brian W. Swider**, *U. of Florida*
Participant: **Murray R. Barrick**, *Texas A&M U.*
Presenter: **Xuan Liu**, *U. of Minnesota - Twin Cities*
Participant: **Bori Borbala Csillag**, *Oregon State U.*
Participant: **Abdifatah Ahmed Ali**, *U. of Minnesota*
Author: **Le Zhou**, *U. of Minnesota*

The studies in this symposium theoretically and empirically advance the literature by examining person-environment fit from new perspectives. Among other new findings and perspectives, the authors will relate the (1) theoretical advantage of examining comprehensive profiles of person-environment fit and their association with work outcomes; (2) the utility of studying individuals with distinctive personal attributes (such as in this case, introversion) to learn more about what specific work demands produce perceptions of misfit at work and how that affects work outcomes; (3) how perceived fit is shaped by peers in the recruitment process; and (4) the extent to which individuals of lower social class are less likely to engage in job search when they perceive a lack of fit (i.e., low job satisfaction).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1139** | Submission: **19026** | Sponsor(s): **(CMS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 9:30AM- 11:00AMPT (UTC-7)** at **The Westin Seattle** in **Cascade I-C**

Responsibility and Wrongdoing

Session Moderator: **Paulina Segarra**, *U. Anáhuac México*

CMS: **What Does CSR do for Freedom? (WITHDRAWN)**

Author: **Kerrie Howard**, *Royal Holloway, U. of London*

This article explores how freedom at work is inhibited by strategies of corporate social responsibility that, ostensibly, have freedom as a guiding principle. It analyses managers' responsible for implementing corporate social responsibility (CSR) strategies and shows how they construct emancipated identities for themselves that, counter-intuitively, may inhibit the freedoms of others. I draw on an understanding of freedom as a product of social relations and a case study of middle managers with formal CSR responsibilities in a large US retail corporation, to explore how CSR managers talk about their roles. This shows that they constitute seemingly emancipated selves that are morally agentic, reflective and privileged and free of moral and social indignities associated with corporate capitalism. This may have deleterious effects on the freedoms of others. The paper contributes a new theory of the effects of CSR in restricting freedom. That is, managers with formal CSR responsibilities, in relying on CSR to constitute emancipated identities for themselves, construct lesser freedoms for others.

Paper is NOT Available. Please contact the author(s).

CMS: **When Disaster Strikes: Corporate Social Irresponsibility and Social Blaming**

Author: **Jussara Pereira**, *FGV - EAESP*

Author: **Diego Coraiola**, *U. of Victoria*

Author: **Amon Barros**, *FGV EAESP Sao Paulo School of Business Administration*

Studies on corporate social irresponsibility (CSI) and the social theory of ignorance have attracted considerable attention from organizational researchers. Notably, most of the studies on CSI have explored ambiguities around the concept and understanding of the phenomenon as the opposite of CSR. On the other hand, studies on ignorance have emphasized how corporations strategically promote ignorance and doubt to achieve their interests. However, little is known regarding how companies and actors that are at risk of being held responsible may strategically mobilize misinformation about an event of CSI. Drawing upon these theories and adding a discursive dimension of ignorance in CSI events, we state that willful ignorance arguments might prevent attributions of culpability and blame in the context of organizational disasters. We highlighted that in CSI incidents, ignorance plays an important role by creating powerful rhetoric of misinformation. Organizational actors may do so using three tactics of ignorance: (1) denying responsibility, (2) concealing information, and (3) persuading the audience. We used a qualitative single-case study to explore a CSI case, namely, the Samarco dam collapse. Our contribution extends the work on CSI and the social theory of ignorance, including the notion of ignorance as a discursive process. The results of this study show that organizations can use willful ignorance to manage their culpability in industrial accidents or unethical management actions.

Paper is Available to Meeting Registrants Only.

CMS: **Piracy as Organizational Wrongdoing: from Public-Private Partnerships to Public-Private Pirates**

Author: **Daniel Fisher**, *Bayes Business School (formerly Cass)*

Author: **Alessandro Niccolo' Tirapani**, *ESADE Business School*

Author: **H. C. Willmott**, *City U. London Cardiff U.*

Public-Private Partnerships (P3s) have enjoyed growing support as legitimate and efficient arrangements for providing public goods and services. Nonetheless, mounting theoretical and empirical evidence challenges the positive aura surrounding such arrangements, as private entities have often demonstrated behaviors antithetical to partnerships designed to serve the public. Yet, to date, there is a dearth of empirical research that examines the forms of wrongdoing such organizational arrangements entail, leading to an under-theorization of how and why wrongdoing persists so close to the State. To address this, we take the case of the UK, and code official Parliamentary committee reports and inquiry documents concerned with P3 wrongdoing. We observe that, while the state outsources to P3s, it also allows regulatory voids that invites bad practices. We empirically identify five such practices that underpin P3 wrongdoings, most notably fraud. Observing persistent P3 wrongdoing led us to coin the term 'Public-Private Pirates' to explain unsuccessful partnerships that sustain wrongdoing and undermine public services. Our empirical study contributes to the wrongdoing literature by demonstrating processes, mechanisms and structures that enable normal wrongdoing in government outsourcing.

Paper is Available to Meeting Registrants Only.

CMS: **The Love that Binds: Creating a Better World in the Context of Marketplace Violence**      

Author: **Penelope Muzanhamo**, *U. College Dublin, Smurfit*

Author: **Rashedur Chowdhury**, *U. of Southampton*

Our study explores how marketplace violence affects sustainability among vulnerable actors who are often influenced by religious beliefs within a decolonized context. We study the collusive actions of 'native elites' and 'former colonizers' in perpetuating inequalities through manipulative interference with marketplace relations in the context of Zimbabwe. We establish that in absorbing marketplace violence, vulnerable actors 'straddle survival with sustainability' through floating (making do), other-orientedness (poor-to-poor giving), and outsourcing political action to 'God', alongside feelings of homelessness. Social love reflects a cornerstone of 'straddling survival with sustainability'. Vulnerable market actors may create (a fragile) sustainability, but global elites deny them the opportunities to preserve any resources for future generations.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1140** | Submission: **18825** | Sponsor(s): **(CTO)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 9:30AM - 11:00AMPT (UTC-7)**

Effects of Anytime-Anywhere Connectivity on Work Productivity and Control

Session Moderator: **Massimo Magni**, *Bocconi U.*

CTO: **Is “Zoom Fatigue” Real? Video Conferencing Boosts Productivity but Worsens Well-Being**  

Author: **Noriko Tan**, *Lee Kong Chian School of Business, Singapore Management U.*

Author: **Jingxian Yao**, *Catolica Lisbon School of Business and Economics*

Author: **Yizhen Lu**, *National U. of Singapore (NUS)*

Author: **Jayanth Narayanan**, *National U. of Singapore*

Video conferencing has become a predominant mode of workplace meetings, especially during the ongoing COVID-19 outbreak. In this research, we integrate objective self-awareness theory with the interface design of video conferencing tools to explain the mixed implications of video conferencing for employees. We hypothesize that time spent on video conferencing is positively related to state self-consciousness (i.e., being conscious about one’s self as the object of awareness). State self-consciousness, in turn, is positively related to work productivity but at the same time negatively related to well-being. We further hypothesize that introverted employees are more affected by participation in video conferencing than their extroverted counterparts. In a study employing experience sampling methodology among 144 United Kingdom-based employees who were working remotely on account of the mandatory closure of the workplace, we found evidence for the hypotheses. Specifically, time spent on video conferencing on a workday increased state self-consciousness on that day, which, in turn, increased work productivity. The negative relationship between state self-consciousness and the moderating effect of extraversion received marginal support. A supplementary experimental study further tested the tenet of objective self-awareness theory. We discuss the implications of our findings for how organizations can manage video conferencing as they move to remote work at unprecedented rates.

Paper is Available to Meeting Registrants Only.

CTO: **It’s Been a Hard Day’s Night! The Effects of After-Hours Mobile Use on Next Day Outcomes**  

Author: **Massimo Magni**, *Bocconi U.*

Author: **Remus Ilies**, *National U. of Singapore*

Author: **Ekaterina Netchaeva**, *Bocconi U.*

Author: **Jingxian Yao**, *Catolica Lisbon School of Business and Economics*

While acknowledging the benefits of anytime-anywhere connectivity, recent research has demonstrated that the pervasiveness of mobile technologies makes work-life conflict unavoidable, thus calling for a fine-grained understanding of the undesired effects of using mobile technology for work purposes after working hours. To answer this call, and to provide managers and organizations with theory-based insights for facing the challenges of post-Covid work arrangements that potentially generate work-life conflict, we conducted a study examining the detrimental effects of after-hours mobile technology use as well as identifying factors that alleviate these effects. We relied on Experience Sampling Methodology to obtain objective and self- and spouse-reported data. Through 2190 daily surveys we demonstrate that after-hours mobile technology use leads to recovery impairment, which in turn has negative effects on work concentration and spouse undermining the next day. Importantly, we also demonstrate that providing emotional support at home helps individuals alleviate the effects of after-hours mobile technology use on recovery impairment. By collecting lagged data on further 372 professionals we disentangled the cumulative effect of after-hours use of mobile technologies to understand the extent to which the observed effects are attributable to the use of emails, chat, and phone calls. Results show that engaging in after-hours work-related calls affects individuals’ next day concentration at work and spouse undermining. We discuss the implications of our findings for theory and future research.

Paper is Available to Meeting Registrants Only.

CTO: **Connectivity Within a Context: Exploring Parameters Beyond Professionals’ Control** 

Author: **Njod Aljabr**, *Jubail Industrial College*

Author: **Dimitra Petrakaki**, *U. of Sussex*

Author: **Petros Chamakiotis**, *ESCP Business School*

Author: **Sue Newell**, *Warwick Business School*

An emerging area of recent research has focused on how professionals experience and manage after-hours connectivity to work. Many studies attribute variations in connectivity practices to the nature of work, and very few studies discuss the context within which connectivity is enacted. Based on two case studies of academic institutions, this research applies the framework of sociomateriality to explore social and material components directing connectivity practices. The study identifies a set of parameters (organizational, individual, technological, and situational) which imbricates to direct professionals’ connectivity practices. We found connectivity to be subjective to the perception of those who enact it in a given context, rendering engagement with connectivity to be a burden for some, and trivial for others.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1141** | Submission: **19448** | Sponsor(s): **(ENT)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 9:30AM - 11:00AMPT (UTC-7)**

Family Business 11

Session Moderator: **Francesco Chirico**, *Macquarie Business School, Macquarie U.*

ENT: Digital Innovation in Family Firms in Germany and China: The Role of National Culture and LTO 

Author: **Anna Maria Bornhausen**, *Philipps-U. Marburg*

Author: **Torsten Wulf**, *Philipps-U. Marburg*

Author: **Xian Xu**, *Fudan U.*

While family firms share many characteristics, they are also a heterogeneous group that particularly differs across countries, such as China and Germany. Anecdotal evidence suggests that Chinese family firms are more apt compared to German family firms to engage in digital innovativeness, an innovation type that offers opportunities for firms to rejuvenate and ensure longevity. Based on research on family firm innovation, we posit that the lower risk and loss aversion of Chinese compared to German family managers, which results from cultural differences that manifest in different cognitive styles, leads to higher levels of digital innovativeness in Chinese family firms. Further, we argue that long-term orientation positively influences the level of digital innovativeness and that the higher levels of digital innovativeness in Chinese family firms become more pronounced with increasing levels of long-term orientation. An empirical investigation of 105 German and 47 Chinese family firms supports our hypotheses. Our study contributes to research on cross-country research in family businesses as well as on digital innovation in family firms.

Paper is Available to Meeting Registrants Only.

ENT: Bilateral Frictions, Institutional Logics and Foreign Market Exit of Family Firms 

Author: **Sihong Wu**, *U. of Western Australia*

Author: **Francesco Chirico**, *Macquarie Business School, Macquarie U.*

Author: **Di Fan**, *Swinburne Business School, Swinburne U. of Technology*

Author: **Yiyi Su**, *Tongji U.*

Globalization is pressured by bilateral frictions. Recognizing the complex nexus of drivers for foreign market exit decisions of family firms, this study investigates how bilateral frictions and institutional logics function in such decisions. Building on intergroup relations theory and the institutional logics perspective, and using a sample of 1252 foreign subsidiaries established by 297 Chinese family firms in 2008-2017, we find that value-based friction reduces foreign market exit, while historical military friction leads to higher foreign market exit by family firms. The positive impact of historical military friction on exit is also mitigated by a high state logic, while the negative impact of value-based friction on exit is reinforced by high state and family logics. The conceptual work and empirical results of this study prompt future studies to further explore the challenges for family firms' globalization and their exit strategies.

Paper is NOT Available. Please contact the author(s).

ENT: What Leads to Impactful Family Philanthropy? Family Incubation as a Missing Link 

Author: **Malgorzata Kurak**, *IMD Business School*

Author: **Peter Michael Vogel**, *IMD Business School*

Author: **Alfredo De Massis**, *Free U. of Bozen-Bolzano (Italy) and Lancaster U. (UK)*

Despite a wealth of research on philanthropy, gaps remain with respect to how enterprising families successfully navigate their giving over time. Impactful philanthropy is needed, and now more than ever? in the post COVID-19 world in which society at large is facing a major global health and economic crisis. Thanks to an in-depth multiple case study of ten impactful enterprising families, we induct a theoretical framework that explains how enterprising families navigate their philanthropic activities successfully. We identify a process model of impactful family philanthropy, introducing a new construct of family incubation. Overall, we contribute to the literature on contemporary philanthropy, family business research as well as entrepreneurship, crystallizing the pivotal role of family incubation in the impactful family philanthropy, and shed light on the dynamic evolution of family philanthropy.

Paper is Available to Meeting Registrants Only.

ENT: Out of the Goodness of my Heart: CSR Motivation of Family Firms

Author: **Andreas Schumacher**, *Innovation and Entrepreneurship Group (WIN) – TIME Research Area, RWTH Aachen Un*

Do family firms engage in Corporate Social Responsibility (CSR) for symbolic or substantial reasons? Scholars often use a focus on reputation and self-serving behavior as a theoretical explanation for external CSR in family firms and conceptually indicate that CSR is rather symbolic. The substantiveness of CSR is highly important for its impact on society and the firms themselves. We empirically investigate the relationship between family ownership and CSR motivation (substantial versus symbolic) as well as family ownership and CSR orientation (external versus internal CSR). Due to ambiguous results at the family firm-CSR link in previous literature, there is further a need to evaluate family firm heterogeneity: We analyze the link between family generation and CSR orientation. We base our analysis on survey data of 896 Austrian and German firms from 2020. Our work uncovers that family firms rather focus on substantial compared to reputational CSR. This indicates that the need for social ties might be the decisive factor instead of reputation which advances the theoretical concept of socioemotional wealth. We further demonstrate that succeeding generations positively link to CSR orientation, which indicates that the associated SEW dimensions intensify over time. The latter opens an exciting debate with previous research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Technology Transfer 1

Session Moderator: **Dongwook Kim**, *U. of Pittsburgh*

ENT: Seizing Spin-offs’ and Parent Universities’ Resources and Capabilities: An Intertemporal Resilience 

Author: **David Audretsch**, *Indiana U., Bloomington*

Author: **Maksim Belitski**, *U. of Reading*

Author: **Maribel Guerrero**, *Global Center for Technology Transfer, ASU; Facultad de Economía y Negocios, UDD*

This study theorises and offers new insights into how organizational capabilities and resources are used intertemporally by spin-offs to provide a resilient response in a forced-digital context. By using unique multi-level and longitudinal datasets in a forced-digital context period (May 2020, August 2020, November 2020, and February 2021) of 722 UK university spin-offs in emerging sectors where digitization is commonplace, our analysis reveals the seizing of parents’ resources (infrastructures and incomes) and spin-offs’ capabilities (fundraising, scaling-up, intellectual property) that explain the building of resilience in defining the strategies for undertaking forced-digital operations. Several implications about responding to external shocks and building an intertemporal strategy for spin-off will build on firm-specific and parent characteristics that emerge from this study.

Paper is Available to Meeting Registrants Only.

ENT: The Impact of Initial Endowments on Ongoing Capabilities and Resource Reconfiguration.

Author: **Dongwook Kim**, *U. of Pittsburgh*

The purpose of this paper is to show that the type of firms’ resource endowments can have long-lasting effects. This paper empirically tests whether resource endowments have long-term divergent impacts on the type of firm performance, depending on ongoing capabilities, and on the mode of resource reconfiguration. This study tests these hypotheses in the context of the global video game industry, which is both a high-tech and a creative industry. This unique industry gives us an opportunity to observe firms with resources endowments between innovation and commercialization. By demonstrating support for our hypotheses, we shine a light on the importance of timing in the development of resources and capabilities and the types of performance they enable.

Paper is Available to Meeting Registrants Only.

ENT: Surrogate Entrepreneurs in Academic Spinoffs - a Needed but Unwanted Addition?

Author: **Argyro Nikiforou**, *DTU Danish Technical U.*

Author: **Lars Alkærsig**, *Technical U. of Denmark*

Author: **Irini Voudouris**, *Athens U. of Economics and Business*

Author: **Jes Broeng**, *The Technical U. of Denmark*

Despite the increasing interest of scholars in academic spinoffs, there is limited attention paid to the formation of spinoff teams. A particularly intriguing question is why some spinoffs add a surrogate entrepreneur, while others do not, despite the fact that the average researcher lacks business-related competencies. In this study, we explore how researchers perceive the addition of a surrogate entrepreneur to their early-stage commercialization effort, and what individual-level factors lead to differences in their perceptions. Our findings suggest a Dunning-Kruger style effect, as researchers possessing either no or extensive experience outside academia find the addition of a surrogate important. On the contrary, researchers with only low experience in the business domain or with related entrepreneurship training are “stuck in the middle,” not considering adding a surrogate entrepreneur to their emerging spinoff. Furthermore, researchers who have low industry collaborations do not find the surrogate entrepreneur important at the beginning of their commercialization effort, while those with medium and high levels of industry collaborations tend to recognize their own limitations at the initial stages of spinning out, and consider adding a surrogate entrepreneur early on. A fuzzy-set qualitative comparative analysis (fsQCA) corroborates these findings and shows that both the researchers with no or with extensive experience outside academia who also sustain relationships with industrial partners value the addition of a surrogate entrepreneur. On the flip side, the use of external consultants seems to reinforce the belief of the researchers with low business-related qualifications that they know what they need to know for spinning out. Important theoretical and policy implications are discussed.

Paper is Available to Meeting Registrants Only.

ENT: Publish and Flourish? Academic Goals and the Performance of Academic Spin-Offs 

Author: **Tommaso Minola**, *U. of Bergamo*

Author: **Davide Hahn**, *U. of Bergamo*

Author: **Giuseppe Criaco**, *Erasmus U. Rotterdam*

Author: **Francesca Visintin**, *U. of Udine*

One key feature defining the nature of academic spin-off (ASO) is the pursuing of non-economic results relevant to the academic context. However, both the drivers and performance outcomes of such academic goals remain unexplored. To address this gap, we hypothesize that academic goals present both benefits and costs for these firms’ profitability (leading to an inverted U-shaped relationship), while they are positively related with publication performance. We also argue that the goal-performance relationship is moderated by academic ownership. Finally, we propose that the importance of academic goals is determined by ASO founders’ prior exposure to academia and entrepreneurship. We find overall support for our hypotheses on a representative and unique sample of 123 Italian ASOs, thereby contributing to literature on academic entrepreneurship.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1143** | Submission: **19280** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 9:30AM- 11:00AMPT (UTC-7)** at **Hyatt Regency Seattle** in **405 Kachess**

Crowdfunding 2

Session Moderator: **Christopher Courtney**, *U. of Richmond*

ENT: **Formal Institutions and Relaunching in Crowdfunding: Novice vs Serial Entrepreneurs** → 

Author: **Ahmed Sewaid**, *Prince Mohammad Bin Salman College of Business & Entrepreneurship - MBSC*

Author: **Shaker A. Zahra**, *U. of Minnesota*

Author: **Sebastian Aparicio**, *U. Autònoma de Barcelona*

The proliferation of international reward-based crowdfunding platforms as a popular source of financing for new ventures has spurred considerable research in recent years. Researchers have examined the individual and transaction-related factors that affect entrepreneurs' use of crowdfunding platforms. However, they have paid limited attention to examining the effect of the country's institutional factors on entrepreneurs' reliance on these international platforms. They have also failed to differentiate between novice and serial entrepreneurs, ignoring the importance of experience in this regard. Using the institutional lens, we discuss the relationship between a country's formal institutions and entrepreneurs' campaign launching decisions on these platforms. We probe our research questions using a dataset of 177,499 Kickstarter campaigns launched by entrepreneurs located in the top 25 countries represented on the platform. We complement Kickstarter data with macro-level data from the World Bank's Doing Business reports and World Development Indicators to perform our multi-level analyses. Our results show that novice entrepreneurs factor policies governing local credit conditions and resolving insolvency in their decision to finance their venture when using international crowdfunding platforms. However, the effect of local credit conditions no longer persists after developing a record of accomplishment on these platforms, becoming serial. As for laws protecting minority investors and resolving insolvency, its effects on the relaunching decision is amplified for serial entrepreneurs. Our findings offer insights into entrepreneurial finance and serial entrepreneurship, which is useful for designing and guiding public policies focused on promoting entrepreneurship.

Paper is Available to Meeting Registrants Only.

ENT: **A Tug of War: Attribution Bias and Problemistic Search In Entrepreneurial Responses To Failure**

Author: **Jim Whitbeck**, *Oregon State U.*

Author: **Violetta Gerasymenko**, *Oregon State U.*

While failure is both a frequent and distressing part of entrepreneurship, whether and when project failure improves subsequent project success remains unclear. We argue that subsequent project success may depend on the severity of the prior failure that, in turn, is contingent on both behavioral responses to failure and types of entrepreneurs. Drawing on problemistic search and attribution theory, we suggest and find partial support for a curvilinear relationship between the failure severity and the level of subsequent project goal attainment. We next study the moderation effects of two predominant behavioral responses to failure, category change and goal reduction, and suggest that portfolio and hybrid entrepreneurs that experienced failure will each achieve different subsequent project outcomes. We examine these questions in the context of crowdfunding projects during the period of 2015-2019 and a total final sample of 1,321 single-founder projects following a failure to achieve funding. We advance the entrepreneurship and crowdfunding literature with a nuanced view of post failure outcomes as contingent on different entrepreneurial behaviors and human capital as well as the potential role of attribution bias and learning.

Paper is Available to Meeting Registrants Only.

ENT: **Gateway Signals and Shared Underlying Activities: Evidence From the Crowdfunding Context (WITHDRAWN)**

Author: **Gavin Joseph Williamson**, *U. of Tennessee, Knoxville*

Signals are effective at reducing information asymmetries largely because they are costly to obtain. Additionally, so long as they are not redundant, multiple signals are more effective at reducing asymmetries and capturing the attention of the intended receiver than single signals. However, the very property that makes signals effective also makes accumulating and sending many of them prohibitive to resource constrained organizations. This poses a particular challenge for new ventures, who must send multiple signals to cut through a noisy signaling environment, even with acute resource constraints. To begin to address how organizations can economize the accumulation of multiple costly signals, I introduce the concept of gateway signals (i.e., signals whose underlying acquisition costs are shared with other signals, reducing the costs to attain those other signals). Gateway signals facilitate the acquisition of further signals, and thus have indirect effects on outcomes via other signals. I empirically illustrate the gateway signal phenomenon by testing product development as a gateway signal that impacts fundraising outcomes both directly and indirectly via endorsement signals in the context of reward-based crowdfunding, using a sample of 1,394 Kickstarter campaigns. Implications for theory and practice are discussed.

Paper is NOT Available. Please contact the author(s).

 ENT: **Doing Good to Look Good? Displayed Narcissism and Moral Values in Raising Capital for Social Venture**

Author: **Aaron Anglin**, *Texas Christian U.*

Author: **Christopher Courtney**, *U. of Richmond*

Author: **Thomas Houston Allison**, *Texas Christian U.*

We adopt an identity perspective to examine how entrepreneurs' displayed moral values and narcissism shape the likelihood of pursuing a social venture and the ability to acquire crowdfunded capital. We contend that narcissism complements the influence of moral values on the likelihood of pursuing a social venture. Backers will respond differently to displays of narcissism and moral values when funding social ventures, however. Analysis of 1,000 crowdfunding campaigns indicates a complementary influence of displayed moral values and narcissism on the likelihood of social venture engagement. Displayed moral values elevate crowdfunding performance among social ventures compared to commercial ventures, while displayed narcissism hampers performance.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1144** | Submission: **11287** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 9:30AM - 11:00AMPT (UTC-7)** at **Hyatt Regency Seattle** in **601 Hoh**

How Does Creativity Factor in Forming Entrepreneurial Opportunities?

Creativity in Entrepreneurial Opportunities



Moderator: **Ilgaz Tahir Arikan**, *Kent State U.*
Panelist: **Asli Musaoglu Arikan**, *Kent State U.*
Panelist: **Denis A. Gregoire**, *HEC Montreal*
Panelist: **Libby Leann Weber**, *U. of California, Irvine*
Panelist: **David Deeds**, *U. of St. Thomas*
Panelist: **Julio O. De Castro**, *IE U. - IE Business School Madrid, Spain*

Does creativity change in the absence of markets? Does forming entrepreneurial opportunities necessitate the existence of markets? What is the role of creativity in recognizing, discovering, and/or creating entrepreneurial opportunities? In this panel symposium we will debate whether the role of creativity is the same in discovery versus creation of entrepreneurial opportunities. The panelists are in three camps: the discovery camp, the creation camp, and the third – it does not really matter camp.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1145** | Submission: **19299** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 9:30AM - 11:00AMPT (UTC-7)** at **Hyatt Regency Seattle** in **605 Snohomish**

Entrepreneurial Mindsets

Session Moderator: **Robert J. Pidduck**, *Old Dominion U.*

ENT: Not Seeing the Forest for the Trees: A Theory for Scaffolding Students' Entrepreneurial Mindset   

Author: **Dagmar Hattenberg**, *Groningen U. (RuG)*
Author: **Jeroen Loef**, *Hanze U.*
Author: **Olga Belousova**, *Groningen U. (RuG)*
Author: **Aard J. Groen**, *U. of Groningen center of entrepreneurship*

Entrepreneurship education is well accepted within higher education and many universities aim to build their entrepreneurship programs. Moreover, a large number of tools and theories are readily available for instructors to use in their teaching programs. The flipside of the coin is that the overwhelming amount of available resources may result in overwhelmed teachers: on the one hand, one educational approach does not fit all students, yet, on the other hand, it is practically impossible to create a different approach for each student. We develop a theoretical framework highlighting nine categories of students' entrepreneurial mindset and propose four scaffolding strategies fostering the variety of entrepreneurial mindsets.

Paper is Available to Meeting Registrants Only.

ENT: A Gulf in the Gulf? Gender Differences in Entrepreneurial Mindset in Bahrain

Author: **Kelly G. Shaver**, *MindCette, LLC*
Author: **Omar Al-Ubaydli**, *Bahrain Center for Strategic, International and Energy Studies, Manama, Bahrain*
Author: **Jan Wegelin**, *Jan Wegelin Research Consultancy, Johannesburg, South Africa*

Drawing on social role theory, we examine the entrepreneurial mindset of citizens in Bahrain. As Jennings and Brush 2013 have noted, entrepreneurship as a phenomenon is embedded within a society's collective conception of what roles are appropriate for women and men. In many Arab countries these societal expectations are magnified by common interpretations of religious prescriptions. Prior research, often using selected samples and qualitative methods, suggests that women may be particularly disadvantaged in the creation of entrepreneurial ventures. Our study involved entrepreneurs and non-entrepreneurs of both sexes in a comprehensive survey of psychological characteristics related to entrepreneurial performance. Results showed fewer gender differences than expected and significant mindset differences between women entrepreneurs and women who were not entrepreneurs. We suggest reasons why our findings are counter to earlier work.

Paper is Available to Meeting Registrants Only.

ENT: The Entrepreneurial Mindset in the Digital Context: A Conceptualization and Research Framework   

Author: **Xaver Neumeier**, *U. of North Carolina, Wilmington*
Author: **Susana Correia Santos**, *Rowan U.*

Despite the increasing relevance of digital technologies for entrepreneurial processes and outcomes, research on the impact of digitalization on individual-level entrepreneurship variables is still scarce. Specifically, we identify the need to further examine the construct of the entrepreneurial mindset in the digital context. In examining the literature, we conclude that although the basic tenets of entrepreneurial thinking and acting still apply in the digital world, several distinct aspects of digitalization such as digital literacy, abductive thinking, and technostress influence the cognitive, behavioral, and emotional aspects of the entrepreneurial mindset. Using those as a basis for our work, we provide a theoretical foundation for prospective studies and insights for entrepreneurship practice.

Paper is Available to Meeting Registrants Only.

Author: **Robert J. Pidduck**, *Old Dominion U.*

Author: **Ajay Patel**, *Wake Forest U.*

Research on the constructive linkages between forms of multicultural experience and entrepreneurial activity continues to proliferate. However, to date empirical research at the individual level has largely focused on cognitive, pre-launch outcomes such as entrepreneurial intention, alertness, or opportunity recognition. We advance this literature by probing the role of cross-cultural experience on venture performance using a longitudinal design on a primary sample (n = 357) of new and small ventures. We draw from and integrate research on serendipity mindset with cultural tightness-looseness theory to explain why exposure to foreign cultures is so conducive for venture performance. Specifically, spending time abroad takes founders out of their normative frames of reference and provides uniquely impactful 'serendipity fields' for valuable encounters to emerge that help systematically bolster novel bisociations of foreign ideas, concepts, resources, and contacts—which enhances venture profitability over time. Critically, we theorize that founders socialized into tighter sociocultural norms and expectations stand to leverage cross-cultural experience to constructive ends in their ventures to a much greater extent than those socialized into looser norms as foreign experiences provide deeper cultural juxtapositions that spark innovativeness. We find support for our theorizing by unpacking the differences between male and female founders and family versus non-family businesses in a culturally tight national setting with relatively fixed gender and family role expectations. Our findings provide several key theoretical advancements to this literature along with some meaningfully practical insights on the transformative role of cross-cultural experience, especially among entrepreneurs from marginalized or socially restrictive contexts.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1146** | Submission: **19306** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 9:30AM - 11:00AMPT (UTC-7)** at **Hyatt Regency Seattle** in **607 Wishkah**

Family Business and Governance 1

Session Moderator: **Jenny Ahlberg**, *Linnaeus U.*

ENT: **Board Functions at Governance Arenas: A Comparative Case Study of Four Swedish Family Firms** 

Author: **Jenny Ahlberg**, *Linnaeus U.*

Author: **Sven-olof Collin**, *Free U. of Scania*

The board performs board functions, but these functions can be performed at other arenas. Through a structured induction in a four-case study of middle-sized Swedish family firms we show that the board functions are localized at other arenas and suggest propositions that explain their localization. We offer the concept of kin strategy, that indicates the governance importance of the structure of the owner, and bi-directional governance, that suggests that the board govern the owners.

Paper is Available to Meeting Registrants Only.

ENT: **Owners as Strategists - Four Types of Strategist Identity of Owner-Managers in Family Businesses**

Author: **Constantin Ludwig Zeif**, *Bielefeld U.*

Author: **Christina Hoon**, *Bielefeld U.*

As ultimate strategic decision-makers, owner-managers in family businesses face paradoxical tensions of the complementary yet different strategic needs of the business family and the family business in their strategy work. The goal of this study is to explore owner-managers' self-understandings as strategists in relation to the opposing poles stemming from the business family and the family business. We draw on identity theory to explain how owner-managers understand themselves as strategists in terms of who they are and how they should act to navigate these tensions. Building on rich data collected in focus groups and enriched by reflexive data points, we identify that owner-managers' identity as strategists vary along the two dimensions of integration and dissociation of the business family and preservation and change of the family business. Given the heterogeneity of their positioning, we find four different strategist identities: the family business actionist, the family business innovator, the family business steward, and the family business orchestrator. We contribute by offering empirical insights into owners as strategists in family businesses and by discussing implications for research on transgenerational entrepreneurship as well as differences in innovation behavior in family firms.

Paper is Available to Meeting Registrants Only.

ENT: **The Brightness of the Founder's Shadow: Not an Oxymoron!** 

Author: **Liliana Dinis**, *Nova SBE, U. Nova de Lisboa*

Author: **Pedro Neves**, *NOVA School of Business and Economics*

Author: **Alfredo De Massis**, *Free U. of Bozen-Bolzano (Italy) and Lancaster U. (UK)*

Most studies on family firms focus on the implications of one generation's actions on the next, since memory is still fresh and the actors can still be accessed. Through an inductive study of 27 family firms, we develop theory about how the implications of the founder's actions and beliefs go beyond one generation, potentially enduring even when the business no longer belongs to the founding family. Family business researchers typically study the practices of the founding family that sustain the founder's influence. We reveal that the founder's shadow is perpetuated by the firm's stakeholders, especially the community of employees. We discuss the implications of the founder's continued presence, even when absent, and suggest ways to use it to reinforce collective identity. Nonfamily firm managers might also learn from the positive outcomes of family firms using the founder's shadow to strengthen collective identity rather than discarding their founding history.

Paper is Available to Meeting Registrants Only.

ENT: **Family Firm Branding: a Mixed Method Literature Review through Sender-Receiver Perspective**

Author: **Marco Galvagno**, *U. of Catania*

Author: **Vincenzo Pisano**, *U. of Catania*

Author: **Sonia M. Strano**, *U. of Messina*

The purpose of this paper is to review the extant literature on family branding through the sender-receiver perspective and to provide a research agenda to address future research avenues. We conducted a literature review through a mixed-method of systematic literature review and bibliometric analysis and we identified five main research lines on family firm branding. Then, drawing on signaling theory, we applied a sender-receiver perspective to thematically analyze each research lines previously identified through the bibliometric analysis and, thus, we provided a research agenda to address future research. The contribution of our study is threefold. First, we identify the main research lines of the literature on family firm branding and systematize it by drawing on signaling theory and a sender-receiver approach. Second, we provide a comprehensive representation of the family firm branding research lines, maintaining a distinction between the three dimensions of the brand (i.e. identity, image, and reputation). Third, we aim to address future research on family branding providing a comprehensive research agenda. This study represents the first attempt to systematize the whole literature on family branding through the sender-receiver perspective, also providing a path for future research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Emotion, Intention, Motivation 4

Session Moderator: **Laëtitia Gabay-Mariani**, *ESSCA School of Management*

ENT: The Venture Is Calling: Understanding Entrepreneurial Callings and Their Effect on Action

Author: **Peter Kalum Schou**, *BI Norwegian Business School*

Being an entrepreneur is a uniquely hard job riddled with uncertainty, long working hours and low pay. Yet, many choose to become entrepreneurs. To understand why people choose such hard jobs, organizational psychologists have drawn on the concept of 'callings', arguing that people feel a deep connection between their personal identity and their chosen job. However, little is known about entrepreneurial callings. To improve knowledge here, I analyzed 100 podcast interviews with leading entrepreneurs to understand why they feel called to become entrepreneurs, why they feel passion for being an entrepreneur and how it affects their entrepreneurial journey. I find four archetypes of entrepreneurial callings narratives: predestined (becoming an entrepreneur to realize oneself), discoverers (becoming an entrepreneur to work with something they love), fighters (becoming an entrepreneur to transform as a person) and Samaritans (becoming an entrepreneur to help others). These callings differ in overall motivation for becoming an entrepreneur, what the entrepreneur feels passion for and shapes entrepreneurial action in different ways. By unpacking these different entrepreneurial callings narratives, my study challenges and extends work on entrepreneurial identity and passion, as well as providing new insights into the nature of callings.

Paper is Available to Meeting Registrants Only.

ENT: Should I Stay or Should I Go? Predictive Effects of Commitment on Long-Term Entrepreneurial Action

Author: **Laëtitia Gabay-Mariani**, *ESSCA School of Management*

Our research addresses the entrepreneurial intention-action gap, by examining the predictive effect of goal intention and commitment on long-term entrepreneurial action. Building on recent research adapting Allen and Meyer's model of commitment to nascent entrepreneurship, it explores how different profiles of commitment can lead the entrepreneur to persist within the same project (entrepreneurial persistence), or to start a new one (serial entrepreneurship). A longitudinal survey was conducted within a timeframe of 18 months on a sample of nascent entrepreneurs (n = 161). Our results demonstrate that commitment predicts long-term entrepreneurial action, but that the nature of this behavior depends on entrepreneurs' commitment profile. While commitment to the project is positively associated with entrepreneurial persistence, commitment to the entrepreneurial profession leads to serial entrepreneurship. Our study is the first one to empirically test the predictive effect of commitment on long-term entrepreneurial action. It contributes to literature on the entrepreneurial intention-action gap, as well as an emerging literature on entrepreneurial commitment. Our results are also important for incubators, in their effort to individualize their support offer, but also for increasing entrepreneurs' self-awareness and transparency with their stakeholders.

Paper is Available to Meeting Registrants Only.

ENT: The Call of the Heart: Entrepreneur's Calling, Resilience and New Venture Performance

Author: **Haixiao Chen**, *Shanghai U. of Finance and Economics*

Author: **Feifei Lu**, *Shanghai U.*

Author: **Ho Kwong Kwan**, *China Europe International Business School (CEIBS)*

Drawing on upper-echelon theory and psychological resource perspective, this paper explores the relationship between entrepreneur's sense of calling and new venture performance. Although the importance of work as calling in shaping individual job outcomes has been well studied, the pathway from entrepreneur's calling to firm performance is poorly understood. To address this, we develop a theoretical model of relationships between entrepreneur's calling, resilience, and new venture performance, and the role of family support. We test our model with time-lagged survey data from 175 entrepreneurs in China using structural equation modeling and a series of robustness tests. Results indicate that psychological resilience mediates the positive relationship between entrepreneurs' calling and new venture performance. Besides, family support moderates the links of the calling and entrepreneurs' resilience. These findings demonstrate how and when entrepreneurs' calling contributes to the new venture performance.

Paper is Available to Meeting Registrants Only.

ENT: Rebels, Mavericks, and Contrarians: The Entrepreneurial Side of Nonconformity

Author: **Carlos David Valladares**, *Iowa State U.*

Author: **Brandon Mueller**, *Iowa State U.*

Entrepreneurs are often called rebels, mavericks, or contrarians because their nonconforming actions challenge existing ways of doing things and radically change industries and even society itself. While existing studies use these terms to describe entrepreneurs, there is little systematic research on these distinctly different types of nonconforming entrepreneurial behaviors, and prior studies do not clearly differentiate among these three terms, lacking a theory-driven conceptualization of their similarities and differences. To advance the study of rebels, mavericks, and contrarians, this paper presents a systematic literature review that reveals a conflicting view of these behaviors and proposes definitions of each construct that address their commonalities and differences. We borrow from the theories of conformity and nonconformity to explain each behavior's nuances and distinct motivations. We also theorize about the influence of rebels, mavericks, and contrarians on several entrepreneurial outcomes and why people with these behavioral tendencies may experience better fit in entrepreneurship's flexible environment.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1148** | Submission: **19354** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 9:30AM - 11:00AMPT (UTC-7)** at **Hyatt Regency Seattle in 701 Clallum**

Social Entrepreneurship 2

Session Moderator: **Bart Clarysse**, *ETH Zürich*

ENT: **Unpacking the Black Box of Impact Investing: The Investment Practices and Types of Impact Funds**     

Author: **Laurens Vandeweghe**, *ETH Zürich*
Author: **Bart Clarysse**, *ETH Zürich*

Since the term impact investing was first coined in 2007, there has been a tremendous growth of impact investment funds. While impact investors have been considered as a new investor type, little is known about the specific investment practices of professional impact investors. We provide an in-depth analysis of the practices of impact investors, using a multiple case study analysis of thirteen impact funds. We document six 'impact investment practices' that are unique to impact investors. We then show that impact funds vary in their emphasis on and approach towards the identified impact investment practices, diverging into three distinct types of impact funds: "Community" vs. "Catalyst" vs. "Cherry-picker". This study contributes to our understanding of this emerging class of investors.

Paper is NOT Available. Please contact the author(s).

ENT: **"As Long as I Am Able to Help These People": How Social Entrepreneurs Construct Their Motivation** 

Author: **Zanele Penny Lurafu**, *Jönköping International Business School*
Author: **Magdalena Markowska**, *Jönköping U.*
Author: **Olof Brunninge**, *Jönköping International Business School*

The paper conceptualizes how social entrepreneurs construct their prosocial motivation through a person-centered approach. The study examines seven social entrepreneurs who actively own and manage their businesses in Sweden. Gioia methodology was adopted to analyze social entrepreneurs' life stories and the interview data with their close relations to understand how they construct prosocial motivation in social entrepreneurship. Based on grounded theory-building and constructive perspectives, this study contributes in a few ways. First, it departs from the subjective viewpoint of social entrepreneurs taking a lived experience approach to their prosocial motivation. Secondly, we elaborate on the relationship between meaning in life, time orientation, and the adopted perspective to wellbeing in social entrepreneurship setting. Showing that finding meaning in life results in both long-term orientation and a more eudaimonic view of own wellbeing, whereas experiencing meaning void contributes to entrepreneurs taking a short-time perspective and focusing more on hedonic wellbeing, the feeling of being happy.

Paper is NOT Available. Please contact the author(s).

ENT: **How Social Entrepreneurs Access Resources: A Relational Chain Approach**  

Author: **Frédéric Bally**, *Grenoble Ecole de Management*
Author: **Thibault Daudigeos**, *Grenoble Ecole de Management*
Author: **Josselin Tallec**, *Grenoble Alpes U.*
Author: **Ludvine Calamel**, *Grenoble Ecole de Management*

Very little research has described how social entrepreneurs leverage their social networks to tap resources, especially in their local environment which has been proven to be crucial in the early stages of their venture. To address this gap, we draw on economic geography and, more specifically, the work of Grossetti on relational chains of individual entrepreneurs. We interviewed and collected data on 40 social entrepreneurs, all based in the Grenoble region of France. The analysis through a quantified narrations approach led to two surprising results: first, contrary to commercial ventures, the local embeddedness of social entrepreneurs increases through time. Second, personal ties of social entrepreneurs – both weak and strong – play only a small role in the access to resources unlike local institutional and market ties. We finally elaborate some theoretical propositions to explain these intriguing results and discuss their implications for the literature on social entrepreneurship.

Paper is Available to Meeting Registrants Only.

ENT: **The Ripple Effect of Artisan Entrepreneurship for Women: Conceptual Model and Research Agenda**   

Author: **Stacey Edgar**, *U. of Colorado, Boulder*
Author: **Elizabeth Embry**, *U. of Colorado, Boulder*

This paper shines a light on women artisan entrepreneurs and examines the often-overlooked role they play in establishing and maintaining resilient communities in developing countries. While women's empowerment and opportunities through entrepreneurship has received significant attention through the lens of sustainable development and poverty alleviation, little scholarship has examined the unique attributes of the artisan sector, the second largest employer in developing countries. Artisan craft work not only meets women's economic needs as necessity entrepreneurs, but also creates significant social, environmental, and cultural impacts locally, nationally, and globally. Thus, we utilize a three level research framework established to explore the ripple effect of artisan entrepreneurship in the craft sector, we highlight the importance of this work for women through targeted vignettes which illustrate the impact of artisan enterprises, and present critical areas for future research exploration of this important sector.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1149** | Submission: **19317** | Sponsor(s): **(ENT)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 9:30AM - 11:00AMPT (UTC-7)** at **Hyatt Regency Seattle in 707 Snoqualmie**

Gender and Diversity in Entrepreneurship 6

Session Moderator: **Bari L. Bendell**, *Suffolk U.*

ENT: **Investigating the Role of Gender Differences in the Online Social Networks of Entrepreneurs**  

Author: **Bari L. Bendell**, *Suffolk U.*

Author: **Kathrin Hanek**, *U. of Dayton*

Author: **Diane McMeekin Sullivan**, *U. of Dayton*

Author: **Dmitry Zinoviev**, *Suffolk U.*

Author: **Pelin Bicen**, *Suffolk U.*

The present study builds on the view that social capital is a social relational artefact by exploring how entrepreneurs cultivate and interact with their audience in the increasingly prevalent digital context of social network sites (SNS). More specifically, this paper examines the role of gender in these relationships, emphasizing the influence of social norms that govern the behavior of entrepreneurs in the shared online space, or community, of Twitter. The hypotheses are tested utilizing a gender-balanced dataset of 821 unique Boston-area entrepreneur digital social network profiles from Twitter. Results suggest that by self-presenting in ways that cater to one's audience (i.e., are gender-role congruent), entrepreneurial networking on Twitter is shaped by gendered social norms and etiquette. Notably, on Twitter, women entrepreneurs had fewer followers, held less popular network positions, had less audience reach, and tweeted about more stereotypically feminine, as well as, entrepreneurial topics compared to men entrepreneurs.

Paper is Available to Meeting Registrants Only.

ENT: **Logics of Digital Space, Informality and Women Entrepreneurship**  

Author: **Lalarukh Ejaz**, *Institute of Business Administration, Karachi*

Author: **Vadim Grinevich**, *Southampton Business School, U. of Southampton*

Author: **Mine Karatas-Ozkan**, *U. of Southampton*

Author: **Muhammad Shehryar Shahid**, *Lahore U. of Management Sciences*

This paper explores the role of digital space in enabling women's informal entrepreneurship in developing economies that are mostly riddled with institutional voids. It is based on an in-depth study of forty-seven (47) women informal entrepreneurs from Karachi, Pakistan. We utilize the institutional logics perspective to explore the voids women informal entrepreneurs face in their businesses and the resolution of these voids through the interaction of pre-existing institutional logics and emergent digital logics. The findings of this research show dominance of patriarchal logic and active utilization of digital logics to overcome it. From our data, we abstract digital logics of flexibility, affordability, spreadability, and connectivity as well as their interaction with dominant patriarchal logic that result in transposing and diffusing practices for women informal entrepreneur. This research contributes to the literature by examining how digital space amalgamates into business operations enabling women's informal entrepreneurship.

Paper is Available to Meeting Registrants Only.

ENT: **Ties that Bind or Blind? The Role of Identity and Place in Understanding Women Entrepreneurs Support**

Author: **Norin Arshed**, *U. of Dundee*

Author: **Graeme Martin**, *U. of Dundee*

Author: **Stephen Knox**, *U. of Dundee*

Women operating in male-dominated spaces face challenges to their legitimacy as entrepreneurs. These legitimacy challenges trigger reflections into who they are as authentic entrepreneurs, and where they belong within entrepreneurial contexts. To address these legitimacy claims, they enact identity work to construct their identities at the intersection of gender and entrepreneurship. Thus, we ask how do women entrepreneurs' role identities, personal identities and identity work shape their perception of gendered support places such as WBCs? Our findings detail the challenges women experience when navigating enterprise support and how this triggers reflections into the legitimacy of their entrepreneurial identities. On one hand, women work to create socially validated identities as women entrepreneurs, advocating gendered spaces and approaches to enterprise support. On the other hand, women work to create a coherent and resilient sense of self, advocating integration into mainstream enterprise support environments.

Paper is NOT Available. Please contact the author(s).

ENT: **Still Standing: Exploring Black Entrepreneurial Resilience Under Conditions of Gentrification** 

Author: **Saran Anika Nurse**, *Kean U.*

Utilizing an autoethnographic case study of Black small business owners in Fort Greene, Brooklyn, New York, I examine entrepreneurial resilience under conditions of gentrification. I conceptualize resilience as a process. I find that, for Black small business owners, resilience is a fluid concept that takes different forms with each form, or resilience capacity, having different determinants and characteristics. Black small business owners with absorptive resilience have been able to leverage protective factors - social networks, ownership of their commercial spaces, and not being dependent on the neighborhood for business - to withstand the effects of gentrification, and stay in place. Black small business owners manifesting opportunity adaptive resilience have stayed in place by adjusting their product/service offerings to the new environment. Those exhibiting necessity adaptive resilience have adapted reluctantly by relocating outside of the neighborhood. Resilience does not always equate with business survival or staying in place. Business owners also exhibit resilience by transforming, that is, by closing one entity and starting a new business either in the short-term, or, after a period of recovery.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1150** | Submission: **19339** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 9:30AM - 11:00AMPT (UTC-7)** at **Hyatt Regency Seattle in 708 Sol Duc**

New Venture Formation 5

Session Moderator: **Per Davidsson**, *Jonkoping International Business School*

ENT: Two Types of Entrepreneurship Process Research Revisited: Solidifying the Evidence

Author: **Per Davidsson**, *Jonkoping International Business School*
Author: **Jan Henrik Gruenhagen**, *Queensland U. of Technology*

In their review of venture creation process research, Davidsson and Gruenhagen (2021) identified two distinct types of process research: process as a journey through qualitative changes in content and process as a directional and temporal journey toward a goal. We revisit their findings with more robust methodology and find that these two are indeed distinct, ideal types that capture two centers of gravity in past process-oriented research on venture creation. The two types of process research represent different traditions and vantage points but both contribute to our understanding of core entrepreneurship phenomena. Further, they are complementary rather than incompatible and can be further refined by learning from each other.

Paper is Available to Meeting Registrants Only.

ENT: Entrepreneurial Opportunity Development in Online Communities

Author: **Peter Kalum Schou**, *BI Norwegian Business School*

In recent years, scholars have argued that entrepreneurs develop opportunities through social engagement in communities of peers. These entrepreneurial communities of peers, so-called communities of inquiry, are moving from the physical to the virtual realm as digital technologies proliferate society and entrepreneurial processes. However, little is known about how entrepreneurs partake in online communities and how these communities may affect opportunity development. To improve knowledge on this matter, I analyzed data from four entrepreneurial online communities on Reddit. I find that online communities may support opportunity development by A) providing information about the market and feedback on entrepreneurs' ideas, B) providing advice and emotional support to entrepreneurs dealing with issues in their ventures, C) and by providing vicarious learning from others' experiences. The paper contributes to the nascent stream on the social aspects of opportunity development and to the growing interest in digital entrepreneurship by unpacking how online communities support opportunity development in different ways, as well as outlining the limitations of online communities as digital tools for entrepreneurs.

Paper is Available to Meeting Registrants Only.

ENT: A Qualitative Analysis of Partnership Formation – Matching Theory Perspective

Author: **Willy Das**, *college of business, Lehigh U.*
Author: **Satyasiba Das**, *Indian Institute of Management Raipur*

Existing studies on EFT formation look at the partner selection process only from the founder's perspective. This raises several questions. Founders may prefer teaming up with specific individuals but are these collaborations equally attractive to these individuals? Therefore, at the core of this study is the idea that 'matching models' are more relevant to answer the specific question of "How is the partnership formed between the founder and the co-founder?" To answer this, we collect primary data from the founder and co-founders of 13 entrepreneurial firms from four incubation centers in India for a period of three years. We establish that a successful partnership involves considering both micro-founder attributes and micro co-founder attributes. We also establish that the partnership formation depends not only on the founder's ability to identify human capital within their networks, but a successful partnership is predominantly restricted by the 'macro labour market attribute' the 'constraint of unmatched preparedness' and the 'culturally induced attributes'. We have discussed these in detail in the paper.

Paper is Available to Meeting Registrants Only.

ENT: Problem-Solving Approaches, Working Capital Management, and New Venture Performance

Author: **Min-Huei Yang**, *Macquarie Business School, Macquarie U.*
Author: **Kehan Xu**, *City U. of Hong Kong*

This study investigates how, under the pressure of working capital constraints, a problem-solving approach influences decision-makers' financing decisions, and also how it affects consequent venture performance. Using a mixed-method research design including a survey study, a text-based analysis based on secondary data, and a behavioral laboratory experiment, we show that decision-makers with limited working capital (i.e., financial constraints) who use an abstract problem-solving approach can achieve better new venture performance compared with those using a concrete problem-solving approach. Implications for new venture managers and policymakers are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **1151** | Submission: **17703** | Sponsor(s): **(ENT, SIM, CMS)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 9:30AM - 11:00AMPT (UTC-7)**

**Social Entrepreneurship in Africa: Entrepreneurial
Action to Create a Better World Together**
Social Entrepreneurship in Africa



Organizer: **Giacomo Ciambotti**, *U. Cattolica del Sacro Cuore*
Organizer: **Helen Haugh**, *U. of Cambridge*
Discussant: **David Littlewood**, *U. of Sheffield Management School*
Participant: **Ana Maria Peredo**, *U. of Ottawa*
Participant: **Ben Mkalama**, *U. of Nairobi*
Participant: **Milande Busquet**, *Utrecht U.*
Participant: **David Littlewood**, *U. of Sheffield Management School*

Social entrepreneurship is increasingly recognised as an important community response to catastrophes such as ethnic conflict, social issues such as poverty, inequality, and child labour, and environmental challenges such as waste management and climate change (Saebi, Foss, & Linder, 2019; George, Howard-Grenville, Joshi & Tihanyi, 2016a; Sserwanga et al., 2014). In light of the growing literature on social entrepreneurship, and the size and scale of the African continent, surprisingly few studies have engaged with and explored social entrepreneurship in African countries (Rivera-Santos, Holt, Littlewood, & Kolk, 2015; Zoogah, Peng, & Woldu, 2015; Zahra, Gedajlovic, Neubaum, & Shulman, 2009). Our presenter symposium seeks to address two fundamental shortcomings in current organization, management, and entrepreneurship scholarship. First, research in African countries offers the opportunity for greater understanding of how “the diverse, rich life worlds of African people can inform our understanding of management and organization” (AMR, 2021; Kim, Bansal & Haugh, 2019). Second, Africa has been recognized as an important and fertile ground for critically evaluating the relevance of Western theories in non-Western contexts (Nkomo, 2017; Zoogah et al., 2015). Specifically, the learnings derived from a better understanding of how African communities organize local responses to local needs creates opportunities for new insights into how social entrepreneurship seeks to create a better world for communities.

Social entrepreneurship in Africa: Entrepreneurial action to create a better world together

Author: **Giacomo Ciambotti**, *U. Cattolica del Sacro Cuore*
Author: **Helen Haugh**, *U. of Cambridge*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **1152** | Submission: **13337** | Sponsor(s): **(GDO, HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 9:30AM - 11:00AMPT (UTC-7)** at Sheraton Grand Seattle in Diamond B

Neurodiversity at Work: New Insights on Inclusion and Potential

Neurodiversity at Work



Coordinator: **Elizabeth Follmer**, *U. of Washington, Bothell*
Discussant: **Amy Hurley-Hanson**, *Chapman U.*
Discussant: **Cristina Marie Giannantonio**, *Chapman U.*
Presenter: **Maira Elize Ezerins**, *U. of Arkansas, Fayetteville*
Participant: **Lauren Simon**, *U. of Arkansas*
Participant: **Charles C. Calderwood**, *Virginia Tech*
Participant: **Timothy J. Vogus**, *Vanderbilt U.*
Participant: **Christopher C. Rosen**, *U. of Arkansas*
Presenter: **Miriam Moeller**, *U. of Queensland*
Participant: **Dana L. Ott**, *U. of Otago*
Participant: **Emily Russo**, *Autism Spectrum Australia, Aspect*
Presenter: **Carolin Auschra**, *Freie U. Berlin*
Presenter: **Nikita Williams**, *Montclair U.*
Participant: **Jennifer Bragger**, *Montclair State U.*

Neurodiversity is an emerging challenge and opportunity for organizations. Research on this topic explores the employment of people diagnosed with autism spectrum disorder (ASD), attention deficit hyperactivity disorder (ADHD), dyslexia, dyspraxia, dyscalculia, and other related neurodevelopmental conditions and their inclusion in largely neurotypical organizations. This chronically underemployed population faces inaccurate stereotypes and other barriers to employment. Research presented in this symposium provides an inter-disciplinary review of research to date and as well as new insights on cultural stigmas, social and communication challenges, a framework for training neurodivergent leaders and an analysis of how they are perceived.

Autism and Employment: A Review of the 'New Frontier' of Diversity Research

Author: **Maira Elize Ezerins**, *U. of Arkansas, Fayetteville*
Author: **Lauren Simon**, *U. of Arkansas*
Author: **Charles C. Calderwood**, *Virginia Tech*
Author: **Timothy J. Vogus**, *Vanderbilt U.*
Author: **Christopher C. Rosen**, *U. of Arkansas*

Cultural Perspectives on Neurodiversity

Author: **Miriam Moeller**, *U. of Queensland*
Author: **Dana L. Ott**, *U. of Otago*
Author: **Emily Russo**, *Autism Spectrum Australia, Aspect*

Not on the Same Page: Motivational Asymmetry as a Social Barrier in Neurodiverse Workplaces

Author: **Elizabeth Follmer**, *U. of Washington, Bothell*

Disclosing a Neurodiverse Identity as a Business Leader: Still an Asshole - The Case of Elon Musk

Author: **Carolin Auschra**, *Freie U. Berlin*

Leading on the Spectrum: The Case for Servant Leadership in Autistic Developing Leaders

Author: **Nikita Williams**, *Montclair U.*
Author: **Jennifer Bragger**, *Montclair State U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Global Access to Finance

Session Moderator: **Christina Maria Muehr**, *WU Vienna*

IM: Do Digital Technologies Add Value? The Role of Digital Diffusion in Foreign IPO Firms

Author: **Christina Maria Muehr**, *WU Vienna*
Author: **Igor Filatotchev**, *King's College London*

In this article, we contribute to international IPO research on technology and institutions by investigating the relationship between digital strategic intents in initial public offering (IPO) prospectuses and the performance of foreign IPO firms going public in the United States (US). Despite the expectation of this foreign listing activity to convey digital quality, our theory and results suggest the digital adoption-use gap on both the firm and institutional level to create an uncertain digital diffusion process, an investment environment conveying low transparency, and a resulting IPO discount. We further explore contingencies of the chief executive officer's (CEO) and board of directors' technology expertise, investigating interrelationships among technology, institutions, upper echelon and foreign IPO performance. Considering uncertainties carried by the digital adoption-use gap, we find both contingencies to be negative moderators.

Paper is Available to Meeting Registrants Only.

IM: International IPO Research: A Systematic Review and Assessment

Author: **Christina Maria Muehr**, *WU Vienna*
Author: **Igor Filatotchev**, *King's College London*

Initial public offerings (IPOs) have strong economic significance and performance fluctuations, while the international IPO phenomenon introduces additional opportunities and challenges that come with bypassing stock exchanges located in the IPO firm's home country. Integrating and building on literature emerging from multiple domains, including international business (IB), accounting, finance, entrepreneurship, management and economics, our review summarises the current state of research. In particular, we identify seven central themes primarily studied by international IPO scholars, encompassing corporate governance, upper echelon, social partners, internationalisation activities, institutions, technology and market activities. Based on our review, we identify gaps in prior investigations, and outline research questions developing a more comprehensive agenda for future inquiries in international IPO research.

Paper is Available to Meeting Registrants Only.

IM: Containment Measures and Spillover Effects in Covid Times: A Global Study on Business Confidence

Author: **Diego Finchelstein**, *U. de San Andrés*
Author: **Paula Margaretic**, *U. Adolfo Ibañez*
Author: **Agustín Sotelo**, *U. de San Andrés*

In this paper we take a global perspective to assess the impact of the exogenous COVID pandemic shock on business confidence. Through a quantitative analysis of 43 emerging and advanced economies over the period from January 2018 to December 2020, we provide a novel investigation of a unique worldwide event, in contrast to the most frequent exogenous shocks, which typically have a more limited local or regional scope. We proxy business expectations with the business confidence indicator or BCI. First, we find that the containment measures for the COVID pandemic have negatively affected business confidence, with the compulsory policies having a greater negative effect on BCI than the voluntary ones. Second, we find positive spillover effects on the local BCIs from the containment measures implemented in neighboring countries. This suggests that business people are not against compulsory measures per se, but rather that they are less inclined to assume the costs of these. Third, we find that while the severity of the containment measures has been greater in emerging countries, the negative impact on BCI of these containment measures has been larger in advanced economies. Keywords: Business confidence, containment measures, spillover effects

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

A Focus on Firm Strategy: Alliances, Innovation, and Change

Session Moderator: **Eugene See**, *Coastal Carolina U.*

MOC: **The Influence of Past Activists on Firm Strategic Change**  

Author: **Eugene See**, *Coastal Carolina U.*

The prevalence of shareholder activism has resulted in the placement of activist appointed directors onto the boards of firms. Extant work examining this phenomenon has taken a rational approach in examining how such directors bring about change, but have assumed for the behavioral implications associated with their placement on boards. Building on theory involving alignment and legitimacy at the team level, this paper adopts a behavioral approach in theorizing how experience with shareholder activism in the past affects activist directors as they seek to bring about change in firms. It finds that such “past activists” are negatively associated with firm change. Further, it finds support for the effects of demographic similarity between such activists and incumbent directors in causing for firm change.

Paper is NOT Available. Please contact the author(s).

 MOC: **A Model of the Dynamics of Subgroup Influence on Boards** 

Author: **Julia E. Morley**, *London School of Economics*

Author: **Jason Alexander**, *London School of Economics and Political Science*

Finalist for MOC Division Best Paper Award

Corporate governance regulation on board effectiveness tends to focus on board composition and pays less attention to the issue of the dynamics of board deliberation. We develop an agent-based model to provide a ‘how possible’ explanation which engages primarily with these dynamics and demonstrates how a small subgroup on a board can dominate deliberation in virtue of rhetorical characteristics. In particular it is shown that a subgroup of 5 out of 14 board members can exert disproportionate influence over board decision-making. The assumptions of the model are validated by empirical evidence from interviews and a conversation analysis of two board meetings of the International Accounting Standards Board. The findings contribute to current research on board effectiveness by introducing an agent-based model and by providing directly observed evidence of the dynamics of board deliberation.

Paper is Available to Meeting Registrants Only.

MOC: **The Role of Overconfidence and Responsibility in Escalation of Commitment in New Product Development**

Author: **Dimitar Krastev**, *U. College Dublin*

Author: **Antonio Garzon-Vico**, *U. College Dublin*

Author: **Jan A. Rosier**, *U. College Dublin*

When new product development shows signs of failure, decision makers often face a difficult dilemma: either to cancel the project or to continue investing resources, hoping for success. On many occasions, managers choose to persist with their investments beyond a point that could be considered rational, a phenomenon that has been called escalation of commitment. To understand what drives individuals to escalate commitment, we conducted a randomized experiment investigating three predicting factors: overconfidence arising from past correct decisions, overconfidence arising from how probability information is presented, and responsibility. Our paper contributes to the literature by showing that correct decisions do not necessarily lead to overconfidence or escalated commitment. Instead, it is only when a correct decision leads to a positive outcome that escalation of commitment occurs. Regarding overconfidence arising from how probability information is presented, we found that when statistical information is framed in a positive way, individuals become more overconfident but that overconfidence does not translate into higher escalation of commitment. Our results indicate that knowing that an individual is overconfident is not enough to predict whether they will escalate their commitment; we also need to know the source of this overconfidence. In the case of responsibility, we find a connection between felt responsibility for the project and escalation of commitment to it.

Paper is Available to Meeting Registrants Only.

MOC: **How Fear Can Affect the Pursuit of Novel Technologies in Incumbent Firms** 

Author: **Christopher Golding**, *Alliance Manchester Business School, U. of Manchester*

Author: **Tyrone Pitsis**, *Durham U.*

Author: **Matthew Mount**, *Adelaide Business School*

Despite often being the source of novel technological breakthroughs, incumbent firms frequently fail to capitalize on these opportunities. We examine the potential role that emotion – specifically, fear – can play in this process, through a 24-month ethnographic study of a communications incumbent attempting to commercialize a novel security technology called Quantum Key Distribution. Our findings suggest, counterintuitively, that fear might actually facilitate the pursuit of novel technologies in incumbents, under the right circumstances. We therefore nuance the literature on fear in the pursuit of novelty by suggesting how – and under what conditions – fear can behave as a motivator and inhibitor respectively. Moreover, in identifying how actors involved in the pursuit of novelty may experience fear of failure and fear of missing out, we advance existing unidimensional conceptualizations of fear. Finally, we propose that how novel technologies are emotionally framed to other organizational actors may depend on the position of the communicator in the organizational hierarchy.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1155** | Submission: **19226** | Sponsor(s): **(MOC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 9:30AM - 11:00AMPT (UTC-7)** at **Seattle Convention Center in Room 608**

Diverse Cognitions at Work: Judgment, Affect, Motivation, and Social Perception

Session Moderator: **Zahra Heydarifard, Bryant U.**

MOC: Social Attention Capture and Judgement Formation in Virtual Reality 

Author: **Theodore Charles Masters-Waage, Singapore Management U.**

Social attention – the process by which individuals select information from the social world to mentally process – is a key antecedent to all organizational behavior. This central role of attention has long been appreciated by organizational theorists, but our understanding of this core cognitive process has been hampered by a lack of empirical evidence. This paper is part of a dissertation seeking to advance programmatic research on social attention through developing new methodology (VR Vignettes) and integrating theory from cognitive science, social cognition, economics, and the behavioral theory of the firm, with micro-research on organizational behavior. Specifically, this paper studies the role of social attention in judgement formation and how job candidates can use charisma to win the “battle for attention”. Results from a virtual reality study found that charismatic individuals receive increased social attention, but the benefits of this depend on the quality of their underlying knowledge, skills, abilities, and other attributes (KSAOs), demonstrating the mixed benefits of charisma for job candidates. Further, it is found that social attention from selectors increases judgement differentiation between high- and low-quality candidates, demonstrating the benefits of social attention for organizations. Together these results seek to advance current theory on the role of social attention within organizations and provide tools for future scholars to continue this work.

Paper is Available to Meeting Registrants Only.

MOC: The Social Perception of Virtue Signaling

Author: **Kelly Nault, IE Business School**

Author: **Andy Jiexiong Yap, INSEAD**

References to “virtue signaling” have increased in recent years, yet academic research has failed to define and examine this behavior as a type of status signaling. Using a prototype analysis, which involves creating a participant-generated library of attributes related to virtue signaling and analyzing their similarity and frequency, we find that virtue signaling elicits social judgments of benevolence and sanctimony from observers. Using an experimental study, we find these social judgements, induced by manipulating a signaler characteristic (i.e., the signaler’s socioeconomic status), to directly affect the efficacy of this status signaling behavior. Specifically, perceptions of signaler benevolence increase, and perceptions of signaler sanctimony decrease, observers’ perceptions of signalers’ status. In addition, using a body of 10,000 tweets tagged with #StopAsianHate, we find posts reflecting greater benevolence to garner more retweets, a measure of social influence. In sum, although status signaling generally requires individuals to elevate themselves compared to those around them, we find virtue signals prioritizing the needs of others to result in social status gains. We discuss implications for the literatures on status signaling, moral character, and self-promotion.

Paper is NOT Available. Please contact the author(s).

MOC: The Role of Self-Monitoring and Motivation on Discretionary Advice: Evidence From a Field Study

Author: **Hendrik Leendert Aalbers, Radboud U. Nijmegen**

Author: **Alexander Smit, assistant professor**

Finalist for MOC Division Best Submission with Practical Implications for Organizations

Despite the pivotal role that self-monitoring plays in a multitude of social exchange situations and the preference of high self-monitors to look good in the eyes of others, relatively little is known about the role of self-monitoring on discretionary advice tie formation. This paper addresses tie formation choices relative to one’s opportunity seeking triggers. Based on the embeddedness literature and self-monitoring theory we develop and empirically test two hypotheses on the interrelation between self-monitoring (trait), motivation (trigger) and discretionary advice seeking (action). Drawing on data collected at a global pharmaceutical company, and based on a quantitative analysis using dyad-level regression models with multiway clustered observations, our findings suggest high self-monitors preferentially reach out to dissimilar others in advice seeking. We find intrinsic motivation to mitigate this effect amongst high self-monitors such that enjoyability positively stimulates self-monitoring ability. Extrinsic motivation, in turn, moderates the positive effect of self-monitoring on the formation of new ties such that external rewards positively stimulate self-monitoring sensitivity. Our findings nuance the notion that high self-monitors are more likely to engage in advice seeking activity than low self-monitors, suggesting one’s motivational preference to moderate this relation as trigger towards actual action. We conclude with discussing the implications of these findings for the study of social exchange processes in an intra-organizational and innovation aspiring context.

Paper is Available to Meeting Registrants Only.

MOC: Cognitive Task Analysis: Eliciting Management Cognition

Author: **Olivia Brown**, *School of Management, U. of Bath*

Author: **Nicola Power**, *Lancaster U.*

Author: **Julie Gore**, *Birkbeck, U. of London*

Cognitive Task Analysis (CTA) is a powerful qualitative methodological approach which has the potential to add to management researchers' knowledge of in-depth interviewing techniques, whilst addressing the importance of producing rigorous research that has relevance for management practice. Developed within the Naturalistic Decision-Making community, this set of semi-structured interviewing techniques have much to offer to management researchers. Distinct from traditional semi-structured interview methods, CTA is designed to identify the knowledge requirements that underpin expertise in complex work domains. CTA is underutilised by management scholars, contrary to other applied social science disciplines in cognitive psychology, human factors, and ergonomics where it is widely used. This paper aims to advance understanding of these pragmatic techniques which are theoretically rigorous and easy to use, with results which have high face validity with practitioners. First, we provide an overview of CTA as a robust methodological approach to research oriented around knowledge elicitation. Second, we provide two examples of how the CTA approach has been used to research management; specifically using the Critical Decision Method to explore management in high-stakes environments; and an Applied Cognitive Task Analysis to explore global strategic leadership. In ending, we highlight potential avenues for using CTA for innovative management research.

Paper is Available to Meeting Registrants Only.

MOC: Well-Being Implications of Unaccepted Voice for Voicers: Negative Affect and Insomnia as Outcomes   

Author: **Zahra Heydarifard**, *Bryant U.*

Author: **Dina Krasikova**, *U. of Texas At San Antonio*

Employees express voice in order to improve the status quo of their work units and organizations. However, sometimes employee voice attempts are not accepted by managers or violate group norms with regards to voice expression. When voice is unaccepted, it may not only negatively impact the effectiveness of their work units and organization, but also may take a toll on voicer well-being. Drawing from the appraisal theory of discrete emotions (Roseman, 1984, 1991, 1996), we examine the well-being implications of unaccepted voice for voicers. In a 10-day within-person study of 113 full-time employees, we found that employees experienced higher levels of fear and, subsequently, were more likely to suffer from insomnia at night, when their voice was rejected by their supervisors. In addition, we found that these effects of supervisory voice rejection on fear and insomnia were stronger for employees who had lower levels of affective commitment to their organization. Also, we found that employees were more likely to feel frustrated when their voice violated group or organizational norms, and this effect was stronger for employees who were higher in affective commitment.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1156** | Submission: **10049** | Sponsor(s): **(MOC, OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 9:30AM - 11:00AMPT (UTC-7)** at **Seattle Convention Center in Room 604**

When Goal Pursuit Strategies and Beliefs Lead Us Astray: Unexpected Negative Effects on Motivation *When Goal Pursuit Strategies Lead Us Astray*



Organizer: **Jessica Jee Won Paek**, *Fuqua School of Business, Duke U.*
Presenter: **Melanie Brucks**, *Columbia Business School*
Participant: **Szu-chi Huang**, *Stanford Graduate School of Business*
Presenter: **Lauren Eskreis-Winkler**, *Northwestern Kellogg School of Management*
Participant: **Kaitlin Woolley**, *Cornell SC Johnson College of Business*
Participant: **Eda Erensoy**, *U. of Chicago Booth School of business*
Presenter: **Jessica Jee Won Paek**, *Fuqua School of Business, Duke U.*
Participant: **Grainne Fitzsimons**, *Duke U.*
Presenter: **Ilana Brody**, *UCLA Anderson School of Management*
Participant: **Hengchen Dai**, *UCLA Anderson School of Management*
Participant: **Jana Gallus**, *UCLA Anderson School of Management*
Discussant: **Esther Sackett**, *Santa Clara U.*

Existing research has established various strategies and beliefs that can aid in goal pursuit. These tools and perspectives, however, can often lead us astray. This symposium combines four presentations that highlight various tactics and viewpoints for goal pursuit that are commonly thought to be effective, but in fact prove detrimental for motivation. The first presentation begins by demonstrating that contrary to people's expectations and a large body of work documenting comprehensive benefits of practice, repetition engenders contrasting effects on creative performance. The second presentation continues by examining how although failing and learning from failure is encouraged, people actually overestimate how much they and others learn from failure. The third presentation then investigates how individuals intuitively believe that goals must progress linearly; so, when goal pursuers experience nonlinear progress, they are more frustrated and demotivated. The last presentation demonstrates that although choice and agency is touted to motivate charitable giving, asking people to choose between donation options may backfire. Taken together, this symposium highlights how popular strategies and beliefs about goal pursuit can misguide our motivation.

Does Practice Make Perfect? The Contrasting Effects of Repetition on Creativity

Author: **Melanie Brucks**, *Columbia Business School*
Author: **Szu-chi Huang**, *Stanford Graduate School of Business*

Our Rosy View of Failure

Author: **Lauren Eskreis-Winkler**, *Northwestern Kellogg School of Management*
Author: **Kaitlin Woolley**, *Cornell SC Johnson College of Business*
Author: **Eda Erensoy**, *U. of Chicago Booth School of business*

Two Steps Forward, One Step Back: How Nonlinear Goal Progress Impacts Motivation

Author: **Jessica Jee Won Paek**, *Fuqua School of Business, Duke U.*
Author: **Grainne Fitzsimons**, *Duke U.*

From Warm Glow to Cold Chill: Choice Avoidance in Charitable Donations

Author: **Ilana Brody**, *UCLA Anderson School of Management*
Author: **Hengchen Dai**, *UCLA Anderson School of Management*
Author: **Jana Gallus**, *UCLA Anderson School of Management*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**Program Session: **1157** | Submission: **11715** | Sponsor(s): **(MOC, OB, CAR)**Session Format: **In-person Only: Seattle**Scheduled: **Monday, Aug 8 2022 9:30AM - 11:00AMPT (UTC-7)** at **Seattle Convention Center in Room 309**

Moving to the Next Stage: Clarifying Constructs and Integrating Theory in Identity Research

Clarifying and Integrating Identity Research



Organizer: **Elise B. Jones**, *U.S. Coast Guard Academy*
 Organizer: **Maily George**, *IESE Business School*
 Presenter: **Maily George**, *IESE Business School*
 Presenter: **Karoline Strauss**, *ESSEC Business School*
 Presenter: **Elise B. Jones**, *U.S. Coast Guard Academy*
 Presenter: **Heather Ciara Vough**, *George Mason U.*
 Participant: **David Sluss**, *ESSEC Business School*
 Participant: **Julija Mell**, *Erasmus U. Rotterdam*
 Participant: **Frederik Anseel**, *UNSW Sydney Business School, Australia*
 Participant: **Judith R Gordon**, *Boston College*
 Participant: **Teresa Cardador**, *U. of Illinois at Urbana-Champaign*
 Participant: **Brianna Barker Caza**, *U. of North Carolina at Greensboro*
 Participant: **Emily D. Champion**, *U. of Iowa*
 Discussant: **Michael G. Pratt**, *Boston College*

Michael Driver Best Symposium Award Nominee

Identity is a key organizational construct that “can be linked to nearly everything” (Alvesson, Ashcraft, & Thomas, 2008: 5); subsequently, within the organizational and behavioral sciences, it has garnered much scholarly attention. A wide array of identity-based processes and experiences have been studied, including the processes whereby identities are formed (i.e., identity construction) and altered (i.e., identity work), as well as various identity-implicating experiences, such as identity threats and opportunities, and identity conflict. This tremendous scholarly interest has resulted in myriad studies and numerous identity-related constructs. The proliferation of and lack of clarity among identity-related concepts resulting from this prolonged theory building stage has contributed to construct proliferation and a lack of clarity among identity-based concepts. Further, a lack of integration across identity-based studies makes it difficult to generalize research findings and contributes to an absence of encompassing models. Continuing this fragmented approach will contribute to conceptual ambiguity and confusion for the field, decreasing researchers’ confidence in the knowledge generated and inhibiting further progress. This symposium aims to advance identity research by fostering greater clarity and theoretical integration among identity-related constructs and processes. Presentations focused on identity resources and identity coherence address this theme via identity construction and its outcomes, and papers on identity enactment and identity conflict integrate existing knowledge pertaining to existing identities. As a whole, this symposium forges a pathway towards the next stage in this research: construct convergence (via definitional clarity and measurement development) and more theory testing.

Oh, I Need (to be) That!: A Model of Identity Resource Creation

Author: **Maily George**, *IESE Business School*
 Author: **David Sluss**, *ESSEC Business School*

Capturing Identity Dynamics: A Network-Based Approach to Identity Construction Processes

Author: **Karoline Strauss**, *ESSEC Business School*
 Author: **Julija Mell**, *Erasmus U. Rotterdam*
 Author: **Frederik Anseel**, *UNSW Sydney Business School, Australia*

Latent Identities: Internalizing a Role without “Doing” It

Author: **Elise B. Jones**, *U.S. Coast Guard Academy*
 Author: **Judith R Gordon**, *Boston College*

Identity Conflict in the Workplace: An Integrative Review

Author: **Heather Ciara Vough**, *George Mason U.*
 Author: **Teresa Cardador**, *U. of Illinois at Urbana-Champaign*
 Author: **Brianna Barker Caza**, *U. of North Carolina at Greensboro*
 Author: **Emily D. Champion**, *U. of Iowa*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Plenary Session**

Program Session: **1158** | Submission: **18378** | Sponsor(s): **(OB)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 9:30AM- 11:30AMPT (UTC-7)** at **Seattle Convention Center in Room 4C2**

OB Division Plenary: Social Class and its Implications for the Future of OB Research

Social Class and Implications for OB Research

Organizer: **Daan Van Knippenberg**, *Rice U.*

Recognizing the pervasive influence of social class in organizations, we organize this Spotlight Plenary to take stock of the state of the science and practice in social class in organizational behavior, and highlight important future questions for scholars and practitioners to address. The session kicks off with research- and practice-focused presentations to set the stage, and then proceeds to explore avenues for the further development of social class research in organizational behavior via interactive discussions. The session closes with a plenary integration of the insights from these discussions to identify promising ways forward to develop this important area of research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Expressions of Emotions

Session Moderator: **Sasha Pustovit**, *Towson U.*

OB: The Impact of Uncertainty on Selfish Workplace Behaviors: An Emotions Perspective

Author: **Sasha Pustovit**, *Towson U.*

Author: **Andrea L. Hetrick**, *U. of New Mexico*

Author: **Tanja R. Darden**, *Towson U.*

There has been a marked increase in the prevalence of selfish behaviors in organizations worldwide over the past few years and decades (Global Study on Business Ethics Survey, 2021), along with a simultaneous increase in the prevalence of uncertainty in the business environment. Drawing from Appraisal Tendency and Conservations of Resources theories, we present an integrative model that examines the impact of perceptions of uncertainty on individuals' propensities to engage in unethical and competitive behaviors. We tested our hypotheses in three studies; Study 1 utilized a critical incident recall experiment in a sample of 321 working adults, Study 2 utilized an experimental vignette in a sample of 91 students with prior work experience, and Study 3 utilized an experimental vignette in a sample of 130 working adults. Results show that individuals are more likely to engage in unethical and competitive behaviors as a consequence of a fear-based response to perceptions of uncertainty. We further investigate the mechanism through which fear elicits these effects.

Paper is NOT Available. Please contact the author(s).

OB: The Interactive Effect of Emotion and Voice on Voice Endorsement

Author: **Xiaode Ji**, *Guanghua School of Management, Peking U.*

Author: **Hui Wang**, *Peking U.*

How emotion in voice expressions affects voice endorsements is less understood. In this paper, we followed two lines of reasoning and incorporated the arguments of promotive and prohibitive voice to explain when and how emotional voice expressions facilitate voice endorsements. Specifically, based on the display rule of emotion perspective, we proposed that expressing positive emotion would lead to more voice endorsements through perceived voicers' emotion management ability, especially for prohibitive voice. However, based on the information processing perspective, we proposed that positive voice expression of promotive voice and negative expression of prohibitive voice would increase information processing fluency by eliciting perceived emotional expression authenticity, leading to higher voice endorsements. Results from two studies consistently supported the display rule of emotion perspective explanation. The practical implication, as well as future research direction, is discussed.

Paper is NOT Available. Please contact the author(s).

OB: Happiness, Productivity and Willingness to Compete

Author: **Karl Overdick**, *Oxford U., Saïd Business School*

Is happiness a necessary attribute of a successful employee? This paper analyses productivity and willingness to compete (WTC) as two measures of employee success. It conducts an online experiment on 645 respondents with real-effort tasks eliciting productivity and WTC for different levels of happiness. No effect of happiness is obtained despite sufficient statistical power. One explanation is that affective happiness does not shift behavioural preferences like risk aversion enough. In contrast, more established alternative features such as pay scheme and gender shift both behavioural preferences and objective outcomes significantly.

Paper is NOT Available. Please contact the author(s).

OB: "I Did It! I Feel Guilty!": Expressing Guilt and Facing a Less Severe Punishment by Observers

Author: **Afra Koulaei**, *Inland Norway U. of Applied Sciences*

Author: **Arash Talebi**, *EDHEC Business School*

We examine the interpersonal effect of expression of guilt following a norm violation on the severity of punishment recommended or executed by independent observers. In a series of five experiments (4 preregistered), we consistently show that expressing guilt after violating a norm reduces the severity of punishment. Drawing on the Emotion as Social Information (EASI) model, we also show that the perceived warmth and entitlement of the violator explain the effect of guilt expression on punishment. Further, we propose and empirically document that observers' guilt-proneness moderates the effect of guilt expression on punishment such that more guilt-prone individuals tend to punish a norm violator who does not express guilt more severely. In sum, we show that people's acknowledgment of their wrongdoings and transgressions via expressing guilt have interpersonal benefits.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□ Session Type: **Showcase Symposium**
Program Session: **1160** | Submission: **15353** | Sponsor(s): **(OB, SIM, MOC)**
Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**
Scheduled: **Monday, Aug 8 2022 9:30AM- 11:00AMPT (UTC-7)** at **Seattle Convention Center in Chelan 4**

Understanding the Consequences of Unethical Behavior

Unethical Behavior Consequences



Session Chair: **Grace Ching Chi Ho**, *Arizona State U.*
Session Chair: **David Welsh**, *Arizona State U.*
Discussant: **Rebecca Lee Greenbaum**, *Rutgers U., New Brunswick*
Presenter: **Marie S. Mitchell**, *U. of North Carolina at Chapel Hill*
Participant: **Shubha Sharma**, *U. of Georgia*
Participant: **Mo Chen**, *School of Management, Harbin Institute of Technology*
Participant: **Mingyun Huai**, *Tongji U.*
Presenter: **Young Won Rhee**, *U. of Washington*
Participant: **Elizabeth Eve Umphress**, *U. of Washington*
Presenter: **Jenny Hejia Wang**, *U. of Guelph*
Participant: **Laurie Barclay**, *U. of Guelph*
Participant: **Rebecca Schaumberg**, *The Wharton School, U. of Pennsylvania*
Presenter: **Scott Wiltermuth**, *USC*
Participant: **Gabrielle Adams**, *U. of Virginia*
Participant: **Michael Baer**, *Arizona State U.*
Participant: **John Bush**, *U. of Central Florida*

In recent years, there has been a large body of research examining why employees engage in unethical behavior. Scholars have made substantial progress in terms of understanding the antecedents and processes associated with unethicality. Yet, there remains an important opportunity to more systematically investigate the consequences of unethical behavior from a variety of perspectives. For observers of unethical behavior, there may be a variety of negative consequences as well as potentially unanticipated positive consequences. These effects might occur through the specific morally-relevant emotions, such as anger or vicarious shame, experienced by the observers of unethicality and their subsequent behavioral responses. Additionally, the motives of the transgressor may play an important role in shaping the reactions of others. Observers may also react differently to victims of unethical behavior based on whether the victims decide to forgive the perpetrator. Finally, to pursue ethicality in the workplace, an employee's own ethical focus on a given day may influence how they feel and whether or not they rise to the occasion when presented with an opportunity to do the right thing. The purpose of this symposium is to deepen scholars' understanding of the consequences of unethicality via multiple perspectives and methodologies.

Are there Benefits or Detriments (or Both) to Observing Coworker Cheating Behavior?

Author: **Marie S. Mitchell**, *U. of North Carolina at Chapel Hill*
Author: **Shubha Sharma**, *U. of Georgia*
Author: **Mo Chen**, *School of Management, Harbin Institute of Technology*
Author: **Mingyun Huai**, *Tongji U.*

How does Observing a Member's Unethical Behavior Influence Your Group Behavior? Intention Matters

Author: **Young Won Rhee**, *U. of Washington*
Author: **Elizabeth Eve Umphress**, *U. of Washington*

Understanding Why Employees Cover Up Unethical Behaviors

Author: **Jenny Hejia Wang**, *U. of Guelph*
Author: **Laurie Barclay**, *U. of Guelph*

To Forgive or to Show Integrity? Forgiveness Decreases Integrity but Increases Benevolence

Author: **Rebecca Schaumberg**, *The Wharton School, U. of Pennsylvania*
Author: **Scott Wiltermuth**, *USC*
Author: **Gabrielle Adams**, *U. of Virginia*

Compliant not Courageous? Paradoxical Ethical Consequences of Focusing on Values versus Compliance

Author: **Grace Ching Chi Ho**, *Arizona State U.*
Author: **David Welsh**, *Arizona State U.*
Author: **Michael Baer**, *Arizona State U.*
Author: **John Bush**, *U. of Central Florida*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **1161** | Submission: **17912** | Sponsor(s): **(ODC, MC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 9:30AM- 11:00AMPT (UTC-7)** at **Sheraton Grand Seattle in Jefferson B**

Leaning into the Paradox of Belonging: A New Tool to Evaluate Leader-Team Trust and Respect *Leaning into the Paradox of Belonging*



Organizer: **Michael R. Manning**, *Benedictine U.*
Presenter: **John Heiser**, *TRG Management Solutions, LLC*
Presenter: **Laura Guilliam**, *Benedictine U.*

The “Great Resignation” has made one thing clear over the past two years: an unprecedented number of employees have quit their jobs. Employment survey data is uncovering that employees are seeking a sense of belonging, a sense of purpose. This sense of belonging, or lack thereof, has taken on greater significance for leaders given the “new normal” in terms of remote and/or hybrid work settings. Hence, leaning into the paradox of belonging has become a pressing issue that employers must address if they are going to retain their best employees going forward. The purpose of this workshop is to engage in a highly interactive program that examines the research underlying the paradox of belonging and its relation to employee engagement in the context of the current employment situation; exposes participants to a new tool that evaluates the key components of belonging, respect and trust; and engages participants in dialogue about the skills and behaviors leaders need to effectively lean into the paradox of belonging to drive movement toward retention rather than attrition.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: **1162** | Submission: **12770** | Sponsor(s): **(OMT, CAR)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Monday, Aug 8 2022 9:30AM- 11:00AMPT (UTC-7)** at **Seattle Convention Center** in **Skagit 4**

An Occupational Lens on Social Inequality

An Occupational Lens on Social Inequality



Organizer: **Andrea Wessendorf**, *U. of Edinburgh business school*

Discussant: **Pamela S. Tolbert**, *Cornell U.*

Panelist: **Curtis Kwinyen Chan**, *Boston College*

Panelist: **Summer Jackson**, *Harvard Business School*

Panelist: **Arvind Karunakaran**, *Stanford U.*

Panelist: **Sharon Koppman**, *U. of California, Irvine*

Finalist for the OMT Division Best Symposium Award | Michael Driver Best Symposium Award Nominee

Social inequality, i.e., the unequal opportunities and outcomes based on social group membership, is one of the grand challenges of our time. The current literature on social inequality foregrounds organizational practices and structures that contribute to patterns of social inequality. Given that organizations distribute most of the economic and social resources in our society, this research has yielded important insights into the drivers of social inequality both within and beyond organizational boundaries. However, such studies have predominantly focused on patterns of vertical segregation of individuals across organizational ranks. This focus has distracted from patterns of horizontal segregation of individuals into different occupations and industries, based on their social group membership. In this symposium we seek to develop an occupational lens on social inequality by bringing together organization theorists whose work is exemplar of this new direction. This symposium, which is both timely and relevant, is grounded in recent empirical work. The experts will draw on their own research to discuss how an occupational lens can help us to better understand social inequality. In discussing patterns of intra- and inter-occupational dynamics of social inequality, we seek to generate insights from the rich studies that the panelists have conducted and elaborate on why and how an occupational lens can enrich our understanding of social inequality. The symposium should be immensely useful for researchers and practitioners looking to address social inequality within the workplace by not only focusing on broad patterns of social inequality across occupations but also by addressing some of the micro-dynamics of social inequality within the workplace. We hope that this symposium will provide a forum for discussion about an occupational lens on social inequality and provoke insights into future research direction.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**

Program Session: **1163** | Submission: **18476** | Sponsor(s): **(PUBS)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 9:30AM - 11:00AMPT (UTC-7)** at **The Westin Seattle in Grand Crescent**

**AMLE Showcase Session: Addressing Socioeconomic Inequalities through
Management Education & Learning**
AMLE Session: Addressing Socioeconomic Inequalities

Facilitator: **Paul Hibbert**, *U. of St Andrews*

Facilitator: **Diego Coraiola**, *U. of Victoria*

Organizer: **Susan Zaid**, *Academy of Management*

This paper development workshop is focused on the AMLE Special Issue on socioeconomic inequalities. Although belated, management research is paying increasing attention to socioeconomic inequalities, particularly the role of organizational practices and decisionmakers in providing differential opportunities for value creation, appropriate and distribution to individuals of different demographic groups. This special issue aims to complement this body of research by examining the links between management education and re/production of socioeconomic inequalities within and outside organizations. Contributions to this special issue of AMLE should provide new theoretical understandings, reached through examination of the role of management education and learning in recognising, resisting, and ultimately alleviating socioeconomic inequalities around the world. Due to the broad nature of the topic, relevant insights from other disciplines (e.g., psychology, sociology, anthropology, economics, ethics and many others) that can be connected with the theme and the core interests of the journal may be appropriate, in addition to more conventional approaches. In this PDW, we encourage those with early-stage ideas to submit a long abstract of 1,500 words (excluding figures/tables, appendices, and references), to gain feedback from peers and the special issue guest editors to help guide the development of the full paper. The deadline for full paper submissions for the special issue is December 31, 2022, and the call for papers is available at <https://aom.org/events/event-detail/2021/11/08/higher-logic-calendar/addressing-socioeconomic-inequalities-through-management-education-and-learning>. Pre-registration, submission of your long abstract (1,500 words) and agreement to comment on a small number of peer submissions is required in order to participate in PDW. Click here to pre-register: <https://form.jotform.com/221737507232149>

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**

Program Session: **1164** | Submission: **18339** | Sponsor(s): **(SAP)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Monday, Aug 8 2022 4:30PM - 6:00PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 5**

Strategizing Activities and Practices Interest Group Annual Keynote 2022 *SAP Keynote 2022*

Participant: **Katharina Dittrich**, *Warwick Business School*

Speaker: **Martha S. Feldman**, *U. of California, Irvine*

“Coping with Disruption: Precarity, Patterning and Social Justice”

Martha Feldman’s work on routine dynamics and practice theory more broadly has influenced the work of many SAP scholars. This year, Martha will reflect on her latest work looking at how to ensure continuity in times of disruption and how this relates to precarity and social justice. Her talk will connect SAP research, routine dynamics and wider societal issues. A talk at the cutting edge of research, not to be missed.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1165** | Submission: **19501** | Sponsor(s): **(SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 9:30AM - 11:00AMPT (UTC-7)** at **Hyatt Regency Seattle in 406 Klickitat**

Racial Justice, Ethics and Corporate Social Responsibility

Session Moderator: **Sonia Siraz**, *U. of Essex (EBS), UK*

SIM: Camouflaging and Leveraging Race: How Entrepreneurs Deal with Racial Issues

Author: **Maria Paola Ometto**, *California State U., San Marcos*
Author: **Carly Offidani-Bertrand**, *California State U., San Marcos*

Much of the literature examining entrepreneurship among communities of color have examined the structural obstacles that impact the initial funding of a business, but this is only part of the story; entrepreneurs of color must also persist in the face of interpersonal racial discrimination in order to grow their business successfully over time. We know little about how entrepreneurs of color deal with discrimination as they work to sustain and grow their businesses within primarily white industries. Our study examines qualitative interview data using grounded theory analysis to understand how entrepreneurs of color experience and navigate racial discrimination that could potentially impact the survival and growth of their businesses. Those entrepreneurs of color who narrate persistence and growth demonstrate the ability to invisibilize, camouflage, and leverage their race in adaptive response to the socio-ecological context within which opportunities arise. We also illustrate how social movements can play a role in beginning to shift unequal structures of power within the business world by creating emergent opportunities for POC entrepreneurs that allow them to be open, and even forward, about their racial-ethnic identity. We also demonstrate that entrepreneurial trajectories can become a way for people of color to change the exclusion and discrimination they face.

Paper is Available to Meeting Registrants Only.

SIM: All Entrepreneurs are Equal but Some are More Equal than Others

Author: **Sonia Siraz**, *U. of Essex (EBS), UK*
Author: **Bjorn Paul Claes**, *The Open U.*

This paper sheds light on how ethno-racial stereotypes affect legitimacy perceptions about entrepreneurs. Our findings show that compared to nonminority entrepreneurs, minority entrepreneurs are perceived as less legitimate due to their ethno-racial attributes. Our study confirms the presence of an ethno-racial hierarchy among different minority groups that increases the harshness of legitimacy perceptions for lower-status minority groups. Entrepreneurs' higher level of education alleviates some of those inequalities but fails to eliminate them completely. We demonstrate that observers' beliefs in a just world play a fundamental role in mitigating or increasing the harshness of legitimacy perceptions. Through three conjoint experiment studies, totaling 22,608 evaluations nested in 1,413 observers from the general public in the United States, we examine how entrepreneurs from two minority groups, Black Americans and Latinx, are judged relative to nonminority entrepreneurs (White Americans) after their endeavors have failed. We then further examine whether there are differences when these two groups of minority entrepreneurs are judged relative to each other. This study contributes to a deeper understanding of how system inequality and prejudice endure in business.

Paper is NOT Available. Please contact the author(s).

SIM: I'm Not Racist, They're Just Facebook Jokes: How Organizations Deal with Viral Racist Incidents

Author: **Susan Cooper**, *King's College London*
Author: **Lucas Amaral Lauriano**, *IESEG School of Management, LEM-CNRS 9221*

An organizational dilemma for a modern era: racism and social network sites (SNSs). In this international qualitative study of nine cases, we map the stages of how organizations and the public react to incidents of racism gone viral. In the absence of a platform-based consequences, the public negotiates group reactions to offending statements. While organizations have little control over what their staff do outside of work, online spaces enable a context collapse where the traditional work-non-work boundaries are unclear, and when individuals' racism are tied to their workplace, organizations are called to hold their offending staff members accountable. When organizations go into a stage of damage control their responses are generally considered weak. Our study contributes to critical diversity studies and racism on social media by showing the boundaries of platformed racism, outlining processes of bricolage carried out by the public to show organizational patterns of discrimination, and expand on processes of how organizations perpetuate systemic racism by only targeting 'bad apples'.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Caucus**
Program Session: **1166** | Submission: **17032** | Sponsor(s): **(CAU)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 9:45AM - 11:15AMPT (UTC-7)**

Management Department Chair Caucus

Management Department Chair Caucus

Organizer: **George Benson**, *U. of Texas At Arlington*
Organizer: **Emily M. Hunter**, *Baylor U.*

This caucus will bring together department chairs and those with interest in departmental leadership to network and benchmark practices across universities. The purpose is to facilitate interaction and share information to aid in dealings with administration as well as promoting teaching excellence, research productivity and career development.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Plenary Session**
Program Session: **1167** | Submission: **10548** | Sponsor(s): **(HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 9:45AM- 11:15AMPT (UTC-7)** at **Hyatt Regency Seattle** in **602 Nooksack**

HR Division Plenary: The Role of Practitioners in Encouraging Impactful Research and Teaching *HR Division Plenary Session*

Organizer: **Rebecca Rheinhardt Kehoe**, *Cornell U.*
Session Chair: **Patrick Wright**, *U. of South Carolina*
Panelist: **Dave Ulrich**, *U. of Michigan*
Panelist: **Marcia Avedon**, *Avedon Advisory, LLC*

Join us for an engaging discussion with CHROs sharing thoughts on fostering stronger practical connections in our research and teaching.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Chinese MNEs

Session Moderator: **Yue Zhao**, *U. of Arkansas, Little Rock*

IM: Owner Identity, National Institutional Systems and Outward FDI Location: The Case of Chinese MNEs → 

Author: **Zhixiang Liang**, *York U.*

Author: **Yue Zhao**, *U. of Arkansas, Little Rock*

Author: **Michael Carney**, *Concordia U., Montreal*

We examine the relationship between majority owner identity, national institutional systems and Chinese MNEs' outward FDI location choices. We reason that particular owner types will prefer to locate in institutional systems with complementary institutional characteristics. Drawing upon the comparative capitalism literature that classifies institutional systems into nine configurations, we predict that owner identity significantly affects the selection of foreign investment destinations. Using a two-decade sample of 8,000 OFDI investment decisions, we explore the probabilities that particular owner types will select a specific institutional configuration as an OFDI destination. Our results show the likelihood of choosing a destination varies greatly across configurations. In particular, we find a strong correlation between owner identity and preferred institutional system in three types of enterprise. This study contributes to new understandings of how owner identity shapes the MNEs' OFDI destination and institutional system relationship.

Paper is Available to Meeting Registrants Only.

IM: Internationalisation of PSFs from Emerging Markets: A Longitudinal Case Study of Chinese Law Firm → 

Author: **Xianwu Zhang**, *Trinity College Dublin*

Author: **Na Fu**, *Trinity Business School, Trinity College Dublin*

Author: **Louis Brennan**, *Trinity College Dublin*

As one type of emerging market multinational enterprises (EMNEs), professional service firms (PSFs) from emerging markets are a unique phenomenon. They have been rapidly internationalising but remain relatively under-explored in the IB or PSF literature. Distinctive from manufacturing firms, PSFs from emerging markets face great challenges due to the differences in culture, regulations, and cross-border management of a highly autonomous professional workforce between the host and home countries. Using a longitudinal case study approach, this study focuses on a Chinese law firm - Dacheng, which was established as a single site with ten lawyers in 1992. It has experienced three stages of rapid expansion: 1) internationalisation in Asia (2003-2009); 2) internationalisation beyond Asia (2010-2014); and 3) network internationalisation (2015-2020). Over 3000 items were collected from multiple sources between 1992 and 2020 along with 16 in-depth interviews. Using thematic analysis, this study explores the drivers, strategies and processes undertaken by Dacheng across the three international expansion stages. Knowledge management based on digital tools was found to be central to its rapid and successful internationalisation. This study provides insights into why and how PSFs from emerging markets, as latecomers and newcomers, develop their own competitive advantages in well-established markets.

Paper is Available to Meeting Registrants Only.

IM: The Impact of State Visits and Prior Investments on the Investment Location of Chinese Firms

Author: **Filip De Beule**, *KU Leuven*

Author: **Hinrich Voss**, *HEC Montreal*

We analyze the impact of state visits and prior investments on the investment location of Chinese firms. We argue that these government and business networks should have a positive effect on investment decisions. Prospective entrants decide about investment locations not only on the basis of economic and institutional characteristics of host countries but also learn about the attractiveness of alternative locations through state visits and previous investors. We analyze greenfield investments by Chinese firms between 2003 and 2019 and find broad support for our conceptualization in an analysis of more than 8000 investments. State visits are thereby shown to have a shorter term effect than prior investments by compatriot firms. Our results also show that state visits are comparatively more important in institutionally weaker countries whereas prior investment is relatively more important in institutionally stronger countries.

Paper is NOT Available. Please contact the author(s).

IM: State Ownership and Chinese POEs' OFDI to Developed Economies: Institutional Driven or (In)compatible 

Author: **Fanshu Li**, *School of Economics & Management, Tongji U.*

Author: **En Xie**, *Tongji U.*

International business research has developed multiple theoretical lenses on how state ownership influences a firm's outward foreign direct investment (OFDI). Institutional driven view suggests state ownership provides both motivation and capability for firms to take OFDI activity, while institutional (in)compatible view suggests the OFDI is discouraged by privileged compatibility at home or lack of legitimacy abroad. This study specifies a context on the OFDI to developed economies made by Chinese privately-owned enterprises (POEs) in which the mechanism of each view is likely to prevail. Using a sample of 1,416 publicly-listed POEs in China, we find state ownership reduces POEs' engagement in OFDI to developed economies, aligning with the prediction of institutional (in)compatibility. Furthermore, the subsidy a firm receives from the government weakens this negative effect, whereas negative media coverage of a firm strengthens it. These findings finally identify lack of legitimacy (institutional incompatibility) as the dominant mechanism through which state ownership of POEs hinders their OFDI to developed economies.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1169** | Submission: **19200** | Sponsor(s): (NEU)
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 9:45AM - 11:15AMPT (UTC-7)** at **Seattle Convention Center in Room 614**

Neuroscience of Leadership, and Human Resource Management



Session Moderator: **Jestine Philip**, *U. of New Haven*

NEU: Neuroscience & HRM: Comparing the Semantics of Vocal Responses in Face-to-Face and VR Job Interviews

Author: **Mariano Alcañiz Raya**, *Polytechnic U. of Valencia*
Author: **Elena Parra Vargas**, *Polytechnic U. of Valencia*
Author: **Jestine Philip**, *U. of New Haven*
Author: **Lucía Gómez-Zaragozá**, *U. Politècnica de València*
Author: **Javier Marín Morales**, *i3B, U. Politècnica de València*
Author: **Aitana Garcia Delgado**, *U. Politècnica de València*

NEU Best Paper Award

This research offers a comparative examination of participant experience when facing a job interview in a physical face-to-face environment and simulated virtual reality (VR). Beyond the conventionally employed neurophysiological techniques, our study acknowledges the realm of organizational neuroscience pertaining to speech and vocal utterances. Using a recruited sample of 31 subjects, we conducted a longitudinal study to capture semantics of participants' vocal responses in the two interview conditions and analyzed them using sentiment analysis and natural language processing methods. Results revealed that the usage of linguistic dimensions (like nouns, adjectives, achievement-related words) and positive emotion-related dimensions were stronger in the VR condition. Furthermore, the level of presence experienced in a face-to-face job interview was higher than that in VR, but participant anxiety was similar in both interview conditions. The current findings are useful for HR practitioners and job applicants as VR becomes an increasingly popular medium being used in selection practices.

Paper is Available to Meeting Registrants Only.

NEU: Responsible Leadership and Employee Thriving at Work: The Mediating Effect of Neurological Affect

Author: **Weiwèn Li**, *Sun Yat-Sen U.*
Author: **Yan Gao**, *School of Business, Sun Yat-sen U.*
Author: **Danni Wang**, *Rutgers Business School*
Author: **Sicheng Luo**, *Business School, Sun Yat-Sen U.*

Strategic leaders can approach responsibility from either a strategist or integrator framework. The former focuses on serving the interests of owner/shareholders, while the latter is more broadly oriented toward serving the interests of multiple stakeholder groups. We proposed and found that an integrator orientation more strongly impacts the positive affect of potential followers which, in turn, positively predicted their potential for thriving at work. A unique aspect of our research is the use of electroencephalogram (EEG) technology to assess in real time the positive affect of potential followers. We discuss our findings in terms of theoretical and practical implications, especially in terms of the role of affect and emotions in strategic management research. We also consider various limitations of our approach and future research possibilities.

Paper is Available to Meeting Registrants Only.

NEU: How Organizational Neuroscience and Self-Determination Theory Explain Neuro-Leadership

Author: **Nese Saruhan**, *istanbul gedik U.*

Organizational neuroscience (ON) explores new brain research alternatives and contributes to HR field for further understanding of human behaviour and decision-making process. Also, ON studies provide opportunities to extend leadership approach that is one of the most interesting research areas of organizational behaviour through latest discoveries on neural activation pathways during decision processes. However, without taking into consideration of psychological theories behind the leadership philosophy, ON would not be enough to explain and improve leadership behavioural patterns. At this point, Self-determination theory (SDT) will present a detailed explanation of intrinsic motivational factors that are the main success factors of leaders. Neuro-leadership uses SDT factors that are autonomy, relatedness and competence to go one step further on upcoming leadership theories. Neuro-leadership will be a tie between psychological theories and organizational neuroscience. This article illustrates how neuroscience, psychology and leadership approaches can be combined to address how to enhance leadership skills in business environments and the new way of shaping leadership behavioural patterns. In addition to the Neuro-leadership approach of SCRAF model, emotional regulation ability should become a recent research area for leadership studies. Contemporary leadership development training should comprise sessions for reappraising environmental stimulus on a positive way while dealing with managerial problems on the business settings.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **1170** | Submission: **18539** | Sponsor(s): **(ONE)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 9:45AM - 11:15AMPT (UTC-7)** at **Hyatt Regency Seattle** in **403 Cispus**

**Circular Economy: New Business Models for
Sustainability (In-Person)**



Session Moderator: **Pauline Charlotte Reinecke**, *Hamburg U. of Technology*

ONE: [Circular Moonshots: The Influence of Business Models for Sustainability on Field Change](#)  

Author: **Lori Divito De Paauw**, *Amsterdam U. of Applied Sciences*

Author: **Erin Leitheiser**, *Copenhagen Business School*

Author: **Charlotte Pillar**, *Venture Building, Bridgemaker GmbH, Berlin*

We aim to understand the interaction between shifting organizational field logics and field actors' responses to reconcile logic plurality and maintain legitimacy through business model innovation. Drawing on a multimethod, longitudinal field study in the fashion industry, we traced how de novo and incumbent firms integrate circular logics in business models (for sustainability) and uncover how productive tensions in field logics lead to experimental spaces for business model innovation. Our findings showed a shift in the discourse on circular logic that diverted attention and resources from materials innovation (e.g. recycling) to business model innovation (e.g. circular business models). By juxtaposing the degree of field logic tension and the degree of business model innovation, we derive four types of business model hybridization responses that actors engaged in to maintain legitimacy – constrained, limited, integrated, and expanded. Our study generates new insights on business models for sustainability as vehicles for organizational field change.

Paper is Available to Meeting Registrants Only.

ONE: [Tackling the Global Waste Problem as a Multi-Level Process: The Case of a Circular Startup](#) 

Author: **Pauline Charlotte Reinecke**, *Hamburg U. of Technology*

Author: **Thomas Wrona**, *Hamburg U. of Technology*

Author: **Jill Küberling**, *Hamburg U. of Technology*

The global waste problem constitutes one of our grand societal challenges and requires a sustainable transition of the economy. One way to achieve this transition is to move to a circular economy. Realizing such a transition encompasses multiple actors from politics, business and the society and a broad range of measures such as regulations, new business models and a change in consumption behavior. This research sets out to analyze how the realization of the circular economy is realized through the systematic interaction of a circular business model and multiple stakeholders. We draw on the literature on hybrid organizations and circular economy and develop a single case study of a circular startup that works towards reducing waste through interaction with its value network. We develop a conceptual model that illustrates how a social enterprise uses practices at multiple levels to address critical growth episodes and their associated hybridity challenges, contributing to a transition toward a circular economy. Our findings advance understanding of hybrid organizing as a multi-level phenomenon and the role of stakeholder interactions for circular transitions.

Paper is Available to Meeting Registrants Only.

ONE: [Towards a circular economy: what paradoxical tensions do organizations face?](#) 

Author: **Viktorija Varaniute**, *Kaunas U. of Technology, Lithuania*

Author: **Lina Dagiliene**, *Kaunas U. of Technology, School of Economics and Business*

Author: **Justina Banioniene**, *Lecturer*

The circular economy emphasizes fundamental changes in today's dominating business models. Organizations dealing with circular innovation usually face multiple tensions emerging from the paradoxical relationship between circularity and economic value creation. The paper aims to explore tensions of implementing circular business model. Following an abductive approach, the research methodology employs semi-structured interview and observation methods in manufacturing industry. Research results let us to identify various organizational-level tensions, that may lead to five groups of paradoxes, namely learning, organizing, performing, belonging and collaborating. We contribute by explaining how organizations response and deal with the complexity of the circular economy through paradox management perspective. Importantly, a strategic paradox in the field of the circular economy has been identified.

Paper is Available to Meeting Registrants Only.

ONE: [New Circular Bioeconomy Business Models for Fruit and Vegetable Waste Valorisation](#) 

Author: **Mechthild Donner**, *INRAE France, Montpellier*

Author: **Hugo De Vries**, *INRAE, UMR IATE, U. of Montpellier*

One of the world's agrifood system major challenges on the road to sustainability is the prevention of waste. About one third of all food produced is lost or wasted. The fruit and vegetable sector is particularly concerned, because these crops are highly perishable and also contain substantial non-edible parts. Here, business models that valorise fruit and vegetable waste and by-products via circular and sustainable bioeconomy approaches are reviewed. Drivers and waste conversion strategies towards new value propositions and markets are studied. In total, 47 international cases are analysed regarding their business model types, drivers and business model elements, and contribution to sustainable development, based on data gathered from an extensive online search mainly of company websites and reports. Results indicate that worldwide, numerous predominantly micro product and service enterprises have emerged recently, driven by concerns about food waste within a larger circular and sustainable bioeconomy debate. The businesses principally target the highest added-value via redistribution and upcycling strategies, or, if not feasible, recycling and recovering. The contribution to sustainable solutions – along economic, environmental and social dimensions – via business activities and new value propositions is in general explicitly communicated on the firm's websites, referring to their role in a responsible society.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1171** | Submission: **18537** | Sponsor(s): **(ONE)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 9:45AM - 11:15AMPT (UTC-7)** at **Hyatt Regency Seattle in 703 Hoko**

Sustainable Consumers and Consumption (In-person)

Session Moderator: **Ralf Barkemeyer**, *Kedge Business School*

ONE: Activating the Sustainable Consumer: The Role of Customer Involvement in Corporate Sustainability

Author: **Manuel Reppmann**, *U. of Mannheim, Business School*
Author: **Stephan Harms**, *Leibniz U. Hannover*
Author: **Laura Marie Edinger-Schons**, *U. of Mannheim, Business School*
Author: **J. Nils Foege**, *Leibniz U. Hannover*

The success of the ongoing sustainability transformation depends in large parts on both the sustainability in firms' production of goods and the consumption choices of individuals. While firms and consumers already separately contribute to sustainable development, a key challenge still lies in accelerating collaborative efforts. In this study, we develop a conceptual model to demonstrate how firms can motivate sustainable consumption behavior amongst their customers by involving them in their sustainability activities. In particular, we introduce psychological ownership as the underlying mechanism that explains how customer involvement in sustainability activities translates into changes in individuals' consumption choices. We further argue that this mechanism depends on the type of sustainability that a firm undertakes, i.e., whether it is embedded in or peripheral to a firm's core business. Results from two scenario experiments and one field experiment broadly support our theorizing and contribute to management research by showing how firms can go beyond delivering sustainable products and services toward actively shaping the consumption behavior. Our results additionally reveal that firms can derive further benefits from customer involvement in embedded sustainability since it incites higher extra-role behavior in the form of feedback-giving than involvement in peripheral sustainability, which firms can exploit to develop their sustainability strategy further.

Paper is NOT Available. Please contact the author(s).

ONE: Eco-labels, Conspicuous Conservation and Moral Licensing: An Indirect Behavioural Rebound Effect

Author: **Ralf Barkemeyer**, *Kedge Business School*
Author: **C. William Young**, *U. of Leeds*
Author: **Phani Chintakayala**, *Leeds U. Business School*
Author: **Anne Owen**, *U. of Leeds*

Sustainable consumption is a growing niche with an increasing number of initiatives aimed at lowering domestic environmental consumption footprints. Third-party assured product eco-labelling has emerged as a key governance mechanism to promote sustainable consumption. However, does the purchasing of eco-labelled products really support a transition towards more sustainable consumption? In this paper, we explore eco-labelling through the lens of the rebound literature. While theorizing of the rebound effect originated in energy economics and has long been centred on eco-efficiency, we extend its rationale to products that are associated with a price premium in return for added environmental quality attributes. Reporting on two inter-related studies into the link between willingness to consume eco-labelled products and different types of environmental resource consumption, we find that eco-labelled products flourish in more affluent economies that are characterised by higher levels of overall resource consumption; and that willingness to consume eco-labelled products is positively related to higher individual carbon, water and material footprints. In other words, eco-labelling in its current form is inextricably linked to higher – rather than lower – levels of resource consumption. We thus argue that the governance mechanism that underpins eco-labelling is associated with an indirect behavioural consumer rebound effect.

Paper is Available to Meeting Registrants Only.

ONE: Sustainable Consumption of Services: Willingness-to-Pay for Sustainable Alpine Skiing Experience

Author: **Andreas Hinterhuber**, *U. Ca' Foscari of Venice*
Author: **Iveta Malasewska**, *Inland Norway U. of Applied Science*
Author: **Erik Haugom**, *Inland Norway U. of Applied Sciences*
Author: **Gudbrand Lien**, *Inland Norway U. of Applied Sciences*
Author: **Per Kristian Alnes**, *Inland Norway U. of Applied Sciences*

In this study, we examine sustainable consumption from a ski area perspective by using the exploratory sequential mixed-method approach. The empirical data from Norway and Switzerland allows us to investigate how customers' preferences for sustainable service alternatives translate into actual willingness to pay. We relate the differences across countries to diversity on Hofstede's cultural dimensions. The results show that alpine skiers are in general willing to pay more for a day pass if the ski area is either environmentally certified, carbon-neutral, or uses only natural snow. The positive effects are even stronger among environmentally conscious skiers and skiers from masculine, long-term oriented cultures. We discuss the implications our results have for ski area managers wanting to incorporate sustainability in the overall pricing strategy.

Paper is NOT Available. Please contact the author(s).

ONE: Socially Responsible Plastic Consumption Behavior: A Multi-Wave Study of UAE  

Author: **Khalid Mehmood**, *School of Economics and Management Hubei Engineering U.*

Author: **Fauzia Jabeen**, *Abu Dhabi U.*

Author: **Zhang Hui**, *School of Economics and Management Hubei Engineering U.*

Author: **Shilpa Iyanna**, *Associate Professor Abu Dhabi U. UAE*

Author: **Chenglong Zhang**, *School of Economics and Management Hubei Engineering U.*

Author: **Yaser Iftikhar**, *Armed Forces Post Graduate Medical Institute, National U. of Medical Sciences*

Author: **Prateek Kalia**, -

This study examines the factors that drive behavioral willingness to reduce plastic consumption and socially responsible consumption behavior through the Stimulus–Organism–Behavior–Consequence (S-O-B-C) framework. Using a four-wave time-lagged design, 440 consumers from the UAE retail sector participated in the study. Structural equation modeling was used to examine the hypotheses. The study results suggest that environmental consciousness and values are positively related to environmental knowledge and environmental self-identity. Furthermore, environmental knowledge and environmental self-identity are positively linked with the willingness to reduce plastic consumption, while socially responsible consumption behavior is positively associated with the willingness to reduce plastic consumption. Additionally, policy support positively moderated the connotation of environmental knowledge with behavioral willingness to reduce plastic consumption and socially responsible consumption behavior. The proposed S-O-B-C framework enriches the literature on plastic consumption to understand retail consumers’ perspectives in an emerging country context. The findings provide insights that will help practitioners and academics understand consumers’ plastic consumption intention and formulate strategies that will increase the involvement of consumers in plastic conservation activities.

Paper is Available to Meeting Registrants Only.

ONE: Beyond Green Consumerism: Uncovering the Role of Social Exclusion in Green Product Consumption 

Author: **Zhang Hui**, *School of Economics and Management Hubei Engineering U.*

Author: **Ali NAWAZ Khan**, *School of Economics and Management Hubei Engineering U.*

Author: **Chenglong Zhang**, *School of Economics and Management Hubei Engineering U.*

Previous research on the influence of perceived social exclusion on pro-social or pro-environmental behaviors has yielded inconclusive results. We extended the theory of planned behavior (TPB) by including green self-identity as a boundary condition to check the impact of social exclusion on green product consumption intentions. We collected data from 476 respondents through online questionnaires. Structural equation modeling (SEM) technique was applied to test the proposed model. Green product attitudes, subjective norms about green products, and perceived behavioral control (PBC) are significantly predicted by social exclusion. Our results also reveal that TPB plays a mediating role between social exclusion and green product consumption intentions. Furthermore, the results of moderation and moderated mediation revealed that green self-identity moderated both the direct and indirect effects of social exclusion on green product consumption intentions. Moreover, these effects were not significant in the case of PBC. The extension of TPB has several implications for organizations and policymakers in the context of social exclusion and green product consumption.

Paper is Available to Meeting Registrants Only.

 Selected as a Best Paper

TEACHING-ORIENTED  PRACTICE-ORIENTED  INTERNATIONAL-ORIENTED  THEME-ORIENTED  RESEARCH-ORIENTED  DIVERSITY-ORIENTED

□
Session Type: **Paper Session**
Program Session: **1172** | Submission: **18813** | Sponsor(s): **(OSCM)**
Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**
Scheduled: **Monday, Aug 8 2022 9:45AM - 11:15AMPT (UTC-7)** at **Seattle Convention Center in Room 619**

OSCM Division Best Student Paper Award

Session Moderator: **Desiree Van Dun**, *U. of Twente*

OSCM: An Empirical Assessment of Firm Responses to the COVID-19 Crisis

Author: **Maximilian Klöckner**, *ETH Zürich*

Author: **Christoph Schmidt**, -

Author: **Stephan M. Wagner**, *Swiss Federal Institute of Technology Zurich, ETH*

Author: **Morgan Swink**, *Texas Christian U.*

The COVID-19 pandemic presents an unprecedented crisis environment. To mitigate the negative impact of the COVID-19 crisis or to ensure survival, firms across all industries attempt to adequately respond. Yet, it remains largely unclear how firms respond to the COVID-19 crisis, and how effective these responses are. In this empirical study, we address these issues. In a first step, exploring how firms respond to the COVID-19 crisis, we identify five distinct tactical response types, namely operational, digitalization, financial, supportive, and organizational responses. We also find that responses vary in their scope, as some firms take action on their own, while others collaborate on an inter-organizational level. Eventually, we observe different response angles, manifesting in firms that leverage upside potential during the pandemic and firms that focus on the mitigation of downside risk. In a second step, we measure the effectiveness of the different responses, conducting an event study to estimate the financial value that investors attribute to the announced COVID-19 responses. Our results indicate that firm responses to the COVID-19 crisis are generally associated with an increase in firm value, and that financial and digitalization responses are valued particularly positive. In contrast to solo efforts, collaborative responses are also associated with a higher increase in firm value. Collectively, our empirical findings extend the emerging, yet mainly conceptual, literature on the COVID-19 crisis, as well as the more established general literature on crisis response management.

Paper is Available to Meeting Registrants Only.

OSCM: Transparency Fosters Trust and Justice in Global Supply Chains

Author: **Emily C. Dickey**, *Kühne Logistics U.*

Author: **Prisca Brosi**, *KLU Hamburg*

Author: **Jan C. Fransoo**, *Tilburg School of Economics and Management (TiSEM), Tilburg U.*

OSCM Division Best Student Paper Award

Despite growing pressure on manufacturers and retailers across industries to disclose more information about their supply chains, companies still view transparency as a double-edged sword. Companies fear that the more information about suppliers and supplier conditions they disclose, the more they open themselves up to criticism from the outside, while, simultaneously, hiding such information causes criticism and suspicion. Through two online experiments we compare how supply chain transparency—namely, the disclosure of information about supplier names, supplier locations, and supplier working conditions—affects consumer perceptions. We do this under conditions of both positive and negative information, while also identifying the underlying mechanisms of this relationship. We find that the relationship between the disclosure of supply chain information and consumer perceptions of a firm is mediated by firm trustworthiness and perceptions of interpersonal justice in the supply chain. Furthermore, our results provide evidence that transparency, whether it reveals positive information or negative information, is more beneficial for firms than staying silent about supply chain practices. Our results suggest that it may be of interest for companies to prioritize the voluntary disclosure of supply chain information, especially in regard to social sustainability initiatives, whether or not they fear what is disclosed.

Paper is Available to Meeting Registrants Only.

OSCM: **Faith in Disasters: The Influence of Religion on Humanitarian Relief Operations**

Author: **Llord Brooks**, *U. of Arkansas, Fayetteville*

Author: **Iana Shaheen**, *U. of Arkansas*

Author: **David Dobrzykowski**, *U. of Arkansas*

Religion has consistently played an important role in the humanitarian relief environment as a source of understanding and community that helps individuals to cope with negative events and situations. As such, an NGO's (non-governmental organization) religiousness ought to be an important factor in how volunteers view their work in the organization and in determining operational performance. Yet NGOs often engage both religious and non-religious volunteers (due to legal and other factors), which may hinder NGO operations. To date, it is unclear how and if an NGO's religiousness may affect volunteers and performance. In this study, we examine how NGOs can leverage their religious affiliations and take advantage of established religious communities to manage their relationships with volunteers and influence operational outcomes. Based on social capital theory, we test the influence of NGO religiousness on social capital, organization commitment, volunteer satisfaction, and volunteer performance. Utilizing person-organization fit theory, we also examine how 'fit' or compatibility between NGO and volunteer religiousness influences these relationships. We use a 3x1 factorial video experiment to collect data from 237 individuals to test our hypotheses. We find that increases in NGO religiousness hinders the development of social capital, commitment, and satisfaction. However, NGO and volunteer religiousness 'fit' improves social capital, commitment, and satisfaction. Finally, we highlight that there is a trade-off between efficient and effective performance in terms of volunteer response time and service accuracy. Overall, these findings contribute to the literature on humanitarian relief operations, volunteer management, religion and diversity, and social capital and guide decision-making in NGOs towards recruiting and retention.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

OSCM: **Effective Goal Framing for Managers Using Inventory Management Systems**  

Author: **Dilina Kosgoda**, *U. of Moratuwa, Sri Lanka*

Author: **H. Niles Perera**, *U. of Moratuwa, Sri Lanka*

Author: **John Aloysius**, *U. of Arkansas Sam M. Walton College of Business*

While automated inventory management systems are prevalent, managers are known to use judgmental adjustment when they have access to system recommendations. However, these adjustments might be subject to human decision biases in the form of framing effects contingent on managers' profit maximizing or cost minimizing goals. We conduct the first investigation of goal framing effects that influence judgmental adjustment of system recommended order quantities. Our laboratory experiment uses a 4 (Goal framing: Positive, Negative, Neutral, Control) x 1 design that manipulates the goal frame. Except for the control group, decision makers in other treatments had access to a system recommendation. The participants in all treatments were asked to determine the optimum order quantity in a high margin newsvendor task. We find that the decision makers' trust in the system recommendation determines the extent to which they make adjustments to the system recommendation. Most importantly our results reveal a significant goal framing effect: participants in the positive/negative frame condition ordered less/more than the system recommendation. This implies when organizations communicate goals and set targets for their decision makers, those goals should align with a cost minimization strategy to improve performance.

Paper is Available to Meeting Registrants Only.

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Session Type: **Paper Session**

Program Session: **1173** | Submission: **19255** | Sponsor(s): **(PNP)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Monday, Aug 8 2022 9:45AM - 11:15AMPT (UTC-7)** at **Seattle Convention Center in Room 204**

Diversity Equity and Inclusion (Live In-Person)

Session Moderator: **Vera Schwarzmann**, *European Business School, Wiesbaden*

This session examines the intersection of diversity studies with public administration paradigms and practices such as representative bureaucracy, civility, teamwork and professionalism. The session explores these topics in application to concerns faced by a range of identities, including age, religion, and gender.

Author: **Shahidul Hassan**, *Ohio State U.*

Author: **Deneen Hatmaker**, *U. of Connecticut*

Author: **Amy E. Smith**, *U. of Massachusetts, Boston*

Charles H. Levine Award for the Best Conference Paper in the Public and Nonprofit Division

Workplace incivility can originate from multiple sources and can have deleterious effects on individuals and organizations (Cortina, Kabat-Farr, & Magley, 2017; Schilpzand, De Pater, & Erez, 2016). This paper draws upon Conservation of Resources (COR) theory to explain the linkages between workplace incivility and job search behavior. It contributes to our understanding of how incivility affects public sector employees by considering whether it motivates job search behaviors and the mechanisms that influence that relationship. More specifically, we examine the mediating effect of job satisfaction and the moderating effects of age, gender and race. Our analysis is based on a mediated moderation model using data from a survey of 751 professional employees working in a state level law enforcement organization. We collect data on both supervisor-instigated incivility and coworker-instigated incivility, enabling us to uniquely examine the differential effects of each on job search behavior.

Paper is Available to Meeting Registrants Only.

Author: **Katharina Dinhof**, *WU Vienna U. of Economics and Business*

Author: **Noortje De Boer**, *Utrecht U. School of Governance*

Author: **Jurgen Willems**, *Vienna U. of Economics and Business*

Given the political debates that religious symbols, such as a hijab, are often undesired in public employment, we ask if reflections on empathy or professionalism by citizens mitigate potential negative perceptions about public servants who wear a hijab. We conducted a two-step 2x3 between-subjects experiment (n = 2,680) where reflection tasks on empathy and professionalism were combined for a public servant wearing or not wearing a hijab. In a first step, the effect of a hijab was tested on perceived professionalism and empathy, while in a second step, the effect was estimated of type of reflection, as well as the answer to the reflection, on citizens' performance during public services. We find no evidence that wearing a hijab influences citizens' perceptions or performance. However, the reflection answer with respect to professionalism or empathy is positively related to citizens' performance. We frame these results in the intersection of the literature on public servant and religious stereotyping.

Paper is Available to Meeting Registrants Only.

Author: **Vera Schwarzmann**, *European Business School, Wiesbaden*

Author: **Karin Kreutzer**, *EBS U. für Wirtschaft und Recht*

Author: **Katrin Merfeld**, *Utrecht U. School of Economics*

Demographic changes and an aging workforce challenge organizations by amplifying the impacts of age diversity on teamwork. While previous research focused on age diversity in professional teams, this study sheds light on the dynamics of teamwork in age-diverse volunteer teams. Our empirical analysis draws from the case of German World Shops, which sell fair trade goods. We collected extensive ethnographic and interview data from age-diverse volunteer teams. We identified three overarching barriers to (resistance towards change, communications preferences, power dynamics) and three enablers of (creating space to experiment, ensuring protected spaces, fostering spaces of encounter) age-diverse teamwork. Our analysis suggests that younger volunteers were thwarted by a larger and more powerful group of older volunteers. Moreover, the older volunteers showed a considerable aversion to change, despite their volunteer engagement to bring about change in trade. Beyond developing the respective concepts, this study extends the literature on volunteering by integrating the perspective of age diversity, offers practical solutions to improve collaboration in volunteering and paves the way for further research to explore the nascent phenomenon.

Paper is Available to Meeting Registrants Only.

Author: **Roshni Narendran**, *U. of Tasmania*

Author: **Eddy S. Ng**, *Queen's U.*

Author: **Shamika Almeida**, *U. of Wollongong*

Transgender people are amongst the most stigmatised and marginalised members of society. Many continue to face state sanctioned discrimination. Kerala, India stands out in supporting and advancing transgender people through progressive politics by affording them fundamental human rights. We were interested in learning more about how the Communist government in Kerala, motivated by its ideology, support and improve the lives of transgender people. With this question in mind, we seek out to interview government officials and transgender women to deepen our understanding of how the government advances a socially marginalised group. Guided by public administration literature, we find transgender representation in government can improve the lives of the transgender community. The Kerala government took steps to first recognize transgender people and give them standing in society. The government also hired them and offered them economic and educational opportunities. Transgender people became self-sufficient and began serving others in the community. In this way, the Kerala government reengaged transgender people through citizenship, collective action, and civic participation. Our study highlights the central role representative bureaucracy play in improving and lifting marginalised citizens.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1174** | Submission: **19188** | Sponsor(s): **(RM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 9:45AM - 11:15AMPT (UTC-7)** at **Seattle Convention Center in Room 620**

Replicability and Transparency of Management Research



Session Moderator: **Jose M. Cortina**, *Virginia Commonwealth U.*

RM: Misreporting Statistical Non-significance Levels to Support Hypothesized Relationships

Author: **Donald D Bergh**, *U. of Denver*

Author: **Barton Miles Sharp**, *Northern Illinois U.*

Author: **Ming Li**, *U. of Liverpool*

Author: **Andrew Schnackenberg**, *U. of Denver*

Author: **Sung Soo Kim**, *U. of Denver*

Author: **Paul Seaborn**, *U. of Virginia - McIntire School of Commerce*

Recent research has documented a range of problematic behaviors by academic researchers including p-hacking, hypothesizing after results are known, and even fraud. This study tests whether the “publish or perish” aphorism might explain the occurrence of one such action: misreporting statistical significance levels to support hypothesized relationships. Drawing from an integrative theoretical model, we hypothesize that articles with senior academic lead authors are more likely to have misreported statistical significance findings to support hypothesized relationships than those led by junior authors. Findings from a study of 55 high impact articles appearing in top empirical management journals confirm these expectations. Overall, nearly 20 percent of the articles report support for hypotheses which are actually non-statistically significant, this occurrence is related to senior ranked lead authors, and the relationship is robust relative to the research rankings of the lead author’s institution, their PhD program, and the number of coauthors on the article.

Paper is Available to Meeting Registrants Only.

RM: Are We Building Our Science on Quicksand? Current Reproducibility Practices in Management 

Author: **Jose M. Cortina**, *Virginia Commonwealth U.*

Author: **Tine Koehler**, *U. of Melbourne*

Author: **Lydia Craig**, *George Mason U.*

While debates about a replication crisis in organization studies have taken up significant journal space over the past years, the issue of reproducibility has so far been mostly ignored. Reproducibility manifests when researchers draw the same conclusions from a reanalysis of the same dataset as used in the original study with the same (literal reproducibility) or superior (constructive reproducibility) data analytic techniques. Reproducibility studies are crucial for correcting accidental mistakes as well as intentional distortions during data analysis that impact on the conclusions drawn from the findings of a study. Reproducibility practices allow a science to be self-correcting and to produce more robust and reliable findings over time. In the current study, we define reproducibility, provide published examples for the crucial role reproducibility plays in scientific knowledge production, and offer findings from an illustrative review of papers published in the 2019 volume of AMJ to explore how frequently different forms of reproducibility are employed in the top-management publication outlet. We discuss implications from our findings for future research and reporting practices.

Paper is NOT Available. Please contact the author(s).

RM: Are They Replicable and Transparent? Insights from Search Strategies for SLRs 

Author: **Marek Szarucki**, *Cracow U. of Economics*

Author: **Oskar Kosch**, *Cracow U. of Economics*

Systematic literature reviews (SLRs) are of particular interest among management scholars. There are different approaches to explore which SLR is a high-quality one. The main attribute that differentiates a systematic review from an unsystematic one is a methods section that sufficiently communicates the research question, the search strategy, and the designs of the works that were selected. It is not easy to choose an approach and search strategy to succeed in publishing in journals accepting only high-quality research. Successful or high-quality search strategy is one that assures replicability and transparency of SLR. Despite numerous publications of guiding nature on how to conduct a literature review, a gap on search strategy utilized by scholars in management research is still observed. The main purpose of the paper is to explore successful search strategies for SLRs in management sciences. We have utilized a systematic review exploring all SLRs in terms of their replicability and transparency available in the *International Journal of Management Reviews*. The obtained results have revealed several thought-provoking methodological patterns in search strategies related to replicability and transparency of the analyzed SLRs.

Paper is Available to Meeting Registrants Only.

RM: Are Replications in Management Research a Wasted Effort? An Analysis of Co-Citation Patterns 

Author: **Przemyslaw G. Hensel**, *U. of Warsaw*

Author: **Agnieszka Kacprzak**, *U. of Warsaw*

The past decade has witnessed great interest in replication research caused by widely publicized failures to replicate a significant share of research in psychology. However, much of the discussion implicitly assumes that replications lead to reevaluations of the original findings. We examined this assumption by drawing on a sample of 137 original study-replication pairs in management and organization studies. Study 1 analyzed the direct impact of replication by studying original-replication co-citation patterns. An analysis of data for 6,965 unique citing sources showed that over 92% of journal articles and conference proceedings published after the replication was performed failed to co-cite it with the original study, whereas papers published in higher ranking journals were more likely to co-cite replications. Dependent replications were more likely to be co-cited, whereas no support was found for the hypothesis that failed replications are more likely to be co-cited. Study 2 analyzed the indirect impact of replication through meta-analyses. Half of the replications in our sample had never been meta-analyzed. For the remaining cases, we used data for 3,501 citing sources, showing that 90% of them failed to co-cite meta-analysis when citing the original study, while the rank of citing journals was positively associated with co-citations. However, the replication-covering meta-analyses were cited 30,138 times, thus having an immense impact on the field. Our results show that replications tend to be ignored when original studies are referenced but have a considerable impact through meta-analyses. We offer suggestions on editorial policy intended to increase the use of replications.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1175** | Submission: **17339** | Sponsor(s): **(RM, OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 9:45AM - 11:15AMPT (UTC-7)** at **Seattle Convention Center in Room 612**

**Viva la Revolution! Insights in and Applications of Next Generation
Meta-Analyses**
Next Generation Meta-Analyses



Presenter: **George Banks**, *UNC Charlotte*
Session Chair: **Bart De Jong**, *Australian Catholic U.*
Discussant: **Frank A. Bosco**, *Virginia Commonwealth U.*
Presenter: **Adam H. Kabins**, *Assess-Systems*
Organizer: **Haley Woznyj**, *Longwood U.*
Presenter: **Josh Howard**, *Monash U., Australia*

Meta-analysis (MA) is an increasingly popular and highly influential tool for cumulating scientific evidence in the organizational sciences. While MA has continued to evolve across disciplines, leading to 'next generation' MA approaches that enable new research questions to be answered in novel ways, Management has been slow to take advantage of these developments, instead relying on 'first generation' MAs that are based on overly narrow assumptions of how MA can be applied, and that limit its potential for advancing Management theory and practice. Our aim with this symposium is therefore to unlock the full contribution potential of MA by showcasing underutilized, 'next generation' MA approaches. The first paper lays the foundation by providing a systematic review of MA applications within Management, and advancing a versatility perspective to MA that includes 'next generation' MAs. The second, third, and fourth papers each zoom in on one of the 'next generation' MAs – i.e., crowdsourced, prospective, and individual participant data MA respectively – and illustrate what these MAs look like 'in action' by providing applications to Organizational Behavior-related topics (e.g., leadership, commitment).

One of our panelists has indicated that he can only participate now if our session is on Monday.

The versatility of meta-analysis for advancing organizational research and practice: A review

Author: **Bart De Jong**, *Australian Catholic U.*
Author: **George Banks**, *UNC Charlotte*
Author: **Haley Woznyj**, *Longwood U.*

Crowdsourced meta-analysis in management and psychological sciences

Author: **Josh Howard**, *Monash U., Australia*

Prospective vs. retrospective meta-analyses: Reimagining how we cumulate science

Author: **George Banks**, *UNC Charlotte*

An individual participant data meta-analysis of the nomological network of commitment profiles

Author: **Adam H. Kabins**, *Assess-Systems*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1176** | Submission: **11350** | Sponsor(s): **(RM, STR, OMI, TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 9:45AM- 11:45AMPT (UTC-7)** at **Seattle Convention Center in Room 609**

Endogeneity: Myths, Legends, and Facts – Second Annual

Endogeneity: Myths, Legends, and Facts



Organizer: **Elle Hyunjung Yoon**, *Iowa State U.*
Organizer: **Daniel Gamache**, *U. of Georgia*
Panelist: **John R. Busenbark**, *U. of Notre Dame*
Panelist: **Lindsey Greco**, *Oklahoma State U.*
Panelist: **Scott G. Johnson**, *Iowa State U.*
Panelist: **Michael C. Withers**, *Texas A&M U.*

Management scholars are increasingly concerned about biases in empirical analyses from endogeneity. When endogeneity is present, any model that does not account for the source of endogeneity will provide biased coefficient estimates. Thus, scholars strive to address endogeneity concerns in their research. Yet, scholars do not share a common understanding of endogeneity and often implement questionable solutions in response to their perceived concerns. Our target audience is Academy members who lack confidence in dealing with endogeneity or who want to improve their methodological ‘tool kit.’ This PDW will provide a learning opportunity about different topics related to endogeneity and how to address it correctly. To do so, we explore the myths, legends, and facts about endogeneity. The PDW will be divided into two parts. Part 1 consists of a selection of presentations on different issues related to endogeneity. Specifically, Dr. Scott Johnson will discuss four sources of endogeneity, Dr. John Busenbark will discuss instrumental variables and the ITCV technique, Dr. Lindsey Greco will discuss endogeneity in micro research, and Dr. Michael Withers will discuss endogeneity in panel data. In Part 2, the panelists will answer questions from the audience from which we will facilitate a scholarly conversation about their views on endogeneity. With this PDW, we hope that scholars will understand endogeneity better and learn when and how to account for endogeneity in producing high-quality, credible, and replicable scientific research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **1177** | Submission: **15317** | Sponsor(s): **(STR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 9:45AM - 11:15AMPT (UTC-7)** at **Seattle Convention Center in Yakima 2**

IT and Strategic Human Capital: Impact on Knowledge-Based Processes, Networks, and Outcomes *IT, Strategic Human Capital, and Knowledge*



Organizer: **Sae-Seul Park**, *Carnegie Mellon U. - Tepper School of Business*

Organizer: **David Krackhardt**, *Carnegie Mellon U.*

Discussant: **Gino Cattani**, *New York U.*

Presenter: **Gavin Wang**, *Wharton OPIM*

Presenter: **Lynn Wu**, *The Wharton School, U. of Pennsylvania*

Presenter: **Lorin Hitt**, *U. of Pennsylvania*

Presenter: **Sae-Seul Park**, *Carnegie Mellon U. - Tepper School of Business*

Presenter: **Derrick Choe**, -

Presenter: **Amir Sasson**, *BI Norwegian Business School*

Presenter: **Robert Channing Seamans**, *NYU Stern*

Presenter: **Ines Black**, -

Presenter: **Sharique Hasan**, *Fuqua School of Business, Duke U.*

Advancements in information technology (IT) can have profound impacts on the development and management of human capital. Extant research has examined how human capital in markets and organizations are shaped by increased digitization and the deployment of strategies relying on collection and analysis of big data, cloud computing, social media, Internet of Things (IoT), and the like. In knowledge-intensive settings, however, IT-enabled mechanisms have heterogeneous impacts on issues related to human capital. Although IT potentially expands capacity for collection, storage, and utilization of knowledge, some firms and individuals successfully leverage technology and information systems while others do not—or are even possibly left worse off. This symposium contributes to examining why such discrepancies may exist by shedding light on the market and organizational processes that underlie the intersection of IT and knowledge-based processes, networks, and outcomes as they relate to issues in strategic human capital.

Can Social Media Alleviate Inequality? Evidence from Venture Capital Financing

Author: **Gavin Wang**, *Wharton OPIM*

Author: **Lynn Wu**, *The Wharton School, U. of Pennsylvania*

Author: **Lorin Hitt**, *U. of Pennsylvania*

Are Knowledge Sharing and Learning Tradeoffs? Linking Performance Incentives with KMS Usage

Author: **Sae-Seul Park**, *Carnegie Mellon U. - Tepper School of Business*

Cloud Adoption and Strategic Human Capital: Evidence from Norway

Author: **Derrick Choe**, -

Author: **Amir Sasson**, *BI Norwegian Business School*

Author: **Robert Channing Seamans**, *NYU Stern*

Hunting For Talent: Firm-Driven Labor Market Search in the United States

Author: **Ines Black**, -

Author: **Sharique Hasan**, *Fuqua School of Business, Duke U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: 1178 | Submission: 10964 | Sponsor(s): (AAT, ENT)
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 10:00AM- 12:00PMPT (UTC-7)** at **Seattle Convention Center in Room 201**

The Role of Community in Venturing for a Better World Together

Community and Venturing for a Better World



Session Chair: **Rebecca Arwine**, *U. of Tennessee*
Session Chair: **Adrian Beorchia**, -
Session Chair: **Jessica Jones**, *U. of Tennessee*
Panelist: **Sophie Catherine Bacq**, *Indiana U. - Kelley School of Business*
Panelist: **G. T. Lumpkin**, *U. of Oklahoma*
Panelist: **Ana Maria Peredo**, *U. of Ottawa*
Panelist: **Trenton A. Williams**, *Indiana U. - Kelley School of Business*
Panelist: **Ralph Hamann**, *U. of Cape Town*

Scholars have argued that any entrepreneurial attempts to address societal issues may fall short without incorporating the role of community as an endogenous component to venturing, as opposed to treating community as an exogenous contextual variable. A growing but disparate body of entrepreneurship research centers specifically on the role of community, and has explored the involvement of community as actors, recipients, or stakeholders in entrepreneurial outcomes. However, research progress is hampered by both the ambiguity surrounding the definition of community, and how community is engaged in the research process. Building on the idea of the community as a stakeholder with constant presence but varying involvement in the entrepreneurial process, we advocate viewing community as a passive or active embedded partner in the entrepreneurial process. Using this agentic view of community, the speakers in our symposium discuss approaches to conduct research at the intersection of community and entrepreneurship to “create a better world together”. The symposium will close with a brainstorming session regarding future research questions designed to elevate and refine scholarship at the intersection of community, entrepreneurship, and positive social change.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Agile Work and Coordination Across Organizational Interfaces

Session Moderator: **Michael Greineder**, *U. of St. Gallen*

CTO: A Longitudinal Examination of Agile Work Transformation - A Process Theory

Author: **Michael Greineder**, *U. of St. Gallen*

Author: **Ivo Blohm**, *U. of St. Gallen*

Agile work organization has experienced a significant increase in acceptance in recent years. However, literature falls short in explaining the transformation process that results from the implementation of agile work organization as a means of achieving increased adaptability, rate of speed and flexibility. We apply a process ontology to agile work organization by following three multinational firms that apply agile work organization, utilizing a case study approach over three years. At the macro level, our theory describes the transformation process set in motion by agile work organization as a three-phase process. At the micro level, we show that this transformation process is driven by specific design decisions on individual elements. Thus, our process theory contributes to a better understanding of agile work organization as a means to achieve organizational agility and to STS theory by showing that the emergence and constitution of STS are mainly driven by micro-level processes.

Paper is Available to Meeting Registrants Only.

CTO: Organizational Interfaces and Autonomous Agents

Author: **Corinna Rutschi**, *U. of Bern*

Author: **Nicholas Berente**, *U. of Notre Dame*

The history of organizational research is abundant with organizational interfaces: human-to-human, machine-to-machine, and human-to-machine. Existing research on coordination treats humans and machines as distinct. However, in recent years, the emergence of autonomous agents is rendering the distinction between human and machine less salient. As the line between human and machine agency blurs, we propose a framework of agent-to-agent interfaces. The framework involves four general types of agent-to-agent interfaces: standard, adaptive, generative, and autonomous. Each type of interface requires a different perspective for organizational action, and we propose design principles, reference domains, and modes of adaptation for each.

Paper is Available to Meeting Registrants Only.

CTO: Cartooning the Integration of Interorganizational Coordination Types

Author: **Israel Fortin**, *Goa Institute of Management*

In this study, I analyze cartoons used to communicate to the public the integration of digital platforms with transport chains in port logistics. I argue that these two types of coordination carry competing logics, which explains the ambiguous visual representations of the future implementation of digital platforms in a major European port. In addition to intentional, convenient, and unintended affordances specific to cartoons, I identified three ambiguous trade-offs in the visual communications to the public. These trade-offs prevent incumbents to share the reliable real-time data required for the conception of a digital platform. Based on these findings, I argue that a disruptive suspension of the existing interorganizational coordination logic might be inevitable. This study contributes to discussions about unintentional coordination maintenance, the possibility of weaker incumbents to resist the will of more powerful incumbents, and the affordance of visual communication through cartoons.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Creativity and the Digital Mindset

Session Moderator: **Kai Wang**, *Kean U.*

CTO: **Finding and Testing Diverse Stimuli for Enhancing Creative Ideation**

Author: **Kai Wang**, *Kean U.*

Author: **Boxiang Dong**, *Montclair State U.*

Using creativity support systems to enhance creative work has attracted much research attention. It is commonly suggested that providing diverse stimuli, instead of homogeneous stimuli, should better enhance creativity. Yet there is little empirical evidence or theoretical consensus linking stimulus diversity and idea creativity. There is also a lack of generic and automated methods for finding diverse stimuli for creative tasks. This study used a machine learning method, GloVe, to partially automate the search for diverse and homogeneous concepts to be used as stimuli. An experiment was conducted where the participants generated ideas upon the exposure to these concept stimuli. Stimulus diversity had no effect on cognitive load or idea novelty, even though it was positively related to idea diversity and perceived stimulus usefulness. The study points to the tension among existing creativity theories on the effect of stimulus diversity and suggests multiple future research directions.

Paper is Available to Meeting Registrants Only.

CTO: **From Buzzword to Theory - Defining Digital Mindset**

Author: **Paul Goldmann**, *WFI Ingolstadt School of Management*

Author: **Christina Altendorfer**, *WFI - Ingolstadt School of Management*

Author: **Björn Schäfer**, *Free U. of Bozen-Bolzano*

The digital transformation not only imposes new demands on companies but also on employees. First scientific and practical studies point to the relevance of a digital mindset in this context, but without creating construct clarity. Addressing the fuzziness of mindset theories, we take a grounded theory approach to shed light on digital mindset. Our analysis of 28 interviews with experts from different industries suggests that digital mindset is an essential capacity for dealing with the complexity and power of digitalization. It includes screening available information through a digital filter and exploiting arising opportunities. Furthermore, we identify three elements underlying digital mindset: digital consciousness, digital expertise, and digital entrepreneurship. Those elements co-occur in different strengths and combinations. While all three indicate digital mindset, we interpret paired elements as roles individuals can take in their organization and provide definitions. Our systematic conceptualization of digital mindset provides orientation for researchers by rigorously defining the term, affiliating the concept with the social psychology and leadership mindset-stream, and identifying elements crucial to the emergence of digital mindset. By drawing upon these elements, organizations can identify candidates and members with strong digital mindsets and thereby individuals complementing the overall organizational digital mindset.

Paper is Available to Meeting Registrants Only.

CTO: **Immersive Experience in Virtual Reality Horror Game**

Author: **Claire K. Wan**, *National Chung Hsing U.*

Author: **Cih-Hao Chiu**, *Department of Business Administration, National Chung Hsing U., Taiwan*

In this study, we proposed an analysis framework that examines participants' immersive experience processes from three dimensions: (1) the state of enjoyment, (2) transformation of the awareness of time, and (3) a sense of spatial integration. We found that the balance of skills and challenges is threshold factor affecting participants' overall enjoyment state and experience of transforming the time awareness during a VR gaming process. When considering the influence of social interaction on the three dimension of enjoyment, time and space, a new emerged element of emotion connection suggests that an autotelic experience – the feel of intrinsically rewarding during the process of interacting with other partners is a threshold factor affecting participants' overall enjoyment. Further, that the mechanism by which fear is transformed into enjoyment corresponds to the element of a sense of control in the state of flow.

Paper is Available to Meeting Registrants Only.

CTO: **Assessing the Digital Mindset - Using Explicit Scales to Measure an Implicit Phenomenon**

Author: **Yannick Hildebrandt**, *Otto-Friedrich U. Bamberg*

Author: **Daniel Beimborn**, *U. of Bamberg*

The 'digital mindset' is frequently raised by both researchers and practitioners to be an essential factor of the human side of digitalization to successfully cope with the arising challenges of digitalization. Despite existing conceptualizations of the construct, the literature provides no operationalization usable for quantitative research, so far. Our research pursues the goal to address the question of how the digital mindset can be measured. Using a multi-method approach, a literature- and Delphi study-based initial scale has been developed and empirically validated with 156 and 147 participants was developed. Based on this initial scale, we developed to further survey scales and a structured interview approach as alternative measures for the digital mindset. In a pilot-study with 18 participants, the correlations of the answers from using the different measures indicates that the developed survey scales can serve as quite accurate proxies for the qualitative approach, which is assumed to measure the 'true' level of the digital mindset. In the future, researchers can choose from different scales based on their requirements for precision and efficiency (i.e., time needed to complete the survey items).

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Gender and Diversity in Entrepreneurship 4

Session Moderator: **Joyce Komakech Nabisaalu**, *Oklahoma State U.*

ENT: **Entrepreneurs Are From Mars, Venture Capitalists Are From Venus: Gender Biases in Decision-Making**

Author: **Oleksandr Tsaruk**, *West Virginia U.*

Entrepreneurs are known to be different from managers. They are more susceptible to biases and heuristics in decision-making, but when they are part of a dyad with asymmetry of errors costs, both parties may be affected by gender-driven biases. Drawing upon error management theory, we propose that gender-driven biases are originated from their roles in dyads (entrepreneur and venture capitalist (E-VC), which are similar to the gender roles in couples. We propose a mechanism for enhancing decision-making accuracy in E-VC dyads by utilizing multi-level decision-making theory. The presence of shared mental models in E-VC dyads is proposed as the solution to mitigate the negative effect of gender-driven biases – overperception and commitment-skepticism biases. The paper is focused on E-VC dyads engaged in resource seeking and funding new ventures.

Paper is Available to Meeting Registrants Only.

ENT: **Women Technology Entrepreneurs in Lebanon as Catalysts of Change and Innovation**

Author: **Mona Itani**, *American U. of Beirut*

Women entrepreneurship has not been given justice in the entrepreneurship literature and female entrepreneurs have been often treated as inferior to the dominant male entrepreneur. This study answers the numerous calls for women entrepreneurship research reform by studying how women tech-entrepreneurs in Lebanon are catalysing change and innovation. Paying special attention to context and utilising a qualitative methodology comprising of in-depth interviews with fifteen women technology entrepreneurs, the results presented in this paper widen the field of entrepreneurship literature by incorporating more inclusive definitions and nuanced understanding. Applying Schumpeter's Entrepreneurship as the underpinning theory, it is shown how women entrepreneurs in technology are disrupting the traditional understanding of entrepreneurship in their communities.

Paper is Available to Meeting Registrants Only.

ENT: **How Does Entrepreneurial Networking Improve the Sustainability of Women-led Micro Enterprises?**

Author: **Joyce Komakech Nabisaalu**, *Oklahoma State U.*

Author: **Samuel Mayanja**, *Kyambogo U.*

Author: **Henry Mutebi**, *Makerere U. Business School*

Women-led microenterprises contribute to economic development through job creation, extend resources to rural communities, reduce poverty, and improve family wellbeing. However, little is known about how women entrepreneurs in contexts stricken by institutional, cultural, and religious constraints grow microenterprises. Therefore, the purpose of this study is to examine how women entrepreneurs in developing countries improve the sustainability of microenterprises. We ground our study in social capital theory to test the partial mediating role of entrepreneurial learning behavior and self-organization in the relationship between entrepreneurial networking and sustainability of microenterprises. Based on a sample of 581 women-led microenterprises in Uganda, we test our model using ordinary partial least squares regression through SmartPLS version 3.3.3. The results support our theorizing that entrepreneurial networking has a positive and significant effect on sustainability of microenterprise performance and that the relationship is partially mediated by entrepreneurial learning behavior and self-organization. Our findings provide evidence that financial and nonfinancial resources available through women entrepreneur's networks improve the sustainability of microenterprises which in turn enhance family wellbeing and economic development. We extend application of social capital theory among women-led microenterprises and offer insight to policymakers when making decisions directed towards growth and survival of microenterprises.

Paper is Available to Meeting Registrants Only.

ENT: **Female Entrepreneurs' Application of Gender Homophily to the Test of Stereotypes : Demand Financing**

Author: **Marie-Christine Chalus-sauvannet**, *MAGELLAN, IAE Lyon, U. of Lyon, France*

Author: **Pauline Gibard**, *U. of Lyon, UJML3, iaelyon School of Management, Magellan*

The behaviours of women entrepreneurs with respect to their financing needs are still poorly understood. Our research focuses on the application of the concept of gender homophily on women entrepreneurs' financing requests through the prism of gender stereotypes. Through 10 semi-structured interviews with women entrepreneurs, we were able to show that not all women entrepreneurs are equal when it comes to the concept of gender homophily. Indeed, while some women entrepreneurs will voluntarily choose to approach a female investor, feeling better understood and closer to her, others will choose to do so only as a strategy, thinking they have a better chance of being financed. Conversely, other women entrepreneurs choose to distance themselves from their counterparts out of mistrust and fear of complicated relationships and value male investors based on stereotypes they may have of them.

Paper is Available to Meeting Registrants Only.

ENT: **Investor – Entrepreneur Gender Effects in New Venture Screening**

Author: **Terwase Viashima**, *IESE Business School*

Author: **Sampsa Samila**, *IESE Business School*

We examine the influence of the interaction between the gender of the investor and the gender of the entrepreneur on the focus of the screening criteria used by venture capital investors. To do so, we use a proprietary dataset from TechCrunch Disrupt, a startup fundraising competition. We find that female investors appear to focus more on entrepreneur / team criteria when evaluating female entrepreneurs. They also focus more on the upsides of both product and entrepreneur / team dimensions when screening female entrepreneurs, suggesting that female investors may view female entrepreneurs and their products more favorably. We do not find similar evidence with respect to male investors and / or male entrepreneurs. These effects correlate with winning only the 1st stage the competition suggesting that female investors may rely on gender when uncertainty about the quality of the startup is high.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1182** | Submission: **15084** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 10:00AM - 11:30AMPT (UTC-7)** at **Hyatt Regency Seattle in 702 Clearwater**

Teaching About Markets and Free Enterprise

Teaching about Markets and Free Enterprise

Organizer: **John Parnell**, *U. of North Alabama*
Organizer: **Siri Ann Terjesen**, *Florida Atlantic U.*
Participant: **Rajshree Agarwal**, *U. of Maryland*
Participant: **Per L. Bylund**, *Oklahoma State U.*
Participant: **Marianna Davidovich**, *Foundation for Economic Education*
Participant: **Eric B. Dent**, *Florida Gulf Coast U.*
Participant: **Amanda Brickman Elam**, *Babson College*
Participant: **Stephan F. Gohmann**, *U. of Louisville*
Participant: **Peter G. Klein**, *Baylor U.*
Participant: **Mark D. Packard**, *Florida Atlantic U.*
Participant: **Michael Louis Troilo**, *U. of Tulsa*
Participant: **Sebastian Vaduva**, *Emanuel U. of Oradea*

This workshop will explore teaching practices associated with free-market thinking and market-based management. Free markets promote competition, innovation and the private ownership of productive enterprises, and limited government intervention. Each presenter in this workshop will share an exercise, case vignette, or another classroom approach grounded in a market orientation with an emphasis on eliciting class interactions and discussions. Pre-registered participants will receive an electronic packet of selected readings in the months before AOM to aid in preparation for the event. Participants who do not register are also welcome.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Team Gender Composition

Session Moderator: **Nazha Gali**, *U. of Michigan*

GDO: Team Gender Composition Impact on the Production of Disruptive Research

Author: **Nazha Gali**, *U. of Michigan*

This paper examines the disruptiveness of research produced by scientific teams with an emphasis on understanding how a team's gender composition and team leader's interdisciplinarity focus influence the way in which the research consolidates and destabilizes the knowledge trajectories to which they contribute. Drawing on new indicators of disruptiveness and transaction-level research expenditures data, I test disruptiveness effects using an expansive definition of a research team that considers all individuals who were paid on a grant associated with the principal investigator (PI). Insights from the sociology of science and prospect theory support the female-favoring-prospecting perspective. The female-favoring-prospecting perspective suggests that female PIs will be more likely to pursue exploratory projects that have greater potential to disrupt existing research streams. I test the study's hypotheses using a sample of 3,758 scientific research teams in biomedicine that produced 32,655 papers between 2002-2013. UMETRICS data (Universities Measuring the Effects of Research on Innovation, Competitiveness, and Science) on the PIs and their teams, WoS (Web of Science) on scientific research publications and citations, and Scimago journal classifications are used. The analyses demonstrate female dominated teams had highest likelihood of disruption, while gender parity teams had lowest odds of disruption. Further, PIs with stronger histories of interdisciplinary research produced increasingly disruptive research when their teams were female dominated. The findings provide significant contribution to science of science and innovation policy.

Paper is Available to Meeting Registrants Only.

GDO: Gender Diversity in R&D Teams and Firms' Eco-innovation Strategies

Author: **Bettina Becker**, *Durham U. Business School*

Author: **Priit Vahter**, *U. of Tartu*

This paper examines, for the first time, whether an increase in the gender diversity in a firm's R&D team increases the firm's likelihood of adopting an eco-innovation strategy. We also examine whether this effect differs between clean and dirty industries, end-of-pipeline and integrated cleaner technologies, and firms with and without prior experience in eco-innovation. The empirical analysis employs propensity score matching to account for endogeneity and unobserved firm heterogeneity, using Spanish firm level data during 2009-2016. We find robust evidence that gender diversity of the R&D team matters for firms' eco-innovation. The results bear important policy and practical implications.

Paper is Available to Meeting Registrants Only.

GDO: Stimulating Creativity in Gender-Diverse Teams: Testing Diversity Training in a Field Experiment

Author: **Christoph Reinert**, *Kiel U.*

Author: **Claudia Buengeler**, *Kiel U.*

Author: **Bart Voorn**, *Ahold Delhaize*

Author: **Astrid Carlotta Homan**, *U. of Amsterdam*

The link between gender diversity and team creativity is ambiguous. On the one hand, diverse viewpoints and ideas associated with gender diversity may stimulate team creativity. On the other hand, gender diversity may disrupt team creativity due to social-categorization processes and intergroup biases. This ambivalence underlines the need for appropriately managing processes in gender-diverse teams. This study focuses on the potential of team diversity training to increase creativity in gender-diverse teams. Addressing diversity as a double-edged sword, we argue that diversity training can stimulate team creativity by facilitating both team identification and teams' ability to elaborate on their diverse perspectives. Using a randomized field experiment with 71 organizational teams (N = 534 individuals), we tested the effects of two different diversity training programs (compared to no training) on team creativity in gender-diverse teams. Team diversity training focused on fostering identification (as the social-categorization perspective would suggest) alone did not stimulate creativity. Only when team diversity training additionally focused on the ability to elaborate on diverse viewpoints, it improved information elaboration, which subsequently increased the creativity of more gender-diverse teams. Speaking to processes and contingency factors of diversity training effectiveness, our research has important theoretical implications and helps to illuminate when diversity training is more likely to be effective.

Paper is NOT Available. Please contact the author(s).

GDO: Expectations of Performance in Peer Evaluations: Are Females Harsher Raters?

Author: **Wendy Farrell**, *Management Center Innsbruck*

Author: **Lucia Farriss**, *Saint Leo U.*

Author: **Dhruv Pratap SINGH**, *NEOMA Business School*

Author: **Hafsa El Kamous**, *Africa Business School, Mohammed VI Polytechnic U., Benguerir, Morocco*

Author: **Lydia Karnadi**, *i3L School of Business*

Author: **Marc Idelson**, *HEC Paris*

This paper explores gender differences in rater harshness in global virtual teams (GVTs). The study utilizes both longitudinal and cross-sectional designs to analyze differences in peer evaluations collected weekly of over a nine-week period, involving 2,516 individuals from 90 countries. An "overall rater rating" was constructed from participants' ratings of their team members' performance along the following dimensions: perceived communication frequency, friendliness, helpfulness, creativity, leadership, and proportion of work completed. The nonparametric Kruskal-Wallis and Mann-Whitney tests indicated that females overall tend to rate their team members more harshly. PLS-SEM modeling further revealed that personality mediates the effects of gender or peer evaluation harshness, such that raters who are more agreeable tend to rate their peers higher. The practical and theoretical implications of gender difference and personality on peer ratings are discussed.

Paper is NOT Available. Please contact the author(s).

Author: **Leire Gartzia**, *Deusto Business School*

Author: **Manuel Pulido**, *U. of Jaén*

Author: **Nekane Aramburu Goya**, *Deusto Business School*

Author: **Pilar Berrios**, *U. de Jaen*

Author: **Esther Lopez-Zafra**, *U. de Jaén*

Author: **José María Augusto Landa**, *U. de Jaen*

While affective exchange processes are critical for teams, our understanding of emotional group dynamics, as well as their gendered nature, is limited. The current research examines whether and how women can improve team outcomes through emotional labor by identifying some of the team-level mechanisms through which these relationships occur. In particular, extending emotional contagion principles to processes of gendered emotional transfer in teams, we examine the mediating effect of deep acting as a group emotional mechanism, assuming it is more prevalent among groups with higher proportions of women. 437 male and female employees working in 92 teams in Spanish organizations responded to measures of emotional labor and team performance. Employees were nested in work teams, and data were analyzed using multilevel structural equation modelling. Results showed that proportions of women in the group are associated with higher levels of group deep acting, as well as team performance. These findings contribute to a deeper understanding of the female advantage at the meso level and the gendered nature of emotional exchange processes in group dynamics and outcomes. Mediation effects were confirmed at the group level, suggesting that future research should also more cautiously differentiate between individual and team levels of emotional analyses.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **1184** | Submission: **11077** | Sponsor(s): **(GDO, CAR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 10:00AM- 12:00PMPT (UTC-7)**

When is the Right Time to Grow My Family? The Hidden Challenges of Family Planning in Academia *When Is the Right Time to Grow My Family?*



Organizer: **Serena Sohrab**, *Ontario Tech U.*
Organizer: **Golshan Javadian**, *Morgan State U.*
Organizer: **Nada Basir**, *U. of Waterloo*
Organizer: **Shora Moteabbed**, *George Mason U.*
Panelist: **Rachel McCullagh Balven**, *Arizona State U.*
Panelist: **Emily S. Block**, *U. of Alberta*
Moderator: **Raina A. Brands**, *UCL School of Management*
Panelist: **Sean Buchanan**, *U. of Manitoba*
Panelist: **Hamid Foroughi**, *Cardiff U.*

In this workshop, we will explore the timing of family planning in academia with a focus on less-discussed challenges such as infertility, miscarriage, and other pregnancy complications. We will explore family planning at different stages of the academic career to better understand the costs and rewards associated with each stage. The panelists are chosen to represent various family planning trajectories. These scholars will share their family planning journey with the audience and provide guidance on strategies to effectively navigate family planning in academia.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1185** | Submission: **16775** | Sponsor(s): **(GDO, CMS, OMT, SIM)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Monday, Aug 8 2022 10:00AM- 12:00PMPT (UTC-7)**

The Future of Work and Precarity: Shaping a New Normal for Diversity and Inclusion

Future of Work, Precarity and Diversity, Equality



Session Chair: **Ram Mahalingam**, *U. of Michigan, Ann Arbor*
Session Chair: **Joana Vassilopoulou**, *Brunel Business School*
Participant: **Mustafa Ozibilgin**, *Brunel U. London*
Participant: **Kurt Andre April**, *U. of Cape Town*
Participant: **Thomas Köllen**, *U. of Bern*
Session Chair: **Elina Meliou**, *Aston Business School*
Participant: **Lucy Taksa**, *Macquarie U.*
Participant: **Hanneke Takkenberg**, *Erasmus U. Rotterdam*
Participant: **Florence Villeseche**, *Copenhagen Business School*
Participant: **Patrizia Zanoni**, *Hasselt U. & Utrecht U.*
Participant: **Dimitria Groutsis**, *Groutsis*
Participant: **Tina Miedtank**, *Erasmus U. Rotterdam*
Participant: **Lena Knappert**, *Vrije U. Amsterdam*

According to a recent McKinsey (2021) report: “The Covid-19 pandemic has accelerated existing trends in remote work, e-commerce, and automation, with up to 25% more workers than previously estimated potentially needing to switch occupation.” Some of the changes that have taken place since the pandemic, such as increased remote work and virtual meetings, are likely to continue to some extent, same as the faster adoption of automation and AI often replacing low wage occupations, which are disproportionately carried out by migrants, ethnic minorities, and women. The pandemic has highlighted the deleterious effects of precarious work for vulnerable demographic groups worldwide with women, ethnic minorities, people with disabilities, among others, to experience in and out of work poverty and to be affected considerably more by precarious living. However, research on the future of work often treats diversity and inclusion challenges as an afterthought. This PDW seeks to unpack this research and offer insights into the role of organizations in fostering inclusive change. Through a panel presentation and round table discussions, the goal of the PDW is to develop a more nuanced understanding of the various contexts, experiences, and consequences of the future changes of work. The proposed PDW brings together international scholars to discuss ways to address these challenges and offer a way forward. Thus, we contribute to drawing awareness of the future of work and diversity and inclusion in organizations by bringing together experts in a PDW designed to: (1) uncover and document the variety of issues facing vulnerable demographic groups in the changing workplace (2) promote greater scholarship on the link between the future of work, diversity and inclusion during the economic and social upheaval, (3) develop a research program and agenda that sheds light into new and critical aspects of the future of work, diversity and inclusion, (4) to foster opportunities to build a community of scholars with interest in the future of work, precarity and diversity.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Policies for a Better World

Session Moderator: **Nousheen Tariq Bhutta**, *Capital U. of Science and Technology*

HCM: Procurement Institutions and Essential Drug Supply in Low and Middle-Income Countries      

Author: **Lucy Xiaolu Wang**, *Assistant Professor at UMass Amherst*
Author: **Nahim Zahur**, *Queen's U.*

International procurement institutions have played an important role in drug supply. This paper studies price, delivery, and shipment time of essential drugs supplied in 106 developing countries from 2007-2017 across four procurement institution types. We find that pooled procurement institutions lower prices: pooling internationally is most effective for small buyers and more concentrated markets, and pooling within-country is most effective for large buyers and less concentrated markets. Pooling can reduce delays, but at the cost of longer anticipated shipment times. Finally, pooled procurement is more effective for older generation drugs, compared to IP licensing institutions that focus on newer, patented drugs. We corroborate the findings using multiple identification strategies, including an instrumental variable strategy as well as the Altonji-Elder-Taber-Oster method for selection on unobservables. Our results suggest that the optimal mixture of procurement institutions depends on the trade-off between costs and urgency of need, with pooled international procurement institutions particularly valuable when countries can plan well ahead of time.

Paper is Available to Meeting Registrants Only.

HCM: Make it Easy: How Mobile Vaccination Units Increase COVID-19 Vaccination Uptake in a Field Experiment 

Author: **Anna-Corinna Kulle**, *U. of Bern*
Author: **Frauke Von Bieberstein**, -
Author: **Stefanie Schumacher**, -

We study the effect of reducing individuals' transaction costs of getting vaccinated against COVID-19 on vaccination decisions. In a field experiment conducted in August 2021, we sent mobile vaccination units to Swiss communities for half a day. Vaccinations at these units required no appointments. We find a substantial increase in vaccination rates of the previously unvaccinated of plus 7.4 percentage points compared to the control group over a three-week period. The increase is present for all age groups and both genders. We find no cannibalization of vaccinations in dedicated vaccination centers or at local doctors and pharmacies. Transaction costs for vaccinations should thus be kept as low as possible, even at a stage when appointments are in high supply and individuals had ample time to contemplate their vaccination decision.

Paper is Available to Meeting Registrants Only.

HCM: Medicaid Expansion, Disproportionate Share Payments, and the Performance of Safety Net Hospitals 

Author: **Jon Law**, *U. Medical Center of El Paso*
Author: **S Robert Hernandez**, *U. of Alabama, Birmingham*
Author: **Allyson Hall**, *U. of Alabama, Birmingham*
Author: **Nathan Carroll**, *Virginia Commonwealth U.*
Author: **Jeff Szychowski**, *U. of Alabama, Birmingham*

Safety-net hospitals (SNHs) in the United States provide necessary emergency and acute care to all individuals regardless of their financial resources, insurance coverage, or legal residency status. The erosion of subsidies for indigent populations is causing serious problems for this safety net system. Research suggests that SNHs continue to have weaker operating margins when compared to other hospitals and are financially vulnerable. This study examined the extent to which there is an association among Medicaid expansion, disproportionate share payments, and the performance of SNHs. Findings suggest that there is an association between Medicaid expansion and financial performance but there is no association between disproportionate share payments and performance. Management, policy, and research implications are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Plenary Session**
Program Session: **1187** | Submission: **18456** | Sponsor(s): **(HCM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 10:00AM - 11:30AMPT (UTC-7)** at **Seattle Convention Center in Tahoma 5**

Health Care Management Division Plenary *Health Care Management Division Plenary*

Host: **Brian Hilligoss**, *U. of Arizona*
Organizer: **Cheryl Rathert**, *Saint Louis U.*

Sponsored by the Health Care Management Division and established in 2012, the Keith G. Provan Distinguished Scholar Award recognizes an individual who has contributed to scholarship in health care management through an exemplary record of high-quality research that demonstrates conceptual and methodological rigor. This plenary will focus on the 2022 Keith G. Provan Award winner.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1188** | Submission: **18607** | Sponsor(s): **(IM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 10:00AM - 11:30AMPT (UTC-7)** at **Seattle Convention Center in Yakima 1**

CSR and Institutions

Session Moderator: **Kristin Brandl**, *Gustavson School of Business, U. of Victoria*

IM: IGOs and the Impact of Institutional and Economic Integration on CSR Performance ➔

Author: **Kristin Brandl**, *Gustavson School of Business, U. of Victoria*
Author: **Elizabeth Marie Moore**, *Northeastern U.*
Author: **Larissa Marchiori Pacheco**, *Northeastern U.*
Author: **Luis Alfonso Dau**, *Northeastern U.*

Intergovernmental organizations (IGOs), such as the European Union, coalesce divergent member countries toward cooperative political, social, environmental, and economic activities to promote the betterment of communities and societies. The level of integration of member countries in the IGO is thereby expected to shape the level of betterment. To understand this connection, we study the impact of institutional and economic integration of IGO member countries on the Corporate Social Responsibility performances of its firms. Building on insights from political science, nonmarket strategy, and institutional theory as well as an empirical analysis of the EU, we find that low levels of institutional integration of IGO member countries reduce CSR performances of their firms. We also find that high levels of economic integration enhance CSR performances and that this high economic integration also moderates the negative impact of low levels of institutional integration on the CSR performances of firms. We contribute to institutional theory and societal sustainability concerns, by connecting the supranational, national, and firm-level.

Paper is Available to Meeting Registrants Only.

IM: Corporate Social Irresponsibility in Host Countries: The Interplay of Home and Host Institutions ➔

Author: **Ye He**, *U. of Victoria*
Author: **Raveendra Chittoor**, *U. of Victoria*

Corporate social irresponsibility (CSI) by multinational enterprises (MNEs) has been attracting increasing attention by policy makers as well as scholars. Building on institutional perspectives and the 'distance' research in the international business (IB) field, our study examines how the institutional characteristics of home and host countries, their interplay, as well as cross-national institutional distances affect MNEs' CSI in host countries. We test our hypotheses using panel data of 1,087 listed firms based in 48 countries, with CSI incidents occurring in 150 host countries during 2007-2018. We find that both stronger home and host institutions are negatively associated with CSI occurring in the host markets, but the mitigating effect of host (home) institutions on CSI will be weaker when home (host) institutions are stronger. We further find that as institutional distance between home and host countries increases, MNEs' involvement in CSI incidents in the host countries grows. We contribute to CSI research and 'distance' literatures by offering theoretical mechanisms and empirical evidence on whether and when MNEs respond to varied stakeholder and institutional pressures in their CSI engagements.

Paper is Available to Meeting Registrants Only.

IM: The Role of National Institutions in Shaping Economic Outcomes of CSR Communication ➔

Author: **Hanh Pham**, *Leeds U. Business School*
Author: **Hien Thi Tran**, *VNU U. of Economics and Business, Vietnam National U., Hanoi*

This paper examines if the financial outcomes of corporate sustainability communication are conditional on institutional factors. The article first constructs a theoretical framework explaining how regulatory and socio-cultural factors of a firm's home country moderate the effect of corporate sustainability communication on financial performance. The paper then tests the theoretical predictions with the data of 621 multinational enterprises (MNEs) headquartered in 31 countries from 2012-2018, using the general method of moments (GMM) and two-stage least square instrumental variable (2SLS IV). The paper finds significant strengthening effects of auditing and accounting standards, corporate ethical culture, uncertainty avoidance culture but significant weakening effects of press freedom, power distance, individualism, and masculinity, along with insignificant impact of long-term orientation and indulgence culture of a firm's home country on the relation between corporate sustainability communication and financial performance. The paper provides significant implications for literature, public policy and management of MNEs, offering a practical framework for MNEs to consider when designing their corporate sustainability communication strategy in different institutional contexts.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **1189** | Submission: **15520** | Sponsor(s): **(IM, TIM)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Monday, Aug 8 2022 10:00AM - 11:30AMPT (UTC-7)** at **Seattle Convention Center in Chelan 2**

Advancing an Asia-centric Perspective of Innovation
Asia-Centric Perspective of Innovation



Organizer: **Jomel Wei Xuan Ng**, *National U. of Singapore*
Organizer: **Zhaoli Song**, *National U. of Singapore*
Discussant: **Michael Frese**, *Asia School of Business*
Presenter: **Sylvia Hubner**, *Free U. of Bozen-Bolzano*
Presenter: **Jomel Wei Xuan Ng**, *National U. of Singapore*
Presenter: **Wei Deng**, *Northwestern Polytechnical U.*
Presenter: **Ameek Kaur**, *National U. of Singapore*
Presenter: **Jasper Teow**, *National U. of Singapore*
Participant: **Ronak Gupta**, *Indian Institute of Technology, Delhi*
Participant: **Abrar Ali Sayed**, *Ozyegin U.*
Participant: **Leonard Lee**, *National U. of Singapore*

Organizations around the world increasingly face volatile environments characterized by rapidly changing market conditions and evolving consumer demands. These signal the need for organizations to continuously innovate in order to sustain competitive advantage. Despite the universal importance of innovation, innovation researchers repeatedly call for more emphasis on boundaries to the universality in innovation and its country- and culture-specific issues. This symposium applies a cross-cultural perspective, specifically an Asia-centric perspective, on understanding the antecedents and workings of innovation. The authors present a comprehensive set of studies, including one conceptual framework on national cultures' influence on innovation and four empirical studies that demonstrate cross-national differences in innovation antecedents (e.g., configurations in ambidextrous leadership and team initiative, and entrepreneurial opportunity identification) and innovation outcomes (e.g., firm product innovativeness and innovativeness perceptions). The discussions generated by this symposium contribute to a deepened understanding and appreciation of both the rich diversity in Asian cultures and the context-specificity of innovation.

Advancing an Asia-centric perspective of innovation

Author: **Sylvia Hubner**, *Free U. of Bozen-Bolzano*
Author: **Wei Deng**, *Northwestern Polytechnical U.*
Author: **Ameek Kaur**, *National U. of Singapore*
Author: **Jomel Wei Xuan Ng**, *National U. of Singapore*
Author: **Jasper Teow**, *National U. of Singapore*
Author: **Zhaoli Song**, *National U. of Singapore*
Author: **Ronak Gupta**, *Indian Institute of Technology, Delhi*
Author: **Abrar Ali Sayed**, *Ozyegin U.*
Author: **Leonard Lee**, *National U. of Singapore*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1190** | Submission: **18377** | Sponsor(s): **(MBR)**
Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**
Scheduled: **Monday, Aug 8 2022 10:00AM- 11:00AMPT (UTC-7)** at **Seattle Convention Center in Tahoma 3**

AOM Scholars On... Measuring Real World Impact of Scholarly Research *AOM Scholars On...*

Session Chair: **Steve Whalen**, *Academy of Management*

Host: **Michael Grimm**, -

Panelist: **Jean M. Bartunek**, *Boston College*

Panelist: **Usha C.V. Haley**, *Wichita State U.*

Panelist: **Sarah Kaplan**, *U. of Toronto*

Panelist: **Carol T. Kulik**, *U. of South Australia*

Panelist: **Leon Prieto**, *Clayton State U.*

Every day, academic research is published in an attempt to inform the world’s biggest issues, from informing optimal and innovative business strategies to shaping the future of work and employee and management behavior. Academic scholarship occasionally succeeds and provides impact far beyond the proverbial walls of the global “University Ivory Tower,” while some critics suggest many academic scholars focus on esoteric areas with little relevance or impact to society. This dynamic begs the question: how are AOM scholars, and management scholars at large, turning their insights and published research into solutions for the workplace and answering the biggest organizational societal challenges? This panel will examine the real-world impact of scholarly research and provide practical advice and examples in how scholars can extend the impact of their research for practitioners worldwide. Join AOM Scholars as they share their expertise and research-based insights on the positive social impact that can be made and has been made by business school academics, through their research. The panel will feature discussion regarding: • Academic influence and the collective goal to promote public good through insights-driven, peer-reviewed research • How scholars can translate research into tangible societal impact • How to align or partner with management practitioners • Barriers for academics in providing social change • The future of academia and fostering a culture of change • Use cases from SMEs (may include research impacting the following areas): o Economic development o Benefiting society and the environment

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **1191** | Submission: **19368** | Sponsor(s): **(MC)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 10:00AM - 11:30AMPT (UTC-7)** at **Sheraton Grand Seattle in Jefferson A**

Hidden Costs, SEAM, Client Involvement, Banking and IT Projects

Session Moderator: **Eric Sanders**, *Elmhurst U.*

MC: **A Management Consulting Approach to Project Management Office**

Author: **Adele Jamaeldine**, *U. of Balamand*
Author: **Marc Bonnet**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*

Presentation of an intervention-research process aimed at enhancing the efficiency of project management through a socio-economic approach to management consulting.

Paper is Available to Meeting Registrants Only.

MC: **When are Clients Helpful? Capitalising on Client Involvement in Professional Service Delivery**  

Author: **Na Fu**, *Trinity Business School, Trinity College Dublin*
Author: **Patrick Christopher Flood**, *00353*
Author: **Denise M. Rousseau**, *Carnegie Mellon U.*
Author: **Tim J Morris**, *U. of Oxford*
Author: **Murray Johnstone**, *Sagulo Coaching & Mentoring Services Ltd*

Winner of the Benedictine University Scholar-Practitioner Collaboration Award

Professional service firms apply specialist knowledge to create customised solutions to client problems. In their work, teams of professionals undertake projects in which clients may be closely involved in co-creating solutions. However, we know little about the conditions under which client involvement contributes to better performance. We examine the direct and conditional contribution client involvement can make to project success and propose team bonding capital as a moderator. We conduct multi-level analysis of data from 58 project managers and 171 consultants nested in project teams. We find a positive impact of client involvement on both team performance and team member idea creativity. Team bonding capital moderates the relationships client involvement has with both team performance and individual member idea creativity, where the impact of client involvement is greater when team bonding capital is high. Implications for theory and practice are discussed.

Paper is Available to Meeting Registrants Only.

MC: **KYC Principles Embedded in AI-enabled Mobile Banking in the Face of Money-Laundering**      

Author: **Jocelyne Boulos Eid**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*
Author: **Laura Khachan**, *U. Paul Valery, Montpellier*
Author: **Marc Bonnet**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*

Anti-money laundering and financial terrorism laws create a major dilemma for banks, where the latter could be held liable as constructive trustees for the rightful owner of the corrupted funds. This paper aims to find out ways to maintain compliance to the Know Your Customer (KYC) principles via an Artificial Intelligence AI-enabled mobile banking service. The intervention research was conducted in the Middle East precisely in a private-owned bank. The results show that the bank's compliance program can benefit from the AI banking services as enablers to fight Money-laundering. For this reason, the intervention research management consulting project comprises of valuing the impact of implementing a Socio-economic Approach to Management to synchronize the human potential and AI banking services to sustain the compliance program (FATF, 2012). This anticipated improvement in performance would increase the AI services and KYC implementation return on investment thus ensuring compliance and competitive advantage.

Paper is Available to Meeting Registrants Only.

MC: **IT Project Manager's Influence Tactics To Form Critical Project Alignments**      

Author: **Ghassan ABUKAR**, *Weatherhead School of Management, Case Western Reserve U.*

Influence has long been recognized as an essential element of leadership and a critical determinant of a manager's effectiveness. This research investigates an unexplored topic: IT project manager's influence in forming business and stakeholder alignment and shaping consequent project success. We ask the following: what are the primary influence tactics and the related mechanism used by IT project managers to form critical project level alignments (stakeholder/business)? To answer this question, we conduct a qualitative inquiry by interviewing 33 experienced IT project managers. The inquiry aims to uncover influence tactics they use while creating stakeholder and business alignment. We use grounded theory and thematic analysis in the analysis of the data. Analysis reveals, IT project managers use different tactics as means to achieve the desired results and/or actualize benefit while engaging with business and stakeholders. Nonetheless, this behavior is harnessed on the leadership style which is dependent on personal traits and positional power. The IT Value Realization Model is a complex set of processes that requires a dynamic shift and myriad leadership styles depending on the project phase, stakeholders and benefits to be actualized. The role of the IT project manager is to be insightful to get things done through people while assessing the environment. To this end, we develop a theoretical model of IT project manager influence choice during project execution. It offers an explanatory account of the potential impact of project manager influence tactics which expands beyond existing empirical research on the topic.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **1192** | Submission: **18319** | Sponsor(s): **(MED)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 10:00AM - 11:00AMPT (UTC-7)** at **The Westin Seattle** in **Puget Sound Room**

MED Division Annual Members Meeting
MED Annual Meeting

Program Chair: **Mairead Brady**, *Trinity Business School, Trinity College Dublin*
Division Chair: **Alan B. Eisner**, *Clark U.*
Division Chair-Elect: **Gerard Beenen**, *California State U., Fullerton*
Professional Development Workshop Chair: **Arran Caza**, *U. of North Carolina, Greensboro*
Coordinator: **Lisa Jane Callagher**, *U. of Auckland*
Facilitator: **Alexis Rittenberger**, *Case Western Reserve U.*
Representative-at-Large: **Andri Georgiadou**, *Nottingham U. Business School*
Participant: **Charles Fornaciari**, *La Salle U.*
Participant: **Nicole M. Coomber**, *U. of Maryland*

In-person and live virtual annual meeting and award confirmation

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1193** | Submission: **11135** | Sponsor(s): **(MSR, ODC, OB)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 10:00AM- 11:30AMPT (UTC-7)** at **Seattle Convention Center in Room 305**

Honoring Circles: From Then to Now     
Honoring Circles: From Then to Now

Session Chair: **Ronelle Langley**, *Management, Spirituality, and Religion*
Facilitator: **Lauren Spiro**, *Management, Spirituality, and Religion*
Participant: **Fiston Muganda**, *social entrepreneur*
Facilitator: **Joy Folley**, *Management, Spirituality, and Religion*
Facilitator: **Emmalinde Roelofsse**, *U. of Northern Iowa*
Facilitator: **Megan Bunyer**, *U. of Northern Iowa*
Facilitator: **Noman Ikram**, *U. of Northern Iowa*
Facilitator: **Ali Bai**, *U. of Northern Iowa*
Facilitator: **Cheick Bally**, *U. of Northern Iowa*

The purpose of our workshop is to offer an introduction of what an honoring circle is. We will also break out in smaller groups where participants will have the opportunity to experience the process of an honoring circle with some of our trained facilitators. We will share what we have learned from personal and cultural experiences within our Global Community Hub. What started as a small local team eventually grew into a global hub with diverse members from more than 60 countries after enrolling for a training program at the Presencing Institute of MIT in 2015. One of the exercises was a coaching circle that eventually evolved into our honoring circle. This is a practice to deepen our awareness of our embodied selves focusing on our common humanity, our internal body awareness, and as such it is a practice with a broad cultural reach. These honoring circles also have historical connections with indigenous people around the world as one of our team members experienced while spending the past three years living and working in a natural habitat with an Aboriginal tribe in Australia. This was also confirmed by some of our younger members who are still residing in a refugee camp in Africa. We also included the reflections and performance of a team of BIPOC students majoring in Dance in the United States who expressed a need to move within their own narratives and were given the opportunity to do so.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **1194** | Submission: **19204** | Sponsor(s): **(ODC)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 10:00AM - 11:30AMPT (UTC-7)** at **Sheraton Grand Seattle in Cedar A**

The Many Faces of Leadership and Management in Change Efforts



Session Moderator: **Feim Blakçori**, *AFG College with the U. of Aberdeen*

ODC: Strategizing from the Middle: Sensemaking of Change Process in the Public Sector

Author: **Feim Blakçori**, *AFG College with the U. of Aberdeen*

The theoretical dispositions exclude the criticality of turbulent and transitional contexts in constructing sensemaking of change process. The paper demonstrates how middle managers create meaning to ambiguous and ambivalent cues but also provides legitimacy for acting as sensemakers of change, strategically. A framework is developed that demonstrates two interlinked processes to be critical to the accomplishment of middle managers' strategizing sensemaking in the public sector. Strategizing sensemaking is understood closely with the need for engagement in tactical action of change where sensemaking is not momentary or episodic, but rather it is a process that continuously covers specific moments and episodic events. Also, developing horizontal and vertical dialogues has been considered a structural boundary for strategizing sensemaking in the public sector. It is well elaborated that understanding sensemaking as a discursive process alleviates the burden of structural boundary for middle managers, as unplanned events, cues, frames and accounts are deliberated a trigger of shared meanings and understandings of practices encountered. This is a pioneering research on middle managers' strategizing sensemaking in the public sector in a transition context and therefore theoretical and practical implications are thoroughly elaborated.

Paper is Available to Meeting Registrants Only.

ODC: A Multi-Level Study Analysis of the Gray Shades of Responsible Leadership Behavior for Themselves 

Author: **Ali Nawaz Khan**, *Department of Management HSE U., Saint Petersburg Russia*

Author: **Ali Ahmad**, *SEM Tongi U.*

Author: **Naseer Abbas Khan**, *U. of Sargodha*

Most theories and research on responsible leadership have focused on how the behavior of responsible leaders affects followers, and portraying these behaviors is undoubtedly beneficial. We shifted from our primary focus to the gray side of responsible leader behavior on leaders themselves. Based on the conservation of resource theory, we assume that although responsible leader behavior brings benefits to leaders and followers, these behaviors will also cause resource damage to the leaders themselves. The findings of two study samples show that leaders and their followers have completed five consecutive weeks of weekly surveys. The results show that responsible leader behavior is associated with leader psychological distress and subsequent increase in leader burnout. These detrimental outcomes go beyond the benefits to followers (Study 1) and the leaders themselves (Study 2). Moreover, the extent to which responsible leader behavior is related to increased psychological distress depends on the attributes of the followers. Therefore, when the leader's responsible behavior is directed at followers with low proactive personality (study 1) and competence (study 2), the leaders experienced greater increases in psychological distress. Overall, the results of this article answer why and under what circumstances the gray side of responsible leader behavior may appear.

Paper is Available to Meeting Registrants Only.

ODC: The Impact of Servant Leadership on Innovative Work Behavior and Adaptive Work Performance  

Author: **Sabeen Bhatti**, *Bahria U., Islamabad Pakistan*

Author: **Scott Dust**, *U. of Cincinnati*

Author: **Jabran Khan**, *Bahria U., Business School, Islamabad, Pakistan*

Author: **Ramsha Zakariya**, *Capital U. of Science and Technology*

The focus of this work is on leadership during a global health crisis. Using Job Demand-Resource (JD-R) theory, we propose, and our results confirm, that servant leadership impacts employees' innovative work behaviors and adaptive work performance via employees' job crafting behaviors. Further, task autonomy and task interdependence act as conditional moderators, such that the positive impact of servant leadership on job crafting is enhanced when these job characteristics are higher. Data were collected in two studies during the COVID-19 pandemic. Study 1 included data from multiple industries, while study 2 focused on IT firms. By exploring the relationship between servant leadership and employee-driven work design, our study enriches the literature on how leaders can positively influence employee performance in the midst of crises. For practitioners and employees who encounter imbalance between job demands and personal needs during challenging times, we suggest that organizations should encourage servant leadership and job crafting training to increase employees' innovative work behavior and adaptive performance.

Paper is Available to Meeting Registrants Only.

ODC: "Surmounting muddled pathways": Adaptive leadership and Psychosocial Safety Climate Approach

Author: **Muhammad Salman Chughtai**, *Faculty of Management Sciences, International Islamic U., Islamabad*

Author: **Hira Salah Ud Din Khan**, *School of Management, Jiangsu U., China*

Author: **Ma Zhiqiang**, *School of Management, Jiangsu U.*

Author: **Li Mingxing**, *School of Management, Jiangsu U.*

Turbulent times have led organizations into an uncertain and chaotic state of affairs that requires immediate fixing and calls for appropriate leadership to steer out of the crisis. In this regard, we drew from psychosocial safety climate theory to examine the impact of adaptive leadership on safety citizenship behaviors by analyzing the moderating role of psychosocial safety climate and mediating effect of readiness to change, specifically in Pakistani work culture. Hence, we collected data from 397 employees working in Pakistan's manufacturing industry at two different times. We conducted a regression analysis and used PROCESS-macro to test our moderated mediation model. The findings of our study supported the model. The moderated path analysis indicated that psychosocial safety climate strengthens adaptive leadership's direct effect on readiness to change and its indirect effect on safety citizenship behaviors. To conclude, our research offers extensive implications for organizations and practitioners in sound and disruptive conditions. Keywords: Adaptive leadership, Safety citizenship behaviors, psychosocial safety Climate; Readiness to Change

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1195** | Submission: **19208** | Sponsor(s): **(ODC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 10:00AM - 11:30AMPT (UTC-7)** at Sheraton Grand Seattle in Juniper

From Mundane Technologies to Agility: Driving Innovation Through Change

Session Moderator: **Lauri Juhani Paavola**, *Aalto U. School of Business*

ODC: **How Mundane Technologies Can Trigger and Drive Institutional Change**

Author: **Lauri Juhani Paavola**, *Aalto U. School of Business*
Author: **Richard Cuthbertson**, *U. of Oxford*

We examine the role that mundane technologies may play in institutional change. We conduct an inductive longitudinal study in the field of UK grocery retailing and elucidate a process of bottom-up institutional change, where customer data replaced product data as a key determinant in decision making. Mundane technologies have typically been seen to support rather than drive institutional change. We illustrate an alternative mechanism, through which the high cost of employing mundane technologies at scale drove institutional change. Building on this, our study illustrates a mechanism through which high costs associated with the use of a technology can lead to field-level change in three phases: (1) costs of the mundane technology drives a search for its greater application, (2) costs of the new applications drives the need for their monetization through new services, and (3) costs of the new services creates the need to find competition at the field level.

Paper is NOT Available. Please contact the author(s).

ODC: **Mastering Explorations Challenges by Incumbents Facilitating Employees to Become Entrepreneurs**  

Author: **José María Visconti-Caparrós**, *ESIC Business & Marketing School*
Author: **Juan Ramón Campos Blázquez**, *ESIC Business & Marketing School*
Author: **Luis Rubio-Andrada**, *U. Autónoma de Madrid ESQ2818013A*
Author: **Marisol Celemín-Pedroche**, *U. Autónoma de Madrid*

In today's competitive environment, incumbents are facing several challenges when trying to build sustainable innovation programs, often exhibiting incompetence and responding inappropriately. Organizational structures, practices, and systems tailored to existing operations prevent these same companies from adapting to a completely different process of calibrating inventions and turning them into innovation. Instead, they tend to invest in small, incremental innovations that are appropriate to their current organizational design. Although some studies provide empirical evidence regarding the use of open innovation initiatives in organizations, very few show how using it can help incumbents respond to disruptive innovation challenges. Through a single case study, the purpose of this research is to explore the best practices that Enagás (Spain) followed implementing a dual-open innovation initiative, with a special focus on the internal crowdsourcing program, the type of innovation activities pursued, and innovation outputs achieved. Our results show how that latter program helped their employees to become effective entrepreneurs. We present the process that describes the decision-making components required to lead the design and rollout of a dual-open innovation initiative and the mechanism used by Enagás to enable their employees to become entrepreneurs.

Paper is Available to Meeting Registrants Only.

ODC: **Accelerating Innovation through Agility: Transforming a Manufacturer's Product Innovation Department** 

Author: **Sebastian Peter Gauster**, *U. of Innsbruck School of Management*
Author: **Ferry-Michael Brendgens**, *U. of Innsbruck School of Management*
Author: **Katja Hutter**, *U. of Innsbruck School of Management*

In a world typified by uncertainty and unprecedented change, agility is the key theme to innovation and essential for maintaining competitiveness. There is a notable gap between the concepts' popularity and the understanding of how agile practices influence firms' innovation processes and output. This study draws on the case of a leading family-owned manufacturing firm in the dental supplier industry transforming their product innovation department by means of agile practices. Building on theoretical concepts of innovation management and agility we study the adoption, use and efficacy of agile practices to facilitate companies' innovation processes. Our findings highlight the importance of leadership capabilities that encourage individuals' innovation activities. We found that an organization-specific innovative culture and organizational commitment are vital to facilitating the agile transition. These factors enhance employees' beliefs and willingness to contribute to the transformation. Additionally, we discuss learnings and insights for managers operating non-software producing areas, searching for approaches to manage complexity and being not naturally firm with agile transitions.

Paper is Available to Meeting Registrants Only.

ODC: **An Assessment of the Agility Literature: Theory And Data to Propose Future Directions to Research**

Author: **Celso Pinho**, *Georgia State U., J. Mack Robinson College of Business, IIB*

Author: **Seyda Deligonul**, *Professor of Business Strategy, Retired*

Author: **S. Tamer Cavusgil**, *Georgia State U.*

Author: **Maria Luiza C.A. Pinho**, *Georgia State U., J. Mack Robinson College of Business*

Shifting social norms, climate change, and frequent disruption are the new normal. Firms are learning to thrive in a high uncertainty and fast-change environment. In both academic and management circles, no other concept has been advocated as vital to overcoming these challenges than agility. Scholars from business and management fields have put considerable effort into researching the topic. However, few academic works have examined the agility construct in-depth. This article assesses the agility literature, providing a qualitative review of the theoretical roots of agility studies and analyzing the agility domain quantitatively over the past 30 years (1991-2021). We identified five main theoretical approaches throughout 476 articles. Exploring the conceptual and intellectual domains of agility, our work contributes to a better understanding of the field and offers a future research agenda.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1196** | Submission: **10936** | Sponsor(s): **(ODC, SAP)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 10:00AM - 11:30AMPT (UTC-7)** at **Seattle Convention Center in Room 303**

Transforming the Organization: The Cross-Disciplinary Implications of Unique Institutional Contexts



Transforming the Organization and Unique Contexts

Organizer: **Danielle Tucker**, *U. of Essex*
Organizer: **Angelina Zubac**, *U. of Queensland*
Session Chair: **Elizabeth More**, *Study Group Australia*
Panelist: **Maris G. Martinsons**, *City U. of Hong Kong*
Panelist: **Harry Sminia**, *U. of Strathclyde Business School*
Panelist: **David Rosenbaum**, *King's Own Institute*
Panelist: **Ofer Zwikael**, *Australian National U.*
Panelist: **Angelina Zubac**, *U. of Queensland*
Discussant: **Danielle Tucker**, *U. of Essex*

This symposium addresses the 2022 conference theme, specifically, the cross-disciplinary and longer-term implications of organizations' unique institutional contexts. By better understanding them, and the recursive practices and intra-/inter-firm collaborations they stimulate, we can develop new paradigms on organizations' strategic, operational and cultural issues. Critically, STR scholars will learn about an innovative framework for understanding superior performance. ODC scholars will learn about the unique institutionally-situated influences on organizational change. SAP scholars will learn about how managers and their people are addressing the market and non-market environments together. All of these scholars will gain insight into how they may better work with each other, across their respective areas of interest and expertise, to conduct process and action-oriented studies of complex change phenomena occurring at the micro-, meso- and macro-levels.

All welcome whether attending in person or virtually.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1197** | Submission: **19519** | Sponsor(s): **(SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 10:00AM- 11:30AMPT (UTC-7)** at **Hyatt Regency Seattle** in **305 Chelais**

Managing Hybrid Organizations for a Better World

Session Moderator: **Leonardo Boni**, *Politecnico di Milano School of Management*

SIM: How B Corps are Hybrid? Investigating hybrid Condition Within a Specific Social Enterprise Setting

Author: **Leonardo Boni**, *Politecnico di Milano School of Management*

Author: **Riccardo Fini**, *U. of Bologna*

Author: **Laura Toschi**, *U. of Bologna*

This paper aims at exploring the hybrid condition in the B Corp movement. Despite extant literature investigated hybridity by referring to the broad concept of social enterprise as an ideal type of hybrid organizations, the emerging spread of specific hybrid settings suggest heterogeneous facets of being hybrid that have been poorly investigated. Accordingly, this field of literature requires a better understanding how hybridity unfolds with respect to a peculiar type of social enterprises. In this perspective, we exploit the Italian context of the B Corp movement as a specific hybrid setting, to determine how B Corps are hybrid. We offer research advancements to the field studying social enterprises, hybrid organization and B Corps, contributing to the nascent literature that tackles the heterogeneous features of hybridity.

Paper is Available to Meeting Registrants Only.

SIM: Inside the Black Box of Green Companies: Organizational Identity of Certified B Corporations

Author: **Hyeonjin Cha**, *U. of Oregon*

Pursuing prosocial certifications has become an increasingly popular strategy for organizations to obtain social support from their external audiences. However, little is known on how the certifications shape perceptions of the key audience inside the organizations: employees. Reviewing the literature reveals that the current stream of research on prosocial certifications and organizational identity poses several limitations. Through a qualitative study of Certified B Corporations, I build a model of organizational identity outcomes throughout the process of prosocial certifications. The findings suggest that the degree to which a business is embedded in prosocial values, in conjunction with reflexivity during and after the certification process, differentially shapes employees' prosocial identity. The prosocial identity held by employees is then manifested via various forms of workplace behavior. This research contributes to the literature streams on prosocial certifications identity moving beyond the cross-sectional relationship between the antecedents and outcomes of organizational identity.

Paper is NOT Available. Please contact the author(s).

SIM: Is More Diversity Always a Good Thing? Dehybridization as a Response to Social Enterprise Tensions 🗨️

Author: **Magdalena Plesa**, *U. of Oxford*

This paper examines the challenges of board diversity in the transformation of social enterprises through an analysis of 33,350 Community Interest Companies from 2006-2020 in the United Kingdom. In the world of social enterprises, an important problem is why these organizations shed one or more logics and the conditions under which it occurs, which this paper conceptualizes as the process of dehybridization. Governance in the form of board diversity is examined through a heterogeneity index which compiles eight diversity characteristics and finds that more diverse boards are more adaptive in dehybridizing. This paper supports the significance of the board heterogeneity index through a multinomial logistic regression model and finds that Community Interest Companies are 16.559 ($p < 0.001$) times more likely to transform by shedding logics. Building on the significance of board heterogeneity, a chi-squared analysis was used to compare the most and least heterogeneous boards and this study finds that Community Interest Companies that dehybridized were 58.725 ($p < 0.001$) times more likely to have the most heterogeneous boards than all other outcomes.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Symposium**
Program Session: **1198** | Submission: **15993** | Sponsor(s): **(STR, ENT)**
Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**
Scheduled: **Monday, Aug 8 2022 10:00AM - 11:30AMPT (UTC-7)** at **Seattle Convention Center in Tahoma 2**

How to Experiment: Lessons from Economics

How to Experiment



Organizer: **Chiara Spina**, *INSEAD*
Speaker: **Stefano Brusoni**, *ETH Zürich*
Speaker: **Giada Di Stefano**, *Bocconi U.*
Speaker: **Jacqueline Lane**, *Harvard U.*
Speaker: **Leandro S. Pongeluppe**, *The Wharton School, U. of Pennsylvania*
Presenter: **Charles Eric Eesley**, *Stanford School of Engineering*

This symposium proposes that experiments have the potential to be used more effectively in strategy and entrepreneurship research if they leverage methodological innovations from other disciplines that have a longer tradition of using experiments. The symposium combines the perspectives of leading experts on experiments in Economics captured on video with a live debate and commentary with management scholars with deep expertise on experiments. The management scholars participating in the live debate will ‘translate’ best practices from economics, discuss to what extent and how they can be applied to research in strategy and entrepreneurship by putting them in the context of their own work. This symposium outlines the specific opportunities to advance the theory, techniques, and variety of topics that methodologically advanced experiments can address and provides actionable insights for researchers at all stages of their career.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1199** | Submission: **11529** | Sponsor(s): **(STR, MOC, RM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 10:00AM - 11:30AMPT (UTC-7)** at **Seattle Convention Center in Room 618**

Adding to the Toolbox: Expert Perspectives on Conducting Experiments in Strategic Management *Conducting Experiments in Strategic Management*



Organizer: **Mark Bolinger**, *Appalachian State U.*
Panelist: **Regan M. Stevenson**, *Indiana U.*
Organizer: **Matthew Josefy**, *Indiana U. - Kelley School of Business*
Panelist: **Tony Tong**, *U. of Colorado, Boulder*
Panelist: **Rembrand Michael Koning**, *Harvard Business School*
Panelist: **Giada Di Stefano**, *Bocconi U.*
Panelist: **Ryan Adam Krause**, *Texas Christian U.*
Discussant: **Michael A. Hitt**, *Texas A&MU.*

Strategic management as a field is primarily concerned with examining and explaining performance asymmetries between firms, yet the field’s heavy reliance on archival studies and resulting lack of methodological diversity leads to endemic problems with endogeneity and the potential presence of confounding variables. Experimental methods are excellent for dealing with endogeneity, but level of analysis concerns, lack of reviewer acceptance, and other barriers have prevented their widespread use in the strategic management context. Nonetheless, scholars have successfully published papers on important strategic management topics that have served to consolidate past theoretical gains, serve as a platform for future work, and drive the field forward. The purpose of this symposium is to gather some of these scholars together to share their experiences publishing strategic management papers that included experiments. We hope to address both the theoretical benefits of how greater methodological diversity can improve individual papers and the field as a whole, and share very practical suggestions for how scholars can overcome the very real barriers to using such methods in this context. Importantly, the theme of the panel will not be that experiments should completely replace archival methods, or that archival methods are not valuable; rather, it will advocate that the field should “widen its toolbox” and exploit the benefits of a wider range of methods for the benefit of the field.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1200** | Submission: **15241** | Sponsor(s): **(STR, TIM)**
Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**
Scheduled: **Monday, Aug 8 2022 10:00AM- 11:30AMPT (UTC-7)** at **Seattle Convention Center in Skagit 2**

Unpacking the Relationship between Corporate Research Labs & Firm Performance

Corporate Research Labs and Firm Performance



Discussant: **Ashish Arora**, *Duke U.*
Discussant: **Jeffrey Furman**, *Boston U.*
Organizer: **Anne Marie Knott**, *Washington U. in St. Louis*
Participant: **Bruno Cassiman**, *KU Leuven*
Presenter: **Sam Arts**, *KU Leuven*
Presenter: **Jungkyu Suh**, *NYU Stern School of Business*
Session Chair: **Natalya Vinokurova**, *The Wharton School, U. of Pennsylvania*
Presenter: **Raphael Martins**, *New York U.*
Participant: **SHARON BELENZON**, -
Participant: **Thiago J. Soares**, *Inspire Institute of Education and Research*
Participant: **Jianan Hou**, *KU. Leuven*

What effect does investment in R&D have on firm performance? The papers in this symposium consider a particular form of R&D investment—namely, corporate research laboratories, seeking to unpack the relationship between the firms’ use of corporate research labs to pay-offs to R&D investments. Each paper in the symposium presents a different lens on how corporate research laboratories create value for the parent firms. Arora, Belenzon, Kosenko, Suh and Yafeh argue that corporate research labs can fill institutional voids. Knott and Vinokurova document persistence of corporate research labs over time and the labs’ negative impact on research productivity. Martins and Soares investigate whether firms are able to retain the knowledge generated after the labs shut down. Finally, Arts, Cassiman, and Hao develop a new measure for the degree to which R&D investment translates into technological differentiation and show that such differentiation is especially valuable in markets characterized by product competition and high R&D intensity.

Unpacking the Relationship between Corporate Research Labs and Firm Performance

Author: **Natalya Vinokurova**, *The Wharton School, U. of Pennsylvania*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **1201** | Submission: **19712** | Sponsor(s): **(AAA)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 10:15AM - 11:00AMPT (UTC-7)** at **Seattle Convention Center in Exhibit Hall 4A**

Conference Break

Conference Break

Come enjoy refreshments and a light snack while you engage with your colleagues and browse the aisles of the Exhibit Hall.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1202** | Submission: **19136** | Sponsor(s): **(TIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 10:15AM - 11:45AMPT (UTC-7)**

People and Innovation Track: Political and Academic Engagement and Diversity

Session Moderator: **Nina Rosenbusch**, *Wilfrid Laurier U.*

TIM: How Does Political Appointment Affect Innovation Ambidexterity: The Case of China's Central SOEs

Author: **Fu Haiping**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Author: **Hongquan Chen**, *Shanghai Jiao Tong U.*

Author: **Justin Tan**, *York U.*

Author: **Saixing Zeng**, *Shanghai Jiao Tong U.*

Does political appointment affect innovation ambidexterity? To answer the interesting question, we distinguish two types of political appointments: government and party; and find that these different types of appointments do affect firms' exploitative or exploratory innovations, inducing appointees by respectively incentive systems. Furthermore, we consider that these effects stem from time orientation and risk uncertainty and add two moderators: agent tenure and industry dynamism. We test our framework with a panel data set of central state-owned enterprises in China from 2006 to 2016. We find that agents appointed by the government will be more likely to pursue exploitative rather than exploratory innovation than agents appointed by the party, particularly when agent tenure is short and industry dynamism is low. Our research contributes to the literature on the effects of political appointment, the time and risk orientation of political appointment, and the relationship between corporate political activities and innovation ambidexterity

Paper is Available to Meeting Registrants Only.

TIM: Academic Engagement and the Outside Assignment of University Patents

Author: **Marco Corsino**, *U. of Bologna*

Author: **Salvatore Torrisci**, *U. of Milano-Bicocca*

This paper analyzes the relationship between outside assignment of university patents and academic engagement. This is a relevant topic because the outside patent assignment concerning inventions developed with the use of university resources gives rise to a loss of financial resources that a university could invest in future research or teaching activities. Drawing on agency theory, we conjecture that asymmetric information and divergent goals between the academic scientist and her employer raise the risk that patents developed in the context of direct scientist-firm relationships are commercialized through non-university channels. Besides, we hypothesize that the provision of outcome-based rewards to get university scientists involved in technology transfer and the pursuit of research partnership at the organizational level mitigate the effect of academic engagement on the external assignment of university patents. We empirically test these hypotheses drawing on both survey and archival data concerning more than 500 research projects spawning a patent application. Our analysis provides cross-country evidence on how academic engagement, formal research partnerships and incentive systems impinge upon the outside assignment of university patent.

Paper is Available to Meeting Registrants Only.

TIM: Symbolic or Substantive: Globalization Imprinting and Innovation in China

Author: **Daxin Sun**, *Shanghai Jiao Tong U.*

Author: **Saixing Zeng**, *Shanghai Jiao Tong U.*

By integrating the imprinting theory and the literature on innovation strategies and symbolic management, this study has developed a theoretical framework by identifying a key organizational imprinting: globalization imprinting, and empirically tested whether and why this specific imprinting affects two distinct innovative behaviors: symbolic and substantive. Furthermore, we highlight how two different logics influence such an innovation decoupling: (1) How do firms vary in symbolic innovation or substantive innovation through the state logic such as state ownership and political hierarchy; (2) How do firms behave differently in symbolic or substantive innovation through the competitive logic such as FDI and complexity of technology sector. We test our theory in the context of Chinese publicly listed firms in manufacturing sector from 2002 to 2015. We find that global imprinting actually facilitates both firms' symbolic and substantive innovation. Moreover, such a positive relationship between globalization imprinting and symbolic innovation is more pronounced when firms are state-owned or affiliated with higher political hierarchy, while things are the opposite for the substantive innovation. We further find that the positive relationship between globalization imprinting and substantive innovation is more pronounced when firms are located in regions attracting more foreign direct investments. Our findings contribute to the knowledge of organizational imprinting, advance the understanding of globalization for transitional economies, and provide novel insights into forms of strategic innovations.

Paper is NOT Available. Please contact the author(s).

TIM: Hidden in Plain Sight: A Meta-Analysis of the Gender-Innovation Relationship

Author: **Nina Rosenbusch**, *Wilfrid Laurier U.*

Author: **Simon Parker**, *Ivey Business School*

Author: **Janice Byrne**, *Ivey Business School*

Are gender and gender diversity related to innovation, and if so, how? Prior research does not offer clear-cut answers to this question. To address it, we theorize several hypotheses and perform a comprehensive meta-analysis. We show that while women appear to be disadvantaged when it comes to innovation, gender diverse teams outperform homogenous teams in innovation outcomes. We also show that gender diversity is particularly beneficial when it comes to green innovations. By contrast, gender diversity is not significantly associated with innovation inputs.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1203** | Submission: **19098** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 10:15AM- 11:45AMPT (UTC-7)** at **Sheraton Grand Seattle in Aspen**

Innovation Processes Track: Problem Formulation, Startups, and Corporate Innovation

Session Moderator: **Soomi Kim**, *MIT Sloan School of Management*

TIM: Shortcuts to Innovation: The Use of Analogies in Knowledge Production

Author: **Soomi Kim**, *MIT Sloan School of Management*

TIM Division Best Student Paper Award Finalist
TIM Best Paper Award Finalist
William H. Newman Award Nominee

Old ideas serve as critical inputs into new ideas, but how do knowledge workers innovate in domains where there are no existing ideas yet to build on? In this paper, I explore how analogical reasoning—and technologies that automate it—can serve as “shortcuts” that allow innovators to import knowledge from an adjacent domain, bypassing the need to build knowledge from the ground up. Yet, at the same time, because analogies require the availability of adjacent domains as templates, they may narrow the line of inquiry towards areas of research with neighboring domains, even if those areas are less fruitful. Using the setting of biology, I document a quantity-quality tradeoff: I find that while the arrival of an analogy-based technology increased the quantity of innovation, it also led to workers herding around solving similar, less impactful problems.

Paper is NOT Available. Please contact the author(s).

TIM: Synchronous Computer-Aided Design (CAD): A Mid-level Technology Affordance Perspective

Author: **Tucker James Marion**, *Northeastern U.*

Author: **Alison Olechowski**, *U. of Toronto*

Author: **Satish Nambisan**, *Weatherhead School of Management, Case Western Reserve U.*

Recently, cloud-based software enabling real-time collaboration has migrated into the realm of physical product design, with computer-aided design (CAD) software platforms such as PTC's Onshape and Autodesk's Fusion 360. Now that CAD is becoming cloud-based and offers synchronous design and collaboration among contributors, little is known from a theoretical and practical viewpoint on the affordances that impact synchronicity as seen through the lens of the development of physical product design. Recent research has begun to use a socio-technical affordance lens to examine innovation and knowledge creation in large-scale collaboration networks. Technology affordances are relational and denote action possibilities offered by a set of technology features to meet the goals of an individual, group, or organization. This conceptual research fills several gaps in our current theoretical understanding of collaborative CAD tools by illustrating a lack of differentiation amongst the features of the tools, and therefore lack of clarity on the complex affordances of these new tools. Secondly, there is a lack of a conceptual framework that links high-level social-technical affordances with the engineering actions undertaken in the CAD platform. Our research develops a conceptual framework for mid-level affordances of cloud-based CAD that links specific engineering challenges within knowledge-based theory on collaborative networks. We illustrate our mid-level affordances with real-world design data.

Paper is Available to Meeting Registrants Only.

TIM: What's in a Problem? Identifying Key Characteristics of Problem Statements

Author: **Martin Meinel**, *Friedrich-Alexander U. of Erlangen-Nürnberg*

Author: **Tobias Thomas Eismann**, *Friedrich-Alexander U. of Erlangen-Nürnberg*

Author: **Sebastian Fixson**, *Babson College*

Author: **Kai-Ingo Voigt**, *Friedrich-Alexander U. of Erlangen-Nürnberg*

The way we frame a problem, i.e., how we define and articulate it, is crucial for subsequent idea generation and implementation. Therefore, developing a better understanding of the role of the problem statement could benefit creative problem-solving. Although research has begun investigating the relationship between the problem statement and the quality of the subsequent solutions, the question remains of how to assess and distinguish different problem statements in the first place. To further our understanding, this work aims to identify problem-statement characteristics that can help distinguish different problem statements from one another. Accordingly, we first investigate the broad field of problem-solving literature and related areas, to identify problem-statement characteristics that existing research has articulated. Building on this work, we propose a four-dimensional problem-discovery framework. To test its usefulness, we investigate problem statements that students from a major European university developed. We found that four characteristics—problem space, solution focus, user focus, and originality—enable measuring problem-statement distinctiveness.

Paper is Available to Meeting Registrants Only.

Author: **Max Mulhuijzen**, *Utrecht U. School of Economics*

Author: **Jeroen De Jong**, *Utrecht U. School of Economics*

Household sector innovation is significant in scale and scope and expected to increase, but has so far been studied in isolation and with mixed evidence regarding its antecedents. In this paper, we recognize that household sector innovation is embedded in the broader phenomenon of (Third-Wave) do-it-yourself (DIY) by consumers. Drawing on a literature review, we identify important parallels—e.g., both phenomena are driven by personal needs and/or process-related benefits. The main distinction is that household innovation results in goods with functional novelty, while DIY is broader and also includes homebuilt existing goods. We explore if studying household sector innovation and DIY in an integrated framework helps to resolve the inconsistent findings on the role of personal resources (income and discretionary time). Based on a neoclassical model in which agents maximize their allocation of time, we hypothesize that personal resources positively relate to DIY, but—given consumers' engagement in DIY—negatively relate to innovation. Our theoretical findings suggest that consumers with more personal resources derive more process benefits from DIY, but crowd out individuals' focus on the function of their objects, hence, the likelihood that they are innovative. Using survey data from the United Arab Emirates ($n = 2,728$) we find evidence for our suppositions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1204** | Submission: **19060** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 10:15AM- 11:45AMPT (UTC-7)** at **Sheraton Grand Seattle in Columbia**

Organizational Innovation Track: How Communication and Culture Build Knowledge Capabilities

Session Moderator: **Keith Pennington, UCLA**

TIM: How to improve Technological Competences: Can Social Media Technologies be the Right Tool?

Author: **María Esmeralda Lardón-López, U. of Granada**
Author: **Rodrigo Martín-Rojas, U. of Granada**
Author: **Victor J. Garcia-Morales, full professor**

Social Media Technologies are still an incipient phenomenon to be worked on. They provide us with vast amounts of information and knowledge resources that can enable us to learn better and more quickly. This study aims to identify the relationship between the use of social media technologies, organizational learning and the acquisition of technological knowledge competences; as well as the effects of technological knowledge competences on organizational learning and, finally, its influence on organizational performance. These relationships were tested in a sample of 201 Spanish technology-based companies, using a structural equation model with Lisrel. The main contribution of this study to the literature consists of proposing an empirical model that shows how the use of social media technologies is key in the development of social and inter-organizational collaboration networks, favoring -in business knowledge ecosystems- the organizational learning and the improvement of technological knowledge competences and, consequently, helping to reinforce through innovation the strategic positioning of companies and their organizational performance.

Paper is Available to Meeting Registrants Only.

TIM: The Impact of Organizational Knowledge on Organizational Technologies: Evidence from Patent Data

Author: **Valery Yakubovich, ESSEC Business School**
Author: **Shuping Wu, INSEAD**

Organization theorists have long claimed that organizational knowledge is nontechnological, in part, because it is unpatentable. The claim rests on the assumption that organizational knowledge is embodied in persons and contexts rather than in context-free practical tools. However, over the last three decades information and communication technologies gradually expanded the universe of tools for embodying organizational knowledge which, in principle, can be patented. To provide the first empirical evidence regarding the patentability of organizational knowledge, we trained two machine learning algorithms to identify a population of 205,434 patent applications for organizational technologies (OrgTech) and, among them, 141,285 applications that use organizational knowledge accumulated over the 20th century. Our event history analysis of the probability of patenting an OrgTech invention shows that the presence of organizational knowledge decreases the probability of patent allowance unless it includes a practical tool in addition to abstract ideas about organizing. We frame these findings as the embodiment problem: The present-day digital transformation places organizational innovations in the realm of high tech and turns the debate about organizational technologies into the challenge of designing practical organizational tools that embody big ideas about organizing. We outline an agenda for patent-based research on OrgTech as an emerging phenomenon.

Paper is Available to Meeting Registrants Only.

TIM: Chance Encounters with Proximate Inventors Increase Invention Novelty  

Author: **Keith Pennington, UCLA**

I explore the effect of chance encounters on innovation. Prior research shows that changes in proximity between people can lead to collaborations and knowledge exchange through chance encounters, but research does not yet evaluate the difference in the nature of collaborations formed by chance encounters from otherwise. Using a social avoidance behavioral response to fear of the flu (a behavioral response to relatively minor diseases borrowed from pre-pandemic social epidemiology literature) as a proxy for lower potential chance encounters, I predict and find that collaborations that are more influenced by chance encounters result in more novel recombinations of knowledge because “serendipitous” knowledge from chance encounters is less constrained by the tendency toward local, exploitative search. During times with fewer chance encounters, inventors substitute where they get knowledge, more often turning to prior contacts and, therefore, limit recombination potential.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1205** | Submission: **19093** | Sponsor(s): **(TIM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 10:15AM - 11:45AMPT (UTC-7)** at **Sheraton Grand Seattle** in **Dashpoint**

Organizational Learning and Search Track: Search as Enabler and Threat to Innovation

Session Moderator: **Alessio Delpero**, *WU Vienna*

TIM: Sequential Knowledge Search: A Dynamic Perspective on the Effect of Knowledge Generality

Author: **Alessio Delpero**, *WU Vienna*

Scholars tend to conceptualize knowledge search as a one-time effort, but knowledge search is in most cases sequential. This study shows how the effect of the level of generality of a knowledge element drawn from a new knowledge domain changes as a firm sequentially searches for more knowledge in that domain. An analysis of RIM's patenting history in light of the Leahy-Smith America Invents Act in the U.S., describes how less general knowledge elements have positive effects on the value of the innovation a searching firm generates, but the benefits decrease if an element occupies a subsequent position in the firm's sequential knowledge search. By contrast, more general knowledge elements have negative effects on the value of the innovation they underlie, but positive effects on the innovations generated using elements subsequently drawn from the same domain. Whereas searching for knowledge that is less general seems more suitable for immediate innovation targets, searching for knowledge of greater generality has benefits that manifest at subsequent stages of a firm's sequence of innovations.

Paper is Available to Meeting Registrants Only.

TIM: Underrated Innovators: Reactive Search of Incumbent Firms under Disruptive Innovation Shocks   

Author: **Gang Zheng**, *Zhejiang U.*

Author: **Wanru Deng**, *Zhejiang U.*

Author: **Song Wang**, *Zhejiang U.*

Author: **Yanting Guo**, *School of Management, Xiamen U.*

How do incumbent firms choose appropriate response strategies in the face of disruptive shocks from new entrants? Based on the problem-solving perspective, we conducted a multiple-case study of three incumbent firms in China's home appliance industry successfully responding to new entrants. The results show that (1) under the disruptive shocks, incumbents mainly face the problems of incremental or radical innovation in the technological dimension and existing or new demand in the market dimension. (2) In the face of heterogeneous problems, incumbents' reactive timing (fast vs. slow) and search behavior (heuristic search vs. trial-and-error search) are different. (3) Through various action combinations, they can choose reinforcing, challenging, or adapting strategies to deal with the shocks. Overall, a key contribution of this paper is to provide a new conceptual framework for incumbents to respond to disruptive shocks, outlining their reactive search actions and processes. This framework responds to previous studies' underestimation of incumbents and deepens the understanding of corporate strategic renewal activities in the era of change.

Paper is Available to Meeting Registrants Only.

TIM: Technology Searching Breadth and Innovation Productivity: Evidence from the Chemical Industry

Author: **Jinho Park**, *Hankuk U. of Foreign Studies*

Author: **Byungchul Choi**, *Hankuk U. of Foreign Studies*

The association between technology searching breadth and innovation productivity has received much attention from scholars. While conventional wisdom argues that there is negative relationship of technology searching breadth and efficiency in production, we assert that under innovation contexts the relationship between the scope of sourcing knowledge and innovation productivity has curvilinear. Adopting the construct of innovation productivity based on the production function measured in financial terms, we explore the relation in the US chemical industry context based on the organizational learning theory, by using the financial and patent-based panel data. In addition, we investigate the moderating role of traits of financial resources as the boundary conditions of the association between them. This study contributes to the extension of organizational learning theory to innovation productivity and to suggesting an integrated view by collaborating with financial economics and to giving managers the guidance of effective technology searching breadth on innovation productivity.

Paper is NOT Available. Please contact the author(s).

TIM: Organizing for Inter- & Transdisciplinary Collaboration in Science: The Role of Autonomy vs. Control

Author: **Susanne Beck**, *LBG OIS Center & Copenhagen Business School*

Author: **Marcel LaFlamme**, *Public Library of Science*

Author: **Marion Kristin Poetz**, *Copenhagen Business School*

Academic scientists are increasingly expected to conduct their research in an open and collaborative manner, crossing disciplinary, organizational, and even functional boundaries to increase the productivity and impact of their research. Yet, such inter- and transdisciplinary collaborations bear multiple risks for the scientists involved including career threats in case projects fail or get delayed. At the same time, a progressive trend toward managerialism in scientific research organizations such as universities or research institutes is enmeshing organizational priorities with individual researchers' agendas and workflows. This raises the question of whether and how scientific organizations can act as facilitators of implementing collaborative research practices on the part of individual scientists. We shed light on how organizational design choices – related to exercising control vs. granting autonomy – influence the scientists' engagement in inter- and transdisciplinary research collaborations. We investigate this question by exploring two in-depth case studies of scientific organizations in Europe with a total of 63 interviews with scientists, 4,129 pages of secondary material, and field observations. Our analysis shows that control-related design choices are 1) more frequently applied than those related to granting autonomy but 2) also bear the risk of (unintended) blocking or deterring scientists from collaborating at all, in particular when scientists' norms and values are not sufficiently considered. 3) Interestingly, granting scientists autonomy in their collaboration activities seems to predominantly encourage collaborations with close (compared to distant) collaborators and lead to collaborations with low levels of decision rights on the side of the collaboration partners. Our findings contribute to the literature on the organization of science and hold meaningful implications for research policy and managers of scientific organizations.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Symposium**

Program Session: **1206** | Submission: **17658** | Sponsor(s): **(TIM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 10:15AM - 11:45AMPT (UTC-7)** at **Sheraton Grand Seattle** in **Madrona**

**Innovation and Entrepreneurship Track: Corporate,
Consortia & Moonshot Acceleration: Novel Approaches to
Speed Up Entrepreneurial Innovation**
Corporate, Industrial & Moonshot Acceleration



Organizer: **Cristobal Garcia Herrera**, *Imperial College Business School*

Organizer: **Laurens Vandeweghe**, *ETH Zürich*

Organizer: **Sandip Basu**, *City U. of New York, Baruch College*

Panelist: **Markus Perkmann**, *Imperial College London*

Panelist: **Sheryl Winston Smith**, *BI Norwegian Business School*

Panelist: **Jana Thiel**, *ETH Zürich*

Panelist: **Raj Krishnan Shankar**, *Great Lakes Institute of Management*

Panelist: **Ferran Giones**, *U. Stuttgart*

In many industries, entrepreneurial ventures are the source of disruptive innovation and industrial change. A burgeoning approach by which incumbent firms can react to or potentially tap into entrepreneurial ventures' innovative potential is through Corporate Accelerator Programs (CAP). Yet, many CAPs fail, and extant research provides limited understanding of how incumbents can effectively harness innovation through these novel corporate-start-up engagements that go beyond traditional approaches like acquisitions and alliances. Following last year's successful AoM Annual Meeting Symposium, this new panel session will highlight the ongoing state of research on different types of accelerators (with a focus on corporate-backed ones), the current tools deployed for validation and scaling as well as their shortcomings to address the great disruption challenges across industries. We will extend our understanding of different acceleration modalities, including consortia, deep tech and moonshot acceleration, and suggest ways for developing new and existing theories using the CAP context. Our panel of leading scholars and practitioners will share their views on how innovation and entrepreneurship theory relate to CAPs, how CAPs are distinct from conventional approaches to firm innovation and industrial change, and how academic research can contribute to a better design and management of CAPs. This distinctive Panel will be of great interest to the TIM and ENT Divisions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **1207** | Submission: **19041** | Sponsor(s): **(TIM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 10:15AM - 11:45AMPT (UTC-7)** at **Sheraton Grand Seattle** in **Seneca**

Open Innovation Track: Heterogeneous User Motivations and Contributions

Session Moderator: **Mikhail Lysyakov**, *U. of Rochester*

TIM: What Drives Users to Go Beyond Mere Contribution? – The Role of Perceived Ownership

Author: **Erdem Yilmaz**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*

Author: **Tim Meyer**, *LMU Munich School of Management*

Author: **Milan Miric**, *U. of Southern California -Marshall School of Business*

As digitization proceeds, relying on user communities to gain knowledge has become increasingly important for many firms. If firms want to benefit from such user communities providing knowledge and ideas, it is essential that users do not only contribute to the community but also give up some of their intellectual property rights so that others can build on their contributions in a cumulative manner. While previous research has shown that users can benefit from allowing others to build on their contributions, not all users decide to do so. We argue that this is due to perceived psychological ownership of the product, which can result in territorial responses and is particularly strong among users with high levels of reputation among community members. On the other hand, high levels of reciprocity among users shift the perceived locus of product ownership from the individual user to the community, and thus increase the likelihood that users give up some of their intellectual property rights and allow others to build on their contributions. We use data from the 3D-printable design community Thingiverse to test our claims and find evidence that is consistent with our theoretical reasoning.

Paper is Available to Meeting Registrants Only.

TIM: Recombinant Innovations: What Differentiates Experienced Designers in Open Crowdsourcing Contests?

Author: **Mikhail Lysyakov**, *U. of Rochester*

Author: **Siva Viswanathan**, *Robert H. Smith School of Business, U. of Maryland*

Prior studies of online crowdsourcing platforms have found that experienced designers are more likely to win in crowdsourcing contests. However, what gives experienced designers an edge in these contests is not well understood. Our study seeks to understand what differentiates experienced designers from other participants, with a particular focus on how they leverage information in open design contests. We use a large-scale empirical analysis employing deep-learning algorithms and find that, experienced designers are more adept at integrating information from several prior highly-rated submissions from other designers within a contest, while less-experienced designers are more likely to excessively imitate individual prior highly-rated submissions. We also find that experienced designers whose submissions are closer in similarity to a synthesized image of several highly-rated prior submissions, are more likely to win. Our results are consistent with prior work on recombinant innovations which finds that a majority of innovations happen by a synthesis or recombination of prior innovations, and that designers, as they gain experience, learn optimal recombination strategies. Our findings provide new insights into the winning strategies of experienced designers in crowdsourcing platforms and have implications for the design of such markets.

Paper is Available to Meeting Registrants Only.

TIM: User Innovators' Fairness Perceptions when Firms Commercialize their Innovations

Author: **Tuong-Vi Sophie Quach**, *WU Vienna*

Author: **Nikolaus Franke**, *WU Vienna*

User innovators have become an important input source for firms' innovation performance. Theoretically, the objectives, roles, and resources of users and firms are complementary and hence the commercialization of user innovations smooth and trouble-free. However, in reality, user innovators often feel exploited when firms adopt and commercialize their innovations. In some cases, this has led to severe conflicts. In order to understand when firms' commercialization behavior results in user innovators' perception of fairness or unfairness, we combine the theories of social exchange theory and organizational justice. The core of our conceptual model is the user innovator's interpretation of the firm as either a social or an economic exchange partner. The model allows us to develop a series of propositions that may guide both firms' commercialization behavior and serve as a starting point for future empirical research.

Paper is Available to Meeting Registrants Only.

TIM: Revenge of the Forgotten? Consequences of Idea Rejection in Open Innovation Contests

Author: **Mario Schaarschmidt**, *Newcastle Business School, Northumbria U., UK*

Author: **David Dose**, *U. of Exeter Business School*

Open innovation contests are a well-accepted and cost-efficient approach to tap the creativity of users that complements the firm's own research and development activities. Firms that provide consumer-focused products and services that do not require substantial technical development are especially prone to use idea contests. However, although much research has been devoted to the factors that motivate consumers to participate in such contests, research that investigates how consumers react when their idea is not accepted is comparatively rare. This research focuses on idea rejection and the resulting consequences. In three experimental studies, the authors show how rejected ideas may cause negative emotional and behavioral outcomes. Study 1 assesses the different effects of idea acceptance (vs. rejection) in an experimental setting based on appraisal theory. Study 2 also employs an experimental research design and investigates the longitudinal effects of being rejected with different forms of firm responses. Finally, Study 3, which was organized as a field study of burger contest, is devoted to assessing differences in firm feedback in a real-world setting and comparing customers' emotions and their evaluations of a firm before and after an idea contest. In particular, the study tests the effects of response individualization (versus standardization) and examines blame attribution possibilities. Taken together, the studies show that the way rejection is communicated is important. The findings have important theoretical and managerial implications for innovation management at the fuzzy front end and for building customer-firm relationships through idea contest initiatives.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1208** | Submission: **19102** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 10:15AM- 11:45AMPT (UTC-7)** at **Sheraton Grand Seattle in University**

Technology and Competitive Strategy Track: Institutions and R&D Decisions

Session Moderator: **Sen Chai**, *ESSEC Business School*

TIM: Managing the Promise-Risk Tension: Recrafting Narratives of Innovation After Catastrophic Failure

Author: **Sen Chai**, *ESSEC Business School*
Author: **Anil R. Doshi**, *UCL School of Management*
Author: **Luciana Paola Silvestri**, *Harvard U.*

To gain necessary resources and support to succeed, firms pursuing novel innovations typically craft initial narratives that suggest success in innovative outcomes and achieving commercial activity. Acknowledgements of the possibility of innovation failure contradict that narrative. On one hand, raising the possibility of failure in the initial narrative may lead external stakeholders to withhold the very resources the firm depends on, before a failure materializes. On the other hand, not accounting for that possibility may have a detrimental effect. If a failure was to occur, the firm will likely need to reconcile its initial narrative with the failure, especially when it is catastrophic. Our analysis of a case of catastrophic innovation failure at Virgin Galactic in the private space industry reveals how projective narratives are recrafted after such an event. We find that organizations emphasize and deemphasize three types of statements that compose its narrative: positive projections, ambivalent projections, and averted risk statements. We also identify a tension—inherent to the crafting of projective narratives for innovating firms—between promising how it will function once commercially active, which assumes a successful innovative outcome (to elicit external stakeholder support) and acknowledging the risks of failure in the innovation process (which may deter them). Our findings suggest an opportunity for innovating firms to proactively manage and balance this tension between promise and risk in their external narratives even before the occurrence of catastrophic failures.

Paper is Available to Meeting Registrants Only.

TIM: Under Scrutiny: Differentiation and Integration of Knowledge in Organizations

Author: **Cristina Oana Vlas**, *U. of Massachusetts, Amherst*
Author: **Youstina Masoud**, *UMass Amherst*
Author: **Garima Garg**, *U. of Massachusetts, Amherst*
Author: **Aurora Genin**, *Indiana U. - Kelley School of Business*

Decisive for firms' innovation performance in knowledge-intensive environments is the way firms combine their strategies to differentiate and integrate knowledge. While independently, differentiation and integration of knowledge have been found to mostly have positive effects on innovation performance, little is known about the effects of using both strategies simultaneously. We know that differentiating knowledge creates specialization advantages and that integrating knowledge enables transferability. Independently, both are necessary but insufficient for performance. So, in what combination do they maximize firms' innovation performance? Adopting a congruence methodological approach, we find that devoting significant resources to both strategies simultaneously (congruence) is more conducive of high innovation performance compared to directing resources to one over the other (incongruence). We also find that congruence is more beneficial when firms have a significant amount of knowledge resources to devote. Our study advances the knowledge-based theory of the firm by incorporating novel insights from innovation research.

Paper is Available to Meeting Registrants Only.

TIM: The Pressure to Go Long: Analyst Scrutiny and Out-licensing Decisions

Author: **Thomas M. Klueter**, *IESE Business School*
Author: **Solon Moreira**, *Fox School of Business, Temple U.*
Author: **Ram Ranganathan**, *U. of Texas at Austin*

Departing from existing research that links financial market pressures to short-term myopia in firms' strategic investments, we argue that these pressures can also conversely encourage firms to undertake riskier and longer-term R&D while discouraging short-term opportunities to monetize this R&D. We theorize in the context of the bio-pharmaceutical industry where firms engage in uncertain and costly R&D to develop and commercialize the next "blockbuster" drug. We relate financial market scrutiny to a strategic choice firms face: whether to develop R&D projects in-house or license out their technologies to earn short-term returns. To develop and explicate the mechanism underlying our central argument, we first undertake a qualitative analysis of analyst reports, which reveals that analysts not only have strong preferences for the blockbuster drug model, but also have clear reservations against the out-licensing model. We then use a robust empirical design that addresses both the endogeneity of analyst coverage and the challenges in measuring a firm's licensing intent, to test this mechanism in a large multi-year panel of bio-pharmaceutical firms. Overall, we contribute to research that examines how institutional pressures shape firms' innovation strategies, and provide important implications for scholars and practitioners focusing on interfirm collaborations and markets for technology.

Paper is Available to Meeting Registrants Only.

Author: **Ryan Allen**, *Harvard Business School*

When do niche product innovations—new products that initially appeal to narrow market segments—achieve widespread commercial success? To answer this question, I develop an agent-based model of innovation diffusion in a competitive product market. The model varies two important parameters of the market: incumbent market power (the degree to which sales are concentrated in a small number of incumbents), and customer mimesis (the degree to which customers' preferences depend on other customers' preferences). The model indicates that niche product innovations are more likely to be big hits than products with broad appeal when incumbent market power and customer mimesis are both high, but less likely when both are low. I empirically validate the model using a consumer panel dataset of over 11,000 new consumer products purchased by about 400,000 consumers from 2006-2019. The results imply a "market size paradox": under certain conditions, innovations that initially appeal to relatively narrow market niches (as opposed to broad appeal) actually tend to achieve greater widespread commercial success. Thus prior to launch, niche innovations, which have more potential for commercial success, may systematically appear to have small potential market sizes according to traditional market-sizing techniques.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1209** | Submission: **19073** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 10:15AM - 11:45AMPT (UTC-7)** at **Sheraton Grand Seattle in Virginia**

People and Innovation Track: Culture and Practices within Innovative Organizations

Session Moderator: **Denise Tsang**, *U. of Reading*

TIM: Technological innovation and Knowledge in Chinese Space 

Author: **Denise Tsang**, *U. of Reading*
Author: **Yan Zhang**, *Shandong U., China*

Chinese firms have made considerable progress in the space industry within recent decades; some larger state entities have joined the Fortune Global 500 list. The market liberalization, since 2014, has further attracted aspiring entrepreneurial entrants. This article develops a conceptual model by synthesizing business process and technical knowledge among high tech employees to understand technological accumulation within the context of the quadruple helix. We examine the case study of Zhuhai Orbita Aerospace Science and Technology in the Southern Guangdong Province of China, basing on extensive primary and secondary data collection. The findings in this article suggest that technological accumulation within the firm is linked to cultural mechanisms, and therefore provides a broad perspective on managing knowledge and innovation. The findings in this article also suggest that global firms that connects with China's past are more likely to motivate talented employees in the industry.

Paper is Available to Meeting Registrants Only.

TIM: Does Member Familiarity Help or Hinder Innovation? The Roles of Expertise and Dialogic Coordination   

Author: **Michael Zaggl**, *Aarhus BSS, Aarhus U.*
Author: **Ann Majchrzak**, *U. of Southern California*
Author: **Jennifer Gibbs**, *U. of California, Santa Barbara*
Author: **Philip H Birnbaum-More**, *U. of Southern California*

Modern organizations increasingly rely on flexible work arrangements such as innovation task forces to quickly assemble members with diverse expertise needed to create innovative solutions for particular problems. The literature has produced mixed findings on the relationship between member familiarity and innovation, which we suggest may be explained by two forms of coordination: expertise and dialogic. We hypothesize and find that dialogic coordination produces more innovative outcomes for unfamiliar task forces, whereas expertise coordination produces more innovative outcomes for familiar task forces. Further, dialogic coordination in unfamiliar task forces is associated with greater innovative outcomes than expertise coordination in familiar task forces. Our results also highlight the importance of temporal dynamics of dialogic coordination in task force work. Hypotheses were tested through a longitudinal analysis of survey data with external ratings of the innovation outcome from 179 individuals in 32 innovation task forces from a variety of large U.S.-based companies. The findings contribute to an understanding of coordination in contemporary turbulent work environments.

Paper is Available to Meeting Registrants Only.

TIM: Formal and Informal Cultural Tightness and Employee Creativity in Organizations   

Author: **Roy Yong Joo Chua**, *Singapore Management U.*
Author: **Na Krystal Zhao**, *Lee Kong Chian School of Business, Singapore Management U.*
Author: **Meng Han**, *Lee Kong Chian School of Business, Singapore Management U.*

Scholars have been increasingly interested in understanding how cultural tightness, the extent to which a group of people is constrained by rules and norms, shapes creativity. Tighter cultures are often linked to lower creativity. Extending this body of work, the current research examines cultural tightness in organizations and its impact on employee creativity. We differentiated cultural tightness in organizations into formal versus informal aspects. Organizations with high formal cultural tightness have extensive formal control systems to constrain employee behaviors, whereas those with high informal cultural tightness regulate behaviors through informal control systems. In a field study across nine diverse companies, we find that experienced informal cultural tightness has a negative linear effect on employee creativity but experienced formal cultural tightness has an inverted-U shape effect on employee creativity. These two forms of cultural tightness interact to affect employee creativity such that when experienced informal cultural tightness is low (i.e., employees are not constrained by unwritten social norms), increasing formal cultural tightness enhances creativity; when experienced informal cultural tightness is high (i.e., employees are constrained by extensive unwritten social norms), increasing formal cultural tightness has no effect on creativity. These findings contribute to cultural tightness-looseness theory and research on how organizational culture affects employee creativity.

Paper is Available to Meeting Registrants Only.

TIM: The Long-Term Role Model Effect of Prizes to Female Scientists 

Author: **Michael Ernst Rose**, *Max Planck Institute for Innovation and Competition*
Author: **Laura Rosendahl Huber**, *Erasmus U. Rotterdam*
Author: **Stefano Horst Baruffaldi**, *U. of Bath*

One of the most important reasons for the under representation of female researchers in many academic disciplines is a masculine culture. Female role models can play an important role in changing the perceptions about a masculine domain leading to more interest and entry into these fields. In this paper we look at the long term effect of sudden role models, namely female awardees of prestigious prizes. To test our theoretical framework we use a unique longitudinal data set of a comprehensive population of 40 million active scientists since 1970. We find that after the first female prize winner in a certain country and field, the share of active female scientists in that country and field increases by 3 p.p. on average. Since the share of women in our sample is below 30% in most countries, this corresponds roughly to a 10% increase from baseline.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **1210** | Submission: **19077** | Sponsor(s): **(TIM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 10:15AM - 11:45AMPT (UTC-7)** at **Sheraton Grand Seattle in Willow A**

AI and Emerging Technologies Track: Algorithms and Trust

Session Moderator: **Daria Morozova**, *HEC Paris*

TIM: Defying and Following Algorithmic Suggestions: Prescriptive Authority and Human Uniqueness Beliefs  

Author: **Daria Morozova**, *HEC Paris*

The purpose of this paper is to explain where human action following an algorithmic suggestion falls on the algorithmic aversion – appreciation continuum, and why. I propose a theoretical distinction between a prescriptive and a suggestive algorithm (degrees of an algorithm's prescriptive authority) that takes into account micro-level perceptions of the algorithm's purpose. I hypothesize that the interaction of an algorithm's prescriptive authority and human uniqueness beliefs activated by task context results in qualitative differences in human action following a suggestion and test the hypotheses experimentally. I find that in high human uniqueness contexts, people are as reluctant and critical of suggestive algorithms as they are of prescriptive ones. In low human uniqueness contexts, a prescriptive suggestion is followed more precisely than a suggestive one regardless of who or what made it. I contribute to the understanding of algorithmic aversion by developing a framework outlining how and when the interaction of prescriptive authority and human uniqueness beliefs nudges individuals to converge to or diverge away from an algorithmic suggestion.

Paper is Available to Meeting Registrants Only.

TIM: Dissolving Organizational Bounds - Does Blockchain Digitalize Trust?

Author: **Kristoffer Holm**, *Aarhus U., Department of Business Development and Technology*

Author: **John Mathiasen**, *Aarhus BSS, Aarhus U.*

Author: **Rene Chester Goduscheit**, *Aarhus BSS, Aarhus U.*

Author: **Henning De Haas**, -

The purpose of this paper is to gain an understanding of the practicality in using blockchain to share information across organisational boundaries. Previous research has shown trust plays an essential role in information-sharing, but this is not evident in current blockchain literature, which this paper seeks to change. First, the importance of trust in information-sharing is presented by summarizing current literature's take on the role of trust in information-sharing activities in the supply chain through which an analytical framework is presented. Following this methods used for acquiring the primary data from the wind industry, the secondary data from blockchain literature and the method used for analysing said data through thematic analysis are explained. The empirical case of the wind industry is then presented and analysed by presenting the identified themes of 1) product update handling and master data; 2) transparency and traceability; and 3) collaboration. The trust framework presented in the theoretical background is then used to analyse the contents of the themes and the wind case. This leads to the first set findings for the paper; for supply chain-based blockchain to be successful trust must be a pre-requisite for the involved parties, but in addition blockchain also facilitates trust through information-sharing, thus making trust and outcome of blockchain as well. Finally, the paper discusses how blockchain currently ties to operational interactions and not those related to tactical or strategic interactions.

Paper is Available to Meeting Registrants Only.

TIM: Trust in and with Artificial Intelligence 

Author: **Shuang Liu**, *Clemson U.*

With the advent of the Artificial Intelligence (AI) era in organizational research, conventional trust theories may no longer be suitable for AI-related situations. AI is neither another type of human nor completely beyond human as an objective. To cope with the dramatic changes and opportunities that AI brings about, we develop a new framework of AI-related trust from two main perspectives: (1) the trajectory and dimensions of how people develop trust in AI, and (2) the upward spiral pattern and dynamic process of developing trust with AI. We also provide suggestions for future research.

Paper is NOT Available. Please contact the author(s).

TIM: Overcoming Algorithm Aversion: The Power of Task-Procedure-Fit 

Author: **Sabrina Schneider**, *MCI Management Center Innsbruck*

Author: **Elena Freisinger**, *Technical U. Ilmenau*

Decision-making by Artificial Intelligence (AI)-enabled agents challenges some of the fundamental beliefs of technology acceptance, both from a decision-maker and a decision-affected perspective. Despite the immense technological potential and rapid developments, finding effective roles for the technological agents and forms of human-technology collaborations in decision-making remains challenging. Prior research shows in parts irrational rejection of superior algorithms (algorithm aversion) and only rare situations in which people prefer algorithmic over human decision-makers (algorithm appreciation). We show that severe negative consequences of decisions dominate people's perceptions of the decision-maker, whereas technological anxiety and the decision-maker's nature matter for the acceptance of positive decision outcomes (study 1). Expert decision-makers, while emphasizing a strong negative attitude towards AI-enabled decision-makers, do acknowledge the opportunities and potentials of the technology (study 2). When AI-enabled decision-makers become part of a mixed human-technology decision group, the perceived task-procedure fit fully mediates the negative effect of AI involvement on peoples' willingness to accept the decision. Algorithm aversion thereby negatively moderates the relationship between AI involvement and task-procedure fit (study 3). The results provide insight into the mixed, but overly negative perceptions of AI-enabled decision agents and reveal how identifying an appropriate task-procedure fit can help to overcome algorithm aversion.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **1211** | Submission: **19057** | Sponsor(s): **(TIM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 10:15AM- 11:45AMPT (UTC-7)** at **Sheraton Grand Seattle** in **Willow B**

Technology, Policy and Society Track: Collaborative Innovation

Session Moderator: **Jang Woo Kim**, *National Taiwan U.*

TIM: The Impact of Transportation Cost on Inventor Mobility and Knowledge Spillovers

Author: **Jang Woo Kim**, *National Taiwan U.*

We contribute to the understanding of the microfoundations of regional competitive advantage by investigating the flows of human capital and knowledge when the transportation costs across regions are reduced by newly launched airline routes. We construct a dataset of interregional flows of human capital and knowledge between dyads of 362 U.S. mainland MSAs using the U.S. patent and inventor data to the U.S. airline data, from 1990 to 2014. To minimize the endogeneity concerns, we used two-stage linear squares (2SLS) estimation. The results show that the regions experience lower outmigration of inventors and are more active in technological innovation (e.g., the number of patents, the number of patenting firms). However, once we classify the regions as “core” or “periphery” on the basis of their patenting activities, we find that the technologically advanced core gains from lower transportation costs more than the technologically lagging periphery, which is in line with the agglomeration mechanism.

Paper is NOT Available. Please contact the author(s).

TIM: The Effects of Academic Entrepreneurship on Knowledge Production and Collaboration in Academia 

Author: **Wolf-Hendrik Uhlbach**, *Ecole Polytechnique Fédérale de Lausanne*

This paper investigates the effects of academic entrepreneurship on scientists' productivity and collaboration patterns. To investigate these effects, the paper makes use of the Danish registry data, matched with publication data from the period of 1999 to 2016. Empirically, it employs a case-cohort design, in which each entrepreneur is matched to two comparable non-entrepreneurs. The findings suggest that academic entrepreneurship has a negative effects on productivity during as well as after the entrepreneurial spell, but these effects attenuate over time. Further, the results suggest that academic entrepreneurship affects collaboration, inducing the exploration of new co-authors in the short run, but fewer repeated co-author ties in the long run. This might suggest that the expertise acquired during an entrepreneurial spell, is not transferable to collaborative knowledge production in academia.

Paper is Available to Meeting Registrants Only.

TIM: Efficient Industrial Policy for Innovation: Standing on the Shoulders of Hidden Giants 

Author: **Dennis Verhoeven**, *Bocconi U.*

Author: **Ralf Martin**, *Imperial College London*

Author: **Catherine Thomas**, *London School of Economics and Political Science*

Author: **Pierre Mohnen**, *UNU-MERIT/Maastricht U.*

Author: **Charlotte Guillard**, *U. College London*

Research and development is underprovided whenever it creates knowledge spillovers that drive a wedge between its total and private economic returns. Heterogeneity in the intensity of this market failure across technological areas provides an argument to vertically target public support for R&D. This paper examines potential welfare gains of such vertical industrial policy for innovation. It develops measures of private and spillover value of patented innovations using global data on patents and their citations. Our new method identifies a large number ‘Hidden Giants’ -- i.e. innovations scoring higher on our new spillover measure than on the traditional forward citation count measure -- which are shown to be particularly prevalent among patents applied for by universities. The estimated distributions of private values by technology area are then used to parameterize a structural model of innovation. The model permits estimation of the marginal returns to technology-area-specific subsidies that reduce innovators' R&D costs. Marginal returns are high when knowledge spillovers in the technology area are valuable, when private innovation costs are low, and when private values in a technology sector are densely distributed around the private cost. The results show large variation in the marginal returns to subsidy and suggest that targeted industrial policy would have helped mitigate underprovision of R&D over the time period studied. Variation in the extent to which knowledge spillovers are internalized within countries also makes a compelling case for supranational policy coordination, especially among smaller countries.

Paper is Available to Meeting Registrants Only.

TIM: Barriers and Drivers of University–Industry Collaborative Innovation Based on Stakeholder Theory

Author: **Qianying Yang**, *Zhejiang Normal U.*

Author: **Changfeng Wang**, *Zhejiang Normal U.*

Author: **Heng Jiang**, *Zhejiang Normal U.*

Collaboration between university and industry is becoming more broadly viewed to foster innovation through knowledge transfer. Influential elements, such as drivers and barriers, and stakeholders' differing perspectives on University–Industry Collaborative Innovation (UICI) need to be explored during this process. Using the lens of stakeholder theory, this study proposes a multi-perspective framework for UICI. A systematic literature review process was used to develop the framework for multiple stakeholders' viewpoints. Moreover, 84 papers on these topics were thoroughly evaluated and classified based on structural aspects and insightful categories. This paper develops the multi-perspective framework based on the UICI barriers and drivers, in which 17 barriers and 12 drivers are categorized and analyzed according to their implications. Consequently, the overall contribution of this study is based on stakeholder theory to understand the influencing factors in UICI from multiple perspectives including government, university, and industry, and how these factors facilitate or hinder its development. Furthermore, most obstacles encountered are viewed from a cross perspective of university and industry. On the driver's side, the factors should be recognized so that cooperation parties can prepare for changes by investigating these influential positive factors. A comprehensive strategy for successfully promoting UICI is to consider influential factors from multiple viewpoints. Finally, we make some concluding remarks and discuss some emerging topics in this field that are fertile for further investigation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1212** | Submission: **11320** | Sponsor(s): **(TIM, STR, OMT)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 10:15AM- 11:45AMPT (UTC-7)** at **Seattle Convention Center in Room 615**

**Organizational Learning and Search Track: Reading the Tea Leaves:
The Intertwined Roles of Attention and Search in Innovation and
Adaptation**



Reading the Tea Leaves

Session Chair: **John Eklund**, *U. of Southern California*
Presenter: **Manav Raj**, *The Wharton School, U. of Pennsylvania*
Discussant: **John Joseph**, *U. of California, Irvine*
Discussant: **Tiona Zuzul**, *Harvard Business School*
Presenter: **Jay (Jinwon) Park**, *U. of California, Irvine*
Participant: **Colleen Cunningham**, *London Business School*
Presenter: **Nilanjana Dutt**, *Bocconi U.*
Presenter: **Dylan Boynton**, *U. of Illinois at Urbana-Champaign*
Presenter: **William Ocasio**, *U. of Illinois at Urbana-Champaign*
Participant: **Seongbin Yoon**, *U. of California, Irvine*
Participant: **Brian Amir Ebrahimi**, *U. of California, Irvine*

The relationship between managerial attention and firms' innovation efforts is well-established in the extant literature. However, the relationship between attention and the search for and implementation of new innovations is complex. Despite the clear importance both scholastically and managerially of understanding how attention, search behaviors, and adaptation interrelate, our understanding of the mechanisms through which attention is translated or not translated into action is relatively under-developed. In this symposium, we present four recent studies that have started to unpack this relationship between managerial attention and organizational search and adaptation. The goal of this symposium is to spark interest in the broad cognitive underpinnings of technological adaptation, including how managerial attention translates into search and other innovation-related actions during periods of industry change. During such periods firms must rapidly adapt to a changing environment, and the misallocation of valuable resources, like attention, limits the ability to successfully search for new solutions and eventually adapt to the changing environment. Through this symposium, we will start to both unpack the factors and mechanisms that shape the attention-action relationship as well as deepen our understanding of another explanation as to why incumbent firms may struggle to respond to industry change.

The Role of Managerial Attention in Shaping Responses to Industry Change

Author: **John Eklund**, *U. of Southern California*
Author: **Manav Raj**, *The Wharton School, U. of Pennsylvania*

Fighting the Fires: Online User Community Conflict, Creator Attention and User-Generated Innovations

Author: **Jay (Jinwon) Park**, *U. of California, Irvine*
Author: **Seongbin Yoon**, *U. of California, Irvine*
Author: **John Joseph**, *U. of California, Irvine*
Author: **Brian Amir Ebrahimi**, *U. of California, Irvine*

Regulatory stringency and external R&D investment in the U.S. Electricity Industry

Author: **Nilanjana Dutt**, *Bocconi U.*
Author: **Colleen Cunningham**, *London Business School*

Talking the Walk: Managerial Attention, Exploration, and Investor Valuation of New Technologies

Author: **Dylan Boynton**, *U. of Illinois at Urbana-Champaign*
Author: **William Ocasio**, *U. of Illinois at Urbana-Champaign*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Theorizing Digital Transformation

Session Moderator: **Mylène Struijk**, *Tilburg U.*

CTO: **Emergence and Evolution of Digital Transformation: A Morphogenetic Approach**   

Author: **Mylène Struijk**, *Tilburg U.*
Author: **Spyros Angelopoulos**, *Durham U. Business School*
Author: **Carol Xiaojuan Ou**, *Tilburg U.*

Digital transformation (DT) endeavors present high levels of failure due to their complexity, bringing to the fore the importance of better understanding how they emerge and unfold over time. To address that lacuna, we adopt a morphogenetic approach (MA) and draw upon institutional theory, as well as ten years of organizational documents and 60 interviews with employees of a multinational military organization. We uncover an emergent digital logic, which enables grasping organizational reality, pressures, appropriate behavior, and success in the digital age. Moreover, we identify four morphogenetic cycles, revealing that DT revolves around responses to institutional complexity that are dependent on interactions amongst culture, structure, and agency. We demonstrate that DT is shaped by dynamic organizational responses to institutional complexity as the digital logic emerges. Importantly, we show that the DT endeavor is initiated unconsciously before the organization starts making conscious, structural DT changes. Finally, we contribute to opening the black box of agency in dealing with institutional complexity and DT endeavors. Specifically, we identify different strategies over time that proponents of the emerging logic adopt to push the organization towards the new logic.

Paper is Available to Meeting Registrants Only.

CTO: **What is Digital Transformation and Digital Maturity?** 

Author: **Lars Hamberg**, *Halmstad U.*

The purpose of this paper is to investigate the concepts of digital transformation and digital maturity, and specifically how they are conceptualized and how they relate to each other, in order to develop insights, critical reflections, future research paths, and research questions. The methodology is based on the three elements: a structured review of scholarly literature where both concepts occur, an AI-based study of both concepts, and a qualitative study with input from 177 experts on digital transformation. Findings confirm the conceptual ambiguity of both concepts which has been noted in extant literature. This ambiguity makes it difficult to rely on – let alone generalize from – digital transformation research output. This paper suggests both the possibility to deduct, from literature, an alternative definition of digital transformation as the “change between different states of digital maturity”, and the possibility of further simplifications, reductions, and variations, of both concepts. The theoretical and practical rationale is that change is the smallest common denominator of digital transformation, and that digital maturity is easier to measure, largely as an effect of existing and established classic maturity model, concepts, and constructs (e.g., organizational culture, leadership, learning, upskilling, et cetera) being increasingly used in general digital maturity models, which may suggest that digital transformation is not very different from other organizational changes, which in turn could have theoretical and practical implications for how the concepts of digital transformation and digital maturity are understood, measured and, ultimately, managed. The paper also highlights possible misconceptions in literature, and suggests that the successive changes between states are non-linear, as opposed to linear, and multi-directional, as opposed to unidirectional. This paper predicts a decreased use of term digital as a qualifying prefix, and that suggests that effectiveness is a common term which encapsulates what digital maturity represents. Keywords - Digital transformation, Digital Maturity, Change Management, Strategy, Literature Review, Paper type - Research paper, Empirical, Conceptual

Paper is Available to Meeting Registrants Only.

 CTO: **Digital Practices**   

Author: **Abayomi Baiyere**, *Copenhagen Business School*
Author: **Daniel Fuerstenau**, *Copenhagen Business School - Department of Digitalization*

The rise of digital-themed research in information systems (IS) and other disciplines is signaling the dawn of a new era and an opportunity for IS to position itself as a reference discipline. Emerging digital-themed studies have argued that the logic of theorizing about IT does not necessarily translate to the digital – yet we have limited theoretical explanations and toolkits for this. We propose a theory of digital practices to explain the unit of “doing”, that is, what transpires in attaining a digital-themed objective. We present digital practices as a conceptual bridge that allows for interdisciplinary conversation around objective-driven digital-themed research such as digital – transformation, entrepreneurship, innovation, among others.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1214** | Submission: **19364** | Sponsor(s): **(ENT)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Monday, Aug 8 2022 10:30AM- 12:00PMPT (UTC-7)** at **Seattle Convention Center in Room 210**

Venture Capital 1

Session Moderator: **Yunus Emre Isik**, *Oxford U., Saïd Business School*

ENT: **Attracting Venture Capital with Social Objectives: The Role of Early-Stage Funders** 

Author: **Yunus Emre Isik**, *Oxford U., Saïd Business School*

Ventures with social objectives have a hard time attracting venture capital (VC) as their financial capability and social aims are questioned. In this study, we focus on early-stage funders and how their simultaneous certifications relate to the success in obtaining subsequent VC investment. Social business hybrids, i.e., social value creating for-profit ventures, utilize their dual logic to attract different types of early-stage funders. We argue that funders that prioritize public welfare (e.g., governments and foundations) certify the importance of their investees' social aims whereas financially driven investors (e.g., angel investors) certify their investees' financial capability to subsequent resource providers. Therefore, we hypothesize that public-welfare-driven investors play a complementary role to financially driven investors for social business hybrids in attracting VC investment. Empirical analysis of 952 ventures demonstrates that social business hybrids with an angel investment and a government grant (foundation grant) were 1.6 (1.5) times more likely to obtain subsequent VC investment compared to ones only with an angel investment. Supporting our argument further, supplemental analysis shows that receiving an accelerator investment (i.e., another financially driven investment) next to an angel investment did not increase the likelihood of subsequent VC investment.

Paper is NOT Available. Please contact the author(s).

ENT: **Entrepreneurial Failure and Reentry: The Role of Prior Financing Experience**

Author: **Haejun Jung**, *Korea Advanced Institute of Science and Technology (KAIST)*

Author: **DAEHYUN KIM**, *KAIST College of Business*

Author: **Wonjoon Kim**, *KAIST*

Recently, the topic of entrepreneurs' reentry after failure has attracted increasing interest among scholars given that failure can be valuable resource for the growth of subsequent ventures. While extant research has emphasized the role of the heterogeneity of entrepreneurial experience in entrepreneurs' decision to reenter after failure, no published research has investigated the relationship between failed entrepreneurs' prior financing experience and reentry. Based on attribution theory, this article offers a novel explanation of the relationship between prior financing experience and reentry. This study finds that entrepreneurs with prior financing experience are less likely to restart businesses after failure. Especially, this paper shows that failed entrepreneurs with prior financing experience tend to attribute their failure reasons internally and internal attribution of blame mediates the negative relationship between the prior financing experience and reentry. This study contributes to research on entrepreneurial failure literature.

Paper is Available to Meeting Registrants Only.

ENT: **The Effect of Preferred Cash Flow and Control Provisions on Venture's Subsequent Alliance Formation**

Author: **Cyril Um**, *Purdue U.*

Author: **Umit Ozmel**, *Purdue U., West Lafayette*

Nascent ventures require resources for growth. Prior literature has focused on venture capitalists (VC) and alliances as the sources of these resources and has shown that VCs play a significant role in providing such resources. While VCs facilitate forming strategic alliances with incumbents, prior work has revolved around comparing VC-backed ventures to non-VC backed ventures. In this paper, we depart from this traditional comparison by acknowledging the heterogeneous nature of VCs. We explore how contracts design affect the post-investment behavior of the VCs, impacting the formation of strategic alliances. Through an analysis of 1,167 Series A contracts between the VC and the biotechnology ventures, we argue that preferred cash flow provision influences VC's incentive and VC board representation impacts VC's effectiveness and, consequently, show that both facet of contract design are positively related to the likelihood of forming an alliance. In addition, we investigate numerous boundary conditions to tease out our mechanisms. We discuss the theoretical implications of our study.

Paper is Available to Meeting Registrants Only.

ENT: **Is Your Knowledge Still Valuable? CVC Knowledge Obsolescence and Portfolio Firm Innovation**

Author: **Yoon Jung Kwon**, *Rice U.*

Author: **Umit Ozmel**, *Purdue U., West Lafayette*

We examine the impact of a corporate venture capital (CVC) investor's knowledge obsolescence on their portfolio firms' innovation performance. We propose that a CVC investor's knowledge obsolescence, defined as the degree of decline in the value or usefulness of a firm's knowledge base, has a negative impact on their portfolio firms' innovation performance as knowledge obsolescence increases the incentive of CVC investors to focus efforts on their own innovation rather than those of the portfolio firms. We also suggest that this effect would be weakened by the prior litigation experience of the CVC investor and the network prominence of the independent venture capital (IVC) that co-invests with the CVC investor. Using a sample of U.S. semiconductor ventures that received a CVC investment in 2006-2015, we find support for all of our predictions. Through this study, we bring in a temporal perspective on knowledge value and provide its implications on CVC investments and portfolio firms' innovation performance.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Racial Inequalities

Session Moderator: **Brittany Torrez**, *Yale U.*

GDO: **The Misperception of Organizational Racial Progress Toward Diversity, Equity, and Inclusion**   

Author: **Brittany Torrez**, *Yale U.*

Author: **LaStarr Hollie**, *UMass Amherst*

Author: **Michael W. Kraus**, *Yale School of Management*

Despite America’s checkered racial history, people generally believe the nation has made steady, incremental progress toward achieving racial equality. In this paper, we investigate whether this American racial progress narrative will extend to how the workforce views the effectiveness of organizational efforts surrounding diversity, equity, and inclusion (DEI). Across four studies (N = 2,057), we test whether American workers overestimate organizational racial progress across the domains of benefits, compensation, and executive representation and believe that progress will naturally unfold over time (Studies 1-4). We also examine whether these misperceptions surrounding organizational progress drive misunderstandings regarding the relative ineffectiveness of common organizational diversity policies (Studies 2-4). Overall, we find evidence that American workers largely overestimate organizational racial progress, believe that organizational progress will naturally improve over time, and that these misperceptions of organizational racial progress may drive beliefs in the effectiveness of symbolic DEI policies.

Paper is Available to Meeting Registrants Only.

GDO: **Color is Complex: How Colorism Affects Black Leaders’ Opportunities** 

Author: **Juliana Carvalho**, *Fundação Getúlio Vargas/EBAPE*

Author: **Juliana Arcoverde Mansur Kopp**, *FGV EBAPE*

Being Black is a factor that affects access to leadership positions, as Black leaders are often perceived as less adequate than their white counterparts. However, much of the research has not explored the impact of racial nuances on observers' perceptions about Black leaders. Due to existence bias according to differences in skin tone and phenotype within a racial group, this study aims to understand how colorism affects observers' perceptions of Black leaders' effectiveness. We posit that colorism affects the psychological distance through which people with different racial appearances are evaluated, leading to different impression formation processes and perceptions of fitness for leadership roles. Also, we explore the role of contextual patterns of racial classification and interracial contact, the race of the observer, and membership of the leader in a high-status group. Our proposition can contribute to both theory and practice in leadership, diversity, and inclusion by showing the existence of nuances in the racial categorization of Black leaders and that they affect perceptions of effectiveness. This may lead to more adequate policies of representation and inclusion.

Paper is Available to Meeting Registrants Only.

GDO: **Mentoring Relationships in Academe: An Examination of URM Graduate School Experience**  

Author: **Catrina Palmer Johnson**, *Kent State U.*

Recent research has provided evidence that underrepresented racial minorities receive substantially less support than their White and Asian counterparts from academic advisors. This presents a critical issue: beyond providing custodial duties, advisors are also known to supply their current and former students with intangible support such as advocacy, coaching, and ongoing support in graduate school and their early careers. Hence, to better understand how to retain a diverse faculty in the professoriate, I examine the circumstances in which an advisor is likely to take on a mentoring role in the advising relationship, i.e., one that extends beyond their custodial duties, for White and Asian versus for underrepresented racial minority doctoral students. In doing so, I extend the mentoring literature, showing that, in the context of academia, the progression of mentorship through distinct stages (i.e., initiation, cultivation, and separation or redefinition) cannot be understood without considering what takes place in the early stages of the relationship through graduate school and into the first academic job of the advisee. To better understand the behavioral processes that define the progression of advising relationships, I use a multi-method design including a survey and the construction of a database of research publications conducted jointly by junior faculty members and their former dissertation advisors in the context of a business school setting. In examining the development and transformation of the relationship between the advisee and advisor, I shed light on underrepresented racial minorities’ career progression in the academic pipeline.

Paper is Available to Meeting Registrants Only.

Author: **Winnie Shen**, *Schulich School of Business, York U.*

Author: **Janice Lam**, *Schulich School of Business, York U.*

Author: **Ivona Hideg**, *Schulich School of Business, York U.*

Author: **Christianne Varty**, *Schulich School of Business, York U.*

Author: **Anja Krstic**, *York U., Toronto*

The COVID-19 pandemic has sparked significant anti-Asian prejudice and discrimination in North America. Integrating event system theory and selective incivility theory with research on diversity climate, we theorize that the typical protective effects of diversity climate against workplace mistreatment and discrimination may be disrupted by the pandemic. Specifically, given the particular animus directed toward the Chinese due to the discovery of COVID-19 in Wuhan, China paired with the fact that workers tend to share more personal information about themselves or may be more likely to adopt more visible displays of their ethnic identification at work when diversity climate is more positive, we predict that more positive diversity climates may not protect Chinese workers from selective incivility during the pandemic, whereas it may for Asian workers of other ethnic backgrounds. Downstream, workplace incivility attributed to prejudice due to COVID-19 should be related to a range of important work outcomes and social relations at and with work, including turnover intentions, job performance (including counterproductive work behaviors and organizational citizenship behaviors), and emotional exhaustion. In a 3-wave, time-separated study of Asian workers (N = 248) in North America during the first wave of the pandemic, we found support for our predictions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1216** | Submission: **18417** | Sponsor(s): **(GOV)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 10:30AM - 12:00PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Alki Boardroom**

AOM Ethics Committee Meeting
AOM Ethics Committee Meeting

Organizer: **Lucy Leety-Wheeler**, *Academy of Management*
Facilitator: **Quinetta M. Roberson**, *Michigan State U.*
Facilitator: **Herman Aguinis**, *George Washington U.*

by invitation only

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **1217** | Submission: **18455** | Sponsor(s): **(HCM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 10:30AM - 12:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 214**

HCM Executive Committee Meeting *HCM Executive Committee Meeting*

Division Chair: **Brian Hilligoss**, *U. of Arizona*

Meeting of the officers and committee chairs of the HCM Division

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1218** | Submission: **19627** | Sponsor(s): **(MSR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 10:30AM- 12:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **604 Skyomish**

Leadership and Culture: A Look Ethics, Morals, and Spirituality



Session Moderator: **Thiago Silveira Ramalho**, *FEA-USP*

The papers in this session offer diverse, cross-cultural perspectives on leadership and wisdom.

MSR: **Spiritual Leadership in a Health Foundation of João Pessoa**

Author: **Thiago Silveira Ramalho**, *FEA-USP*

Author: **Nayele Macini**, *Centro de Instrução e Adaptação da Aeronáutica*

Spiritual Leadership (SL) stands out for its potential positive impact, creating vision and congruence of values in the team, empowering at the individual level, promoting commitment and productivity. It is capable of meeting routine needs, such as promoting social alternatives for emergency situations, such as the Covid-19 pandemic. The styles and attributes of leadership is one of the topics covered in the area of people management in the third sector (TS) and tends to collaborate with the SDGs. There are four Private Foundations in João Pessoa/PB. Although SL has characteristics inherent to TS, there is a lack of research that identifies such praxis, since only one study was found that deals with SL in TS. Another gap is that no study was found that analyzed the Holistic Model of Spiritual Leadership (HMSL). Studying leadership styles active in the TS helps the development of people management practices that are more trustworthy in these organizations. Therefore: what are the characteristics of spiritual leadership in a Health Foundation in João Pessoa? Qualitative research has a thematic scope that addresses the HMSL categories and factors. The geographic scope is a health civil society organization in João Pessoa/PB and the temporal scope is longitudinal. The case study is unique, using the interpretive type. Interviews with four individuals were analyzed by Atlas.ti, via content analysis and coding. A sociodemographic questionnaire and descriptive statistics were used. Eight factors were analyzed by 35 indicators, from: 1st) Inner Life (4); 2nd) Altruistic Love (5), Hope/Faith (4) and Vision (4); 3rd) Calling/Meaning (4), Membership/Belonging (4); none of the 4th; and 5th) "Attitude or Psychological": Organizational Commitment (5) and Satisfaction in Life (5). The "Social Order" was based on Hunsaker (2014) and the "Citizen Behavior in Organization" on Phuong et al. (2018). All categories and 39 of the 47 HMSL factors were identified. The results demonstrate that SL is strongly present in the Foundation. So, this study contributes to the field of leadership styles in TS, adding to the research on SL in philanthropic Foundations and Treatment Centers working in the area of drug addiction. Academically corroborates by analyzing the HMSL, taking into account the gaps: qualitative, contemplation of Antecedents, leaders and followers. It collaborates with relevant empiricism regarding male performance in SL, guides Civil Society Organization managers on the value of adopting SL, and indicates which factors and categories deserve more attention, according to this scope, to achieve better implementation and results.

Paper is Available to Meeting Registrants Only.

MSR: **Explicating the Moral Component of Moral Forms of Leadership**

Author: **Kashika Sud**, *Indian Institute of Management, Ahmedabad*

A leader's morality is a starting point in the making of a leader. It is one of the oldest debates in the philosophy of management. Since many positive outcomes have been associated with leader morality, a host of moral forms of leadership have been suggested and implemented in the organizations. The 21st century has particularly seen a rise in the moral forms such as ethical leadership, servant leadership and authentic leadership. The paper attempts to integrate the overlapping literature in this domain, to offer clarity in the construct of ethical, authentic and servant leadership, especially on their foundational principle of morality. A review of literature, with an agenda to juxtapose it with moral theories and moral development, has been undertaken. Deeper delving helps in constructing parallels between consequentialism, virtue ethics and deontology with servant, authentic and ethical leadership respectively as points of distinction. Along with a discrete moral identity and moral sensitivities, moral motivation and moral action as other matter of differential outlook of the leaders. Despite these perceived differences, the moral forms of leadership converge on the aspect of care. So while we may see separate branches in the moral forms of leadership, they share a common root of morality.

Paper is Available to Meeting Registrants Only.

MSR: **Spiritual Leadership and Sustainable Actions Skills: A Study in the Brazilian Context**

Author: **Nayele Macini**, *Centro de Instrução e Adaptação da Aeronáutica*

Author: **Nelson Oliveira Stefanelli**, *Fucape Business School*

Author: **Adriana Cristina Ferreira Caldana**, *U. of Sao Paulo (FEA-RP/USP)*

Although previous studies claim that there is a relationship between Spiritual Leadership and Sustainability, there are few that present this connection in depth. Thus, in this paper we chose to include variables of competences of actions for sustainability in the Spiritual Leadership questionnaire. Thus, this paper aims to empirically analyze the relationship, in the Brazilian context, of the Spiritual Leadership questionnaire, and the variables of Competency of Actions for Sustainability. Data were collected through a questionnaire, sent electronically to respondents, in a convenience sample. 359 valid responses were received and for data analysis, Structural Equation Modeling was performed using SmartPLS. Of the hypotheses outlined, all were confirmed. Thus, it was possible to understand that there is a positive relationship between the study variables. More research is necessary to better explore these connections.

Paper is Available to Meeting Registrants Only.

Author: **Mari Iizuka**, *Doshisha Business School*

Yin-yang master (Onmyoji) in Japan was something like Ambrose Merlyn of the west. They were initially bureaucrats to protect emperor and the country, using knowledge of calendar, Yin-yang, astrology and time about 1500 years ago. With the fall of emperors' power, many of them served to samurai lords as military strategists with psychic power and martial arts. Their influence to management and organization in Japan has been great but their methods and tactics were not well documented to this date. This is because they were kept strictly within the family. There are only less than 10 top skilled Yin-yang master remaining in Japan now. Based on interviews with an existing Yin-yang master (Onmyoji), this paper discusses the characteristics of their wisdom and practices. Four characteristics emerged are: (1) conscious use of the collective unconscious, (2) avoiding labeling good and evil (not creating religion, not helping easily to the ones spelled), (3) familiarity to the IT and welcoming attitude to the digital transformation, (4) familiarity to nature such as trees and implications for the global environment. Their ancient teachings seem to become public, when we all need to understand the post pandemic world. This paper tries to address indigenous ways of knowing and non-Western logics.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1219** | Submission: **19585** | Sponsor(s): **(OB)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Monday, Aug 8 2022 10:30AM- 12:00PMPT (UTC-7)** at **Seattle Convention Center in Room 310**

Balancing Work and Family

Session Moderator: **Ahmad Raza Bilal**, *Sohar U. Oman*

OB: Feeling Pressured Yet To Be Family-Supportive: Understanding the Costs at Work and Family

Author: **Yan Pan**, *Xi'an Jiaotong U. School of Management*

Author: **Yuhui JIANG**, *Xi'an Jiaotong U. School of Management*

Author: **Yufan Shang**, *Xi'an Jiaotong U.*

Author: **Ruonan ZHAO**, *Xi'an Jiaotong U.*

With the increasing interest in balancing work and life, employees begin to have a strong desire for receiving family-related support from their organizations, especially supervisors. However, as engaging in family support supervisory behaviors (FSSB) is often not required formally by organizations, and supervisors are often expected to achieve a high in-role job performance, supervisors thus suffer from tensions between performing extra-role and in-role behaviors. Drawing from cognitive dissonance theory and work-home resources model, we present an integrative model that examines the costs of exhibiting FSSB under high performance expectations from the organization for supervisors. Utilizing a weekly experience sampling method through which 94 supervisors were surveyed for 6 consecutive weeks, we find that FSSB interacting with high performance expectations from organization to predict negative work reflection. Negative work reflection further spillovers to family domain, interfering with work-family enrichment, and family satisfaction. Moreover, supervisor' trait family motivation influences the strength of the weekly relationships between work-family enrichment and family satisfaction. We conclude by discussing theoretical and practical implications of our research.

Paper is Available to Meeting Registrants Only.

OB: Work-Family Conflict and Strain: Reciprocal or Spurious Effect Due to Unmodeled Trait Variance? 

Author: **Anna Brzykcy**, *Technical U. of Munich*

Author: **Tim Manfred Goetz**, *HSG U. of St. Gallen*

Author: **Mikko Rönkkö**, *U. of Jyväskylä School of Business*

Author: **Stephan Alexander Boehm**, *U. of St. Gallen*

Does work-family conflict (WFC) cause psychological strain or vice versa? Prior research does not provide a clear answer to this question, reporting either unidirectional (i.e., WFC affects psychological strain or vice versa), reciprocal, or inconclusive results. To understand this variation, we review modeling approaches used in 66 prior longitudinal studies of this relationship and find them to rely exclusively on approaches that confound within and between/contextual effects (e.g., Crossed-Lagged Panel Models, CLPMs). Further, they do not explicitly state the expected time lags between causes and effects nor whether the longitudinal effect is primarily within or between/contextual - both of which are key indicators of the underlying dynamic of the effect of interest (i.e., immediate versus long-term effect). We use three-wave survey data from 12,241 working adults living in Germany and test the direction of this effect using the CLPM and the Random-Intercept CLPM (RI-CLPM). The latter disentangles the within and the between/contextual effects, thereby demonstrating which of these effects prevails. Whereas the results from the CLPM replicate a meta-analytical finding (i.e., WFC and psychological strain affect each other reciprocally), the RI-CLPM shows that WFC most likely leads to greater psychological strain and not vice versa. We further find that the observed longitudinal effect is primarily a between/contextual rather than an immediate within effect. Theoretical and methodological implications for future research are discussed.

Paper is Available to Meeting Registrants Only.

OB: How and When Supervisor Bottom-Line Mentality Increased Employee Work-Family Conflict

Author: **Yun Zhang**, *Wuzhou U.*

Author: **Huiying Zhang**, *Guangdong U. of Foreign Studies*

Author: **Jun Xie**, *Guangdong U. of Foreign Studies*

Beyond perspectives proposed in past studies, we offer a new account based on a stressor-detachment perspective and propose the negative effect of supervisor bottom-line mentality (BLM) on employees' work-family conflict through psychological detachment. We then contend that employee trait optimism as a boundary condition on this relationship. Using multi-wave survey data, we found empirical evidence on our moderated mediated model. This study highlights the importance of considering the cross-domain effects of supervisor BLM. Our research extends the existing BLM literature and offer implications on the practical interventions that organizations can take to buffer the detrimental effects of supervisor BLM.

Paper is NOT Available. Please contact the author(s).

OB: I Have to Earn Bread and Butter So I Bear Abuse! Family Spillover Impact of Abusive Supervision  

Author: **Ahmad Raza Bilal**, *Sohar U. Oman*

Author: **Tehreem Fatima**, *The U. of Lahore Pakistan*

Author: **Nur Naha Binti Abu Mansor**, *Dean, Faculty of Business Sohar U.*

Author: **Muhammad Kashif Imran**, *Islamia U. of Bahawalpur*

The current study builds on the recent "Barriers to abusive supervision model" to highlight the role of employee-related (Core self-evaluations) and situational factors (perceived job dependency) that compel employees to trap in the sustained spiral of abusive supervision. Moreover building on the Work-family Spillover realm, the outcomes of abuse are extended to the family members of the abused employee. We have employed a three-wave longitudinal moderated mediation design and analyzed data from 265 employees working in the hospitality industry of Pakistan. The results showed that employees who have low core self-evaluations are prone to trap in sustained abusive supervision and spillover the reaction towards their family members. Moreover, this situation worsens when the employee dependency on the current job is high. Thus, we offered a complex interplay of personal and situational factors in being a target of supervisor abuse and why and when the retaliation is transcended to the family domain instead of the work domain.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Networks and Embeddedness

Session Moderator: **Maria Martini Barzolai**, *U. Ca' Foscari of Venice - Dept. of Management*

OMT: The Emergence of Interorganizational Networks: A Pluralistic Perspective

Author: **Maria Martini Barzolai**, *U. Ca' Foscari of Venice - Dept. of Management*

Despite the recent attention of management scholars towards the pluralistic and multilevel nature of interorganizational relationships and networks, we still have a limited account of the initial moment of network emergence and its impact on subsequent network evolution. I seek to shed some light on this point through a reinterpretation of a classic model of network formation to investigate the emergence of an interorganizational network from a pluralistic point of view: the existence of an underlying network of social interactions influences the genesis of a business network. Results of the model indicate that an underlying social level of interaction can play an enabling but also a detrimental role, in terms of architectures, dynamics and performance of the business network. Positive social exchanges favor multiplexity, while previous negative connections impede it, making it more difficult to obtain inclusive architectures. Social relationships mediate environmental conditions, and influence trajectories of network evolution in both a serendipitous and a path-dependent way, posing challenges to the governance of the network. The impact of social relationships on business ones is particularly relevant in terms of the interorganizational network performance, which is complexly shaped by both the density of the social ties and their strength, with a complementary effect at the network level but a substitutive effect at the ego level.

Paper is NOT Available. Please contact the author(s).

OMT: Interplays of Political Ties and Social Evaluation of Emerging Market Multinational Corporations

Author: **Lai Si Tsui-Auch**, *Nanyang Technological U.*
Author: **Jun Jie Yang**, *Xiamen U. Malaysia*

In this paper, we address the question of how interplays of home country political ties and target nation political ties might shape social evaluation of EMMNCs with different ownership structures. We conduct a comparative case study of four overseas acquisitions made by two EMMNCs (one SOE and one POE) from China during 2014–2017 in a strategic (port) industry. The port investments include China Merchant Group's (CMG) Hambantota Port, Sri Lanka, and Port of Newcastle, Australia) and Landbridge Group (LBG)'s Port of Darwin, Australia, and Colon Container Port, Panama). The research result shows a relationship between interplays of political ties across home and target nations and levels of public disapproval faced by EMMNCs. This study makes three contributions. First, it extends the political embeddedness perspective by developing propositions about the relationships of political ties' interplays and public disapproval levels. In particular, the case data reveals that target nation ties play a stronger role than home country ties in influencing public disapproval of EMMNCs. Second, it enriches the perspective by providing an argument for the sociopolitical liabilities (i.e., generating concerns across domestic and international levels) of political ties, depending on the strength of such ties to the home country and to a target nation. Third, it adds to literature on nonmarket strategy by highlighting the sociopolitical liabilities of CPA conducted by leveraging partnerships with governments or intergovernmental relationships. We outline future research directions and implications for EMMNC managers.

Paper is Available to Meeting Registrants Only.

OMT: Benefits and Burdens of Positive and Negative Ties: An Empirical Examination

Author: **Srikanth Paruchuri**, *Texas A&M U.*
Author: **Prasad Balkundi**, *U. at Buffalo, The State U. of New York*

Despite the pervasiveness of social network concepts in organizational literature, two important network aspects remain understudied: positive outcomes of negative ties and interplay between positive and negative ties. In this study, we explore the implications for inventor productivity of communication (positive) and avoidance (negative) ties. By taking the direction of these ties into consideration, we argue that the out-degree centrality of inventors in the informal work-related communication network (i.e., the number of other inventors from whom the focal inventor seeks work-related information) and in the avoidance network (i.e., the number of other inventors whom the focal inventor avoids) will enhance inventor productivity; conversely, the inventors' in-degree centrality in the communication network (i.e., the number of others who seek information from this inventor) and in the avoidance network (i.e., the number of other inventors who avoid the focal inventor) will dampen inventor productivity. We further propose that the avoidance out-degree and in-degree centrality will moderate the effects of communication in-degree and out-degree centrality on inventor productivity. Empirical testing in an R&D unit of a large pharmaceutical firm using survey data about communication and avoidance network ties among inventors lends broad support to the proposed theoretical framework.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1221** | Submission: **19161** | Sponsor(s): **(OMI)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 10:30AM- 12:00PMPT (UTC-7)**

Institutional Work and Change

Session Moderator: **Daniel Jonathan Davis**, *U. of South Carolina Upstate*

OMT: **How Facebook (and other Social Media) Fractures Institutions: Materiality and Institutional Work**

Author: **Daniel Jonathan Davis**, *U. of South Carolina Upstate*
Author: **Tammy Elizabeth Beck**, *U. of Nebraska, Lincoln*

The diffusion of disinformation via social media has become a pressing societal concern for business leaders and policy makers. In recent years, disinformation has been implicated as a possible source of institutional change across a variety of societal contexts, including political contests, medical legitimacy, and scientific education. To better understand the disinformation phenomenon and how it changes institutions, we view disinformation through the lens of institutional work. From this perspective, the intentional propagation of false information represents a form of institutional work whereby actors seek to disrupt dominant institutional structures. We first focus on social media materiality or the material features of social media platforms that users interact with and the opportunities for disinformation actions that certain features afford actors. We introduce and define three social media material features: modular content, network velocity, and manifold network structures, and illustrate how they relate to three social media affordances for disinformation: crafting, amplifying, and partitioning. We then discuss a potential outcome of disinformation – institutional fracturing – as a form of institutional change. We conclude by offering recommendations for future researchers and policy makers.

Paper is Available to Meeting Registrants Only.

OMT: **Climate Innovations and Local Meaning-Making Dynamics**

Author: **Behshad Azodideylami**, *John Molson School of Business, Concordia U.*
Author: **Mehdi Farashahi**, *Concordia U.*

We draw on the institutional theory emphasizing the social construction of meaning, Neo-Gramscian theory, and the framing literature to examine how meanings associated with climate innovations are shaped, interpreted, evolved, and even change the field frame. Climate innovations are the context that technological and institutional meaning-making are intertwined, and local interests and power relationships interact. Developing these technologies needs change in norms, rules, business models, and more importantly, the meaning of the field and breaking the hegemony of fossil fuel incumbents. We elaborated on three main processes (theorization, translation and experimentation, and public deliberation) through which a new collective technological frame is shaped that results in the formation of a new field frame. We theorize how pluralization and hegemonization processes unfold in each phase and counteract with each other in the process of framing, meaning-making, and institutional change.

Paper is NOT Available. Please contact the author(s).

OMT: **Emotional Regulation and Institutional Maintenance: Debunking Fake News with Emotions** 

Author: **Itziar Castelló**, *Surrey Business School*
Author: **Marie Joachim**, *ESSCA School of Management*
Author: **Glenn Parry**, *Surrey Business School*

How to fight fake news? Through the study of the social entrepreneur Laura Brennan, in the case of the HPV vaccination in Ireland from 2015-19 we show the importance emotional work in social media to fight fake news. We propose a model of emotional regulation in which social entrepreneurs use mirroring, distancing and enactment strategies to maintain institutional frames and debunk fake news. We claim about the importance of the transformation of negative emotions in positive emotional energy through identification and about the embodiment of the truth in creating a legitimizing frame. By that, we contribute to the understanding social entrepreneurship and emotion work and the embodiment of emotions in fighting against fake news in social media.

Paper is Available to Meeting Registrants Only.

OMT: **'I Did Not See it Coming': Intentional Efforts and Unintentional Effects in Institutional Change**

Author: **Shivaang Sharma**, *UCL School of Management*

The literature on institutional change is characterized by two views – the consensus view emphasizes mutually supportive efforts amongst organizational actors who drive institutional change, while the frictional view sheds light on potential conflict amongst actors seeking change. Both views assume that human praxis – the transformative efforts of social actors – which emerges from societal contradictions, is directed to create intended changes in institutional targets. This single case study of a social movement organization challenges the assumption by theorizing how such transformative efforts can also unintentionally insert and amplify contradictions within organizations. The analysis uncovers three distinct tactics that help theorize how unintended effects emerge, escalate and are mitigated during an institutional change project. By offering a temporally bracketed multi-level model that complexifies the relationship between institutional change efforts and its effects, this study challenges core assumptions in the literature on institutional change.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1222** | Submission: **12570** | Sponsor(s): **(OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 10:30AM - 12:00PMPT (UTC-7)** at **The Westin Seattle in Fifth Avenue Room**

Narrated Networks: Integrating Network Structure and Content

Narrated Networks: Integrating Structure & Content



Discussant: **Adam M. Kleinbaum**, *Dartmouth College*
Presenter: **Linus Dahlander**, *ESMT European School of Management and Technology*
Presenter: **Seungho (Andy) Back**, *U. of Toronto*
Presenter: **Jamie Seoyeon Song**, *ESMT European School of Management and Technology*
Presenter: **Timothy Hannigan**, *U. of Alberta School of Business*
Organizer: **Seungho (Andy) Back**, *U. of Toronto*
Organizer: **Jamie Seoyeon Song**, *ESMT European School of Management and Technology*

Social network research has made considerable progress in understanding how certain network structures emerge and the extent to which they affect outcomes such as innovation or organizational performance. In recent years, however, scholars have agreed that we also need to have a better understanding of the relational content that flows through network ties. In this symposium, we attempt to push network research forward by incorporating network content into our current understanding, especially how the content of network ties is narrated by social actors. This symposium aims to encourage fruitful discussion among organizational scholars on the extent to which studying the narrative of network tie content extends our knowledge of the impact of network structures.

Cheered by the Community, Rejected by the Firm: The Ripple Effect of Rejections on Idea Supporters

Author: **Michela Beretta**, *Aarhus U.*
Author: **Linus Dahlander**, *ESMT European School of Management and Technology*
Author: **Arne Thomas**, *ESMT Berlin*
Author: **Lars Frederiksen**, *MGMT, BSS, Aarhus U.*

The Impact of Narrative Strategies of (Random) Network Ties on Audience Attention

Author: **Seungho (Andy) Back**, *U. of Toronto*

Divergent Opinions in Social Media and Audience Attention on Cultural Products

Author: **Jamie Seoyeon Song**, *ESMT European School of Management and Technology*
Author: **Martin Gargiulo**, *INSEAD*

A New Tool for Policymakers: Mapping Cultural Possibilities in an Emerging AI Entrepreneurial Ecosys

Author: **Timothy Hannigan**, *U. of Alberta School of Business*
Author: **Rodrigo Valadao**, *U. of Alberta School of Management*
Author: **Marc-David Seidel**, *U. of British Columbia*
Author: **P Devereaux Jennings**, *Alberta School of Business*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Showcase Symposium**
Program Session: **1223** | Submission: **12668** | Sponsor(s): **(OMT, HR, OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 10:30AM - 12:00PMPT (UTC-7)** at **The Westin Seattle in Pike**

Economic Inequality and Management: Empirical and Theoretical Developments a Decade after Occupy

Economic Inequality and Management



Organizer: **Suhaib Riaz**, *Telfer School of Management, U. of Ottawa*

Organizer: **Kaifeng Jiang**, *Ohio State U.*

Panelist: **John Matthew Amis**, *U. of Edinburgh*

Panelist: **Matthew James Bidwell**, *U. of Pennsylvania*

Panelist: **Joel Adam Cobb**, *U. of Texas at Austin*

Panelist: **Carrie R. Leana**, *U. of Pittsburgh*

Discussant: **Anne S. Tsui**, *Arizona State U.*

A coherent agenda on economic inequality is still in its early stages of development in the management field. While research since the Occupy Wall Street movement of 2011 has helped legitimize the topic and brought inequality in vogue as a keyword in our journals, a central concern remains about how much empirical and theoretical progress has actually been made. Management scholarship in this area thus has to take stock of progress across the first decade since Occupy and critically assess empirical and theoretical insights to invigorate a new generation of scholars who can take us beyond this decade of inequality research and into the next. This panel symposium will bring together insights from the diverse panel and the discussant towards two objectives: first, to provide a critical assessment of the extent and nature of progress that has been made in the field, and second, to lay out a pathway of where the field needs to go in order to make important headway in terms of theoretical and empirical contributions, and also in providing contributions of relevance to policy and practice. In doing this, we provide an avenue for management scholars to engage with the theme of the Academy of Management 2022 conference, "Creating a Better World Together," given that inequality remains one of the most pressing societal grand challenges of our times.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Symposium**
Program Session: **1224** | Submission: **14059** | Sponsor(s): **(OMT, SAP)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 10:30AM - 12:00PMPT (UTC-7)** at **The Westin Seattle in Pine**

Strategizing Together for a Better World: Institutional, Paradox & Practice Theories in Conversation

Strategizing Together for a Better World



Organizer: **Katrin Heucher**, *U. of Michigan*
Organizer: **Marc Krautzberger**, *U. of Edinburgh business school*
Organizer: **Rikke Rønholt Albertsen**, -
Organizer: **Pauline Charlotte Reinecke**, *Hamburg U. of Technology*
Moderator: **Ann Langley**, *HEC Montreal*
Panelist: **Natalie Slawinski**, *U. of Victoria*
Panelist: **Shahzad Ansari**, *Cambridge U.*
Panelist: **Eero Vaara**, *U. of Oxford*

The United Nations report on progress highlights that: “The current crisis is threatening decades of development gains, [...] further delaying the urgent transition to greener, more inclusive economies, and throwing progress on the SDGs even further off track” (United Nations 2021). While it is positive that management scholars have been shifting their research towards societal challenges, there is a need to continue and increase our research on these topics and provide new insights as well as work collectively on these complex problems. Therefore, this panel symposium hosts leading scholars from different theoretical backgrounds to explore strategies in response to societal challenges and to discuss how future research could make theoretically insightful and practically relevant contributions. We bring institutional (Ansari, Wijen, & Gray, 2013; Rauch & Ansari, 2021), paradox (Van der Byl, Slawinski, & Hahn, 2020), and practice theories (Joutsenvirta & Vaara, 2015; Piekkari, Tietze, Angouri, Meyer, & Vaara, 2021) into conversation with each other because we believe that these different theories may together contribute to the creation of a better world. Together, we will reflect on the similarities and complementarities of selected lenses to gain insights on two questions: 1) How have these lenses enabled researchers to provide different valuable insights on strategies in response to societal challenges? How can these lenses be combined in future research to develop new theories on promising strategies in response to societal challenges that are insightful and relevant? We will discuss these and further questions with our invited panelists.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1225** | Submission: **19516** | Sponsor(s): **(SIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 10:30AM- 12:00PMPT (UTC-7)**

Business, Social Value and Human Well-Being

Session Moderator: **Matt Johnson**, *Hult International Business School*

SIM: For-Profit Firms' Contribution to Society: A Strategic Orientation Perspective

Author: **Marcelo De La Cruz**, *Ludwig Maximilian U. of Munich (LMU)*
Author: **Jelena Spanjol**, *Ludwig Maximilian U. of Munich (LMU)*

For-profit firms are increasingly being called on to effectively create value to society beyond financial and customer value. Thus, the need for strategic orientations accounting for this expanded view on value is growing. We aim at providing a systematic conceptualization, aligned to the social value concept of the strategic orientation addressing the “contribution to society imperative”. Therefore, we reviewed 139 social value definitions drawn from articles in leading peer-reviewed journals across business disciplines into a strategic orientation that we labeled Strategic Social Value Orientation (SSVO). SSVO consists of three behavioral components (leading the business with purpose, support of stakeholders, focus on consequences) and one shared belief (mutuality) that characterize a business philosophy directing firms' activities towards the promotion of the common good. Furthermore, we developed and validated a linguistic, content-analytic measure for examining SSVO at organizational-level to facilitate future empirical studies across business disciplines. Our research advances the strategic orientation and organizational capability literatures, and informs practitioners seeking to integrate social value creation into for-profit firms' mainstream business and thus securing long-term success. We are convinced that SSVO is a meaningful instrument for scholars and practitioners and an important step in understanding the expanded view on for-profit firms' value creation.

Paper is NOT Available. Please contact the author(s).

SIM: Creating Value Through Social Issues: Short-Term vs. Long-Term Strategy

Author: **Brian Bolton**, *U. of Louisiana at Lafayette*
Author: **Jung Eung Park**, *Institut Supérieur de Gestion*

The level of social responsibility expected by society has risen significantly in recent years. Some companies used to pursue corporate social opportunity (CSO) thinking about how companies engage with significant social shocks over the short-term. These actions are symbolic and empty gestures. We offer 6 strategies for moving forward and for turning short-term social opportunities into long-term strategic value creations. Going beyond corporate social opportunity is about authenticity, impact and long-term strategy. This is a conceptual study aimed to help business leaders better understand their role in the decision-making process and what they need to do to ensure their business can survive in the short-term and thrive in the long-term. Doing so requires their business offering products, services and relationships that help their stakeholders improve their lives.

Paper is NOT Available. Please contact the author(s).

SIM: The Elevation of Luxury: Art Infusion and Artification as Vehicles for Creating Shared Value

Author: **Matt Johnson**, *Hult International Business School*
Author: **Rob Barlow**, *Hult International Business School*

Luxury brands have historically benefitted from engagement with the artistic community. There is a robust academic literature on the specific benefits for luxury brands of using mechanisms like art infusion and artification as a means of enhancing brand image and overcoming challenges associated with modern market conditions. Less clear, however, is how luxury brand involvement with the arts can benefit the artistic community and contribute to societal well-being more generally. In this paper, we argue that some means of artistic engagement should be considered more socially responsible than others and show how Porter and Kramer's (2011) creating shared value framework can help brands develop strategies that use art to simultaneously benefit brand and society. We highlight three specific means by which luxury brands can create shared value through their artistic engagement: 1) through reconceiving products and markets, 2) by redefining productivity in the value chain, and by enabling local cluster development, including the promotion of underrepresented artists. We close by considering how these engagements with art may play a larger, more transformative role in the CSR strategies of a luxury brand, enabling it to transcend from a corporate entity to a purveyor of culture, art, and well-being.

Paper is Available to Meeting Registrants Only.

SIM: The Importance of an Eudaimonic Balance of Values in Small Businesses: An Analysis Using Institution

Author: **Irene Chu**, *Bradford School of Management*
Author: **Mai Chi Vu**, *Newcastle Business School, Northumbria U.*
Author: **SAMUEL ADOMAKO**, *Birmingham Business School*

This paper explores the values of the owners of small and medium sized enterprises (SMEs) and contends that the primacy placed on financial values by a majority of the literature is misplaced. Using insights from institutional logics and critical realism, the findings from a cross-cultural multi-case study in Taiwan and Vietnam are drawn on to demonstrate the importance of non-financial goals and of a balance for eudaimonia or human flourishing. The origin of these alternative values in such areas as the family, religion and the community reflects the complexity of the real world as experienced by SME owners. This leads the authors to consider aspects of critical realism and argue for a more complex framing of SMEs than that employed by a majority of the literature employing rational-actor theory, economic models and quantitative analysis.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **1226** | Submission: **19509** | Sponsor(s): **(SIM)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Monday, Aug 8 2022 10:30AM - 12:00PMPT (UTC-7)** at **Seattle Convention Center in Skagit 3**

Ethics, Justice and the Natural Environment

Session Moderator: **Frederik Dahlmann**, *U. of Warwick*

SIM: New Bioethics in the Anthropocene: Norms and Behaviours in the Pursuit of Life

Author: **Frederik Dahlmann**, *U. of Warwick*

In response to complex socio-ecological systems challenges, scholars across social and natural sciences are examining interdisciplinary implications for individuals, organisations and other actors. There is growing recognition that new approaches to ethics, values and norms are required to help govern behaviours in the epoch of the Anthropocene and to overcome overly anthropocentric perspectives. In this conceptual paper, we draw on a wide range of concepts and insights from the natural sciences to outline a novel ecocentric perspective on ethical behaviours in the Anthropocene. Specifically, we propose that scholars adopt and broaden the existing notion of bioethics to reflect the increasing impact of technologies and organisational practices on human health and life in more general. Developing the Gaian principle that assesses whether an actor creates conditions that are conducive to life in general, we explore several potential implications for individual and organisational behaviours, but also highlight their inherent challenges and limitations. Our paper contributes to literatures on ethics and business sustainability by reconceptualising ethics through an extended awareness of the connection between humans and nature more broadly, and as such provides new stimulus for reflection as well as a foundation for future academic research to examine these ideas in further detail.

Paper is Available to Meeting Registrants Only.

SIM: Racial Capitalism and Environmental Injustice in the Anthropocene   

Author: **Seray Ergene**, *U. of Rhode Island*

Author: **Bobby Banerjee**, *Bayes Business School (formerly Cass)*

Author: **Erim Ergene**, *Bryant U.*

In this paper we study the intersections of racial and environmental injustices in histories of the Anthropocene – a new geological epoch where human activity has changed the functioning of the earth system. Drawing from environmental justice and racism scholarship, we critically analyze recent management research on grand challenges and show how the proposed solutions, such as sustainable technologies, circular economy, and shared economy, exacerbate racial injustices faced by communities of color. We contend that a climate justice agenda that is grounded on racial justice is necessary for our scholarship to develop a racially just management and organization studies in the Anthropocene. To accomplish this agenda, we propose three shifts: from studying elite institutions to grassroots organizations concerned with climate and racial justice, from global technology to understanding local adaptation by communities of color, and from offering decontextualized solutions to unraveling racial histories that can address racial and climate injustices in the Anthropocene. We argue that management and organization studies cannot afford to overlook climate justice and racial justice – they are both inextricably linked and one cannot be achieved without the other.

Paper is NOT Available. Please contact the author(s).

SIM: Introducing Justice and Care in Complex Project Systems: An Empirical Study 

Author: **Francesco Di Maddaloni**, *The Bartlett School of Construction & Project Management (UCL)*

Author: **Roya Derakhshan**, *Bocconi U.*

While projects are becoming increasingly more complex in their organizational, technological, and environmental dimensions; complex systems are deemed by being unjust by nature. Previous research has suggested that heedful interconnection among the actors of the system can enhance organization's capability in ethical coping with complexity. However, project-based organizations tend to cope with complexity through developing adaptive capacity within the borders of the organization and marginalizing the demands and concerns of some stakeholders. By investigating the controversial project of Rome Metro Line C and drawing on ethics of care and ethics of justice, this article suggests that coping with complexity is attainable by extending the organization's border to include all stakeholders of the network. The empirical study proposes that by fostering the interrelation of a broader range of stakeholders with the organization through a decentralized decision making will improve the extended organization's capability in identifying and absorbing complexity.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1227** | Submission: **19474** | Sponsor(s): **(SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 10:30AM - 12:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **306 Duwamish**

(Un)Ethical Behavior, Organizations and Leadership

Session Moderator: **Suzanne C. De Janasz**, *George Mason U.*

SIM: A Meta-Analytic Investigation of Antecedents of Unethical Pro-Organizational Behavior

Author: **Vivek Mishra**, *Indian Institute of Management, Lucknow*
Author: **Varun Sharma**, *Doctoral Student at Indian Institute of Management Lucknow*
Author: **Deepak Verma**, *O.P. Jindal Global U., Sonapat, Haryana, India*
Author: **Nishant Uppal**, *Indian Institute of Management, Lucknow*

In this study, we conduct the meta-analysis of the antecedents of the Unethical Pro Organizational Behavior (UPB). Analysis of 168 studies from 125 research papers published in the last decade results in the identification of most critical antecedents of UPB. The statistically significant effect sizes of various antecedents helped us to determine the level of importance in predicting UPB where individual level variables ranked most critical followed by leader-induced variables and then organizational level variables. This aided to reconcile the inconsistencies between various variables and their role in instigating UPB. Further, the meta-analysis also contributes to deciphering the core nature of UPB by systematically and objectively comparing the voluntary negative and positive workplace behaviors. Theoretical contributions along with practical implications are also mentioned in the paper. This study also discussed various avenues for future research to advance the UPB literature.

Paper is Available to Meeting Registrants Only.

SIM: A Moral Balancing Perspective on Employees' Unethical Pro-Organizational Behavior

Author: **Canh Minh Nguyen**, *Can Tho U.*
Author: **Lu Zhang**, *Ulsan National Institute of Science and Technology*
Author: **Suzanne C. De Janasz**, *George Mason U.*

The current paper seeks to develop and test a serial mediation model linking employees' unethical pro-organizational behavior (UPB) and their consequent pro-self and pro-customer deviance. Drawing upon moral balancing theory, cognitive appraisal theory of emotion, and affective events theory, we examine the moral licensing effect of employee UPB on their organizational deviance through feelings of pride and psychological entitlement. Simultaneously, we investigate the moral cleansing effect of employee UPB on their customer-directed prosocial rule breaking via perceived loss of moral credits and feelings of guilt. Additionally, we examine the moderating role of external attribution of UPB on the aforementioned indirect effects. The results based on 340 full-time employees and their supervisors support the proposed serial mediated relationships. The findings further indicate that the strength of those indirect effects varies depending on employees' external attribution of UPB. Theoretical and practical implications of these findings are discussed.

Paper is Available to Meeting Registrants Only.

SIM: How Transformational Leadership Engage in Unethical Pro-Group Behavior

Author: **Munisa Akhmadjanovna Toirova**, *Kyungpook National U.*
Author: **Dandan Zhao**, *Kyungpook National U.*
Author: **Yoonjung Baek**, *Kyungpook National U.*

Researchers have been more interested in the features and causes of unethical behavior in organizations in recent years. There is limited study on transformational leadership and subordinates' unethical behavior. The goal of this research was to look at the causes of pro-group unethical behavior (PUB). To explore if workplace exclusion has an impact on the link between transformational leadership and PUB, and if moral identity has a moderating role in this relationship. We collected 218 valid questionnaires from Chinese and 250 questionnaires from Korean companies. The present findings suggest that transformational leadership and workplace exclusion can positively influence unethical pro-group behavior for both Chinese and Korean samples. However, the moderating role of moral identity was statistically significant only in Chinese sample.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1228** | Submission: **10920** | Sponsor(s): **(STR)**
Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**
Scheduled: **Monday, Aug 8 2022 10:30AM - 12:00PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 1**

Dynamic Capabilities: Capabilities to Terminate *Termination Capabilities*



Discussant: **Constance E. Helfat**, *Tuck School of Business at Dartmouth*
Panelist: **Isin Guler**, *U. of North Carolina, Chapel Hill*
Panelist: **Paul Nary**, *U. of Pennsylvania*
Panelist: **Arkadiy V. Sakhartov**, *U. of Illinois at Urbana-Champaign*
Panelist: **Dongil Daniel Keum**, *Columbia Business School*

This symposium aims to move dynamic capabilities research forward by highlighting the nascent yet growing body of research on termination capability. Dynamic capabilities is one of the most influential streams of research in the field of strategic management in the past three decades. The growing but diffuse body of work on termination capabilities spans disparate titles such as exits, divestitures, failures, redeployment, terminations, and abandonments. We bring together five researchers whose work highlights (1) antecedents of firm termination capabilities and (2) their importance to firm performance (3) in a variety of theoretical empirical contexts, spanning VC investments, acquisition (dis)synergies, private equity firms in markets for corporate assets, and managerial prosocial preferences that impede layoffs.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: **1229** | Submission: **13368** | Sponsor(s): **(STR, SIM)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Monday, Aug 8 2022 10:30AM - 12:00PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 4**

Stakeholder Heterogeneity and Corporate Purpose

Stakeholder Heterogeneity and Corporate Purpose



Discussant: **Flore Bridoux**, *Erasmus U.*

Discussant: **Mark R. DesJardine**, *Tuck School of Business at Dartmouth*

The goal of this symposium is to draw attention to the critical importance of stakeholder heterogeneity for corporate purpose research. The proposed papers explore the influence of the different motives and interests of individual stakeholder groups on these stakeholders' perception of corporate purpose and sustainability efforts and how these effects result in varying levels of resource provision for the company by these stakeholders. The symposium therefore highlights how examining stakeholder-level heterogeneity can enrich our understanding of how the management of corporate purpose contributes to the achievement of individual and organizational goals.

Purpose-Driven Companies and Sustainability

Author: **Claudine Madras Gartenberg**, *The Wharton School, U. of Pennsylvania*

When One Isn't Enough: Organization-level and Product-level Sustainability in New Ventures

Author: **Vanessa Burbano**, *Columbia Business School*

Author: **Natalie Carlson**, *The Wharton School, U. of Pennsylvania*

Author: **James Ostler**, *The Wharton School, U. of Pennsylvania*

Can “Radical Transparency” Improve the Credibility of Corporate Sustainability Efforts?

Author: **Anna Szerb**, *INSEAD*

Author: **Matthew Lee**, *Harvard Kennedy School*

Employee Misconduct at Startup Firms: Evidence from a Field Experiment and Archival Data

Author: **Aleksandra Joanna Kacperczyk**, *London Business School*

Author: **Santiago Campero Molina**, *U. of Toronto*

Author: **Keun Woo Jeong**, *London Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Symposium**
Program Session: **1230** | Submission: **11973** | Sponsor(s): **(STR, TIM, OMT)**
Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**
Scheduled: **Monday, Aug 8 2022 10:30AM- 12:00PMPT (UTC-7)** at **Seattle Convention Center in Skagit 5**

Resource Redeployment: Advances, Challenges, & Future Research *Resource Redeployment*

Organizer: **Timo Sohl**, *U. Pompeu Fabra*
Organizer: **Teresa Antonia Dickler**, *IE Business School*
Panelist: **Sharon Belenzon**, *Duke U.*
Panelist: **Rocio Bonet**, *IE U.*
Panelist: **Timothy B. Folta**, *U. of Connecticut*
Panelist: **Marvin B Lieberman**, *UCLA Anderson School of Management*

Despite the recent advances in our understanding of resource redeployment, the theoretical discussion and empirical validation of this nascent theory is emerging. Moreover, several current trends around the connection between diversification and resource redeployment are relatively poorly understood. Therefore, the purpose of this panel symposium is to engage a group of panelists in a formal, moderated, interactive discussion around questions such as (1) what are similarities and differences of resource redeployment theory to other theories of corporate advantage?; (2) how can resource redeployability improve our understanding of firm dynamics and long-term performance?; (3) what does a capability for redeployment consists of and how does it work within organizations?; (4) what are underemphasized costs of resource redeployment?; and (5) what are current trends in resource redeployment? The panelists are leading experts in the field of strategic management with a focus on corporate strategy, technology and innovation, human resource management, and firm and industry dynamics.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Ties That Bind: Social Networks, Conflict & Trust

Session Moderator: **Michel Ferrary**, *GSEM - U. of Geneva & Skema Business School*

CM: **Boundary Object Aggregating Network of Stakeholders and Systemic Shock: A Case Study of Downsizing**

Author: **Michel Ferrary**, *GSEM - U. of Geneva & Skema Business School*

Stakeholders forming a network do not constantly interact with each other, and the nature of their interactions may change over time. This relationship led us to develop two research questions. First, why do actors interact to form a stakeholder network? And second, why and how do interactions evolve over time that may call for a corporate political strategy? To address these questions and contribute to stakeholder theory, we mobilize two concepts: boundary objects and systemic shock. The combination suggests that boundary objects aggregate networks of stakeholders that “hold” a “stake” in it. Such networks are usually in an equilibrium of routine interactions between stakeholders that compromise depending on their interests’ satisfaction, power resources and legitimacy. A managerial decision may impact the boundary object and cause a systemic shock that affects stakeholders belonging to the network and disrupts the compromise. The shock induces intense and strong interactions aiming to reach a new compromise (or a new equilibrium) in which actors satisfy their interests depending on their redefined power resources and legitimacy. The path between two equilibria is characterized by a moving alliance of stakeholders with the firm and a coalition against it. Employment is a boundary object that is a “stake” for several “holders”. Industrial downsizing with massive dismissals is a managerial decision that is a systemic shock on a boundary object (i.e., employment) and affects the interest and satisfaction of numerous stakeholders, triggering interactions between them to reach a new equilibrium and redefine the boundary object. To illustrate this conceptual framework, this article is based on empirical evidence from an in-depth case study of industrial downsizing with massive dismissals that took place in Switzerland. The case explores the political processes that characterize relationships when a network of stakeholders is disturbed by a systemic shock.

Paper is Available to Meeting Registrants Only.

CM: **Competition Brokerage: An Altercentric Perspective on Structural Holes in Negative Networks**

Author: **Taiyi Yan**, *UCL School of Management*

Author: **Vijaya Venkataramani**, *U. of Maryland*

Author: **Chaoying Tang**, -

In the past three decades, structural hole theory has received strong support on the benefits of employee occupying brokerage positions in their social networks. However, the literature on brokerage has almost exclusively focused on positively valence network (e.g. friendship or advice), and has overlooked negative networks. In this research, we develop and test a theory of competition brokerage, or structural holes in the competition networks. Through a network experiment (Study 1), we showed competition brokerage had a negative effect on broker’s performance due to alter coalition behavior. Then, in a network field study of 91 engineering teams (Study 2), we replicated the negative effect of competition brokerage. Additionally, we proposed two moderators related to the resource environment to explore the contingency of competition brokerage and found converging evidence that resource inequality moderated the effect such that the negative relationship between competition brokerage and performance became stronger as inequality increased. Finally, we discussed the theoretical and practical implications of our findings.

Paper is Available to Meeting Registrants Only.

CM: **A Trust Trajectory Model of Affective Job Insecurity and Voice amid Organizational Downsizing**

Author: **Dejun Kong**, *U. of Colorado Boulder*

Author: **Tiffany Kriz**, *MacEwan U.*

Author: **Phillip M. Jolly**, *Pennsylvania State U.*

Author: **M. Audrey Korsgaard**, *U. of South Carolina*

Author: **Paul Bliese**, *Darla Moore School of Business, U. of South Carolina*

We propose a trust trajectory model to explain, in the context of initiated organizational downsizing, how employees’ affective job security leads to their reduced voice through a downward trust trajectory, and how this process is attenuated by employees’ proactive personality. We found support for our conceptual model in an experimental study and in a longitudinal survey study of an organization that initiated downsizing. In the context of organizational downsizing, employees higher in proactive personality were less likely to experience a downward trust trajectory ensuing from their affective job insecurity and thus reduce their voice than those lower in proactive personality were. Our results were robust, given that we controlled for the mean level of trust, the trajectory and mean level of psychological strain (according to the prior theoretical framework of job insecurity), and the initial level of voice after organizational downsizing was initiated. Our findings have significant implications for research on trust, job insecurity, and anchoring events, as well as for practices that can help prevent trust/relational deterioration in the event of organizational changes (such as downsizing).

Paper is Available to Meeting Registrants Only.

Author: **Hemant Kakkar**, *Fuqua School of Business, Duke U.*

William H. Newman Award Nominee

Ability to influence others or having higher status is important for professional growth and well-being. As a result, individuals strive for greater social rank in workplace and life in general. The dual framework of social rank allocation discusses dominance and prestige as two viable routes to status or social influence. In doing so, this literature has largely neglected findings demonstrating backlash against men and women for behaving in gender incongruent ways. Likewise, it is unclear if dominance and prestige continue to be effective means to status over time. In this research, we examine the viability of dominance or prestige on individual's social influence, conditional on their gender and over time. Using a stereotypically neutral context of online social networks, we unobtrusively tracked individual's social influence among their network members on Twitter. By analyzing almost 230,000 tweets, we find that men's (women's) influence increases with greater dominance (prestige), whereas women's (men's) decreases. Network centrality explains this differential interaction pattern. Additionally, longitudinal analysis provides a more nuanced understanding. Role incongruent effects dampened over time, dominance became less effective even for men, and prestige became viable for both men and women. Thus, by jointly considering the role of gender and time, this research offers key theoretical caveats to the dual rank framework and sheds light on viable pathways to achieving social influence.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1232** | Submission: **15238** | Sponsor(s): **(CM, OB, SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 10:45AM- 12:15PMPT (UTC-7)** at **Seattle Convention Center in Room 605**

New Insights into Moral Psychology

New Insights into Moral Psychology

Organizer: **Samantha Kassirer**, *Northwestern Kellogg School of Management*
Speaker: **Samantha Kassirer**, *Northwestern Kellogg School of Management*
Speaker: **Siyin Chen**, *U. of Toronto, Rotman School of Management*
Speaker: **Julian Jake Zlatev**, *Harvard Business School*
Speaker: **Beth Anne Helgason**, *London Business School*
Speaker: **Nir Halevy**, *Stanford U.*
Speaker: **Yena Kim**, *U. Of Chicago*

The present symposium brings together a group of experts in moral psychology and organizational behavior to explore questions such as: What are the antecedents to (i) the development of a particular moral belief and (ii) the assigning of moral sacredness to an object (papers 1 and 2, respectively)? How can we best predict whether an individual will engage in a given moral behavior (paper 3)? What prompts individuals to judge (i) the spreading of falsehoods as more or less ethical and (ii) individuals in their ingroup who choose to cooperate with outgroup members on behalf of their ingroup (“intergroup brokers”) as ethical or unethical (papers 4 and 5, respectively)? Are individuals willing to have honest conversations with others about others’ (im)morality, and if not, why (paper 6)? We believe that a better understanding of moral psychology and how it relates to individuals’ belief formation, judgments of others, and moral conversations is critical when trying to Create a Better World Together.

The Antecedents to Moralization: The Head, The Heart, and The Hands

Author: **Samantha Kassirer**, *Northwestern Kellogg School of Management*
Author: **Isaac Smith**, *Brigham Young U.*

Collective Transcendence Beliefs Shape the Sacredness of Cultural Objects

Author: **Siyin Chen**, *U. of Toronto, Rotman School of Management*
Author: **Rachel Lise Ruttan**, *U. of Toronto*
Author: **Matthew Feinberg**, *U. of Toronto, Rotman School of Management*

The Conceptual and Empirical Value of Bivalent Moral Judgments

Author: **Hajin Kim**, *Stanford U.*
Author: **Julian Jake Zlatev**, *Harvard Business School*
Author: **Dale T. Miller**, *Stanford U.*

It Might Become True: How Prefactual Thinking Licenses Dishonesty

Author: **Beth Anne Helgason**, *London Business School*
Author: **Daniel A. Effron**, *London Business School*

The Immorality of Boundary Spanning: Social Sanctioning of Intergroup Brokers

Author: **Adiel Moyal**, *Stanford Graduate School of Business*
Author: **Dafna Goor**, *London Business School*
Author: **Nir Halevy**, *Stanford U.*

Understanding the Reluctance to Deliver Moral Feedback

Author: **Yena Kim**, *U. Of Chicago*
Author: **Emma Levine**, *U. Of Chicago*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

IM Division Best Paper in OB/HRM/OT Award Finalists

Session Moderator: **Jaeyong Song**, *Seoul National U.*

IM: Japanese Women Pursuing a Career at Foreign Subsidiaries: A Question of Identity    

Author: **Markus Pudelko**, *U. of Tuebingen*
Author: **Helene Tenzer**, *LMU Munich School of Management*

This study investigates what attracts career-oriented women to foreign subsidiaries and how they experience this work context. Based on 125 interviews with career-oriented women in Japan, we find that their frequent choice of foreign employers is not only motivated by professional aspirations but also by identity-related aspirations. Japanese women who embraced an internationalist orientation experience a confirmation of their progressive identity by working for foreign subsidiaries; by contrast, those who still felt bound by traditional role expectations, undergo a liberating identity transformation. Based on the perceptions of these particular employees, we develop recommendations for gender diversity management in foreign subsidiaries. We further argue that women, who are disadvantaged in the local employment context, often desire that foreign subsidiaries implement standardized home country HRM practices, instead of adopting local practices. By focusing on the recruitment of highly qualified women, foreign subsidiaries may turn their liability of foreignness into a competitive advantage.

Paper is Available to Meeting Registrants Only.

IM: Migrants, Expatriates, and Nationals: How Do They Acculturate in a Cosmopolitan Organization?    

Author: **Hyun-Jung Lee**, *London School of Economics*
Author: **Mai Al-Naemi**, *College of Business and Economics, Qatar U.*

We investigate acculturation strategies enacted by migrants, expatriates, and nationals in a multicultural organization in which the migrants and expatriates significantly outnumber the nationals, and multiple (often opposing) cultural values and business practices coexist in equilibrium. Drawing on the data collected from participant observation, interviews, and focus groups, we conceptualized four types of acculturation strategies that variously affect individuals' status in the organization: cosmopolitanizing, brokering, assimilating, and separating. Our analysis revealed that the social boundaries marked by migration status and origin country set a clear and visible social hierarchy in the organization. Concurrently, through different acculturation strategies, individuals distinguish themselves from other members within their social groups, which creates another layer of symbolic boundaries and invisible status hierarchies in the organization. Our analysis further suggests that the adoption of a specific acculturation strategy may be constrained by cultural resources available to the individual. Our research advances current theorizations of migrant (and non-migrant) acculturation by revealing how different acculturation strategies affect the status hierarchies in an organization characterized by extreme cultural diversity.

Paper is NOT Available. Please contact the author(s).

IM: The Relationship Between Personality and Cultural Values Among Workers in Global Virtual Teams  

Author: **Madelynn R. D. Stackhouse**, *U. of North Carolina, Greensboro*
Author: **Marketa Rickley**, *U. of North Carolina at Greensboro*
Author: **Yonghong Liu**, *U. of North Carolina, Greensboro*
Author: **Vas Taras**, *U. of North Carolina, Greensboro*

The question of whether culture is “personality writ large” (Benedict, 1935: vii) has long intrigued scholars. With data from 57 nations, we investigated associations between individuals' personality traits and their national cultural values. Using the Five Factor Model of Personality (i.e., openness, conscientiousness, extraversion, agreeableness, neuroticism) to understand personality and Hofstedeian Cultural Dimensions (i.e., power distance, individualism/collectivism, uncertainty avoidance, gender egalitarianism, assertiveness, teamwork preferences, and long-term orientation) to understand cultural values, we conducted multilevel analysis that accounts for individual personality and cultural value differences both within and between nations. The results showed individual and collective personality are associated with national culture at weak and largely non-significant levels. We also show within-country variance is greater than between-country variance. This research holds implications for individuals working with others from different national backgrounds and highlights the problem of assuming workers from the same national culture share cultural values or personalities.

Paper is Available to Meeting Registrants Only.

IM: Addressing the Dark Side of Cultural Intelligence: A Conceptual Model and Research Agenda  

Author: **Marius Brand**, *WU Vienna U. of Economics and Business*
Author: **Christopher Schlaegel**, *Otto von Guericke U. Magdeburg*
Author: **Guenter Stahl**, *WU Vienna U. of Economics and Business*

In this paper, we aim to cast doubt on the positive halo effect of cultural intelligence (CQ) by exploring several conceptual avenues of how individuals' CQ may promote undesired outcomes. We argue that CQ tends to lead to beneficial outcomes, yet, under certain circumstances, it can be associated with adverse consequences. First, individuals might become overconfident in their ability to interact effectively with members of other cultures, which can foster poor decision-making and reduced learning. Second, they might over-adjust to their cultural environment, which can lead to a perceived inauthenticity and lack of integrity. Third, individuals might develop a morally and culturally relativistic worldview, due to which they can lose their sense of cultural belongingness and which can motivate them to behave unethically. Subsequently, we discuss the differential role of the CQ facets in the proposed mechanisms, suggest various boundary conditions, and develop an agenda for future research.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1234** | Submission: **18625** | Sponsor(s): **(IM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 10:45AM - 12:15PMPT (UTC-7)** at **Sheraton Grand Seattle in Grand Ballroom B**

Disruptive Forces and IM

Session Moderator: **Kijong Kim**, *Darla Moore School of Business, U. of South Carolina*

IM: Environmental Regulation and MNE's Resource Commitment: Considering Impacts of COVID-19 Pandemic

Author: **Wootae Chun**, *U. of Northern British Columbia*

Author: **Zhan Wang**, *St Cloud State U.*

Author: **Hyun Gon Kim**, *Rutgers U.*

The COVID-19 pandemic is an unprecedented exogenous shock in the global economy and has caused noticeable disruptions to international business activities. In this study, we attempt to investigate how COVID-19 influences multinational enterprises' (MNE) strategic decisions in global markets. More specifically, we examine how MNE's resource commitment is linked to a target market's environmental regulation. We find that MNEs commit more resources in host countries with more stringent environmental regulations. This paper's findings also reveal that MNE's environmental capability and multiple dimensions of institutional distance, including environmental regulation distance and cultural distance, positively moderate the relationship between MNE's resource commitment and the degree of environmental regulation in foreign markets. Finally, we underscore a significant impact of COVID-19 on MNE's responses to cross-border activities. An analysis of 3,679 by 1,135 MNEs from 30 countries offers support for the hypotheses.

Paper is Available to Meeting Registrants Only.

IM: Exogenous Shock in the GBE and The Effect of MNC International Diversification on Shareholder Value

Author: **Kijong Kim**, *Darla Moore School of Business, U. of South Carolina*

Author: **Noman Ahmed Shaheer Siddiqui**, *U. of Sydney Business School*

This article examines the effect of international diversification on Multinational corporation (MNC) shareholder value creation in the face of an exogenous shock to the global business environment (GBE). We use the UN Climate Change Summit (COP26) as our research setting to investigate the extent to which MNC international diversification impacted shareholder value after last minute shifts in the COP26 agreement. Results from an event study analysis of 196 U.S. manufacturing MNCs indicate that international diversification is negatively related to shareholder value creation after COP26. However, MNCs with strategic orientations toward CSR and digitalization continue to create shareholder value despite high international diversification. These findings contribute novel insights to literature on GBE shocks and importance of firm strategic orientations in a turbulent environment.

Paper is Available to Meeting Registrants Only.

IM: Disasters and the Luck of the Draw: Practitioners' Decision-Making Through the Lenses of Serendipity

Author: **Linglin ZHENG**, *U. of Queensland*

Author: **Heidi Wechtler**, *U. of Newcastle*

The development of business is profoundly influenced by practitioners' decisions in response to disasters such as the COVID-19 pandemic. This unprecedented crisis has shown mixed effects on business that need further discussion and revives the gap between theory and practice. This study aims at contributing to fill this gap in focusing on the impact of disaster evaluated by business decision-makers in China. China, where the outbreak first spread, was also the first to suffer a major disruption on its business. To do so, we collect 97 articles from *Caijing*—an authoritative business magazines in China and conducted a qualitative analysis of manager-oriented discourse to investigate how the impact of COVID-19 affect the development of MNEs and provide a thorough industry examination. We use the luck and serendipity perspective to theorize the reasons of these mixed outcomes and analyze the future development trends of MNEs and associated implications for practitioners.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

International Workgroups

Session Moderator: **William H. A. Johnson**, *Pennsylvania State U.*

IM: Conflict in Virtual Teams & Necessity of Cultural Intelligence for Effective Performance      

Author: **William H. A. Johnson**, *Pennsylvania State U.*
Author: **Longzhu Dong**, *U. of Wisconsin, Eau Claire*
Author: **Ming Li**, *U. of Liverpool*

Applying an Input-Processes-Output model of team processes, we view cultural intelligence as an input variable to global virtual teams, which could help reduce one procedural aspect of team dynamics – frequency of conflicts – and consequently influence the team outcome performance. Utilizing data from a sample of 1592 global virtual teams (consisting of 7029 individuals) we tested for the effects of cultural intelligence on conflict frequency by type and team performance at both the individual and team level. Results showed that cultural intelligence exerts its effect on both individual process performance (e.g., team member satisfaction with the project) and team outcome performance (e.g., grade of the final team report) indirectly via reduction of team conflict frequency. The effects of conflict on outcome performance were differential depending on the type of conflict, which corresponds with previous literature findings. Overall, the study suggests that educators and practitioners can utilize and develop the cultural intelligence of global virtual team members to decrease negative conflict frequency and ultimately increase global virtual team performance. The study contributes to research on cultural intelligence and conflict within the context of global virtual teams.

Paper is Available to Meeting Registrants Only.

IM: Creating a Better Workplace for Global Virtual Teams: The Influence of the “Strongest Link”  

Author: **Zandra Balbinot**, *U. du Québec à Montréal (UQAM)*
Author: **Wendy Farrell**, *Management Center Innsbruck*
Author: **William H. A. Johnson**, *Pennsylvania State U.*
Author: **Seema Pissaris**, *Florida International U.*
Author: **Eric David Cohen**, *State U. of Campinas*
Author: **Jiang Chun**, *Mae Fah Luang U.*
Author: **Vas Taras**, *U. of North Carolina, Greensboro*

In virtual spaces, misunderstandings in communication are common due to a lack of non-verbal cues or imprecise language. Utilizing a sample of 3578 participants in 755 global virtual teams (GVTs), we studied the links between the maximum cultural intelligence (MaxCQ) score, team communication frequency and conflict frequency as important elements of the GVTs environment. We also tested for their ultimate effects on GVT process performance via team satisfaction. We utilize the conceptualization of MaxCQ as a “strongest link in the team” argument (Brownell et al, 2021) to explain how it works; namely, via MaxCQ’s effect on reducing conflict frequency during a GVT project. We also found evidence that increased communication decreased conflict frequency leading to positive team satisfaction effects. The results suggest that staffing GVTs with individuals scoring high on CQ and increasing team communication frequency overall can lead to better team processes and result in overall team satisfaction. We found no evidence of MaxCQ affecting communication frequency. This supports the notion that future research should concentrate on communication quality instead of frequency, which might show a relationship between these two variables.

Paper is Available to Meeting Registrants Only.

IM: Academic Pedigree Diversity and International Workgroup Dynamics and Performance

Author: **Seema Pissaris**, *Florida International U.*
Author: **Longzhu Dong**, *U. of Wisconsin, Eau Claire*
Author: **William Newburry**, *Florida International U.*

Academic pedigree is commonly believed to predict career success, and indeed prior research has shown a relationship between university rank and the ease of finding a job and higher pay upon graduation. Studies have also linked team effectiveness with the average academic pedigree of their members as well as with team diversity. What has not been researched is the effects of a team’s academic degree diversity on international team effectiveness and how this might vary based on the country of the team member. The present study seeks to fill this gap. Based on a sample of 490 international consulting teams, we find that university pedigree is a salient, transparent variable and that one’s alma mater matters in a team setting. We demonstrate that team members signal their university pedigree and identify, perhaps for the first time, university pedigree as a faultline variable, capable of creating sub-groups. We show that having team members from institutions of different ranks on the team leads to higher interpersonal conflict, lower task clarity, and ultimately lower team performance. Moreover, we demonstrate that these effects weaken when team members come from more reputable countries. Implications for theory and practice are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1236** | Submission: **18673** | Sponsor(s): **(IM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 10:45AM - 12:15PMPT (UTC-7)** at **Sheraton Grand Seattle in Grand Ballroom D**

Identity and Employees Corporate Practices

Session Moderator: **Kevin Au**, *Chinese U. of Hong Kong*

IM: MNC Employees' Adoption and Adaptation of Corporate Practice: A Legitimacy-Based View

Author: **Jui-chuan Hsu**, *Xi'an Jiaotong-Liverpool U.*

Author: **Kevin Au**, *Chinese U. of Hong Kong*

Author: **Yingzhao Xiao**, *Tianjin U.*

This paper theorizes and examines the micro-institutional process of corporate practice implementation in multinational corporations (MNCs). Drawing from the social-psychological approach to institutional theory, we focus on the role of legitimacy judgment in explaining MNC employees' diverse behavioral responses to organizational and institutional pressures. Our theoretical model was examined in two studies regarding common corporate language (CCL) based on 228 MNC employees in the United Kingdom and United States (survey) and 105 MNC employees in China (experiment). The findings reveal that legitimacy judgment bolsters MNC employees' passive adoption of the CCL practice but reduces their active adaptation in the form of code-switching. Further, employees form legitimacy judgment based on authorization, external endorsement, and the interaction of authorization and external endorsement. Intriguingly, employees' adaptation, rather than their adoption, drives knowledge sharing in their MNCs, suggesting acquiescence to a taken-for-granted practice could undermine a useful outcome. Our study advances the theoretical understanding of corporate practice implementation in MNCs, legitimacy judgment, and the CCL practice.

Paper is Available to Meeting Registrants Only.

IM: Immigrants' Identity Orientations: Predicting the Integration Success of Highly Qualified Migrants  

Author: **Gunter Stahl**, *WU Vienna U. of Economics and Business*

Author: **Eren Akkan**, *Ecole de Management Léonard de Vinci*

Author: **Sebastian Reiche**, *IESE Business School*

Author: **Dan V. Caprar**, *U. Of Sydney*

Author: **Jelena Zikic**, *York U.*

Author: **Nicole Richter**, *U. of Southern Denmark*

Author: **Ingmar Bjorkman**, *Aalto U. School of Business*

Author: **Chris Brewster**, *Henley Business School, U. of Reading*

Author: **Jean-Luc Cerdin**, *ESSEC Business School*

Author: **Callen Clegg**, *WU Vienna U. of Economics and Business*

Author: **Eric F. G. Davoine**, *U. of Fribourg*

Author: **Alexei Koveshnikov**, *Aalto U.*

Author: **Wolfgang Mayrhofer**, *WU Vienna*

Author: **Lena Zander**, *Uppsala U.*

Author: **Mary E Zellmer-Bruhn**, *U. of Minnesota*

Migration is one of the grand societal challenges of our time, but relatively little is known about the factors and mechanisms that govern immigrant experiences and contribute to successful integration outcomes in the workplace domain (e.g., career success) and personal life domain (e.g., social integration). In this study, we adopt an identity-based approach to understanding the factors that shape immigrants' identity orientations and influence their community and career embeddedness as a critical element of their integration success. The results of a study of 1,716 highly qualified immigrants from 46 countries of origin in 12 host countries reveal that aspects of the institutional and cultural environment provide both sources of opportunity (e.g., in-cresed potential for human development) and sources of disadvantage (e.g., potential status degradation) for immigrants, and that these opposing dynamics affect the emergence of a host country identity, retention of a home country identity, and, ultimately, immigrants' community and career embeddedness in the host country. The implications for research and practice are discussed.

Paper is Available to Meeting Registrants Only.

IM: Babel and Gender: The Relationship between Identity, Clusters and Status  

Author: **Komal Kiran Kalra**, *Newcastle U. Business School*

Author: **Wade Danis**, *U. of Victoria*

This study explores the role of identity attributes that influence an individual's association with language-based clusters within multinational enterprises (MNEs). Current research on language in international business has shown that language is a core element of one's social identity and employees in MNEs can form homophily-based clusters with those who share their native language, and such clusters can significantly influence communication and knowledge sharing within MNEs. However, research assumes that clusters are static and does not take into consideration the role of attributes other than language that could influence individual association with these clusters and the resultant dynamics. We conducted a qualitative comparative case study of two MNE headquarters in India and found evidence of language-based meta-clusters in both organizations and discerned that employees' linguistic identities often intersect with identities related to gender, regional dialects and education. Our data revealed cleavages in language-based meta-cultures based on dialect-based status differences as well as disassociation from clusters by female employees which seems to be driven by gender-based stereotypes and associated in- and out-group biases. Based on these findings, we develop a process model to explain the dynamic processes by which these identity attributes change the composition of language-based clusters over time. These changes have important consequences for communications and group dynamics within organizations, particularly as they relate to power, status and affect. Keywords: Gender; language; language-based clusters; regional dialects; social identity; status; stereotypes.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

CSR Disclosure and Decoupling

Session Moderator: **Ye He**, *U. of Victoria*

IM: A Closer Look at the Relationship Between Internationalization and CSR Disclosure Quality

Author: **Rong Ma**, *Rutgers U., Camden*
Author: **Rakesh B. Sambharya**, *Rutgers U., Camden*

Drawing on institutional theory, we investigate the effect of international diversification strategies of multinational corporations (MNCs) on CSR disclosure quality, the extent to which CSR reports reflect MNCs' CSR activities. We propose that as international diversification increases institutional complexity, they respond differently to this complexity by lowering disclosure quality of environmental CSR yet improving disclosure quality of employee CSR. In addition, since decoupling CSR reporting from actual practices is risky, we examine how the cultural value of uncertainty avoidance in MNCs' home country changes MNCs' decoupling response to increasing complexity due to international diversification. Based on a sample of 335 global MNEs from 31 countries, we found general support for our hypotheses.

Paper is NOT Available. Please contact the author(s).

IM: CSR Disclosure and Internationalisation: The Missing Elements Between Earnings Management and the Ma (WITHDRAWN)

Author: **Yulia Aray**, *Graduate School of Management, St. Petersburg State U.*
Author: **Tatiana Garanina**, *U. of Vaasa*
Author: **Anna Veselova**, *HSE Graduate School of Business*

This paper explores the relationship between earnings management and firms' value through the moderating effect of two missing elements—corporate social responsibility (CSR) disclosure and internationalisation. The main argument of the paper is that CSR disclosure can be used as a mitigating mechanism to weaken the negative relationship between earnings manipulation and market value. We tested our hypotheses on panel data for 223 publicly listed Russian firms for the period 2012–2018. Supported by legitimacy and stakeholder theory, we observed that firms that disclosed more CSR information experienced a weaker negative relationship between earnings management and market value because investors positively perceived their attempts to improve their socially responsible image. This negative effect was even weaker for firms that internationalised and had larger numbers of stakeholders, which placed greater expectations on firms to be transparent and responsible. Our results provide new insights into earnings management, CSR disclosure, and the internationalisation of emerging-market firms.

Paper is NOT Available. Please contact the author(s).

IM: MNEs' CSR Decoupling: How Host-Country Stakeholder Pressures Matter ✈️

Author: **Ye He**, *U. of Victoria*
Author: **Jingnan Li**, *U. of Manitoba*

The literature suggests that organizations tend to use corporate social responsibility (CSR) as a means to establish and enhance legitimacy, particularly when they operate internationally. Meanwhile, organizations that adopt voluntary CSR initiatives, such as the United Nations Global Compact (UNGC), may decouple symbolic CSR claims from actual CSR performance. Despite extensive research on organizational decoupling and the legitimation strategies of multinational enterprises (MNEs), we have limited understanding of how host-country conditions affect MNEs' CSR decoupling. Building on the idea of decoupling in institutional theory and the research on corporate adoption of voluntary codes of conduct, this paper analyzes how host-country stakeholder pressures will discourage CSR decoupling of MNEs that adopt the UNGC. We also identify possible contingencies, host country press freedom, and institutional and normative distances between home and host countries, and investigate how they moderate MNEs' responses to host-country stakeholder pressures. We test our theory using an international sample of the UNGC signatories during the period 2007-2018. Our main analyses rely on a dataset containing 4,359 observations for 305 listed firms from 36 home countries, with negative CSR events (i.e., corporate violations of the UNGC principles) taking place in 117 host countries. The results support our predictions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1238** | Submission: **18828** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 10:45AM- 12:15PMPT (UTC-7)** at **Seattle Convention Center in Room 302**

A Brief Perspective of Time... and Innovation

Session Moderator: **Louis Mulotte**, *Tilburg U.*

STR: Time-Based Performance Increases Across Governance Modes  

Author: **Louis Mulotte**, *Tilburg U.*
Author: **Simon Porcher**, *Sorbonne Business School*

Governance research highlights the performance benefit of using the same governance mode in successive transactions. We extend this work by examining whether the time that a firm spends running a given transaction has an influence on the focal transaction's performance and whether the magnitude of this influence is the same in internal organization as it is in contractual governance. Drawing on arguments derived from organizational learning theory and transaction cost theory, we argue that time-based performance increases are primarily fueled by coordinated adaptation in internal organization, while they mostly result from high-powered incentives in contractual governance. We next develop a contingency approach to suggest that time-based performance increases are greater in internal organization than in contractual governance if the transaction is technologically complex and if it involves high levels of environmental uncertainty. Data on water supply performance in France during 1998–2008 largely support our arguments. Overall, we highlight that firms' ability to increase transaction performance in the course of action differs more in nature than in magnitude between internal organization and contractual governance. We discuss the theoretical implications for research on the relative performance of alternative governance modes.

Paper is Available to Meeting Registrants Only.

STR: The Role of Commitment in Adaptation to Dynamic Environments 

Author: **Dorina Diana Verdes**, *U. of Southern Denmark, Odense, Denmark*
Author: **Davide Marchiori**, *U. of Southern Denmark, Odense, Denmark*

Increased strategic flexibility and exploration have been long promoted as essential for survival and profitability in highly dynamic environments. Nonetheless, managers seem to frequently defy this idea when making business decisions by frequently committing to various strategic decisions despite environmental dynamism. We investigate if there are types of dynamic environments in which constraining decision-making through commitment - understood as sticking to a choice for a given time horizon, without the possibility of changing it within that time span - is beneficial for long-term performance. Results from a computational study show that dynamic environments characterized by low magnitude of change favor constrained decisions. The findings contribute to the literature on individual and organizational decision making in dynamic environments and set the stage for empirical research on this topic.

Paper is Available to Meeting Registrants Only.

STR: Winning over the Market Orientation Trap: A Dynamic Process Model of Market Orientation Evolution

Author: **Albena Björck**, *ZHAW School of Management and Law*
Author: **Henrik Sievers**, *Aalto U. School of Business*
Author: **Antti Ainamo**, *Aalto U.*
Author: **Fredrik Hacklin**, *ZHAW School of Management and Law*
Author: **Jari Salo**, *Helsinki U.*

The concept of market orientation (MO) has received widespread attention within the literature on marketing, strategy, and innovation during past decades. More recent debate has given rise to two conceptually distinct MO perspectives—market driving, and market-driven behavior. Although these two strategic orientations are considered highly complementary, the relatedness and dynamics between them largely remain a 'black box': the questions of how, when, and under which environmental conditions they can be combined to achieve better overall performance, have remained largely understudied. Against this background, our study introduces a novel, previously neglected perspective on MO: the dimension of time. Building on a longitudinal, embedded case study examining a leading European state-owned telecom operator over a perspective of 22 years, we develop a process study of the MO dynamics, thereby gaining a richer and multifaceted understanding of how different forms of MO unfold and interact. We offer two main propositions. First, we theorize on the gradually shifting co-evolution of proactive and reactive positioning within MO. Second, we identify effects of lock-in created in the transition from market driving to market-driven phases, leading to what we refer to as the "MO trap". We contribute to connecting the dots between theories of marketing strategy and industry dynamics, and offer managerial implications.

Paper is Available to Meeting Registrants Only.

Author: **Uma Shankar Rangaswamy**, *Indian Institute of Management Kashipur*

Author: **Sanjay Chaudhary**, *O.P Jindal Global U.*

In this paper, we explore how organizations in service-based industries can learn and adapt to market disruptions. We propose that the relationship between team exploratory learning and team performance depends on the mediating role of adaptive capability and the moderating role of team members' positive mood satisfaction. As a part of the study, we conducted a cross-sectional survey at the team level in an Information Technology services organization. We collected data from both project managers and team members working in project teams within the organization and used PROCESS macro developed by Hayes for testing mediation and moderated-mediation models. Our findings establish that a team's adaptive capability mediates the relationship between team exploratory learning and team performance, and the relationship between team exploratory learning and team adaptive capability is moderated by team member positive mood. Finally, team member satisfaction moderates the relationship between team adaptive capability and team performance. Our study adds to the theory by establishing that team adaptive capability in service organizations intervenes in the effect of team exploratory learning on team performance. In addition, we establish a crucial role of team members' positive moods and satisfaction levels in this relationship.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1239** | Submission: **19018** | Sponsor(s): **(CAR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 11:00AM- 12:30PMPT (UTC-7)**

Meaningfulness and Calling

Session Moderator: **Velina Serafimova**, *Macquarie Business School, Macquarie U.*

Virtual only: Synchronous Live Open: Zoom “meeting” style. Presenter(s) / panelists and entire audience on video. Anyone can share content (e.g., presentation slides, screens) with organizer’s approval. Sessions become available at a specific date and time. Breakout rooms are available. Technical setup and facilitation provided.

CAR: Reviewing Measures of Meaningful Work 

Author: **Sunyoung Park**, *Louisiana State U.*

Author: **Eun-Jee Kim**, *Kyonggi U.*

The purpose of this study is to review the existing meaningful work measures used in empirical studies. The job characteristics model and psychology of working theory were adopted as theoretical foundations to analyze the features of each measure. We reviewed 11 measures of meaningful work using a framework with job characteristics, sensemaking, and workplace conditions. The findings indicated that all instruments include job-related components. Eight measures include items or dimensions related to interactions with other people and the job (e.g., interpersonal relationships and social support). In relation to workplace conditions, six measures are related to work contexts and specific professions. The findings from this study could play a significant role in developing further instruments to reflect critical dimensions and the diverse nature of meaningful work.

Paper is Available to Meeting Registrants Only.

CAR: Changing Careers to Pursue a Calling: How People Make Career Pivots 

Author: **Hannah Weisman**, *Harvard Business School*

Arnon Reichers Best Student Paper Award Nominee

Management scholarship is rife with accounts of people pivoting from steady jobs and “good” careers into occupations they view as more personally and socially significant. However, existing organizational theory cannot explain how people make these career pivots. Through a longitudinal qualitative study of 69 individuals associated with When to Jump, a global community for people making career “jumps” to pursue their passions, this paper explores how people construct a “career pivot self-narrative”—an account for the unconventional career change to pursue a calling. Drawing on 201 interviews, conducted in three waves over 18-months, as well as archival and observational data gathered over 3.5 years, I found that individuals substantially revised their self-narratives over time, leading them to minimize their initial uncertainty about their callings, and ultimately downplaying the importance of playing with possible selves to find one. This study, which casts light on the real-time evolution of career pivot self-narratives as they are initially developed, subsequently revised, and eventually maintained, has theoretical implications for research on role transitions and callings. It also has practical implications for individuals seeking to change careers, who often look to others’ self-narratives as a source of guidance.

Paper is Available to Meeting Registrants Only.

CAR: When and How Will Calling Enhance Creative Performance? The Role of Job Crafting and Inclusive Leadership 

Author: **Xueyuan Gao**, *China U. of Labor Relations*

Author: **Xun Xin**, *Southwest U. of Political Science & Law*

Research on creative performance has drawn much attention, especially its motivational antecedents. However, few studies have examined when and how calling, an integration of various motivational aspects, uniquely contributes to creativity performance in non-Western contexts. Based on the self-regulatory perspective, we investigate the underlying behavioural mechanism between calling and creative performance using a sample of 274 dyad data among Chinese employees and their supervisors. We also examine inclusive leadership, representing the ancient Chinese Taoism ideology, as a boundary condition. Results indicated that calling (employee-rated at time 1) related positively to creative performance (supervisor-rated at time 2) and individuals’ job crafting behaviour (employee-rated at time 1). Job crafting provided an explanatory mechanism between calling and creativity performance. Inclusive leadership (employee-reported at time 1) showed a moderated effect on the mediation model. Findings of this study have both theoretical and practical implications.

Paper is Available to Meeting Registrants Only.

CAR: Meaningful Work, Luck, and Resilience: How Gig Workers Navigate the Undervaluing of Their Careers

Author: **Alexandra Lefcoe**, *Degroote School of Business, McMaster U.*

Author: **Catherine Connelly**, *McMaster U.*

Professional musicians, the original gig workers, are often not fairly compensated or recognized for the time and effort put into their craft. The current study identifies ways in which musicians make sense of this difficult reality. Some accept the undervaluing of their work and frame their successes as luck to ensure their expectations align with the reality of their careers. Furthermore, musicians find meaning in their work and create an idealized reality of music to endure the undervaluing of their craft. It is these opposing forces, a personal detachment from success and a personal connection to music, which ultimately allow musicians to persevere in their careers. Those who challenge this reality have trouble coming to terms with the undervaluing of their work and attempt to make changes to their careers or to their career expectations. Through this study, we explain how musicians’ experiences shape three interconnected realities of being a professional musician.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1240** | Submission: **19019** | Sponsor(s): **(CAR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 11:00AM - 12:30PMPT (UTC-7)** at **Seattle Convention Center in Room 2A**

Conceptualizing Careers

Session Moderator: **Anya Madeleine Johnson**, *U. Of Sydney*

Hybrid Live-Streamed Interactive: In-person, on-site in Seattle plus Zoom “meeting” style for virtual participants. Sessions taking place in Seattle are live-streamed to the virtual meeting platform so virtual attendees can interact with in-person, on-site attendees in Seattle. These sessions may include virtual presenters. Technical setup and facilitation provided.

CAR: Conceptualization of Weather as a Career Metaphor

Author: **William E. Donald**, *Southampton Business School, U. of Southampton*

This paper offers an accessible, flexible, and homogenized approach for use in career counselling and career development via the conceptualization of Weather as a Career Metaphor (WCM). The theoretical framework underpinning the conceptualization of WCM draws together aspects of sustainable career theory, chaos theory of careers encompassing chance events and career shocks, and conservation of resources theory. The WCM is constructed of ten elements of weather that apply to different contexts and across the lifespan. These include sun, rain, drought, thunder and lightning, ice, fog, tailwind, headwind, tornado, and rainbow. The WCM offers a complementary tool as part of a wider toolkit for career counsellors to help their clients to understand potential challenges within contemporary labor markets. This facilitates individuals to take ownership of their careers, acquire personal resources, and take proactive steps to prepare themselves for when career shocks inevitably occur. Benefits subsequently transcend to organizations and national economies.

Paper is Available to Meeting Registrants Only.

CAR: The Forest Behind the Tree: Analysing Black et al.’s International Adjustment Model

Author: **Hyacinthe Caldwell**, *U. of Liverpool*

Author: **Rory Donnelly**, *U. of Liverpool*

Author: **Huadong Yang**, *U. of Liverpool*

The world is currently facing an unprecedented health crisis that is profoundly changing our economies, including the way people work. As our ability to plan and predict are questioned, so does the future of internationally mobile workers whose work rely on their ability to operate across international borders. As businesses and organisations prepare themselves for a new normal, we take this opportunity to reflect on the legacy of Black, Gregersen and Medenhall’s cross-cultural international adjustment models (1991, 1992), hereafter model, and identify avenues for future research. Previous systematic reviews have emphasised the salience of the model in expatriation and repatriation literature. However, the degree to which changes in expatriation practices along with the current international crisis challenges the foundations of the model remain under-researched. We critically analyse changes in expatriation and repatriation research in light of the increasing diversity of expatriates and their career paths through a systematic review of 633 empirical and conceptual papers. We go further than previous reviews by examining how these papers engage with the model using a novel four-point coding scale. Our review suggests that the dominance of the model may have contributed to the fragmentation and under-theorisation of the field rather than the integration it was intended to promote. Furthermore, our review identifies the limitations of the model and the need for the development of a more inclusive lens to accommodate new forms of international career experience. The findings generate significant implications for (I)HRM research and practice moving forward.

Paper is NOT Available. Please contact the author(s).

CAR: “What Have We Learned and Where Are We Headed?”: A Bibliometric Review of Job Crafting Literature

Author: **Parijat Lanke**, *Indian Institute of Management, Tiruchirappalli*

Author: **Papri Nath**, *Indian Institute of Management, Tiruchirappalli*

This study presents a review of the literature published on job crafting using bibliometric techniques. It utilizes the papers published on the topic from 2000-2020, retrieved from the Scopus database. The purpose of the paper is an attempt to draw the intellectual, conceptual, and social structure of the field of research on job crafting. study uses the bibliometric method to review the literature on the topic of "job crafting". It uses various bibliometric indicators including co-citation and citation analysis to shed a light on the past and chalk out future directions. The data for the study is retrieved from the Scopus database. The findings of the study reveal both the micro and macro aspects of the research published so far on job crafting. Certain areas of work such as work engagement, and multi-level analysis are promising future avenues of work in the field, amongst others. This review gives a unique view of the past and outlines a number of future directions for research on the topic and it will be of interest to existing scholars in the field as well as doctoral students who might be interested in the topic.

Paper is Available to Meeting Registrants Only.

CAR: **An Analysis and Typology of Informal Career Advice** 

Author: **Karen Lynden**, *U. of North Carolina, Greensboro*

Author: **Mark Ronald Grambo**, *UNC Greensboro*

Author: **Susan Szasz Harker**, *Academy of Management*

Author: **Arran Caza**, *U. of North Carolina, Greensboro*

This study used content analysis to extract advice themes from 291 interviews with professionals offering career advice to the next generation. The interviews were performed by college students with jobholders in their network, offering insights into the content of advice given in informal settings. The advice was consistent across job types (traditional and non-traditional), gender (of advisor and advisee), and advisor years of experience. Advisors provided abstract advice ("follow your passion") that was sometimes contradictory to the concrete advice given. Advisors also provided little guidance on practical matters like finances or developing particular technical skills. This study reveals that the informal advice being given to future professionals before entering the professional workforce is consistent, largely abstract, often contradictory, and lacking in specific areas. It adds to the career development and management literature by providing unique insights into the content of informal career advice and a typology of that career advice. This study also demonstrates the importance of career counselors, HR professionals, and managers in interpreting the types of advice given to young professionals and converting it into actionable career steps and goals. The proposed typology can influence programs and processes that support individual development and career planning for young professionals.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**
Program Session: **1241** | Submission: **12144** | Sponsor(s): **(CAR, HR, OB)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Monday, Aug 8 2022 11:00AM- 12:30PMPT (UTC-7)**

Covid-19’s Impact Upon Careers: Findings from a Global Study

Global Study of Covid-19 Impact Upon Careers



Session Chair: **Jon P. Briscoe**, *Northern Illinois U.*

Session Chair: **Emma Parry**, *Cranfield U.*

Facilitator: **Wolfgang Mayrhofer**, *WU Vienna*

The Covid-19 pandemic has had a dramatic impact upon how people around the world enact their careers and contemplate how to change them. This in turn has impacts upon how employees are led and managed by leaders and organizations. This symposium presents four papers based upon data gathered in several countries during the course of the pandemic. The papers focus upon the relationship between career meaning and career resilience with older workers, how gender and child care roles impact proactive career behavior, how career shocks impact the relationship between social support, career meaning, and career management; and, how career shocks lead to changes in career values and proactive behavior. Beyond careers the symposium portends implications for organizational behavior and human resource management.

Age and career resilience during Covid-19: Career optimism and positive career meaning as mediators

Author: **Bernadeta Gostautaitė**, *ISM U. of Management and Economics*

Author: **Bryndis Steindorsdóttir**, *BI Norwegian Business School*

Author: **Silvia Dello Russo**, *Luiss U.*

Author: **Emma Parry**, *Cranfield U.*

Author: **Marijke Verbruggen**, *KU Leuven*

Author: **Jean-Luc Cerdin**, *ESSEC Business School*

Author: **Katharina Chudzikowski**, *U. of Bath*

Author: **Richa Saxena**, *Institute of Management Technology Ghaziabad, India*

Taking charge while taking care? The effect of gender and children on proactive career behaviors

Author: **Marijke Verbruggen**, *KU Leuven*

Author: **Maike Andresen**, *U. of Bamberg*

Author: **Eleni Apospori**, *Athens U. of Economics and Business*

Author: **Jean-Luc Cerdin**, *ESSEC Business School*

Author: **Emma Parry**, *Cranfield U.*

Author: **Astrid Reichel**, *U. of Salzburg*

Author: **Lea Katharina Reiss**, *WU Vienna*

Author: **Bryndis Steindorsdóttir**, *BI Norwegian Business School*

Author: **Pamela Suzanne**, *U. de San Andrés*

Shock waves: A global study of career well-being, change intentions and subjective career success

Author: **Richard Cotton**, *U. of Victoria*

Author: **Robert Kase**, *U. of Ljubljana, SEB*

Author: **Maike Andresen**, *U. of Bamberg*

Author: **Adam Smale**, *U. of Vaasa*

Author: **Jon P. Briscoe**, *Northern Illinois U.*

Author: **Mila Borislavova Lazarova**, *Simon Fraser U.*

Career meaning as mediator between career shocks, social support and adaptive career behaviors

Author: **Jon P. Briscoe**, *Northern Illinois U.*

Author: **Eric J. Michel**, *Northern Illinois U.*

Author: **Pamela Suzanne**, *U. de San Andrés*

Author: **Émilie Lapointe**, *BI Norwegian Business School*

Author: **Eygenia Lysova**, *Vrije U. Amsterdam*

Author: **Mami Taniguchi**, *Waseda U.*

Author: **Richard Cotton**, *U. of Victoria*

Author: **Silvia Bagdadli**, *Bocconi U.*

Author: **Martina Gianecchini**, *U. of Padova*

Author: **Sushanta Kumar Mishra**, *Indian Institute of Management Bangalore*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1242** | Submission: **14414** | Sponsor(s): **(CAR, OMT, GDO)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 11:00AM- 12:30PMPT (UTC-7)** at **Seattle Convention Center in Room 304**

Women in the New World of Careers
Women in the New World of Careers



Discussant: **Lisa Ellen Cohen**, *McGill U.*
Organizer: **Shinjae Won**, *U. of Illinois at Urbana-Champaign*
Organizer: **Yonghoon Lee**, *Hong Kong U. of Science and Technology*
Presenter: **Brandy Aven**, *Carnegie Mellon U.*
Presenter: **Wooseok Jung**, *HEC Paris*

The ways people build their careers have changed and evolved where moves across domains, locations, and organizations have become common and the proportion of nonstandard workers continues to grow. This change in how people pursue their careers has opened several interesting and important avenues of inquiry; yet, we have relatively little knowledge on how these changes have affected women and their pursuit to advance their careers. In this symposium, we compile four different empirical studies using different contexts and methods to shed light on how the new world of careers changed women’s careers.

Left but Not Forgotten: Gender Differences in Networks and Performance Following Mobility

Author: **Evelyn Ying Zhang**, *Frankfurt School of Finance & Management*
Author: **Brandy Aven**, *Carnegie Mellon U.*
Author: **Adam M. Kleinbaum**, *Dartmouth College*

Career Distinctiveness and Financial Crisis Experiences

Author: **Wooseok Jung**, *HEC Paris*
Author: **Roxana Barbulescu**, *HEC Paris*

Gender-Based Selection in Executive Hiring: New Evidence from Executive Search Data

Author: **Shinjae Won**, *U. of Illinois at Urbana-Champaign*

Glass Wall and the Gendered Evaluation of Role Expansion in Freelancing Career

Author: **Yonghoon Lee**, *Hong Kong U. of Science and Technology*
Author: **Christy Zhou Koval**, *Eli Broad School of Business, Michigan State U.*
Author: **Sol Jee Susie Lee**, *Hong Kong U. of Science and Technology*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Gender and Diversity 9

Session Moderator: **Katie Brownell**, *U. of Southern California -Marshall School of Business*

ENT: Women Entrepreneurship and their Work-Family Interface: A Systematic Review and Research Agenda

Author: **Jasmine Banu**, *Indian Institute of Technology, Madras*

While there has been an upsurge in the growth of women entrepreneurs worldwide, the literature does not provide any conclusive insight on how women entrepreneurs navigate through their work (business) and non-work (family and other life roles). This study undertakes a systematic literature review to take stock, synthesize, and unpack women entrepreneurs' lives and how they navigate their work-family interface, highlighting potential ways forward with valuable insights. This review covers a wide range of 57 academic journals from various disciplines to integrate the literature from 1990 till October 2021. The shortlisted articles were analyzed and coded extensively. A thorough review of the articles is undertaken using the TCCM (Theory, Context, Characteristics, and Methodology) approach to highlight three significant contributions to the literature. First, we contribute to the literature by systematically identifying how various work-family interfaces have been conceptualized and operationalized, theoretical perspectives that have been embraced in the women entrepreneurship literature. Second, it aims to systematically identify significant trends and developments in the interaction between 'women entrepreneurship' literature and 'work-family interface' discipline. Third, this review aims to identify the research gaps to provide a foundation for exciting new streams of research and improve the knowledge base of the state of the art of work-family interface literature.

Paper is Available to Meeting Registrants Only.

ENT: Is Innovativeness Gender-Neutral? A Configurational Analysis of the Owners of High-tech New Ventures

Author: **Thi Ngo**, *U. of Huddersfield*

Author: **Qihai Huang**, *Huddersfield Business School, U. of Huddersfield, UK*

Author: **Junsheng Dou**, *School of management, Zhejiang U.*

Apart from the recognized under-representation of female entrepreneurs, whether the gender of entrepreneur matters and how does it matter to new venture's innovativeness remain an under-research area. This study challenges the gender bias on low innovativeness of female-owned enterprises especially in the high-tech sector by applying a Qualitative Comparative Analysis approach to a sample of 62 new venture high-tech firms in China. Built upon the resource dependence theory (RDT) and the gender differences in innovation literature, this research holistically articulates alternative mechanisms from multiple antecedents including the gender of entrepreneur, managerial resources, and environment leading to high innovativeness. Our findings unveil that an extremely turbulent environment can suppress the influence of gender, whereas, in other circumstances, female-owned firms even engage more intensively in innovation. In doing so, this paper develops a mid-range theory by the means of three archetypes of high innovativeness to explain when and when not gender matters to innovation. It also extends the explanatory power of the RDT to explain the gender disparities by suggesting how male and female entrepreneurs differ in leveraging their resources in response to the external environment and ultimately influence innovativeness. The findings provide some practical implications for entrepreneurial firms to be highly innovative under different environmental and resource conditions.

Paper is NOT Available. Please contact the author(s).

ENT: Gender Differences in Entrepreneurship Mentoring

Author: **Carole Anna Denise Bonanni**, *Rennes School of Business*

Author: **Sandrine Stervinou**, *Audencia Nantes School of Management*

Although empathy in entrepreneurship has been well documented, there is a lack of understanding of how it could influence the willingness to be mentored. This paper aims to fill this gap by investigating how the types of empathy (cognitive vs. affective) and entrepreneurship (social vs. for-profit) influence respondents' willingness to be mentored considering the respondents' gender, and more precisely, which types of entrepreneurs could positively influence women willingness to be mentored. Drawing on the personal identification literature and the entrepreneurship literature on attitude and intention, we measured the respondent's "willingness to be mentored" through four experiments by manipulating the type of empathy and entrepreneurship and comparing its effect between male and female respondents. Our main contributions are twofold. First, we introduce a new construct in the entrepreneurship literature, "willingness to be mentored," and we differentiate it from "attitude toward entrepreneurship." Second, we demonstrate that female respondents prefer to be mentored by an entrepreneur who exhibits affective empathy rather than cognitive empathy and prefer, in the absolute, a social entrepreneur who displays affective empathy. This research builds on the necessity of developing social capabilities in succeeding in new ventures and extends our understanding of the importance of empathic entrepreneurs as mentors to foster entrepreneurship among women.

Paper is Available to Meeting Registrants Only.

ENT: Do As I Say, Not As I Do: Cultural Dissonance and Gender Stereotyping in Social Entrepreneurship

Author: **Katie Brownell**, *U. of Southern California -Marshall School of Business*

Author: **Diana Maria Hechavarria**, *U. of South Florida*

The conceptualization and measurement of culture operates under the implicit assumption that cultural characteristics can be equally captured through an assessment of either values, which reflect what is important in society, or practices, which reflect existing behaviors in society. Culture is recognized as one of the primary determinants of social entrepreneurial action, yet empirical examination of the influence of national-level cultural factors in the context of social entrepreneurship offers inconsistent results. We suggest that this is related to theoretical claims that cultural values and cultural practices are not interchangeable, but instead, distinct constructs. In recognition of this discrepancy, we propose an alternate conceptualization of culture – cultural dissonance – which captures the misalignment in society between values and practices. Our research explores the value of this conceptualization by examining the influence of cultural inconsistencies on social entrepreneurial action across 33 countries (N = 23,828). Results demonstrate that cultural dissonance hinders engagement in social entrepreneurship in socially supportive cultures but promotes engagement in performance-based cultures, and that male social entrepreneurs are more sensitive to the effects of cultural dissonance than female social entrepreneurs. We integrate gender role congruity theory and action-based models of cognitive dissonance to explain how and why cultural inconsistencies engender a cognitive response that disrupts social entrepreneurial action.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1244** | Submission: **19300** | Sponsor(s): **(ENT)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 11:00AM- 12:30PMPT (UTC-7)** at **Seattle Convention Center in Room 203**

Entrepreneurial Orientation 1

Session Moderator: **Varkey Titus**, *U. of Nebraska, Lincoln*

ENT: Does Hiring Star Employees Influence Entrepreneurial Orientation? 

Author: **Mohammad Fuad**, *Indian Institute of Management, Ahmedabad*
Author: **Mayank Varshney**, *Indian Institute of Management Ahmedabad*
Author: **Shavin Malhotra**, *U. of Waterloo*

Prior studies argue that entrepreneurial orientation (EO) pervades across various levels of the organization and that non-managerial employees may be instrumental in influencing firm's EO. The assumption is that autonomous non-managers may have the ability to influence strategic decision making and resource allocation decisions which may influence firm's EO. We theorize that in high-tech industries characterized by heightened employee mobility, incoming star scientists play a key role in influencing the EO of the firm. Findings suggest that hiring stars negatively influences the EO of the hiring firm and that hired stars' knowledge depth is negatively associated with the firm's EO. In contrast, knowledge breadth and knowledge dissimilarity of the hired stars are positively associated with the firm's EO. Our study based on a sample of 1916 firm-year observations in the US semiconductor industry between 1986 and 2013, provides a nuanced understanding of hiring star scientists and their influence on firm's EO.

Paper is NOT Available. Please contact the author(s).

ENT: When Entrepreneurial and Customer Orientation Meet Meaningful Work: A Moderated Mediation Approach

Author: **InHyouk Koo**, *Woosong U.-SolBridge International School of Business*
Author: **Julio O. De Castro**, *IE U. - IE Business School Madrid, Spain*

This study suggests that a cross-level moderated mediation approach attempts to specify both how and when the effects of entrepreneurial orientation (EO) (and customer orientation (CO)) occur when acquiring new customers (and retaining existing customers). Drawing on a data set of 336 bank branches (808 managers/7,230 competitors), the perception of meaningful work mediates the positive linkage of EO and CO to each customer-oriented outcome. This indirect positive effect of EO (CO) with new customer creation (and existing customer retention) through the relationship is stronger when job autonomy is higher than when is low. Our findings provide supports to a nuanced understanding EO/CO within different work characteristics so that our study highlights how organizational strategic postures are relevant for individual perceptions of meaningful work by addressing explanatory primitives where a multilevel model makes sense.

Paper is Available to Meeting Registrants Only.

ENT: Make It Or Break It? Founder Social Identity, EO, And New Ventures' Financial Performance 

Author: **Emmanuelle Fauchart**, *U. of Fribourg, Switzerland*
Author: **Philipp Sieger**, *U. of Bern*
Author: **Christine Scheef**, *U. of St. Gallen*
Author: **Thomas Markus Zellweger**, *U. of St. Gallen*

How do founder social identities and the entrepreneurial orientation of a new venture combine to explain the latter's financial performance? To address this crucial yet unanswered question, we take a set-theoretic approach based on fsQCA and analyze a sample of 492 entrepreneurs from 7 countries. We reveal nine configurations predicting either high or low financial performance, which offers unique insights into the multitude of pathways founders can take to succeed and advances several streams of literature.

Paper is NOT Available. Please contact the author(s).

ENT: Entrepreneurial Orientation and the Creative Constraint of Corporate Political Activity 

Author: **Varkey Titus**, *U. of Nebraska, Lincoln*
Author: **Izuchukwu Evans Mbaraonye**, *U. of Nebraska, Lincoln*
Author: **Mirzokhidjon Abdurakhmonov**, *U. of Nebraska, Lincoln*
Author: **Owen Nelson Parker**, *UT Arlington*

Organizations engage in corporate political activities (CPA) for a variety of reasons, though one widely accepted benefit is lowering a firm's overall level of uncertainty. Yet CPA comes with its own set of costs, including restricting new market opportunity exploitation as firms invest scarce resources in government relationships rather than market opportunities. We argue that CPA creates ties to the government that binds a firm's creative freedom, and this is too steep a cost for entrepreneurially oriented (EO) firms as EO firms prioritize experimentation to exploit new market opportunities, and embrace uncertainty. We also examine the contingent nature of this relationship based on two aspects of the focal firm's rivals: the extent to which rivals receive government subsidies, and the extent to which the rivals incur regulatory sanctions. We test our hypotheses on a sample of S&P 1500 firms and find support for our theorized model.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Corporate Entrepreneurship 1

Session Moderator: **Slawa Tomin**, *Paderborn U.*

ENT: How Non-Manual Employees Navigate Venture Idea Elaboration: A Cognitive Frame Perspective on CE

Author: **Slawa Tomin**, *Paderborn U.*
Author: **Mirko Brunk**, -
Author: **Katrin Burmeister-Lamp**, *EBS U. of Business and Law*
Author: **Rudy Kabst**, *U. of Paderborn*

Championing, experimenting, and re-adjusting new venture ideas are imperative for successful corporate entrepreneurship (CE). Although these activities are mostly performed by non-managerial employees (NMEs), prior research predominantly focuses on senior and middle managers' entrepreneurial behavior leaving a gap in understanding NMEs' role in CE. Drawing on cognitive frame theory, we seek to understand how NMEs' cognition shapes new venture idea elaboration in the corporate venture inception phase. By means of an inductive qualitative study with 33 informants from two organizations, our analysis reveals that NMEs' collaboration results in a convergence or divergence of their contracted and expanded frames that, in turn, determine whether a dominant new venture idea emerges and is championed to senior management.

Paper is Available to Meeting Registrants Only.

ENT: The Influence of Training on Internal Corporate Venturing Behavior: Evidence from a Field Experiment

Author: **Slawa Tomin**, *Paderborn U.*
Author: **Holger Steinmetz**, *U. of Paderborn*
Author: **Bernhard Wach**, *Bielefeld UAS*
Author: **Rodrigo Isidor**, *U. of Bayreuth*

To encounter uncertainty effectively in corporate entrepreneurial activities, employees must proficiently learn. We position the lean startup framework as an effective foundation from which to foster employees' entrepreneurial activity (EEA) in established firms and examine whether and why lean startup-based training (LST) exerts positive effects on EEA, highlighting mediating learning mechanisms. Using a pretest-posttest quasi-experiment with 276 employees from 12 organizations and an autoregressive mediation model, we reveal a significant effect of LST on lean startup knowledge, interrelationships among learning mechanisms, and a functional causal chain from LST via lean startup knowledge and entrepreneurial alertness to EEA.

Paper is Available to Meeting Registrants Only.

ENT: On the Path to Net Zero: The Effect of Greenhouse Gas Emissions and Green Innovation on CVC

Author: **Fatima Shuwaikh**, *Leonard de Vinci Business School*
Author: **Yann Lelong**, *Catolica Lisbon School of Business and Economics*

Against the backdrop of the decarbonization of the world, this paper aims to analyze the impacts of greenhouse gas (GHG) emissions, as a proxy for environmental performance, as well as green innovation on corporate investors' financial performance. The sample consists of 133 U.S. firms with corporate venture capital (CVC) activity between 2002-2019. The findings reveal that both environmental performance and green innovation positively affect corporate investors' financial performance. Moreover, the combined effect of environmental performance and green innovation on financial performance is examined, suggesting a positive relationship. These findings contribute to the ongoing debate on the role of corporations in reaching net zero emissions. The results of this study indicate that corporate investors should have a financial interest to reduce their emissions and drive green innovations.

Paper is Available to Meeting Registrants Only.

ENT: Better disagree? Corporate Venture Evolution and Motives among Parent Firm and Corporate Ventures

Author: **Ricarda B. Bouncken**, *U. of Bayreuth*
Author: **Jeff Covin**, *Indiana U.*
Author: **Till Marius Gantert**, *U. of Bayreuth*
Author: **Maximilian Deist**, *U. of Bayreuth*
Author: **Robert P. Garrett**, *U. of Louisville*

The strategies of internal corporate ventures generally evolve as these new businesses explore their business environments. Parent firms and venture's motives guide corporate venture strategic evolution. Deviating from common belief on the merits of consensus, our research uses a dialectical process theory lens on strategic change and hypothesizes that venture founding motive divergence influences corporate venture strategic evolution. Our empirical findings on dyadic data from parent firms and from their corporate internal ventures reveal contextualized effects about how venture founding motive divergence is associated with the degree to which ventures strategically evolve. We reveal that the advantages of motive divergence depend on dynamism of the environment into which the venture is launched as well as the venture's level of operations autonomy.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Crowdfunding 4

Session Moderator: **Thomas Houston Allison**, *Texas Christian U.*

ENT: Skin Tone Bias in Crowdfunded Microlending ✈️ 🗣️ 🙌

Author: **Aaron Anglin**, *Texas Christian U.*
Author: **Thomas Houston Allison**, *Texas Christian U.*
Author: **Blakley Chase Davis**, *Virginia Commonwealth U.*
Author: **Benjamin Warnick**, *Washington State U.*
Author: **Alexis Nicole Smith**, *Oklahoma State U.*

Entrepreneurs of color often face discrimination when seeking financial capital. The literature, however, is devoid of theory on how biases surrounding skin color per se shape access to capital, with most research focusing on racial categorization (e.g., White versus non-White). We explore the role of colorism—a form of bias based on skin color, irrespective of race. We leverage theory on colorism, which is closely linked to theory on social status, to develop arguments concerning how entrepreneur skin color influences microloan funding. We then examine how two strategies commonly used for attracting funds in prosocial domains—use of negative language and personal disclosure—act as moderators of the colorism-funding relationship. Results indicate that entrepreneurs with very dark skin color and those with very light skin color face worse funding prospects compared to those with moderate skin darkness. Use of negative language exacerbates the influence of skin color, thereby challenging the notion the negatively framed appeals are an effective strategy for driving funds to prosocial causes. Personal self-disclosure, however, mitigates the influence of skin color. Broadly, we advance research on bias and discrimination against entrepreneurs of color, while drawing attention to the inherent, setting-driven complexity of colorism.

Paper is Available to Meeting Registrants Only.

ENT: A Language Expectancy Theory Perspective on Entrepreneurs' Political Expressions in Crowdfunding 🖥️

Author: **Fizza Kanwal**, *U. of North Texas*
Author: **Jeffrey Chandler**, *U. of North Texas*
Author: **Jeremy Collin Short**, *U. of North Texas*

Drawing from language expectancy theory and political psychology research, we investigate how entrepreneurs' language-based expressions of their political ideology influences the performance of their crowdfunding campaigns. Since crowdfunding is considered a politically neutral platform by funders, we suggest that entrepreneurs' expressing more extreme political ideologies – regardless of the specific ideology – creates a negative language violation that lowers the likelihood that their campaigns are funded. Using this logic, we specifically argue that there is a curvilinear (inverted-U) relationship between entrepreneurs' language-based expressions of their political ideology and crowdfunding performance. As source credibility is the central boundary condition for language expectancy theory predictions, we also suggest that this relationship is mitigated by entrepreneurial credibility. Specifically, we argue that an entrepreneur's experience, media usage, and third-party endorsements weaken the curvilinear (inverted-U) relationship between entrepreneurs' language-based expressions of their political ideology and crowdfunding performance. Based on a sample of 17,198 crowdfunding campaigns based in the United States, we find strong support for our theorizing.

Paper is Available to Meeting Registrants Only.

ENT: Pitching to Win Hearts: The Effects of Relational Communication on Entrepreneurial Funding Pitches

Author: **Sai Kalvapalle**, *Erasmus U. Rotterdam*
Author: **Joep Cornelissen**, *Erasmus U. Rotterdam*
Author: **Magdalena Cholakova**, *Erasmus U. Rotterdam*

Entrepreneurial communication in funding pitches has long been considered a means of persuasion by which the pitching entrepreneur acquires resources. Angel investors on the receiving end of a pitch, however, report looking for more than just the attributes of an entrepreneur, prioritizing instead the 'interpersonal chemistry' and 'collaborative potential' they feel from an interaction when making investment decisions. Building on this existing literature, we introduce a relational view to funding pitches, that considers pitching as an exercise in relationship-building, as an alternative to the traditional model of communication as persuasion. In two experimental studies, we test the effects of verbal and nonverbal relational cues on perceptions of the entrepreneur's coachability, and how willing investors are to make mentorship and/or monetary commitments to the entrepreneur. Counter to what we theorize, we find that high levels of relational communication, that builds rapport and rhetorical identification between interactants, makes an entrepreneur appear less coachable, and thereby renders them as less likely to be mentored. This relationship is further mediated by perceptions of the entrepreneur's humility. We discuss theoretical and practical implications of these findings, and distinguish between social competence and coachability competence.

Paper is Available to Meeting Registrants Only.

Author: **Rakesh Kumar Pati**, *Deakin U.*

The study investigates the impact of green orientation on crowdfunding success and the moderating role of project characteristics, i.e., project duration, project stage, and project innovativeness, on the green orientation-crowdfunding success relationship. We test our hypothesis using two studies. Our first study uses 151 energy and green technology crowdfunding ventures from the Indigogo platform. For our second study, we designed three experiments with four hypothetical green crowdfunding projects each and collected data from 119 crowdfunders about their likelihood of funding the projects. The results of both studies highlighted the significant positive impact of green orientation on crowdfunding success. Moreover, in line with our expectation, projects with longer duration and high innovativeness leverage the benefit of green orientation significantly higher than projects with shorter duration and low innovativeness, respectively. However, in contrast to our hypothesis, the impact of green orientation on crowdfunding success was much stronger among projects in advanced stages than in early stages. We also discuss the implication of our findings on research and practice.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1247** | Submission: **19341** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 11:00AM- 12:30PMPT (UTC-7)** at **Hyatt Regency Seattle** in **502 Cowlitz**

Entrepreneurial Passion 1

Session Moderator: **Daniel M. Peat**, *U. of Cincinnati*

 ENT: [Translation of CEO's Objectivism into Social Responsibility: The Role of Entrepreneurial Passion](#)  

Author: **Karina Bogatyreva**, *Graduate School of Management St.Petersburg State U.*

Enterprising individuals are often portrayed as rational actors who maximize their self-interests through business venturing. At the same time, a growing number of SMEs employ social responsibility and sustainability strategies, incorporating collective interests into their business agenda. Drawing on the entrepreneurial identity literature, objectivism (rational egoism) philosophical perspective, and the concept of entrepreneurial passion, this study sets out to analyze the interplay between rational and emotional aspects of CEO's personal identity and address its implications for socially responsible behavior of his/her business. The research hypotheses are tested based on a sample of 333 Russian SMEs. The results suggest that CEOs whose personal identities are rooted in objectivism values, are less likely to develop social responsibility within their firms. At the same time, CEO's entrepreneurial passion offsets the negative effect of objectivism on social responsiveness of the venture. Implications are discussed.

Paper is Available to Meeting Registrants Only.

ENT: [When Creation Becomes Fixation: Venture Obsession and Agentic Relationships](#)   

Author: **Daniel M. Peat**, *U. of Cincinnati*

Author: **Jaclyn Perrmann**, *Northern Kentucky U.*

Author: **Marcia Lensges**, *Xavier U.*

Traditionally, agency theory in strategic management research is predicated on a self-interest relationship between an agent and a principal. However, there is evidence from recent literature that this conceptualization is overly simple for entrepreneurial ventures where the agent is the entrepreneur and the principal is the investor. Specifically, when entrepreneurial passion becomes venture obsession, entrepreneurs become willing to sacrifice their own self-interest as well as the interest of other stakeholders for the interest of the venture, giving rise to obsessive agency. We theorize on the agentic relationships and propose a model extending recent work on agency theory, entrepreneurial passion, and venture-related obsession.

Paper is Available to Meeting Registrants Only.

ENT: [Performance Implications for Passion and Sleep Quality Among Entrepreneurs During COVID-19](#) 

Author: **Fredrick Rice**, *UT Arlington*

Author: **Pyayt Phyo Oo**, *U. of Texas At Arlington*

Author: **Wendy J. Casper**, *U. of Texas At Arlington*

Research in entrepreneurial passion has stated passion as a double-edged sword for the well-being and success of entrepreneurs. Among various elements of well-being, sleep quality has gained significant attentions from entrepreneurship scholars in recent years. Yet, we still do not know how passion affects sleep quality of entrepreneurs, particularly in the time of crisis. This study addresses this gap by drawing upon the Dualistic Model of Passion and provide theoretical predictions on how harmonious passion and obsessive passion influences well-being and success of entrepreneurs. We validate our predictions using a longitudinal study with 302 entrepreneurs during the COVID-19 crisis, and provide empirical evidence on how sleep quality plays as a underlying mechanism to explain effects of different types of passion on entrepreneurial success. Specifically, our results show that harmonious passion positively influences entrepreneurial success through sleep quality while obsessive passion influences on the success negatively.

Paper is Available to Meeting Registrants Only.

ENT: [Drivers of Entrepreneurial Passion Among Graduates in Venture Creation Programs](#)  

Author: **Jonas Gabrielsson**, *Halmstad U.*

Author: **Nataliya Galan**, *U. West*

Author: **Diamanto Politis**, *Lund U., School of Economics and Management*

We develop and test an analytical framework that builds on experiential learning theory to explore drivers of entrepreneurial passion among graduates from venture creation programs (VCP). The framework identifies two main sources of experiential learning (direct and vicarious experience), and three temporal vantage points (pre-, peri- and post-education) where such experiences may occur. We employ fsQCA analysis on a sample of graduates from a Swedish university to identify causal paths leading to configurations of experiences that ultimately lead to higher entrepreneurial passion. Overall, analyses yielded a total of four effective configurations where each represents a combination of present or absent conditions that are jointly sufficient for producing the indicated outcome. While both direct and vicarious experiential learning in combination with other causal conditions can drive high entrepreneurial passion among VCP graduates, the results suggest strongest evidence for causal relations between direct experiential learning and high entrepreneurial passion. Moreover, the results suggest that post- and peri-educational experiences have stronger causal impact compared to pre-educational experiences.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1248** | Submission: **19304** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 11:00AM - 12:30PMPT (UTC-7)** at **Hyatt Regency Seattle in 505 Queets**

Family Business and Finance 1

Session Moderator: **Timur Uman**, *Jönköping International Business School*

ENT: Auditing in Family Firms: A Literature Review

Author: **Miguel Gil**, *Jönköping International Business School*
Author: **Timur Uman**, *Jönköping International Business School*
Author: **Martin RW Hiebl**, -
Author: **Steffen Seifner**, *U. of Siegen*

In recent years, we can observe a noteworthy rise in interest in auditing research on family firms. Although many studies have been published in various scientific journals on this topic, these studies thus far have mostly remained unconnected. Therefore, in this paper, we present a synthesis of existing research on auditing in family firms. Our findings suggest that many auditing-related issues, such as audit fees, audit quality, and auditor choice, greatly differ between family firms and non-family businesses. Significant heterogeneity in auditing also exists within the large group of family firms. These findings indicate that future auditing research should investigate family influence on auditing in more depth or—in quantitative empirical settings—at least control for family influence. In addition, we can identify various gaps in current knowledge on auditing in family firms. Thus, we conclude this paper with an array of important future research avenues in this field.

Paper is Available to Meeting Registrants Only.

ENT: Family Firms Going Public: the Choice of the CEO at an Initial Public Offering

Author: **Alessandro Cirillo**, *U. of Naples Federico II*
Author: **Emmadonata Carbone**, *LIUC U. Cattaneo, Castellanza (VA), Italy*
Author: **Salvatore Sciascia**, *LIUC U. Cattaneo, Castellanza (VA), Italy*
Author: **Francesco Chirico**, *Macquarie Business School, Macquarie U.*

Building on the signalling theory, the present study theorizes that family overhang, which indicates the quota of shares retained by the family over the quota of shares offered at IPO, positively affects the likelihood of choosing a non-family CEO versus a founder family CEO or a non-founder family CEO at the IPO stage. That is, family IPOs use the non-family CEO status as a non-family related signal for the market. Yet, in choosing between a founder family CEO and a non-founder family CEO at the IPO stage, the former is more likely to be selected. Additionally, family generational involvement strengthens the above-mentioned relationships. Drawing from a sample of Italian family firm IPOs, important theoretical contributions flowing from our study are shared in the concluding section.

Paper is Available to Meeting Registrants Only.

ENT: Private Equity and Family Firms - Barbarians on the Yard: A Vignette Study

Author: **Christopher Khoury**, *Doctoral Candidate - WHU Otto Beisheim School of Management*
Author: **Elias Kurta**, *Doctoral Candidate - WHU Otto Beisheim School of Management*
Author: **Nadine Kammerlander**, *WHU - Otto Beisheim School of Management*

External succession through the private equity route has recently become a more common option for family firms. Drawing on the socioemotional wealth (SEW) perspective, we study what factors influence the selling decision of family firm owners and managers and look at the moderating role of family firm portfolios. Based on a unique vignette study conducted with 200 vignette responses by family firm owners and managers, we unveil that levels of SEW and financial performance influence the propensity to sell. Surprisingly, the existence of family firm portfolios only significantly moderates the relationship between innovation performance and the propensity to sell. Our research provides important implications for research on family firm external succession and the SEW literature, contributing insights on the factors influencing decisions on the private equity succession route

Paper is NOT Available. Please contact the author(s).

ENT: Why Family Firms Sell or Do Not Sell Shares to Investors

Author: **Elias Kurta**, *Doctoral Candidate - WHU Otto Beisheim School of Management*
Author: **Christopher Khoury**, *Doctoral Candidate - WHU Otto Beisheim School of Management*
Author: **Nadine Kammerlander**, *WHU - Otto Beisheim School of Management*

This study extends the research in the field of external succession in family firms. It contributes to the literature by analyzing the drivers of family firm owner managers selling a minority stake to a strategic investor. This type of external succession might be of great interest to family firms because family firm owner managers are able to secure control over the firm and hence preserve socioemotional wealth while simultaneously generating additional financing as well as gaining strategic and managerial knowhow. Likewise, minority investments in family firms might be also of high interest to strategic investors thus enabling close collaborations (e.g., in R&D, purchasing and sales), with minor equity investment. Based on the socioemotional wealth perspective we hypothesize that the degree of family prominence, the degree of employee orientation and a pure family management influence the willingness to sell. In addition, we hypothesize that the moderating effect of a below-average financial performance reverses the influence of the abovementioned direct effects. We test our hypotheses using a vignette study leveraging 327 observations from family firm owner managers.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1249** | Submission: **19319** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 11:00AM - 12:30PMPT (UTC-7)** at **Hyatt Regency Seattle** in **508 Tahuya**

Governance and Strategy

Session Moderator: **Tang Wang**, *U. of Central Florida*

ENT: Does Owners' Experience Matter? The Influence of Matching and Governance Experience on Firm Growth 

Author: **Jannis Von Nitzsch**, *TUM School of Management, Technical U. of Munich*

Author: **Miriam Bird**, *TUM School of Management, Technical U. of Munich*

Author: **Ed Saiedi**, *BI Norwegian Business School*

We integrate the emerging literature stream on the strategic role of firm owners' with Penrosean growth theory to investigate how two types of owners' experience – matching and governance experience – influence firm growth. Firm growth is highly dependent on the effective allocation and orchestration of resources and owners' have the ultimate discretion over them. However, research has largely neglected how owners' idiosyncratic experiences affect firms' resource deployment and consequent growth. Specifically, we theorize that the firm owners' experience in matching and governing resources positively affects firm growth and that this effect is contingent on firm age as well as the shareholder structure of the firm. Combining archival with LinkedIn-data we create a unique longitudinal sample of 2,607 German firms to test our hypotheses. We find a positive relationship between firm owners' matching and governance experience and firm growth. Further, we find that firm age, as well as family ties and institutional shareholders within the firm mitigate the positive relationship between the majority shareholders' governance experience and growth. Our findings make important contributions to research on the strategic role of owners' capabilities and firm growth.

Paper is NOT Available. Please contact the author(s).

ENT: Breaking The Imprint: When Are VCs Able To Change Organizational Structures In New Ventures?

Author: **Maximilian Lemmens**, *Heinrich-Heine U. of Dusseldorf*

Author: **Verena Rieger**, *Heinrich-Heine U. of Dusseldorf*

Imprinting theory suggests that in the first few months after founding, new ventures adopt characteristics of their founding environment to establish initial organizational structures, including their overarching approach toward functional differentiation, i.e., the extent to which organizations establish specialized organizational functions. Largely unknown are the conditions under which such initial imprints persist over time and under which circumstances adaptations may occur. To contribute to this discussion, the present study considers the entry of venture capitalists (VCs) as external resource providers with managerial guidance as an event that can alter an organization's initial approach toward functional differentiation. We use data from 333 new ventures that include profiles of 64,835 former and current employees, including their functional and hierarchical positions, to derive information about a venture's organizational structures over time. Our findings indicate that the approach toward functional differentiation initiated in the founding period persists in subsequent periods. However, the entry of VCs can indeed lead to deviations from the initial imprint, but only if VCs have sufficient experience. This suggests that the authority derived from past experiences is particularly effective in triggering divergence from initial imprints.

Paper is NOT Available. Please contact the author(s).

ENT: CEO's Power and Information Processing: Explaining Strategic Change in Entrepreneurial Firms

Author: **Tang Wang**, *U. of Central Florida*

The tumult of internal and external changes places a premium on venture CEO's power and strategic change. Based on CEO's information processing capability, we develop a novel theory on CEO's power and the directional focus and stability of strategic change. Using both archival data of post-IPO ventures and survey sample of venture CEOs, we find a positive relationship between CEO's power and the directional focus and stability of strategic change. This effect is moderated by the business diversification and CEO's political connections. This study contributes to CEO's power, information processing, and strategic change in entrepreneurial firms.

Paper is Available to Meeting Registrants Only.

ENT: Isolating the Performance Implications of New Venture Status

Author: **Liang Wang**, *Nottingham U. Business School China*

Author: **Qing Dai**, *Nottingham U. Business School China*

Author: **Yan Gao**, *Harbin Engineering U.*

New ventures are unique to established firms in various meaningful ways, but the performance implications of the new venture status per se have remained ambiguous. To bridge this literature gap, this paper develops and verifies three theories on the linkage between new venture status and firm performance, namely competitive vulnerability, resource scarcity, and strategic flexibility. The first two theories posit an adverse effect of new venture status, which is contingent respectively on business differentiation and resource endowment. The third theory highlights a positive influence of new venture status, which is more pronounced for firms with weaker dynamic capabilities. Evidence from a sample of new and established firms in China shows that the direct effect of new venture status is negative but insignificant. Neither business differentiation nor dynamic capabilities moderates the relationship. However, low resource endowment reinforces the negative influence of new venture status. The findings, therefore, position resource scarcity as the pathway new venture status shapes firm performance rather than competitive vulnerability or strategic flexibility. Our nuanced, synthetic analysis clarifies the confusion as to whether and how newness is good or bad while generating useful implications for the creation and management of startups.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1250** | Submission: **19321** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 11:00AM- 12:30PMPT (UTC-7)** at **Hyatt Regency Seattle in 512 Willapa**

Immigrant Entrepreneurship 2

Session Moderator: **Essam M. Boraey**, *U. of Connecticut*

ENT: From Nothing To Nascent: How Refugee Entrepreneurs Create and Develop Nascent Markets 

Author: **Kerem Gurses**, *La Salle, U. Ramon Llull*
Author: **Basak Yakis-Douglas**, *King's Business School*
Author: **Alloysius Marcus Newenham-Kahindi**, *U. of Victoria*

Using a unique context (three refugee camps in Western Tanzania), we present field data findings in entrepreneurship regarding nascent markets with the purpose of adding nuances to existing understandings of how entrepreneurs create and develop nascent markets. We find that entrepreneurs make use of strategies such as creativity, flexibility, and secrecy to create and develop their markets. We also find that entrepreneurs build mutually beneficial business models throughout the entrepreneurship process, targeting different sets of actors in each occasion.

Paper is Available to Meeting Registrants Only.

ENT: Returnee Entrepreneurial Liabilities among the Forced and Voluntary Returnees in Ethiopia

Author: **Toli Jembere Amare**, -

Studies on returnee entrepreneurship remain insufficient regarding what deters return migrants' potential contribution to the local economy. By employing legitimacy and self-efficacy theories, this study aims to provide evidence on the challenges of returnee entrepreneurship in Ethiopia by comparing voluntary returnees and forced returnees running a business in an environment they had been absent from for a prolonged period. We used qualitative interviews to abductively study the challenges returnees undergo as business owners. We interviewed 10 voluntary returnees and 14 forced returnees who are running a business in Ethiopia. The interview data was fed to Nvivo 12 software for coding and category development. We observe that returnee entrepreneurs face three main challenges that we collectively label as a returnee liability; institutional inertia, unrealized expectation, and readjustment crises. However, challenges interact together to constrain returnee endeavors. As we compare the forced and voluntary returnees, we observe that the challenges tend to converge at the institutional level, but manifest in different forms and magnitude among the two groups regarding expectation and readjustment crises. For the forced returnees, migration was found to contribute to the depreciation of their human capital, different from the positive role of migration in the literature. Implications of the study have been discussed.

Paper is Available to Meeting Registrants Only.

 **ENT: Stigma and Immigrant Entrepreneurship: Black September, Ethnic Enclaves, and New Venture Performance**  

Author: **Essam M. Boraey**, *U. of Connecticut*
Author: **Loren H. Rich**, *U. of Utah, David Eccles School of Business*

Prior research on immigrant entrepreneurship has largely overlooked the difficulties faced by stigmatized immigrant groups and the strategies that such immigrant groups can undertake to improve new venture performance. To address this issue, we examine immigrant entrepreneurship in Jordan. We find that stigmatized immigrant entrepreneurs in Jordan are more negatively affected by government practices than native and non-stigmatized immigrant entrepreneurs. Moreover, we find that stigmatized entrepreneurs can partially mitigate these effects by founding their ventures in established ethnic enclaves where entrepreneurs can access brokers with social ties that can help overcome discrimination. Empirically, we examine this phenomenon using data on new venture performance of 8756 entrepreneurs in the Hashemite Kingdom of Jordan from 2003 to 2013 and supplemented with 60 qualitative interviews.

Paper is Available to Meeting Registrants Only.

Author: **Anastasia Veronica Graham Bailey**, *Rutgers Business School*

Author: **Benjamin A. Campbell**, *Ohio State U.*

Liabilities of foreignness are particularly salient for immigrant entrepreneurs because such entrepreneurs cross international borders and establish new ventures in an institutional environment that differs from that of their previous experiences. However, most existing theory in this space has focused on multinational enterprises and has not integrated the unique characteristics and constraints facing immigrant entrepreneurs. Accordingly, we draw on institutional theory to develop a theoretical framework underpinning the liability of foreignness of immigrant entrepreneurs. We then extend this framework to propose behaviors that immigrant-founded ventures may implement to navigate the liability of foreignness. In so doing, we highlight the importance of navigating isomorphic pressures in order to gain the legitimacy and resources that support success in a new environment. We test our theory using data from the US Census Bureau's Survey of Business Owners. We find that, ceteris paribus, the performance of immigrant-founded firms is consistent with facing liabilities of foreignness and those ventures that best assimilate, combine, and apply knowledge from their various institutional settings/background will reap the greatest performance benefits. Further, native-founded ventures that integrate multicultural experiences outperform non-multicultural venture. We also find that behaviors that increase the institutional isomorphism of immigrant founded ventures - including co-founding with a native, conducting business in English, and operating in a globalized context - reduce the performance gap between immigrant-founded ventures and native-founded ventures. Our analysis thus demonstrates the importance of isomorphism in mitigating and overcoming the liability of foreignness facing immigrant-founded ventures.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1251** | Submission: **19356** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 11:00AM- 12:30PMPT (UTC-7)** at **Hyatt Regency Seattle** in **705 Palouse**

Social Entrepreneurship 4

Session Moderator: **Emmalinde Roelofse**, *U. of Northern Iowa*

ENT: The Role of Cognitive Legitimacy in Social Entrepreneurship: A Multilevel, Cross-country Analysis 

Author: **Xing Li**, *Utrecht U. School of Economics*

Author: **Niels Bosma**, *Utrecht U.*

Author: **Wanxiang Cai**, *Utrecht U. School of Economics*

Despite the importance of cognitive legitimacy in new organization form development, previous research pays less attention to social enterprises' cognitive legitimacy. We explore how the social enterprises obtain cognitive legitimacy from their prevalence and the legitimacy of business and nonprofit categories (i.e., legitimacy spillovers). Using data from the Global Entrepreneurship Monitor 2015, we find that both legitimacy spillovers from business and nonprofit organizations and the perceived density of social enterprises are significantly related to individuals' engagement in social enterprise. Moreover, the legitimacy spillover effects are more important when individuals perceive a lower density of social enterprises. Our study contributes to the research on legitimacy spillover and the legitimacy of social enterprises.

Paper is Available to Meeting Registrants Only.

ENT: Spillovers in Social Entrepreneurship: Spatial Proximity and Microfinance Performance

Author: **Knar Khachatryan**, *American U. of Armenia*

Author: **Aleksandr Grigoryan**, *American U. of Armenia*

Author: **Valentina Hartarska**, *Auburn U.*

Author: **Roy Mersland**, *full professor*

We examine the geographical proximity consequences for a distinct type of social enterprises – microfinance institutions – building on knowledge spillover entrepreneurship concept. The data covers 1,536 annual observations from 378 MFIs from 70 countries for the period 2000 to 2015. We use a unique empirical approach to provide evidence of the interlinkages between the spatial proximity and cross-border entrepreneurial knowledge spillovers. Our Seemingly Unrelated Regressions method allows to capture the simultaneous impact of spatial factors on the three dimensions of MFI performance- return-on-asset, number active borrowers and average loan per borrower. Our findings indicate that social dimensions of performance exhibit "spatial complementarity".

Paper is NOT Available. Please contact the author(s).

ENT: Modes, Models, and Momentum (M3) in Decision-Making: Entrepreneurs Collaborating on Complex Problems 

Author: **Emmalinde Roelofsse**, *U. of Northern Iowa*

M3 theory introduces a descriptive framework for entrepreneurial innovation through collaboration in pursuit of solutions to more complex market problems. Through a Social Realism epistemological lens, M3 coding presents complex strategic positions as essentialist (via modes), relative (via models), and dynamic (via momentum) to plot the dynamic trajectory of innovation transmuting over time. At a fundamental level, the M3 theory identifies a consistent set of rules that decision-makers intentionally or unintentionally engage with or ignore to take strategic positions based on four integrated yet polarized pairs of modes: +S, +R and +C, +D. Systematic (+S) vs. responsive (+R) strategies, juxtaposed the tension of processes dedicated to increasingly sophisticated +S bounded rational cognitive processes; planning, compartmentalizing, regulating emotions, against increasingly +R sensitized intuiting; reflectivity, associating, emotionally expressive action. The second pair, conforming (+C), vs. differentiating (+D) strategies, intersects but expresses the tension between +C's converging; through adapting or conveying socially perceived superior norms, or exploiting existing resources and power, against +D's departure from traditional norms; with exploration; novelty-seeking, sabotage, risk-taking, experimentation, play, flexibility, discovery. Finally, dynamism (momentum) informs how strategic modes and models of decision-making improve and adjust in sophistication under the pressure and demands of the four drives (+L). The M3 theory is informed by three distinct but interrelated and simultaneous empirical streams of data: (i) field data from five ethnographic case studies, with research participant feedback loops; (ii) the mapping of 200+ peer reviewed decision-making models; and (iii) prototyping the principles in the construction of the emergent M3 theory.

Paper is Available to Meeting Registrants Only.

ENT: Lokasamgraha: An Indigenous Construct for Social Entrepreneurship from India 

Author: **Divakar Singh**, *Ambedkar U. Delhi*

Author: **Richa Awasthy**, *Ambedkar U. Delhi*

The purpose of this study is to explore the role of the indigenous construct lokasamgraha in the field of social entrepreneurship. Lokasamgraha discusses universal welfare, which has the potential to make a significant contribution to this field. Lokasamgraha was identified through content analysis of the Bhagwat Gita using the methodological approaches advanced by Bhawuk (2010). Social enterprises are a special kind of organization due to their ability to address social issues in a sustainable manner. However, creating social and ecological impact and remaining financially sustainable is a very challenging task and, if not managed properly, may lead to mission drift. Therefore, we investigated the prevalent tensions in social enterprises using paradox theory as a theoretical lens. We developed a framework to demonstrate how lokasamgraha can aid social enterprises to manage their tensions and achieve the triple bottom line goal. Furthermore, we validated our framework by citing an Indian social enterprise as evidence of the lokasamgraha practice. Finally, we discussed the implications for various stakeholders and provided direction for future research before we concluded.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1252** | Submission: **19327** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 11:00AM - 12:30PMPT (UTC-7)** at **Hyatt Regency Seattle** in **706 Pilchuck**

Institutions and Entrepreneurship 1

Session Moderator: **Chris Welter**, *Miami U. Ohio*

 **ENT: Institutional Reforms and Entrepreneurial Growth Ambitions**  

Author: **Pourya Darnihamedani**, *Rotterdam School of Management, Erasmus U.*
Author: **Joern Hendrich Block**, *U. of Trier*

Institutional reforms have resulted in deep transformations of the global economy. Yet, accumulating insights about the effects of institutional reforms has been inconclusive and the theoretical development has been criticized to be largely lacking. Our study applies categorization theory to argue that flexibility- and stability-enhancing reforms may affect entrepreneurial growth ambitions in distinct ways, particularly depending on whether new versus established or innovative versus imitative entrepreneurs perceive specific reforms as an opportunity or a threat. We use a multisource and multilevel dataset including more than 1.5 million individuals from 65 countries covering 2002-2016. Our findings indicate that – on average – flexibility-enhancing reforms lead to higher growth ambitions yet they are particularly favored by established and imitative entrepreneurs. On the contrary, stability-enhancing reforms lead to higher growth ambitions of new and innovative entrepreneurs. With that, our study provides important theoretical and practical implications about the consequences of institutional reforms for different types of entrepreneurs.

Paper is Available to Meeting Registrants Only.

ENT: What Can Mainstream Entrepreneurship Learn from Transnational Entrepreneurs?

Author: **Hamizah A Hamid**, *U. Kebangsaan Malaysia*
Author: **Robert J. Pidduck**, *Old Dominion U.*
Author: **Alexander Newman**, *Deakin U.*
Author: **Abu Hanifah Ayob**, *U. Kebangsaan Malaysia*
Author: **Farhana Sidek**, *National U. of Malaysia*

Transnationalism in entrepreneurship has predominantly been examined in the context of transnational individuals functioning as multi-resource arbitrageurs between their home and host countries. In this systematic review, we unpack the ways in which transnational entrepreneurs leverage a variety of resources to discover, enact, evaluate, and exploit opportunities across borders, shedding light on both foundational research questions and burgeoning research conversations in the field of entrepreneurship. We review and synthesise the theoretical perspectives, methodologies, and contexts reflected in the past decade of research since the concept of transnational entrepreneurship was introduced. As research on transnational entrepreneurship has emerged in multiple adjacent fields such as strategy, international business, economics, and sociology, we adopt a context-sensitive lens to make sense of these multiple, yet largely fragmented insights, with the goal of expanding the focus of inquiry and propelling the discourse of transnational entrepreneurship beyond niche subfields, to advance entrepreneurship research more broadly.

Paper is Available to Meeting Registrants Only.

ENT: Entrepreneurial Responses to Heterogenous Institution Contexts 

Author: **Chris Welter**, *Miami U. Ohio*
Author: **Susan L. Young**, *Kennesaw State U.*

The institutional environment—with its potential uncertainty—in which an entrepreneur chooses to operate plays a key role in how entrepreneurs evaluate opportunities, yet opportunity evaluation research rarely takes this into account. We evaluate the fragmented nature of the research to date and develop a comprehensive typology. Through consideration of variations in an entrepreneur's motivation and knowledge and drawing on institutional economics theory, our typology has four potential responses: (1) institutional entrepreneurship, (2) institutional bricolage, (3) institutional avoidance, and (4) institutional bridging. We introduce the institutional bridging construct and provide a deeper understanding of opportunity evaluation and institutional uncertainty.

Paper is NOT Available. Please contact the author(s).

ENT: Financial Resources and New Venture Growth: Effects of Venture Origin and Institutional Environment 

Author: **Saehwa Hong**, *Kutztown U. of Pennsylvania*
Author: **Hyung-Deok Shin**, *Hongik U. College of Business*

Financial resources are generally known to have a positive impact on new venture growth, but various conditions may play complex roles on this relationship. This study investigated the roles of venture origin and characteristics of institutional environment in the context of the relationship between financial resources and growth of new ventures. We posit that financial resources are more critical for independent ventures (IVs) compared to corporate ventures (CVs), because IVs have more discretion and greater incentives for growth and leading them to use financial resources more extensively than CVs. Furthermore, we posit that financial resources are more critical for IVs' growth in market-oriented institutional environment than in government-driven institutional environment, because market-oriented institutional environment requires more discretionary resource management for IVs and thus financial resources should play more critical roles in market-oriented institutional environment. We find broad support for these arguments in a comprehensive data set representing South Korean new venture firms from 1991 to 2009.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1253** | Submission: **18086** | Sponsor(s): (ENT, GDO)
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 11:00AM- 12:30PMPT (UTC-7)**

**Gender Stereotypes about Leadership and
Entrepreneurship: Taking Stock and Looking
Ahead**
Gender Stereotypes



Organizer: **Vartuhi Tonoyan**, *California State U., Fresno*
Discussant: **Aleksandra Joanna Kacperczyk**, *London Business School*
Presenter: **Alice H Eagly**, *Northwestern U.*
Presenter: **Eden King**, *Rice U.*
Presenter: **Robert Strohmeier**, *U. of Mannheim*
Presenter: **Vishal K. Gupta**, *U. of Alabama*
Presenter: **Peter Younkin**, *U. of Oregon*
Discussant: **Jennifer E Jennings**, *U. of Alberta*
Discussant: **Jennifer Randles**, *California State U., Fresno*

Countries around the world have shared understanding and unconscious biases of what abilities and personality characteristics men and women possess, and how each gender should or should not behave. Gender stereotypes tend to cast men as more competent, strong, and agentic, and women as more communal, warm, and other-oriented compared to members of the opposite sex. Partly because of such gender stereotypes, men and women are perceived and evaluated differently, and they perceive and evaluate themselves differently. Gender stereotypes are consequential: they impact women’s career choices and advancement to the management and top-level positions in the corporate sector, their likelihood of founding new ventures and receiving key financial, human capital, and network resources necessary for scaling up their businesses, their job performance, cognitive resources, and professional fulfillment. Our symposium makes a direct contribution to the 2022 AOM’s theme “Creating a Better World Together”, promoting cross-disciplinary dialogue among scholars from (social) psychology, sociology, entrepreneurship, economics, and organization theory to deepen our understand of ‘how, why, and when’ gender stereotypes are likely to influence male-female differentials in the corporate leadership and entrepreneurship. Our symposium has two goals. We bring together scholars to take stock of the literature, identify puzzles in extant work and future research directions, and build bridges for interdisciplinary research. Our symposium features pioneers from (social) psychology whose work on stereotypes has been path-breaking and is considered foundational in research on attitudes, gender, and diversity, along with strong emerging scholars working at the ‘biases and entrepreneurship’ research nexus. Our second goal is to discuss the effectiveness of existing behavioral interventions to combat gender stereotypes and increase gender leadership diversity in both labor market contexts. The symposium is designed to foster a dialogue between the panelists, discussants, and the audience centered around five discussion topics. It will close with the organizers’ summary synthesizing the scholarly exchange. The symposium is designed for researchers in ENT, OMT, and GDO but could be of interest to a much broader AoM audience interested in research on stereotypes, diversity in leadership and innovation, and organizational performance.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1254** | Submission: **18677** | Sponsor(s): **(IM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 11:00AM - 12:30PMPT (UTC-7)** at **Seattle Convention Center in Ballroom 6C**

Institutions and Emerging Markets

Session Moderator: **Sven Horak**, *St. John's U.*

IM: Using Comparative Network Analysis to Explore Trust Relationships in Network Societies → 📄

Author: **Sven Horak**, *St. John's U.*

Author: **Andreas Klein**, *Niederrhein U. OAS*

Author: **Xiaomei Li**, *Tianjin U.*

Author: **Anna Svirina**, *TISBI U. of Management*

Though deviations in the nature of trust have been recognized and regarded influential for conducting international business activities successfully, empirical research into the trust context of network societies remains scarce today. We suggest a theory that reflects the multiplicity and peculiarity of trust and its relational and environmental context. By surveying 882 respondents from three countries (China, Russia, and South Korea) data suggests that with increased network importance, in-group trust increases alike. Moreover, individuals drawing predominantly on out-group trust attach less importance to in-group trust. With increases in nonspecific trust, both in-group and out-group trust increases. Hence, we find a multiplicity of trust relationships that call for a reexamination of the conventional bipolar view on trust relationships.

Paper is Available to Meeting Registrants Only.

IM: Hidden Threats and Overlooked Solutions: Unnoticed Risks and Firm Action in Latin America → 📄

Author: **Daniel Friel**, *U. de San Andres*

Work on institutional distance has documented a number of challenges that multinational corporations face when they begin operations in distant countries. Although it has also focused principally on how socio-political risks generated by the difficulties can be mitigated by political ties, the manners in which local firms address these problems has been overlooked. At the same time, scholars in this field have not fully documented the array of socio-political challenges firms face. The field of international business needs theories that go beyond those based on new institutional economics to discover new sources of risk and how they are mitigated. I argue that the varieties of capitalism approach provides the proper framework for undertaking this type of work. I use this approach to examine how an Argentine multilateral developed a network organizational structure that effectively mitigated these risks in inter-firm relations and finance in Argentina and failed to mitigate such risks in the areas of inter-firm relations and employee relations in Brazil. I also coin the term indigenous assets to describe the type of knowledge MNEs need to acquire before entering new countries. This article concludes by explaining the relevance of its findings for theory and praxis.

Paper is Available to Meeting Registrants Only.

IM: How do Private Sector Firms Respond to a Reduction in Competition from the Public Sector? → 🗣️ 📄

Author: **Arzi Adbi**, *NUS Business School*

Author: **Anant Mishra**, *U. of Minnesota*

Author: **Chirantan Chatterjee**, *U. of Sussex*

This study advances the strategy and international business (IB) literature on grand challenges by examining how private sector firms may respond to a reduction in competition from the public sector. Our analysis exploits an unexpected suspension of production licenses of the vaccine-manufacturing public sector units in India as an exogenous source of reduction in competition for the private sector firms. Although the suspension presented a window of opportunity for private sector firms to address unmet market demand, it was laden with uncertainty and was widely challenged due to its threat to vaccine self-sufficiency of the country. Despite the uncertainty, we find that the suspension of production licenses of the public sector units was associated with performance gains of private sector firms in the Indian vaccines market with the gains driven largely by new product introductions. Interestingly, domestic firms gained significantly from this window of opportunity, but foreign firms did not gain as much. Further analysis reveals evidence of market entry, driven by domestic firms who entered the market in greater numbers and at a faster speed, compared to foreign firms. Finally, we find that the heterogeneity between domestic and foreign firms responses remained persistent even after the revocation of the PSUs supply suspension. Taken together, the study findings show that even a transitory and uncertain window of opportunity, arising from a sudden reduction in competition from the public sector, can lead to a persistent restructuring of the market via new product introductions and market entry by private sector firms operating in related markets.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1255** | Submission: **18321** | Sponsor(s): **(MED)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 11:00AM- 12:30PMPT (UTC-7)** at **The Westin Seattle in Vashon II**

MED Division Executive Committee Meeting
MED Division Executive Committee Meeting

Program Chair: **Mairiad Brady**, *Trinity Business School, Trinity College Dublin*
Division Chair: **Alan B. Eisner**, *Clark U.*
Division Chair-Elect: **Gerard Beenen**, *California State U., Fullerton*
Professional Development Workshop Chair: **Arran Caza**, *U. of North Carolina, Greensboro*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1256** | Submission: **18899** | Sponsor(s): **(MH)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 11:00AM- 12:30PMPT (UTC-7)** at **Hyatt Regency Seattle** in **407 Satsop**

**Governance, Strategy, Professional Associations and Management
History**



Session Moderator: **Leon Prieto**, *Clayton State U.*

MH: **Closing Ranks: Professional Associations as a Mechanism for Strategic Advantage**  

Author: **Marrisa Joseph**, *Henley Business School, U. of Reading*

Through an exploration of the history of the Publishers Association (1896) and other prominent professional associations in the British Victorian publishing industry, this paper argues that professional associations can be viewed as vehicles for institutional change, as they can be instrumental in reproducing and legitimising practices, and can be important for the progression of professions and their activities (Greenwood, Suddaby, & Hinings, 2002; Millerson, 1964; Pemberton, 1994). Primarily, the Publishers Association was formed to uphold the Net Book Agreement (1900 – 1997) which prohibited the underselling of books in Britain for almost a century. Despite no longer enforcing the net book agreement, today the Publishers Association continues to represent the interests of the houses which are responsible for the bulk of Britain’s publishing output, ensuring that those who have the most influence in the industry have their interests represented at the highest level. Through an analysis of letters from business archives, newspaper articles and privately printed histories, this paper argues that some publishers, in particular the dominant London firms were able to garner a strategic advantage by pushing their collective interests through the Publishers Association which consequently prompted institutional change that lasted for generations, weaving a lasting imprint on the publishing industry which still exists to this day.

Paper is Available to Meeting Registrants Only.

MH: **The Functional and Dysfunctional Properties of Family Governance: Insights from the Rothschilds**

Author: **Liena L. Kano**, *Haskayne School of Business, U. of Calgary*

Author: **Andrew Kent Johnston**, *Haskayne School of Business, U. of Calgary*

We examine the interplay between the functional and dysfunctional pursuit of noneconomic goals in the first three generations of the Rothschild bank. The period analyzed covers the founding of the firm in the late 18th century, up to the European revolutions of 1848. Using an analytic narrative approach, we identify instances where the founding family’s pursuit of socioemotional wealth (SEW) resulted in value creation, as well as instances where unconstrained pursuit of SEW and associated biases destroyed value. We observe that dysfunctional properties of SEW pursuit begin to outweigh its functional properties as the structural and managerial complexity of operations increases. The interplay of constructs such as SEW and bifurcation bias explains both the successes of the Rothchild bank, such as its dominant position in European finance in the middle of the 19th century, and the firm’s key failures, such as the failure to capture the American market.

Paper is Available to Meeting Registrants Only.

MH: **Executive Training and Strategic Renewal: Theory and Historical Evidence** 

Author: **Juha-Antti Lamberg**, *U. of Jyväskylä*

Author: **Pasi Nevalainen**, *Aalto U., Department of Industrial Engineering and Management*

Author: **Jarmo Seppälä**, *U. of Jyväskylä School of Business*

The literature remains ambiguous on the impact of corporate-specific executive training programs on organizational performance. Instead of considering economic and learning performance, we study executive training programs as platforms that political coalitions can use to promote or block strategic renewal processes. In our comparative historical study, we look at executive training in three different organizations. The findings suggest that the transformative results of executive training programs hinge on the interplay of four potential mechanisms: program organizers’ entrepreneurial skills, the characteristics of the organizational architecture, degree of ambiguity of strategic goals, and educational content of the training program. Extended to similar cases as studied here, skillful organizational actors may use executive training programs as vehicles in broader programs of strategic renewal. However, organizational architecture and/or strong political coalitions may block such attempts and marginalize executive training programs as ritualistic symbols of modern management.

Paper is Available to Meeting Registrants Only.

MH: **The dynamics of Leveraging Organization History During Strategic Transformation**

Author: **Zahra Kashanizadeh**, *Amsterdam Business School, U. of Amsterdam*

Reference to the organizational history is an essential part of how managers determine what actions an organization should take in the present and future. However, prior research does not explain how references to different periods of the organization’s past are associated with different types of strategic transformation initiatives. In our longitudinal study of Ericsson, we explore various ways in which an incumbent firm can leverage its past through history frames to facilitate strategic transformation and legitimize nascent strategies. Our framework illustrates how a combination of environmental and organizational contextual factors influence the interpretation of organizational decision-makers and how they can accordingly frame the organization’s recent and distant past in their communications. Our findings reveal mechanisms through which senior managers can shape stakeholders’ understanding of change to navigate the tension between continuity and change.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1257** | Submission: **19221** | Sponsor(s): **(MOC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 11:00AM - 12:30PMPT (UTC-7)** at **Seattle Convention Center in Room 214**

CEO Attributes and Organizational Outcomes: Cognition, Power, and Gender

Session Moderator: **Midam Kim**, *U. of Kansas*

MOC: **Inconsistent Performance Feedback and Firm Internationalization: Can CEO Remove the Haze?**

Author: **Anita Kerai**, *IIM Kozhikode*

Research on performance aspiration argues that firms use multiple reference points, historical and social aspirations, to compare their performance. Consequently, these performance aspirational points sometimes time to inconsistent feedback – negative correlation between performance relative to historical and social aspiration – pose challenges for the decision-makers. We argue that the inconsistent performance feedback will lead to dissimilar behavior for firms with overlapping ownership and management configuration. We examine the how moderating role of different bases of chief executive officers' (CEO) power in the relationship between inconsistent performance feedback and internationalization. We tested our hypothesis in the context of internationalization within Indian family firms from 2008-2015. We find that CEOs' structural, ownership and prestige power increases reluctance for internationalization due to inconsistency in performance feedback whereas CEO expert power based on international experience has a positive effect on family firm internationalization.

Paper is Available to Meeting Registrants Only.

MOC: **Think Leader, Think Deep Voice? CEO Voice Pitch and Gender**   

Author: **Midam Kim**, *U. of Kansas*

Finalist for MOC Division Best Paper on Diversity and Cognition Award

Several studies in evolutionary psychology, political science, and some in management have established that followers prefer their leaders to have lower-pitched voices. While most studies have explored male leader voices, the follower preference for lower-pitched leader voices has been found to be robust across a number of decision domains ranging from selecting aboriginal tribal leaders to paying CEOs. Drawing upon the follower-centric theories of leadership, we argue that gender will moderate this relationship with the effects of pitch becoming weaker, first, (1) when leaders are female, and second, (2) when followers are female. In a forced-choice lab study where followers (i.e., respondents listening to male and female CEOs' voices) must select the most trustworthy-sounding CEO among three choices, we replicate the main finding that followers perceive lower-pitched leader voices as being more trustworthy. However, this relationship is moderated when assessing female top executive voices with the effect of voice pitch being much lower than when assessing male CEOs. This finding suggests that followers may have a different leader prototype of what makes a female business leader trustworthy.

Paper is NOT Available. Please contact the author(s).

MOC: **The Effect of CEO Cognitive Simplicity on Firm-Level Strategic Dynamism** 

Author: **David Lohmar**, *Westfälische Wilhelms-U. Münster*

Author: **Christopher Jung**, *WWU Münster*

Author: **Stephan Nüesch**, *Westfälische Wilhelms-U. Münster*

Management scholars have pointed to the cognitive models of the chief executive officer (CEO) as an integral factor for strategic decision-making, generally assuming that with more simple models, strategic change and dynamism are impeded. We question this assumption and posit that it is, in fact, CEO cognitive simplicity that will facilitate strategic change. Building upon a novel linguistic tool based on CEOs' language patterns in the question-and-answer (Q&A) parts of earnings calls, we argue that CEO cognitive simplicity positively affects firm-level strategic dynamism. Moreover, we put forward a contingent view of this relationship and introduce CEO overconfidence and the firm's information-processing load (IPL) as crucial influences. Based on our Sample of Standard & Poor's 1500 (S&P 1500) firms, we find substantial evidence for our theorizing. In our firm-fixed effects regression and two-stage least square fixed-effects instrumental variable regression (2SLS FE), CEO cognitive simplicity positively affects firm-level dynamism. Moreover, overconfidence attenuates the CEO's cognitive simplicity-strategic dynamism relationship, while a decreasing IPL strengthens it. We conclude that, contrary to the assumption of cognitively simple models making organizations more resistant to strategic change (Miller, 1991, 1993), the opposite holds true. This carries substantial implications for management literature.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1258** | Submission: **19387** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 11:00AM - 12:30PMPT (UTC-7)** at **Seattle Convention Center** in **Room 4C3**

Voice and Deviance

Session Moderator: **Hayley Morrison**, *U. of Central Florida*

OB: I Did it My Way: Development and Validation of a Supervisor-Directed Constructive Deviance Scale 

Author: **Louisa Antonia Bloedorn**, *WHU – Otto Beisheim School of Management*
Author: **Miriam Muethel**, *WHU – Otto Beisheim School of Management*

We conceptualize and develop a scale assessing supervisor-directed constructive deviance (SCD). SCD refers to employees' deviance from their supervisors' instruction to promote the welfare of the organization or its members. Through six studies with 1528 individuals in total, we establish convergent, nomological, and discriminant validity of our five-item measure for SCD. Our findings indicate our newly developed SCD to be distinct from other forms of constructive and destructive deviance. Second, the SCD scale predicts job performance. Third, we show that role instrumentality as well as confidence in competence predict SCD. Overall, we show SCD to constitute a reliable and valid construct, complementing the landscape of constructive deviance and thus offering a more fine-grained understanding of deviance. Taken that constructive deviance is seen as a vehicle for increasing companies' competitive advantage in times of disruptive change, our paper thus makes an important contribution to this year's AOM Annual Meeting theme.

Paper is NOT Available. Please contact the author(s).

OB: The Paradoxical Relationship between Employee Burnout and Voice on Well-Being

Author: **Marissa Shandell**, *U. of Pennsylvania*
Author: **Michael Parke**, *The Wharton School, U. of Pennsylvania*

Employee burnout is a longstanding and ubiquitous problem facing organizations, and it has only grown more severe since the onset of the COVID-19 pandemic. Critically, organizational leaders will only be able to address issues surrounding burnout and employee well-being when employees are willing to honestly share their well-being concerns. However, we argue that a paradoxical relationship between employee burnout and voice exists. On the one hand, we propose that burnout is positively related to how important employees believe well-being issues are at work (issue importance), which positively relates to voice on well-being. By contrast, we argue that burnout is negatively related to employees' belief that their voice will influence others (voice instrumentality), which enhances voice on well-being. As such, those employees who want to speak up about well-being cannot, and those who can do not. We find support for these mixed effects of burnout across two field studies, including a pre-registered Study 2 with time-separated data that accounts for many potential confounds. We discuss the implications of our findings and propose a set of practical interventions that may encourage both employees who are burned out, and those who are not, to voice on well-being.

Paper is NOT Available. Please contact the author(s).

OB: Steadying the Ship after Rocking the Boat: the Effects of Voice Staging on Supervisor Hostility  

Author: **Hee Man Park**, *Pennsylvania State U.*
Author: **Daniel Newton**, *U. of Iowa*
Author: **Nathan Black**, *U. of Iowa*

Despite its prosocial nature and organizational benefits, voice may still challenge and threaten supervisors. Specifically, voice can destabilize the social hierarchy at work, motivating supervisors to reassert themselves to regain control. This research examines when and how voice, employees' discretionary behavior to speak up with improvement-oriented communication, results in negative social consequences for voicers. Invoking theories on status motivation and status characteristics, we argue that subordinates who stage their voice in a way that threatens supervisor status in the organization become targets of supervisor hostility. We propose that public voice has an indirect effect on supervisor hostility targeted at the voicer through supervisor status threat, and that voicer's lack of preparation is a cue for low status that strengthens these indirect effects. In two samples that employ a critical incident technique (Study 1) and experiential sampling methodology (Study 2), we found support for our model. Our findings highlight the role of supervisor's relative status and voice staging to explain supervisors' reactions to voice, shedding greater light on supervisor hostility as a means to "steady the ship" after voicers "rock the boat."

Paper is Available to Meeting Registrants Only.

OB: Sanctioned for Speaking Up: Peer Punishment of Voice and the Buffering Effect of In-Group Status

Author: **Hayley Morrison**, *U. of Central Florida*
Author: **Steven Whiting**, *U. of Central Florida*
Author: **Mark G. Ehrhart**, *U. of Central Florida*
Author: **Alexander Madsen Sandvik**, *NHH Norwegian School of Economics*
Author: **Lauren Rachel Locklear**, *Texas Tech U.*

Voice research to date has emphasized the important role that supervisors play in voice behavior and the performance-based outcomes of this behavior. As a result, little is known about the role peers play in voice and the negative social consequences of voice behavior. Drawing on social identity theory and social exchange theory, we developed and tested a model examining the relationship between four different voice types (supportive, constructive, defensive, and destructive) and peer instigation of social sanctions (gossip, ostracism, and incivility) dependent upon the in-group status of the voicer. Using a round-robin design in a sample of 130 participants nested within 70 teams in Norway, we found a negative direct effect of supportive voice on social sanctions, but a positive direct effect of challenging and prohibitive forms of voice on social sanctions. Additionally, in-group status buffered voicers against social sanctions from peers at low levels of supportive voice and high levels of constructive, defensive, and destructive voice. Our results demonstrate the costs one can experience as a result of speaking up and highlight the important role that peers, voice types, and the social identity of voicers play in voice behavior.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **1259** | Submission: **19638** | Sponsor(s): **(PUBS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 11:00AM- 12:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 4C1**

Conversations with the Collections Editors *Conversations With The Editors*

Organizer: **Susan Zaid**, *Academy of Management*
Presenter: **Elizabeth L. Rose**, *Indian Institute of Management Udaipur*
Presenter: **Benjamin Martell Galvin**, *Brigham Young U.*

Meet the editors of COLLECTIONS and the team of associate editors to learn their vision for the journal and tips on how to write a successful paper. All are welcome!

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **1260** | Submission: **18475** | Sponsor(s): **(PUBS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 11:00AM - 12:00PMPT (UTC-7)** at **The Westin Seattle** in **Cascade II**

Publishing Impactful Research in AMJ *Publishing Impactful Research in AMJ*

Organizer: **Susan Zaid**, *Academy of Management*
Presenter: **Marc Gruber**, *Ecole Polytechnique Fédérale de Lausanne*
Presenter: **Laszlo Tihanyi**, *Rice U.*

All scholars set out to publish high-quality and important research. The attributes of high quality research have been discussed at length in past commentaries (e.g., the “Publishing in AMJ” series of FTEs). What does it mean, though, for research to be important? One factor in evaluating importance is making a significant theoretical contribution—enriching, extending, and elaborating upon previous theoretical understandings of a phenomenon. A significant theoretical contribution is necessary for a high-quality paper. Indeed, we note psychologist Lewin’s (1952) adage that “there is nothing so practical as a good theory.” However, the consensus may be shifting away from a sole focus on theoretical contributions such that research is also viewed as important when it yields insights that have the potential to significantly change management practice in ways that better organizations and society (Tihanyi, 2020). Attend this session to meet with the award winners from the papers that have received AMJ’s Impact Award.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1261** | Submission: **10028** | Sponsor(s): **(SAP, OMT, ONE)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 11:00AM - 12:30PMPT (UTC-7)** at **Sheraton Grand Seattle in Boren**

**Practicing Impact and Impacting Practice? Creating Impact
Through Practice-Based Scholarship**
Creating Impact Through Practice-Based Scholarship



Organizer: **Lorenzo Skade**, *European Uni Viadrina, Frankfurt (Oder)*
Organizer: **Yanis Hamdali**, *European Uni Viadrina, Frankfurt (Oder)*
Panelist: **Paula Jarzabkowski**, *U. of Queensland*
Panelist: **Juliane Reinecke**, *King's College London*
Panelist: **Eero Vaara**, *U. of Oxford*
Panelist: **Charlene E. Zietsma**, *Penn State U.*
Discussant: **Davide Nicolini**, *U. of Warwick*

How can scholars create societal impact with their practice-based scholarship while delivering on required results in a competitive academic world? What does it mean to be an “engaged scholar” (Hoffman, 2021; Van de Ven, 2007), who produces “scholarly impact” (Aguinis et al., 2014; Aguinis et al., 2012; Friesike et al., 2021), and how “radical” (Ergene et al., 2021; Jarzabkowski, Dowell, et al., 2021) should we become? How can we help co-create a more desirable future through theorizing what does not (yet) exist (Gümsay & Reinecke, 2022)? By critically engaging with the vital AOM 2022 call for “creating a better world together”, this Panel Symposium will provide an inclusive space to address the challenge of creating impact through practice-based scholarship. Therefore, it will bring together distinguished senior scholars from different AOM DIGs who reflect upon the role and relevance of impact in practice-based research. Doing so, they will share their insights and knowledge by elaborating on (1) ways of creating impactful scholarship through practice-based research, and (2) opportunities of impactful engagement. Accordingly, this cross-divisional Panel Symposium strives to bring together interested attendees of the Academy’s Annual Meeting to jointly reflect on the impact we can create through and beyond practice-based research communities.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Organizational Wrongdoing and Corruption

Session Moderator: **Michael Andreas Etter**, *King's College London*

SIM: Creating organizational folk devils: The influence of moral panic on misconduct and spillover

Author: **Michael Seth Nalick**, *U. of Denver*
Author: **Andrew Schnackenberg**, *U. of Denver*

We introduce the moral panic perspective to consider the temporal process that occurs when external actors, in particular moral entrepreneurs and the media, engage in to re-categorize organizational actions into misconduct. This process can greatly influence how and when external stakeholders evaluate organizational actions and determine negative spillover for bystander organizations, and in turn, their counteractions. Specifically, we theorize that potential threats from negative spillover and substantial bystander counteractions are greater during the height of a moral panic compared to when it begins to subside. Exploring the dynamics surrounding the rise and fall of a moral panic, we offer new insights into the negative spillover and moral panic literatures.

Paper is Available to Meeting Registrants Only.

SIM: The Price of Kindness: Micro Foundations and Cultural Roots of Organizational Bribery

Author: **Asda Chintakananda**, *National Institute of Development Administration (NIDA)*
Author: **Xiaoxiao Liu**, *Xiamen U.*

We analyze why people engage in organizational bribery, in particular countries in emerging markets with a relationship-oriented culture. Specifically, we conducted in-depth interviews among leaders in corporates from various industries in Thailand to understand how the cultural roots of bribery has challenged the implementation and effectiveness of the anti-corruption campaigns. By using a grounded theory approach to analyze the data, we identify a unique form of bribery of donation, motivated by kindness tradition and merit accumulation, rooted in Buddhist culture in the Thai context, which increases the economic and social cost for not participating in bribery. As such bribery is no longer perceived as a moral issue as portrayed in previous research. We develop a theoretical model of bribery based on our data structure and findings, and provide implications for both local and multinational firms, as well as policy makers in dealing with bribery in emerging markets.

Paper is NOT Available. Please contact the author(s).

SIM: Generalised Trust and Relation Centrim for Corruption as Perceived by Firms

Author: **Tolu Ifedapo Adebayo Olawejaju**, *Keele Business School, Keele U., U.K*
Author: **Jagannadha Tamvada**, *U. of Southampton*
Author: **Sharin McDowall-Enefiele**, *U. of Birmingham*

We investigate the role of generalised trust and relation centrim for corruption as perceived by 16,785 firms in 20 lower- and middle- income countries. The empirical results demonstrate that typically, higher levels of relation centrim and generalised trust are linked with corruption as perceived by firms. The results however show significant regional disparities suggesting that firms will need to be aware of these differences, as they are likely to determine their optimal strategic choices when entering or expanding their operations into new territories. For instance, in regions where increased friend centrim is associated with reduced corruption, firms can use weak ties more tactically but will need to be more careful with such weak ties in regions where increased friend centrim is associated with increased corruption.

Paper is Available to Meeting Registrants Only.

SIM: Employee Voice after Organizational Wrongdoing: Affective and Analytic Judgments in Social Media

Author: **Michael Andreas Etter**, *King's College London*
Author: **Anika Marie Poli**, *Arizona State U.*
Author: **Jonathan Nicholas Bundy**, *Arizona State U.*
Author: **Donald A. Lange**, *Arizona State U.*

The literature on employee voice suggests that employees may express their concerns and judgments after organizational wrongdoing and therewith possibly trigger change for the better. However, managers often suppress and discourage such negative and critical voice within the boundaries of organizations. Over recent years, then, social media have created a new sphere where employees may express voice without the control and influence by managers and with wider public reach, which may pose a threat to organizations and their social evaluations due to negative emotions expressed in such judgments and due to the new temporal dynamics in social media. With this article we study this new form of employee voice expressed in social media after organizational wrongdoing. We analyse how organizational wrongdoing impacts affective and analytic aspects of judgments in social media and the new temporal dynamics of such judgment expression.

Paper is Available to Meeting Registrants Only.

SIM: How Does Exposure to EITI Member Countries Affect Extractive Industry Conduct? 

Author: **Ivar Kolstad**, *NHH Norwegian School of Economics*

Author: **Arne Wiig**, *Chr. Michelsen Institute*

We analyze the effect of petroleum company exposure to host countries that are members of the Extractive Industry Transparency Initiative (EITI) on corporate conduct. To identify causal effects of company EITI exposure, we combine fixed effects models with a shift-share instrumental variable approach. Our results show that increased exposure to EITI member countries increases the amount of negative media attention related to environmental, social and governance (ESG) matters a company receives. This reflects both a significant increase in the range of ESG issues companies receive negative attention on, and an increase in the depth of criticism on individual issues, in particular corruption. The increased negative attention is unlikely to reflect a constructive exposure of companies to more transparent institutions, as company policy on corresponding ESG dimensions shows no improvement with increased EITI exposure. Our results instead suggest that EITI exposure is at best inconsequential for corporate behaviour, and at worst contributes to greenwashing of extractive company conduct.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1263** | Submission: **18636** | Sponsor(s): **(GDO)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 11:15AM - 12:45PMPT (UTC-7)** at **Sheraton Grand Seattle in Jefferson B**

Current Explorations in Inclusion of Foreign Workers

Session Moderator: **Lailani Laynesa Alcantara**, *Ritsumeikan Asia Pacific U.*

Author: **Rupa Banerjee**, *Ted Rogers School of Management, Toronto Metropolitan U.*

Author: **Tingting Zhang**, *U. of Illinois at Urbana-Champaign*

Author: **Aliya Amarshi**, *Ryerson U.*

Dorothy Harlow/McGraw Hill Best (Conference) Paper Award

In this exploratory study, we examine the role that employers play in skilled immigrants' employment integration by bringing together the experiences of newcomers with the insights of Canadian employers. Using a grounded theory approach, we analyze qualitative interview and focus group data from 48 newly arrived skilled immigrants and 41 employers to highlight the ways human resource management policies and practices shape the employment experiences of skilled immigrants. Our results indicate that while employers claim to value diversity and inclusion (D&I), most do not have coordinated policies or practices in place to promote equity for disadvantaged job seekers or employees. Even the few employers with D&I initiatives in place do not explicitly include immigrants as a group warranting special accommodation. For the most part, employers have a strong preference for Canadian education, experience, and workplace behaviour. From our results, we offer recommendations for organizations to better leverage the talents and contributions of skilled immigrant workers, critique the narrow lens through which immigrant employment is examined, and point to the need for more interdisciplinary research on immigrant employment outcomes to incorporate the voices of all stakeholders.

Paper is NOT Available. Please contact the author(s).

GDO: The Co-existence of Inclusion and Exclusion Experiences among Foreign Employees

Author: **Lailani Laynesa Alcantara**, *Ritsumeikan Asia Pacific U.*

Author: **David S. A. Guttormsen**, *USN School of Business, U. of South-Eastern Norway*

Inclusion in the workplace, which aims to leverage value from diversity and improve the wellbeing of each member of the organization, is increasingly attracting significant interest among scholars and practitioners alike. Extant studies have limited the scientific inquiry to conceptualizing and measuring inclusion and exclusion using constructs, often assumed to perform along a unidimensional continuum or outcome variable. However, our study discovers that inclusion and exclusion are experienced as co-existing and the conditions to be non-binary. We identify four types of inclusion/exclusion that are determined by five dimensions. Furthermore, we uncover the multifaceted nature of the inclusion and exclusion phenomena due to performing differently traversing various spheres at work. Additionally, we advance theory by identifying five strategic responses to the experiences of inclusion and exclusion by employees. As part of a qualitative design, we conducted 52 in-depth interviews of foreign employees who narrated about own lived experiences of being included and excluded—and how they dealt with such challenges at work. We propose a new process model to depict these relationships and promulgate propositions for future research.

Paper is Available to Meeting Registrants Only.

GDO: Racial Minority CEOs, Board Characteristics, and Foreign Worker Hiring    

Author: **Eunbi Kim**, *Franklin & Marshall College*

Author: **Uisung David Park**, *Syracuse U.*

As part of the utility-based discussion, the labor economics approach has prevailed to explain foreign worker hiring with an emphasis on economic motivations. However, we suggest that characteristics of organizational leaders and contexts can affect the level of firms' support for immigrant hiring. Building on the organizations and hiring literature, we analyze whether and how hiring patterns of foreign workers among Fortune 500 firms (2009–2019) vary by CEO race and in response to political conservatism and white dominance on the board. We find that organizations with racial minority CEOs more actively engage in foreign worker hiring compared to those with white CEOs, but such a positive effect decreases significantly when the board is politically conservative and white dominant.

Paper is NOT Available. Please contact the author(s).

GDO: Labour Market Integration of Refugee Women in Times of Crises: An Events System Theory Perspective  

Author: **Almina Besic**, *Johannes Kepler U. Linz*

Author: **Petra Aigner**, *Johannes Kepler U. Linz*

Even without the impact of a global pandemic, refugees face obstacles to their integration into the labour market. Complex labour market integration challenges are situated across different, yet interwoven, levels. These include restrictive policies at the institutional level, limited funding for support measures at the organisational level and a lack of skills at the individual level. Many of these challenges are gendered and specifically affect women. Some might be further exacerbated by the Covid-19 pandemic. However, the pandemic's effect on the labour market integration of refugee women has yet to be explored. Based on the events systems theory and drawing on the phenomenon of a canvas ceiling for refugees, this paper examines specific challenges support organisations and refugee women have faced during the pandemic. We utilise a qualitative methods approach with semi-structured interviews. As a European country that hosts many refugees with an elaborated network of support organisations, our data was collected in Austria. Results show that the pandemic as a major and unexpected event has exacerbated ongoing challenges for refugee women and support organisations. We identify implications predominantly in relation to the development of necessary digital skills to support post-pandemic labour market integration. Finally, we provide avenues for further research and practical suggestions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1264** | Submission: **17336** | Sponsor(s): **(GDO, OB, MOC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 11:15AM- 12:45PMPT (UTC-7)** at Sheraton Grand Seattle in Grand Ballroom A

When and How Are Allies Promoters of Social Change? An Examination of Allyship in the Workplace

Allyship in the Workplace



Session Chair: **McKenzie Preston**, *The Wharton School, U. of Pennsylvania*
Session Chair: **Terrance L. Boyd**, *Louisiana State U.*
Discussant: **Denise Lewin Loyd**, *U. of Illinois at Urbana-Champaign*
Presenter: **Stephanie J. Creary**, *The Wharton School, U. of Pennsylvania*
Presenter: **Tianna Shari' Barnes**, *U. of Pennsylvania*
Presenter: **Ozias Moore**, *Lehigh U.*
Presenter: **Tiffany Dawn Johnson**, *Georgia Institute of Technology*
Presenter: **Juanita Kimiyo Forrester**, *Mercer U.*
Presenter: **Natasha Denise Reed**, *Georgia Institute of Technology*
Presenter: **Karren Kimberly Knowlton**, *Tuck School of Business at Dartmouth*
Presenter: **Rachel Arnett**, *The Wharton School, U. of Pennsylvania*
Presenter: **Angelica Leigh**, *Fuqua School of Business, Duke U.*
Presenter: **Richard Burgess**, *U. of North Carolina, Chapel Hill*
Presenter: **Vic Marsh**, *U. of Toronto, Rotman School of Management*
Presenter: **Roxanne Ross**, *James Madison U.*
Presenter: **Horatio Traylor**, *U. of Houston*
Presenter: **Enrica Nicole Ruggs**, *U. of Houston*

Allies have played instrumental roles in efforts to address inequity in society. In the wake of civil unrest triggered by the shooting deaths of unarmed Black people, the brutalization of Asian Americans during the COVID-19 pandemic, and state legislatures passing laws that seek to reduce voting and women's rights, the supportive action taken by allies is gaining attention once again. This year's Academy of Management Conference theme "Creating a Better World Together" is a call to action for scholarship that provides insight into how organizations can anticipate and solve these important societal challenges. Yet, despite management scholars suggesting allyship is an effective way to create organizational change, the literature on allyship is still quite scarce. This symposium includes a collection of papers that examines open research questions pertaining to allyship including: who or what entities are able to engage in allyship behavior, why those actors choose allyship, and when (i.e., which contexts) support allyship. Following the presentations, Denise Lewin Loyd, a major contributor to research in the field of diversity and inclusion, will serve as our symposium's discussant. Together, we hope that this symposium will provide important insights into how to create meaningful change in organizations through allyship.

LEAP at Work: Examining the Effects of Race-Based Allyship Training in the Workplace

Author: **Stephanie J. Creary**, *The Wharton School, U. of Pennsylvania*
Author: **Tianna Shari' Barnes**, *U. of Pennsylvania*
Author: **Ozias Moore**, *Lehigh U.*

Institutional Allyship, a Ritual of Recovery

Author: **Tiffany Dawn Johnson**, *Georgia Institute of Technology*
Author: **Juanita Kimiyo Forrester**, *Mercer U.*
Author: **Natasha Denise Reed**, *Georgia Institute of Technology*

Bursting the Bubble of Performative Allyship: How Moral Performance Compromises Inter-Group Learning

Author: **Karren Kimberly Knowlton**, *Tuck School of Business at Dartmouth*
Author: **Rachel Arnett**, *The Wharton School, U. of Pennsylvania*

Who's Expected to be an Ally? An Examination of Allyship and Leadership Evaluations

Author: **McKenzie Preston**, *The Wharton School, U. of Pennsylvania*
Author: **Angelica Leigh**, *Fuqua School of Business, Duke U.*
Author: **Terrance L. Boyd**, *Louisiana State U.*
Author: **Richard Burgess**, *U. of North Carolina, Chapel Hill*
Author: **Vic Marsh**, *U. of Toronto, Rotman School of Management*

Practice What You Preach: Performative Allyship in Organizations' Support for Racial Equity

Author: **Roxanne Ross**, *James Madison U.*
Author: **Horatio Traylor**, *U. of Houston*
Author: **Enrica Nicole Ruggs**, *U. of Houston*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1265** | Submission: **18484** | Sponsor(s): **(PUBS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 11:15AM - 12:15PMPT (UTC-7)** at **The Westin Seattle** in **Grand Crescent**

AMP Reviewer Workshop 
AMP Reviewer Workshop

Organizer: **Susan Zaid**, *Academy of Management*
Facilitator: **Gideon D. Markman**, *Colorado State U.*
Facilitator: **Geoffrey T. Wood**, *U. of Western Ontario*
Facilitator: **Roy R. Suddaby**, *U. of Victoria*

Meet with AMP editors to learn more about AMP's review process. Roy Suddaby, Libby Weber, Gideon Markman, and some AMP top reviewers will share tips on how to assess papers for their possible promise, what constitutes fundamental flaws, how to provide developmental feedback, and other insights about the reviewer-author-editor relations. They explain the reasons why it is in the interests of scholars to review for leading journals. Experienced and prospective reviewers are welcome.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1312** | Submission: **18802** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 12:00PM - 1:30PMPT (UTC-7)** at **Sheraton Grand Seattle in Chelan**

Decision-making Under Uncertainty

Session Moderator: **Chan Hyung Park**, *Washington U. in St. Louis, Olin Business School*

STR: Problem Formulation and its Role on Innovative Strategies: Evidence from the Field

Author: **Chan Hyung Park**, *Washington U. in St. Louis, Olin Business School*

Important tasks of top managers are to formulate their strategic problems and develop and implement innovative strategies. Since strategic problems are complex and ill-structured, previous research claims that problem formulations or theories on underlying causes of problems identify central factors of such problems and allow for valuable strategies. Still, existing research does not clarify which types of or features of problem formulations would result in innovative strategies that solve strategic problems in novel and useful ways. This paper draws on complexity theory and innovation research to claim that top managers benefit from strategic problem formulations that identify a comprehensive set of causes and theorize relationships among the causes. Comprehensiveness in strategic problem formulation ensures that top managers do not ignore relevant causes. Causal dependency or the relationships among the causes allow for overarching and focused theories on underlying causes. This paper offers the first large-scale tests of the relationships between problem formulation and strategies using managerial samples. A longitudinal study and a field experiment included in this paper uses samples of top managers and find support for the importance of causal dependency and comprehensiveness in strategic problem formulation. The theoretical clarity and empirical insights advance existing research on behavioral strategy and strategic problem-solving literature, which had relied on simulations, case studies, and theories to debate which problem formulations allow for valuable strategies.

Paper is Available to Meeting Registrants Only.

STR: Hedonic Search: The Role of Affective Biases for Searching Complex Organizational Environments

Author: **Adrien Querbes**, *U. of Manchester*

Author: **Mark P. Healey**, *U. of Manchester*

Author: **Mercedes Bleda**, *Alliance Manchester Business School, U. of Manchester*

Search is crucial for finding solutions to complex problems. In behavioral theories of the firm, formal models of search draw on bounded rationality and focus on cognitively-driven search strategies. Here we examine the effectiveness of a different class of search strategies – namely, hedonic search strategies that are guided by the positivity or negativity of information used in the search process. We show that one particular type of hedonic search – positive search, i.e., the systematic overweighting of positive information – outperforms rival exploratory search strategies in a complex environment. Not only does positive search confer an adaptive advantage over other hedonic search strategies but it also outperforms a standard, neutral search without resorting to lengthier search process. We confirm this result in a series of computational experiments where boundedly rational agents seeking to improve their positions in complex environments search among local alternatives using different hedonic search strategies. Overall, our findings identify mechanisms that can help affectively-biased agents find rewarding paths in a complex environment.

Paper is Available to Meeting Registrants Only.

STR: Peer Effects in the Scotch Whisky Industry: A Test of Three Selection Mechanisms

Author: **Joseph Lampel**, *U. of Manchester*

Author: **Daniel Ronen**, *U. of Manchester*

Author: **Aneesh Banerjee**, *City U. London*

The question facing managers when confronted with irreversible investment decisions is what framework they should choose to assess risks? Research suggests that managers may forgo the cognitive effort of building predictive models in favour of doing what their industry peers do. There is extensive empirical support for this so-called “peer effect”. However, the peers in peer-effect studies are usually identified by the researchers before testing the effect. In this paper, we do not identify peers but focus on alternative criteria that firms in the same industry may use to select peers. We argue that the literature points to three possible peer selection mechanisms: Regional cluster identity, similar resource size, and product market rivalry. We test these mechanisms using data on capacity expansion decisions by 117 distilleries from the Scotch Whisky industry from 1950-2010. We find that regional cluster identity and resource size are used to identify peers, but not product market competition.

Paper is NOT Available. Please contact the author(s).

STR: How Does Policy Uncertainty Affect Corporate Venture Capital Investments?

Author: **Sunu Kim**, *Korea Advanced Institute of Science and Technology (KAIST)*

Author: **Yongwook Paik**, *KAIST College of Business*

Firms' use of corporate venture capital (CVC) investments has become one the most prominent ways in which firms strategically adapt to the changing environment, and understanding the associated drivers is important for both theory and practice. In this study, we examine how policy uncertainty affects CVC investment. We argue that policy uncertainty is positively related to the amount of resources committed to CVC investment. However, we also argue that firms that are more dependent on government spending and firms with higher R&D intensity attenuate the positive relationship between policy uncertainty and CVC investment. Using data on CVC investments made by U.S. publicly traded firms from 1997 to 2020, we find empirical results supporting our theoretical arguments. Our study has important implications for entrepreneurship and innovation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Symposium**
Program Session: **1313** | Submission: **13261** | Sponsor(s): **(TIM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 12:00PM - 1:30PMPT (UTC-7)** at **Seattle Convention Center in Chelan 2**

**Innovation and Entrepreneurship Track: Entrepreneurial
Strategies in Developing Economies**
Entrepreneurial Strategies in Developing Economies



Organizer: **Sandeep Pillai**, *Department of Management and Technology, Bocconi U.*
Panelist: **Sonja Opper**, *Department of Management and Technology, Bocconi U.*
Organizer: **Adam K. Frost**, *Copenhagen Business School*
Panelist: **Friederike Welter**, *U. Siegen / IfM Bonn*
Panelist: **Shuang Frost**, *Aarhus U.*
Panelist: **Ben Spiegel**, *U. of Edinburgh*
Panelist: **Hitoshi Mitsuhashi**, *Waseda U.*

The purpose of this panel is to generate new insights into the challenges and opportunities of researching entrepreneurial strategies in developing economies. While entrepreneurial strategies have been studied from a variety of perspectives, most theories are rooted in the experience of developed economies and are not necessarily generalizable beyond them. Thus, there is a major gap in our understanding of entrepreneurial strategies in developing economic contexts. This panel symposium will bring together thought leaders operating at the frontiers of research in developing economies to reflect on the state of entrepreneurship research in such contexts and its implications for management scholars. The scholars will identify questions, mechanisms, and phenomena that bear upon research in ENT, STR, TIM, and RM.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **1314** | Submission: **18401** | Sponsor(s): **(TIM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 12:00PM - 1:00PMPT (UTC-7)** at **Seattle Convention Center in Chelan 4**

TIM Best Dissertation Award Presentations *TIM Best Dissertation Award Presentations*

Organizer: **Henning Piezunka**, *INSEAD*

Organizer: **Ram Ranganathan**, *U. of Texas at Austin*

This session features presentations by the finalists for the 2022 TIM Best Dissertation Award: Aldona Kapacinskaite (Bocconi University), Astrid Marinoni (Georgia Institute of Technology), Cha Li (University of Texas at Austin), Saerom Lee (University of Pennsylvania), Mathias Boënné (Utrecht University). Please join us to engage with these scholars and celebrate their wonderful work!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1315** | Submission: **19097** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 12:00PM - 1:30PMPT (UTC-7)** at **Sheraton Grand Seattle in Aspen**

Innovation Processes Track: Novelty and Selection Regimes

Session Moderator: **Sunny Mosangzi Xu**, *Copenhagen Business School*

TIM: An Imperfect Perfect Project Process in Research and Innovation  

Author: **Sunny Mosangzi Xu**, *Copenhagen Business School*
Author: **Marcel Bogers**, *Eindhoven U. of Technology*

University researchers often need to plan for perfect research and innovation projects with other organizations to secure external funding. However, the unfolding process of the funded research and innovation projects is often far less than perfect. In this paper, we try to challenge the perfect project management thinking and explore the imperfect project managing processes from the perspectives of university researchers. Tensions in the project process exist both between the perfect management and imperfect managing and in university researchers striving for new knowledge exploration and learning while maintaining the exploration within predetermined project boundaries. In order to better understand how university researchers manage the tensions in an imperfect project managing process, we conducted ethnographic fieldwork in a Horizon 2020 research and innovation project. Inspired by Lefebvre's spatial triad, we identified that university researchers enact boundary setting practices and pivoting learning practices in balancing the tensions across the conceived, perceived, and lived social space of the research and innovation project. We discuss and highlight the importance of accounting for projects' embeddedness and temporariness in moving away from perfect management thinking and towards imperfect management thinking.

Paper is Available to Meeting Registrants Only.

TIM: Navigating Through Paradoxes: The Influence of Paradoxical Thinking on Idea Screening 

Author: **Tobias Roeth**, *U. of Kassel*
Author: **Sven Heidenreich**, *Saarland U.*
Author: **Fiona Maria Schweitzer**, *Grenoble Ecole de Management*
Author: **Patrick Spieth**, *U. of Kassel*

Idea screening is crucial as it must select the 'right' new product development (NPD) ideas that are best suited to increase front-end and NPD success. Given the limited resources, high levels of uncertainty, and competing demands of the front end, idea screeners must cope with learning tensions when assessing the creativity of ideas. However, the literature tends to neglect the receiving side of creativity, namely idea screeners. This gap is problematic since idea screeners vary in coping with learning tensions and, then, fuel either innovation or counterproductive reactions. In response, we investigate the effects of idea screeners' paradoxical thinking on the assessment of the creativity of ideas and front-end success. Further, we research the motivational antecedents of paradoxical thinking. By analyzing a survey (N= 326) and an experiment (N= 292), we show that paradoxical thinking increases front-end success, idea meaningfulness, and idea novelty. In turn, by creating a motivational context (comprising decision autonomy, encouragement to take risks, and tolerance for mistakes), firms can motivate idea screeners to apply paradoxical thinking. In addition, product complexity positively moderates the positive relationship between the motivational context and paradoxical thinking. Our study contributes to and extends the literature on the front end and on creativity. Its findings show how paradoxical thinking can improve the outcomes of idea screening and how firms, by adopting paradoxical thinking, can manage idea screeners to synthesize learning tensions.

Paper is Available to Meeting Registrants Only.

TIM: Selection Regimes and Selection Errors: A Multi-method Study  

Author: **Dmitry Sharapov**, *Imperial College Business School*
Author: **Linus Dahlander**, *ESMT European School of Management and Technology*

How can organizations structure their selection of innovation projects to reduce errors in the form of false positives (investments that should not have been made) and false negatives (investments that should have been made but were not)? Although simulations and case studies exist, our theoretical understanding of the effects of selection regimes on both types of errors has been limited due to a lack of decision and outcome data over a large set of projects. We use 121 interviews and secondary material from an accelerator targeting mobile application developers to understand how it implemented three different selection regimes over time and map these to existing literature. We complement this with unique data of 3,580 innovation projects submitted to the accelerator where we collected the outcomes for both funded and rejected projects to measure false positives and false negatives at the project-level. Our findings suggest that despite efforts to improve selection regimes, there are remarkable similarities between them in the tendency to select false positives and false negatives. Considering differences in the pools of projects submitted for selection, as the accelerator strove to tighten the quality distribution in the last selection regime, our evidence suggests that they instead became more likely to make false positive and false negative decisions. This finding holds despite a range of different controls, and aligns with the mechanism that the selectors focused too much on the team's past track record in a process that is more random than they assumed.

Paper is Available to Meeting Registrants Only.

Author: **Misha Teplitskiy**, *U. of Michigan*

Author: **Hao Peng**, *U. of Michigan*

Author: **Andrea Blasco**, *Harvard U.*

Author: **Karim R. Lakhani**, *Harvard U.*

Scientific institutions like journals and funding agencies often express desire for novel ideas, but there are long-standing concerns that in practice they favor conservative ones. Here, we examine the association between novelty and acceptance among 21,406 manuscripts submitted between 2013-2018 to one field-leading and one middle-tier life sciences journal. Measuring the novelty of submissions as atypical combinations of journals in their reference lists, we find no evidence of conservatism. Instead, at the top journal, submissions in the top quintile of novelty are 18.5 percentage points more likely than bottom quintile ones to get accepted, while the middle-tier journal shows no systematic favor for or against novel submissions. Separating plausible mechanisms into supply-side (characteristics of the submission pool) and demand-side (judgements by editors and reviewers) shows the importance of the latter, and particularly editor discretion. On the supply-side, novelty is not strongly associated with submissions' risk or reward, measured with citations. On the demand-side, at the top journal peer reviewers do not select for or against novelty, while editors select strongly for novelty, even conditional on quality. In further support of editor discretion, different editors show different novelty responses to the manuscripts that happened to be reviewed by both journals. Overall, the findings suggest that journal peer review, particularly at the top, incentivizes novel work.

Paper is Available to Meeting Registrants Only.

Author: **Russell James Funk**, *U. of Minnesota*

Author: **Raviv Murciano-Goroff**, *Boston U. Questrom School of Business*

Author: **Pyung Nahm**, *U. of Minnesota*

Author: **Michael Park**, *U. of Minnesota*

Prior literature has noted that serendipitous discoveries have played an important role in science. Scholars who have explored the phenomenon generally agree that researchers with a prepared mind stand to benefit from unplanned encounters. However, there are two contrasting perspectives on what form of a prepared mind would be most beneficial. Some scholars have suggested that an open mind would be helpful while others argue that deep experience would be most favorable. Yet, due to its spontaneous nature, serendipitous discoveries have been difficult to study in a systematic manner. In this paper, we leverage a policy shock in which the shelving orders of journals in university libraries were exogenously shifted due to a change in the Anglo-American Cataloging Rules between 1981 to 1989, exposing researchers to unsought journals. In this natural experiment, we find that researchers with a broad set of knowledge, compared to ones with narrow expertise, are more likely to gain from serendipitous encounters.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1316** | Submission: **19059** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 12:00PM - 1:30PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Columbia**

Organizational Innovation Track: Building Innovation Capabilities in Organizations

Session Moderator: **Dominika Kinga Randle**, *Harvard Business School*

TIM: Epistemic Plasticity and Innovation in Data-driven Organizational Cultures 

Author: **Ryan Allen**, *Harvard Business School*

A long tradition in innovation research asserts that data-driven organizations excel at incremental innovation, but allocate resources away from less-measurable breakthrough innovations. Questioning this premise, I distinguish the magnitude of an organization's use of quantitative analysis from the epistemic plasticity of its organizational culture (the extent to which its members use different kinds of analyses). I argue that organizations using more quantitative analysis will actually produce more breakthrough innovations—provided that their cultures are plastic enough to use qualitative analysis liberally as well. To test my theory, I measure innovation performance using product-level sales and attribute data for over 3,500 consumer product launches from 61 organizations between 2010 and 2016; I measure use of qualitative and quantitative analyses using natural language processing on employee résumés. I find that increased reliance on quantitative analysis decreases innovation performance when qualitative analysis is low, and, conversely, increases when qualitative analysis is high. Additional analyses show that this relationship is particularly strong for novel products, and in markets characterized by high uncertainty. I also explore antecedents: management fads, not organizational learning, appear to account for excessively data-driven cultures. The paper contributes to organizational theories of innovation, and to research linking organizational culture to strategic performance.

Paper is Available to Meeting Registrants Only.

TIM: Big Data Utilization in Innovation: Innovation Enhancing Activity or Capability-Enhancing Activity?

Author: **Uly Yunita Nafizah**, *Warwick Business School*
Author: **Stephen Roper**, *Enterprise Research Centre, WBS*
Author: **Kevin Francis Mole**, *U. of Warwick*

The potential benefit of big data utilization through the generation of data-driven knowledge raises questions about its role in firms' innovation performance. This paper explores two roles of big data utilization on firms' innovation: 'innovation-enhancing activity' and 'capability-enhancing activity'. While the first role highlights big data utilization as one enabler of the data-driven innovation process, the latter emphasizes the role of big data utilization to complement firms' external knowledge search activity to enable greater innovation performance. Using the matched data of the UK E-Commerce and ICT Survey 2015 and the UK Innovation Survey 2017 for over 1,300 firms in the UK, we use both probit and OLS regression models to investigate how big data utilization both directly and indirectly influence firms' innovation performance, measured by innovation outcomes and innovation productivity. While we find no evidence for big data utilization as innovation-enhancing activity, our results support big data utilization as capability-enhancing activity. Our results indicate the indirect effect of big data utilization on firms' innovation performance and emphasize the role of big data utilization to complement firms' search behaviour by enhancing firms' absorptive capacity and collaboration capability. Our results highlight both the capability-enhancing role of big data utilization and the importance of adopting a strategic approach to maximize the innovation benefits of big data utilization and external knowledge search activity.

Paper is Available to Meeting Registrants Only.

TIM: Developing Organizational Innovation Capability in High-Technology Domain using Limited Resources 

Author: **Minh Hoang Vo**, *INSEAD*
Author: **Daniel Z. Mack**, *Singapore Management U.*
Author: **Quy Nguyen Huy**, *INSEAD*

Much empirical research investigating how organizations innovate with limited resources has focused on knowledge work in low-technology settings. These studies have largely overlooked the struggles of financially constrained, knowledge-poor organizations in attracting and incentivizing talents to support their uncertain, costly, and prolonged pursuit of high-technology innovation. Our inductive study examines how a cash-strapped industrial equipment repair shop was able to overcome this struggle to subsequently grow and become a prominent venture in defense R&D. This venture developed its reputation as a breeding ground for R&D careers by recruiting and training low-skilled knowledge workers to prepare them for jobs at more reputable R&D companies. Despite receiving low wages, many recruits worked hard to search for knowledge in distant domains and self-directed their learning when needed. Our inductive model elucidates how an organization commits limited organizational resources to the development of its employee's external careers and creates a schema valuing innovation as personal career building process rather than a fully compensated task. This schema encourages employees in a resource-constrained environment to pursue high-technology innovation through distant-and-prolonged search paths. Our study shows how promoting the turnover of skilled human capital — rather than protecting it — fosters the continuous development of the organization's innovation capability.

Paper is NOT Available. Please contact the author(s).

TIM: Technological Capabilities in Organizational Innovation    

Author: **Dominika Kinga Randle**, *Harvard Business School*

Author: **Gary Pisano**, -

Because technological innovation plays a key role in influencing firms' longevity and performance, the question of why do firms differ in their ability to develop successful inventions became a central topic in the fields of management, strategy, and organizational theory. We contribute to answering it by theorizing the influence a firm's technological capability strategy, which includes choices about the breadth of an overall capability portfolio and fungibility of individual technologies, has on its inventive success as measured by the quantity of developed inventions and the propensity to build technological breakthroughs. To test our predictions, we leveraged three decades of patenting histories of over two thousand firms, which together spanned nearly three hundred industries. Our empirical approach enabled us to characterize patterns of firm-level inventive outputs and technological capabilities at a highly detailed level while allowing for variation across time. Our results showed that firms with broad capability portfolios and highly general-purpose individual technologies outpace those with opposite capability strategies in the quantity of developed inventions. However, we also found that the capability strategy that fosters the highest overall inventive output does not translate into production of breakthroughs. Our analyses showed that firms that build narrow capability portfolios, but develop highly general-purpose capabilities within this narrow range, are the ones with the highest chances of producing breakthrough inventions. Our findings contribute to scholarship on corporate innovation and literature on firm capabilities.

Paper is Available to Meeting Registrants Only.

TIM: Future-Making Practices in Innovation: A Conviction Narrative Perspective on Foresight 

Author: **Jose Antonio Rosa**, *Iowa State U.*

Author: **Marcelo De La Cruz**, *Ludwig Maximilian U. of Munich (LMU)*

Author: **Jelena Spanjol**, *Ludwig Maximilian U. of Munich (LMU)*

Foresight is an effective instrument for creating an anticipatory intelligence for decision-making in innovation management. Innovation actors involved in distal innovation scenarios are challenged by the uncertainty of futures for which rational and systemic decision-making approaches fall short. By contrast, decisions are made under radical uncertainty requiring mental time travel and the construction of conviction narratives that involve known facts, assumptions, inferences, and felt emotional ambivalence from individual actors and groups engaged in foresight. Thus, understanding the processes by which conviction narratives are developed and sustained is important to informing innovation management practices. We apply conviction narrative theory (Tuckett, 2011) to craft a more nuanced account of foresight in innovation management and identify two dimensions (perspectives volume and factor breadth) along which distal future decisions in innovation management may be characterized, which enable us to develop tactics for sustaining innovation-fostering mind states. These tactics seek to strengthen individual competences, enable team cohesion, and establish an institutional frame for foresight in innovation management. Our research sheds light on the microfoundations of foresight, offers insights about future-making practices as organizational phenomenon and extends CNT giving rise to managerial implications to better understand and manage foresight in innovation management.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1317** | Submission: **19049** | Sponsor(s): **(TIM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 12:00PM - 1:30PMPT (UTC-7)** at **Sheraton Grand Seattle in Seneca**

Open Innovation Track: Sourcing Innovations

Session Moderator: **Jesse Zhou**, *Peking U.*

TIM: Upstream First: An Ethnographic Study of Open Source Software Community 

Author: **Jesse Zhou**, *Peking U.*

This research aims to trace the formation and development of community-based innovation. Based on a 14-month ethnographic study in 10 open source communities, I systematically summarized the working mechanisms of open source software development. I identified four fundamental factors that underpin open source communities, including economy of community-based maintenance, iterative generation of value, incentives of professional networking, and entrepreneurship of core teams. A comprehensive framework incorporating these four factors is then constructed, which provides a dynamic process-based snowball model to explain the heterogeneity of open source communities. This perspective can even be applied in a broader research context to analyze the uncertainty and dynamic generation of knowledge transfer and to study the iterative nature of technological innovation. In contrast to previous literature, my field research suggests that there is convergence rather than divergence between community-based innovation and intra-firm R&D, thus opening up many possibilities for future research, such as comparing open source with closed source and exploring hybrid models of organizational innovation.

Paper is Available to Meeting Registrants Only.

TIM: Co-evolutionary Lock-in in Crowdsourcing: Selection Consistency Reduces Sourcing Variety 

Author: **Sanghyun Park**, *INSEAD*

Author: **Henning Piezunka**, *INSEAD*

Author: **Linus Dahlander**, *ESMT European School of Management and Technology*

Crowdsourcing allows organizations to source novel ideas from external contributors – often carrying knowledge that is distant to the organization. We theorize that organizations' continuous crowdsourcing initiatives are characterized by an interplay between organizations' selection of ideas and contributors' submission of ideas that narrows the kind of ideas organizations gain access to. Specifically, organizations select a subset of the crowdsourced ideas for implementation. Contributors – who strive to see their ideas implemented – then submit ideas similar to those already chosen by organizations. We suggest that this “co-evolutionary lockin” where the variety of ideas narrows is strengthened the more consistent an organization's selection is because it then provides a clearer signal for contributors regarding the type of knowledge the organization is looking for. By contrast, the co-evolutionary lock is attenuated if contributors are less aware of or pay less attention to the organizations' selection. We examine our theory by creating a novel dataset that includes the crowdsourcing initiatives of 70,159 organizations. Using text analysis, we measure a variety of ideas at the community level and examine its intertemporal dynamics. We contribute to research on crowdsourcing and search for external knowledge.

Paper is Available to Meeting Registrants Only.

TIM: Managing Attention in Virtual Hackathons: Effective Configurations of Team External Communication 

Author: **Nevena Ivanovic**, *Faculty of Economics and Business, U. of Groningen*

Author: **Thomas Arend De Vries**, *U. of Groningen, Faculty of Economics and Business*

Author: **Gerben S. Van Der Vegt**, *U. of Groningen*

TIM Division Best Student Paper Award Finalist

Virtual hackathons have become a popular accelerated innovation tool to help teams develop innovative solutions for complex challenges through intensive collaboration under high time pressure. Prior research on collaboration in hackathons has focused on within-team coordination, limiting our understanding of how participating teams might successfully manage their external connections during virtual hackathons. To address this issue, we integrate insights from the attention-based view of the firm with the literature on tie strength and temporal dimensions of communication, and propose three strategies that might help teams effectively manage their external communication during virtual hackathons. Specifically, we suggest that establishing weaker ties, organizing them in a bursty manner, and limiting the overlap between conversations might help teams successfully manage information overload and the attentional strain associated with increased external communication. Results from a study among 69 teams involved in a virtual hackathon supported the usefulness of the second and third strategy. Our findings contribute to the innovation and team literature by pointing to the importance of the appropriate timing and configuration of team external activities, and point to two strategies that teams and managers might use to leverage the innovative performance potential of virtual hackathons. Keywords: hackathon, open innovation, digital communication, attention-based view of the firm, between-team communication, communication burstiness, multicomunication.

Paper is NOT Available. Please contact the author(s).

TIM: Integrating Open Innovation into Customer Projects as a Strategy for SMEs 

Author: **François J.J. Scheid**, *EMLYON Business School*

This paper studies how two high-tech SMEs exploit their cooperation with large corporate clients to develop and successfully implement their Open Innovation (OI) process (Chesbrough 2003; Brunswicker & Vanhaverbeke, 2015). Based on a case of radical innovation in the software industry, it highlights the original embedded OI strategy carried out by these SMEs) to compensate for their lack of resources (Dahlander & Gann, 2010) and to limit their innovation risks (Wynarczyk et al., 2013). Based on the analysis of an OI project involving two SMEs and a large company, our work suggests two main contributions to the literature on the implementation of OI in SMEs (Usman et al., 2018). Our first contribution highlights the original strategy of the SMEs to embed their OI project in client projects. The objective is then to exploit the capabilities of large companies (Tobiassen & Pettersen, 2018) and minimize their innovation risk while maintaining their autonomy. Our second contribution concerns the client capabilities which are materialized in their double role: a role of project director (Usman et al., 2017) and a role of collective exploration architect. These contributions suggest a new model for open innovation in SMEs where the large company client is neither positioned as an intermediary nor as an actor in the OI project. This model adapted to the exploration phase of innovation process could serve as a basis for other research work involving high-tech SMEs and large companies (Radziwon & Bogers, 2019) that are their clients, in order to enrich it and validate its relevance, particularly in other sectors. Our work suggests several managerial implications for SMEs wishing to exploit the skills of large groups to carry out their Open Innovation project. In the implementation of their embedded Open Innovation strategy, SMEs managers must select the client with which to cooperate by qualifying their capabilities (budget, availability and skills) and their experience in managing complex projects. They must also ensure that they maintain their autonomy from large companies by retaining leadership of their project (dedicated project manager and team) and their ability to exploit their innovation on their own.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1318** | Submission: **19108** | Sponsor(s): **(TIM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 12:00PM- 1:30PMPT (UTC-7)** at **Sheraton Grand Seattle in University**

Technology and Competitive Strategy Track: Technology Strategy and New Business Models

Session Moderator: **Mehwish Malik**, *Griffith U., Australia*

TIM: Greening Project Management Practices to Achieve Competitive Advantage Through Moderated Mediation 

Author: **Mehwish Malik**, *Griffith U., Australia*

Author: **Murad Ali**, *Newcastle Business School, Northumbria U., UK*

This study envisages the impact of green project management (GPM) practices on sustainable competitive advantage through a sequential mediating model of green knowledge acquisition and green exploitative and exploratory innovation. The study also investigates the buffering effect of environmental organizational culture on the linkage between green knowledge acquisition and green exploitative and exploratory innovation. Data was collected from the multi-sector manufacturing enterprises (N = 265) in Pakistan. The analyses were conducted through partial least squares structural equation modelling (PLS-SEM) and PROCESS macros in SPSS 25.0. The results suggest that GPM practices are positively related to sustainable competitive advantage. In addition to this direct effect, green knowledge acquisition and green ambidextrous innovation play a significant role in explaining the associations between GPM practices and sustainable competitive advantage. Furthermore, environmental organizational culture strengthens the positive influence of green knowledge acquisition on green exploratory innovation. However, the moderated effect of environmental organizational culture for green knowledge acquisition and green exploitative innovation was not supported. Our findings bring essential insights for the enterprises, policymakers, practitioners, and project managers to promote green project management practices for low-carbon projects to achieve sustainable competitive advantage.

Paper is Available to Meeting Registrants Only.

TIM: 'Push-to-focus': How Convergence of Enabling Technologies Influences Specialization in Generality?  

Author: **Mei Yun Lai**, *U. of Bremen, Institute of Project Management and Innovation*

Author: **Martin G. Moehrlé**, *U. of Bremen, Germany*

Specialization in generality is a strategy, which allows inventing firms to capture value from their R&D activities, by contracting license of enabling technologies to diverse downstream application industries. This strategy helps firms to benefit from the economies of scope and latent gains by trading in intermediate market, without having to own complementary assets. However, due to pervasiveness and generality nature of enabling technology, it tends to converge into or with other technologies. Hence, we revise Rosenberg's work and ask: how types of convergence influence firm's choice to specialize in generality? Conversely to prior research, we argue that firms inventing in a converging environment do not perpetually opt to integrate their technologies. Our contribution to literature is threefold. First, we find strong associations between convergence types and firm's choice to specialize in generality. Second, we develop a novel measure for specialization in generality based patent bibliographic and textual data. Third, we explore the role of cospecialized assets and technological relatedness in both one-way and two-way convergence of enabling technologies. Consequently, we discuss on how managers should commercialize their firm's enabling technology, in light of our findings for both types of convergence.

Paper is Available to Meeting Registrants Only.

TIM: When are Customers Paying for Sustainability? A Configurational Analysis of 131 SC Business Models

Author: **Barbara Regina Bencsik**, *U. of St. Gallen*

Author: **Maximilian Palmié**, *U. of St. Gallen*

A growing number of smart-city initiatives (SCIs) around the world seek to develop innovative solutions to transform cities to more sustainable places. The economic attractiveness of these initiatives – and ultimately the amount of environmental and social value they create – depends on their business model (BM). However, in reality we observe only some of the smart city services are paid by customers while others are free of charge. While this observation is a blind spot in extant research we ask: What configurations of smart city BM exist that customers are paying for vs. that are free of charge for customers? To address these research questions, we build on literature covering the smart city (SC) concept as well as existing research on SC business models. The paper applies a crisp-set QCA approach to examine 193 SCIs in Switzerland. Our results reveal two configurational models comprising five BM configurations. We contribute to explain and analyze the diversity of SCIs as well as the causal complexity of SC BMs.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1319** | Submission: **19071** | Sponsor(s): **(TIM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 12:00PM - 1:30PMPT (UTC-7)** at **Sheraton Grand Seattle in Virginia**

People and Innovation Track: Innovating Through Collaboration

Session Moderator: **Barthélemy Chollet**, *Grenoble Ecole de Management*

TIM: Balancing the Collaboration Portfolio: Functions Served by Co-authors and Scientific Productivity 

Author: **Barthélemy Chollet**, *Grenoble Ecole de Management*
Author: **Maréva Sabatier**, *U. de Savoie Mont-Blanc, IREGE*

We question the network approach to scientific collaboration. First, by insisting on collaboration relationships as channeling knowledge essentially, it tends to ignore the reality of the division of labor in science, which involves a variety of resources (legitimacy, access to funding, etc.). Our paper proposes that collaborators can serve either creative, routine or strategic functions, and that the collaboration mix (whether a scientist has relatively more creative, routine or strategic functions in her portfolio of collaborators) matters for productivity. We find empirical evidence supporting this view, after combining bibliometric and survey data on 468 French nanoscientists. Moreover, while earlier network research has conceived of any scientist as able to compose at will virtually any portfolio of collaborations, we show that, instead, the latter is endogenous. Above and beyond any deliberate collaboration strategy, the collaboration mix is determined by the scientist's pre-existing structural position within the community, position in the career cycle, institutional context, as well as the characteristics of the collaborators and the quality of the relationships to them.

Paper is Available to Meeting Registrants Only.

TIM: Does Self-management Help with Creativity? A Multi-level Quasi-experiment

Author: **Beauregard Berton**, *Amsterdam Business School, U. of Amsterdam*
Author: **Saeedeh Ahmadi**, *Amsterdam Business School, U. of Amsterdam*
Author: **Henk W. Volberda**, *Amsterdam Business School, U. of Amsterdam*

In this paper, we examine whether self-managed teams are more creative than bureaucratically managed teams. We adopt a quasi-experimental design and accompany a health insurance provider in its transition to self-management. While nearly half of the organization's work teams started to organize in self-managing teams, the remaining part of the organization continued working with traditional hierarchies. Multisource data was collected from 429 employees and 27 managers. Multi-level structural equation modeling showed that self-managing teams are more creative than their counterparts. Furthermore, we proposed knowledge exchange and task conflict as crucial mediators in the relationship between self-management and creativity. These findings contribute to our understanding of how self-management affects team performance outcomes.

Paper is Available to Meeting Registrants Only.

TIM: Driving Digital Innovation Activities by Leveraging Innovation-oriented Leadership

Author: **Lukas Moschko**, *Institute for Technology and Innovation Management at RWTH Aachen*
Author: **Vera Blazevic**, *Radboud U. Nijmegen*

Industrial incumbents aim to foster their competitive position by applying digital technologies in their innovation activities, either through process optimizations or via business model innovations. Despite these ambitions, they often struggle with implementing effective measures to tackle digital transformation. We show the important role of innovation-oriented leadership in driving internal and external collaborations, which prove essential to increase the digitization contribution to innovation activities. We surveyed top managers of established industrial companies to provide empirical evidence that innovation-oriented leadership does not have a direct influence on the digitization contribution to business activities, but is fully mediated by internal and external collaboration. Based on supplemental objective data, we show additionally that a high digitization contribution in business model innovation has a beneficial effect on the sales performance.

Paper is Available to Meeting Registrants Only.

TIM: Cutting through the Tension and Perception Barriers in Cross-Functional NPD Teams

Author: **Margot L. Sandy**, *Imperial College London*
Author: **Pelin Demirel**, *Imperial College London*
Author: **Stephen Green**, *Imperial College London*

Although cross-functional new product development (NPD) teams are central to innovation processes in companies, they are often burdened with tensions between colleagues from disparate functions. These tensions can slow down projects, affect the integrity of the team and eventually reduce the likelihood of a positive innovation outcome. Through interviews with 33 cross-functional NPD team members across five different roles (design, engineering, marketing, manufacturing, and project management) within consumer goods/electronics companies in four global innovation hubs (Silicon Valley, New York, Greater Boston area and London), this paper explores the characteristics, interactions and, significantly, the sources of tensions. We focus on professional identities being a precursor to tension and teams. These identities lead to deep divides connected to the strength of the team member's allegiance to their functional perspective as well as their alignment to team and organizational identities. The findings highlight the interactions of two categories of team members, each with distinctively different professional identities, behaviour, and influences on tensions within teams: (1) those who are strongly aligned with a single functional domain and (2) those that connect across multiple knowledge domains. Highlighting root causes for functional perceptions of colleagues, the paper identifies potential avenues for improving communication and collaboration in cross-functional NPD teams to address ingrained sources of tension.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1320** | Submission: **19079** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 12:00PM - 1:30PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Willow A**

AI and Emerging Technologies Track: How Do We Respond to AI?

Session Moderator: **Kateryna Maltseva**, *Oslo New U. College*

TIM: Calling Siri a Grumpy F*cker: The Study of Incivility towards AI versus Human Service Agents

Author: **Kateryna Maltseva**, *Oslo New U. College*
Author: **Suzanne Van Gils**, *BI Norwegian Business School*

People interact with a growing number of digital service agents on daily basis, covering a range of services. These service agents are both human and AI, and interactions generally follow patterns of interpersonal interaction, including impolite behavior. In this paper, we investigate how people judge incivility directed towards human agents and AI differently. In an online between-subject experiment, we demonstrate that people evaluate the same verbal expression of incivility less negatively when directed to AI as opposed to humans. We also test whether individual differences, such as a tendency to anthropomorphize, moderate the relationship between the types of the agent incivility is directed towards (AI vs. human) and evaluation of incivility. In the discussion section, we elaborate on psychological mechanisms that can explain our results as well as discuss findings in terms of their academic contributions and practical implications.

Paper is Available to Meeting Registrants Only.

TIM: What Determines AI Adoption?

Author: **Timothy James DeStefano**, *Harvard Business School*
Author: **Thomaz Teodorovicz**, *Assistant Professor, Copenhagen Business School*
Author: **Jaehan Cho**, *Korea Institute for Industrial Economics and Trade*
Author: **Hanhin Kim**, *Korea Institute for Industrial Economics and Trade*
Author: **Jin Paik**, -

Over the recent years, firms have showed an increased demand for leveraging the performance potential of Artificial Intelligence (AI) technologies. However, the general applicability of AI to many settings raises important managerial questions about whether aspects such as potential for in-house versus external AI development, the presence of complementary technological resources (e.g. access to cloud computing), or even the specific use of AI (e.g. product/service development, operational management) would guide firm-level decisions underlying AI adoption. While recent research has provided some insight on worker-level decisions about using AI, knowledge about firm-level AI adoption, as well as heterogeneities in adoption, remains scant. To address this empirical gap, this preliminary paper provides one of the first comprehensive assessments of firm-level determinants of AI adoption while accounting for the heterogeneous sources, applications, and complementary technological resources of AI in organizations. Specifically, this paper reports the first results of a novel firm-level AI adoption survey deployed to a representative sample of South Korean firms from 2017 and 2018. Econometric assessments identified that firm size and use of existing intangible assets are important for AI adoption. However, while these characteristics are significant for AI adoption regardless of whether the technology was produced in-house or obtained from a vendor, analyses suggest that there may be heterogeneities on the determinants of AI adoption depending on the operational application of AI. Furthermore, AI adoption also ensues in tandem with the adoption of other digital technologies (e.g. big data, cloud computing, and the Internet of Things) and with contemporaneous firm reorganization.

Paper is Available to Meeting Registrants Only.

TIM: Driving Infrastructural Advantage: Google's Strategic Moves in AI Digital Technology Commons

Author: **Erkko Autio**, *Imperial College Business School*
Author: **Herve Legenvre**, *EIPM*
Author: **Ari-Pekka Hameri**, *HEC Lausanne*

In recent years, the adoption of open-source digital technologies in AI computing and cloud infrastructures – which we call AI Digital Technology Commons (AI DTCs) – has accelerated the creation and adoption of cloud-based AI applications. This trend is driving infrastructural innovation and the way AI DTC resources can be harnessed for competitive advantage. We document how Google has used strategic and tactical moves in AI DTCs over the past decade to drive AI ecosystem growth while manoeuvring for a position of influence within it, to combine infrastructural and product innovation, and harness the resulting AI DTC momentum to drive proprietary advantage by exploiting data network effects. Based on this analysis we propose a three-step process model of infrastructural competitive advantage, which distinguishes between Herding, Productizing, and Colonizing activities in driving and leveraging DTCs for competitive advantage.

Paper is Available to Meeting Registrants Only.

Author: **Sreevathsan Sridhar**, *London Business School*

Author: **Sendil Ethiraj**, *London Business School*

This paper studies how incumbent firms respond to the emergence of AI as a process technology that performs tasks that humans can perform. Humans use different human capital skills to perform multiple tasks. Recent research suggests that AI could replace human labour in middle skilled jobs while capital and labour will be used by firms to perform low and high skill jobs respectively (Acemoglu and restrepo 2019). Yet, there is less clarity on firm level response to AI when the same skill can be used to perform multiple tasks. Hence, we adopt a question driven approach to answer the following questions (1) how do incumbents respond to the entry of AI/automation from outside the industry? (2) how does incumbent response vary by nature of the task subject to AI/automation? (3) how does incumbent response vary by skill specialization? (4) what are the performance consequences of incumbent sensitivity to AI/automation? We use the mutual funds industry as the context for our empirical examination. Using the emergence of algorithmic trading as an exogenous source of entry of AI, we study how mutual funds change their portfolio allocation in response to competition from AI. Further, we study how the change in holdings vary based on the nature of information available to managers to make decisions. We then study how the response of funds vary by the skill of the manager in picking stocks. Finally, we explore the difference in performance of funds based on managers' response to the entry of AI. We find that (1) on average, mutual funds responded to the entry of algorithmic traders by reducing their exposure to affected stock; (2) this average response, however, masks considerable heterogeneity at both the task and skill-levels with funds exposure reduction increasing with greater information availability and decreasing with greater information ambiguity; (3) examining heterogeneity by skill specialization we observe that funds relying on timing skills of managers have a stronger response in reducing their exposure to AT affected stocks; (4) examining performance effects, we note that funds that move away from AT affected stocks modestly outperform stocks that are less responsive to algorithmic trading.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1321** | Submission: **19058** | Sponsor(s): **(TIM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 12:00PM - 1:30PMPT (UTC-7)** at **Sheraton Grand Seattle in Willow B**

Technology, Policy and Society Track: Role of Government and Policy-making

Session Moderator: **Chen Zhu**, *U. of Tokyo*

TIM: Government R&D spending as a Driving Force of Technology Convergence 

Author: **Chen Zhu**, *U. of Tokyo*

Author: **Kazuyuki Motohashi**, *U. of Tokyo*

This paper investigates the impact of government R&D spending on promoting technology convergence. We test the hypotheses that a government funding program has a positive effect on technology convergence and the effects are heterogeneous on different participants (i.e., academic, and industrial inventors). To investigate this, our empirical test applies the Advanced Sequencing Technology Program (ASTP) as one example. We develop a novel dataset by linking the ASTP grantee information with the PATSTAT patent database. Based on this, we create inventor-level characteristics to implement propensity score matching, selecting an appropriate control group of inventors who are comparable to those enrolled in the ASTP. We then employ DiD models to evaluate the impact of the program on the matched sample. The results confirm that the program is a driving force of technology convergence. The findings also indicate that the program is more influential to industry inventors than their academic counterparts. Besides, we conceptualize a ‘leverage effect’ of the program and show it can attract many external industrial inventors. The work contributes to better understanding the role of a government-funded program in encouraging convergence and provides implications for developing convergence-related R&D programs in the future.

Paper is Available to Meeting Registrants Only.

TIM: Government Financial Support and Firm Innovation

Author: **Jihye Yeo**, *EMLYON Business School*

Author: **Alexander Eapen**, *Australian National U.*

Author: **Rekha Krishnan**, *Simon Fraser U.*

Prior studies have documented a positive effect of government financial support on firms’ innovation. However, such a positive effect could be due to two alternative underlying mechanisms – ‘additionality’ or ‘crowding-out’. The former, whereby government financial assistance relaxes financial constraints for recipient firms and enables their innovation, represents the desired positive effect. On the other hand, the crowding-out mechanism – whereby financially unconstrained recipient firms use government funding to simply replace their private spending – represents mistargeted government intervention. This paper attempts to disentangle these two mechanisms to understand which one of them drives empirical observations of a positive effect of government funding on firm innovation. We achieve this through formulating and testing two competing moderator hypotheses, each one being a unique derivative of the additionality and crowding-out mechanisms respectively. Our empirical analysis uses firm-level panel data from the Business Longitudinal Database (BLD) compiled by the Australian Bureau of Statistics (ABS), 2011-2016, and addresses both endogeneity and selection problems in our estimation. We find that government financial support increases the number of innovation that recipient firms produce. However, we also find that this positive effect is likely a result of the crowding-out mechanism. Financially unconstrained firms appear to benefit more from government support than financially constrained firms.

Paper is Available to Meeting Registrants Only.

TIM: The Role of Environmental and Artificial Intelligence Policies for Eco-innovation in China    

Author: **Effie Kesidou**, *U. of Leeds*

Author: **Despoina Filiou**, *The Open U. Business School*

Author: **Lichao Wu**, *Xiamen U.*

In this paper, we employ negative binomial and quasi-natural experimental methods (i.e., Difference-in-Differences), whereby we examine the joint impact of environmental and artificial intelligence policies (for designing smart cities) upon the generation of eco-innovations. Using longitudinal data for the period 2006-2018, we examine the changes in green patents granted: (i) due to the implementation of various levels of stringency of environmental policies across all cities; and (ii) after the introduction of smart city policies in 2012 in China. The prior literature stresses the importance of environmental policies, yet less attention has been paid to the other types of policies required to drive eco-innovation and their spatial dimension in the context of a developing economy. Our results show that, when artificial intelligence policies are implemented in cities that have adopted strict environmental policies, the production of green patents increases. We contribute to debates in the literature of policy mix for sustainability transitions in the context of a developing economy by illustrating the importance of both types of policy for eco-innovation, as they correct two market failures and, more importantly, address the systemic coordination problems that occur during the production of green patents.

Paper is NOT Available. Please contact the author(s).

TIM: Using Deep Learning to Explore the Relationship between Green Policy-mix and Firm Innovation

Author: **Y. Joseph Zhou**, *School of Public Policy and management Tsinghua U.*

Author: **Zhou Rong**, *School of Public Policy and management Tsinghua U.*

Author: **Karoline Rogge**, *SPRU U. of Sussex UK*

Author: **Qintian Zhang**, *School of Public Policy and management Tsinghua U.*

The policy-mix concept has become popular in sustainability transformation research. However, the lack of measures has prevented the theory building and conceptual clarity of policy-mix. By applying a high-performance deep learning method called Bidirectional Encoder Representations from Transformers (BERT) to policy text mining, we capture key features to measure the policy-mix in terms of policy diversification and strength. Further, we illustrate how these new measures can generate novel insights into the relationship between the policy-mix and firms’ green innovation, and how the relationship is moderated by firm heterogeneity. In this research, firms’ green innovation is denoted by the total-factor-productivity change, which comprises green technological change and production efficiency change. Our research finds that green policy-mix positively influences firms’ technological change, while having no influence on firms’ production efficiency change. We also find that firms’ economic resources and knowledge resources positively moderate the relationship between green policy-mix and production efficiency change by improving firms’ ability to respond to policies; by contrast, they both negatively moderate the relationship between green policy-mix and green technological change by reducing firms’ dependence on supporting policies. This study explores the heterogeneous effects of green policy-mix on firms’ innovation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Symposium**

Program Session: **1322** | Submission: **11298** | Sponsor(s): **(TIM, STR, ENT)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 12:00PM - 1:30PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Dashpoint**

Organizational Learning and Search Track: Scientific and Technical Knowledge: Search, Diffusion, and Impact
Scientific and Technical Knowledge



Organizer: **Matteo Tranchero**, *Haas School of Business, UC Berkeley*

Organizer: **Lee Fleming**, *U. of California, Berkeley*

Panelist: **Gustavo Manso**, *Haas School of Business, UC Berkeley*

Panelist: **Abhishek Nagaraj**, *U. of California, Berkeley*

Panelist: **Matt Marx**, *Cornell U.*

Panelist: **Seungryul Ryan Shin**, *Cornell U.*

Both innovation and entrepreneurship crucially rely on scientific and technical knowledge. Scientific and engineering principles can be applied to processes of creative search to resolve technical problems, increase useful innovation, and create new business opportunities. Yet, recent years have seen dramatic changes in how knowledge is generated and diffused, with still limited evidence on how these changes are impacting innovation. The emergence of big data and computational capabilities might provide “automated” ways to generate knowledge in the form of predictive statements. What are their effects on the innovation search process and on the rate and the direction of technical change? Furthermore, these trends are magnified by the diffusion of the internet and digital modes of exchanging information. How important is the human component for the diffusion of knowledge? Is the diffusion and impact of knowledge still dependent on localized interactions, despite the widespread availability of ICT and the internet? This panel symposium will assemble four papers on the topics of search, diffusion, and impact of technical knowledge. It will discuss 1) the role of data in the search for innovation, 2) the directional consequences of data availability on the accumulation and diffusion of technical knowledge, and 3) the localization of knowledge and how physical proximity of scientists and inventors influence knowledge flows and company creation. These questions are important to craft strategy processes for managers and the allocation of resources for policymakers.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Stress and Recovery

Session Moderator: **Min-Hsuan Tu**, *U. at Buffalo, The State U. of New York*

OB: Understanding How and When Leisure Activities Facilitate Recovery from Abusive Supervision 

Author: **Min-Hsuan Tu**, *U. at Buffalo, The State U. of New York*
Author: **Nai-Wen Chi**, *National Sun Yat-Sen U.*

Decades of research have shown that abusive supervision hurts employees' well-being. However, little is known whether or not employees can recover from abuse during the leisure time. Building on the perspective of recovery paradox (Sonnentag, 2018), we theorize that an intense social stressor (i.e., daily abusive supervision) triggers a high level of need for recovery, which in turn reduces off-job physical and social activities but increases low-effort activities. Also, we theorize that employees' preference (extraversion) and autonomy (control over the leisure time) might influence employees' choices of leisure activities when experience a need for recovery. To test our hypotheses, we employed the experience sampling method to collect daily data twice from 203 full-time employees for ten consecutive working days, resulting in 1511 daily responses. The results of multilevel path analyses indicated that daily abusive supervision increased employees' need for recovery, which in turn (a) increased their engagement in low-effort activities, and such positive indirect effect was strengthened for employees with low extraversion (i.e., introverts); (b) reduced social activities. Furthermore although need for recovery was unrelated to physical activities, such association was significant and negative when employees were able to control over their leisure time. Finally, off-job low-effort and social activities were positively related to employees' next morning positive moods. Theoretical implications for recovery and abusive supervision literature as well as practical implications are further discussed.

Paper is Available to Meeting Registrants Only.

OB: COVID-19 Pandemic and Work-Life Balance, Work-Family Conflict, Employee Burnout 

Author: **Afaf Khalid**, *Lahore U. of Management Sciences (LUMS)*
Author: **Usman Raja**, *Brock U.*
Author: **M Abdur Rahman Malik**, *Lahore U. of Management Sciences*
Author: **Sadia Jahanzeb**, *Brock U.*

Despite the extent of working from home during the COVID pandemic, research exploring its positive or negative effects is exceptionally scarce. Unlike the traditional positive view of working from home, we hypothesize that working from home during the COVID pandemic has triggered work-life imbalance and work-family conflict for employees. Furthermore, we suggest that work-life imbalance and work-family conflict elicit burnout in employees. Using a time-lagged design, we collected data in three waves during the peak of the first wave of the COVID-19 pandemic to test our hypotheses. Overall, we found good support for the proposed hypotheses. Working from home had a significant positive relationship with burnout. Working from home was negatively related to work-life balance and positively related to work-family conflict. Both work-life balance and work-family conflict mediated the effects of working from home on burnout. These results significantly contribute to the research on working from home and burnout and present important implications for practice and future research.

Paper is Available to Meeting Registrants Only.

OB: A Meta-Analysis of the Effects of Work Hours on Resource Depletion, Resource Acquisition, and Strain

Author: **Jaewook Lee**, *Indiana U.*
Author: **Savannah Conder**, *Indiana U.*
Author: **Erik Gonzalez-Mule**, *Indiana U.*

Employee work hours are a frequent topic of interest among academics and management practitioners alike. However, there is a lack of theory explicating why and under what conditions longer work hours are likely to cause employee strain. Accordingly, we adopt a resource-based framework to propose that work hours can deplete resources owing to their impact on on- and off-the-job stressors, which relate positively to strain, while simultaneously proposing that longer work hours can also aid in resource acquisition, owing to positive relations with income and promotions which are subsequently negatively related to strain. We also posit that these effects vary by culture (Eastern vs. Western) and that they are curvilinear in nature (becoming stronger at higher work hours in the case of resource depletion, and weaker in the case of resource acquisition). We tested our hypotheses using meta-analytic methods based on a sample of over 360 studies including over 800,000 individuals. We found that work hours are positively related to strain via more proximal on- and off-the-job stressors, and negatively related to strain via income and promotions, although the indirect effect via income relation was weak. We found mixed support for the moderator hypotheses, as work hours were more strongly related to on-the-job stressors and income in Western than Eastern cultures, but not the other variables; work hours were also more strongly related to off-the-job stressors and promotions at high vs. low levels of work hours. We discuss the implications of our findings for research and practice.

Paper is Available to Meeting Registrants Only.

Author: **Hadar Freidin**, *Tel Aviv U.*

Author: **Sharon Toker**, *Coller School of Management, Tel Aviv U.*

Do we know what 'stress' means, and specifically, what employees mean when they report they experience 'stress'? Understanding lay definitions of stress is essential, as different definitions may lead to miscommunication and unfavorable managerial decisions. We explored, using a qualitative approach across five samples, how managers and nonmanagers define stress (n=991) and whether stressful contexts (e.g., COVID-19), stress levels, or personal characteristics predict how stress is defined. We also explored employees' assumptions regarding others' stress definitions (n=1,634). We found that the definition of 'stress' is diverse and somewhat vague, rarely reflecting the academic understanding. A content analysis revealed two themes consisting of seven categories: Some defined stress "classically" (62.6% defined it as 'stimulus,' 'response,' 'stimulus-response relationship'), while 32.6% defined it vaguely based on its' valence (stress is 'positive,' 'negative,' 'equivocal-subjective'). The rest defined it as an 'inevitable part of life'. Notably, the stress categories were associated with gender, managerial position, and context. The analysis of perceiving others' definitions revealed biases (e.g., employees assumed managers define stress positively). Employees also perceived others would define stress differently, except when 'stress' was defined as a 'stimulus'. This study stresses the importance of communicating the complexity of 'stress' in occupational and academic outlets.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1324** | Submission: **18584** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 12:15PM - 1:45PMPT (UTC-7)** at **Seattle Convention Center in Room 201**

Aligning Organizational Structure with Firm Strategy

Session Moderator: **Pascal Engelmann**, *EBS U. of Business and Law*

STR: The Corporate Headquarters: Theoretical Orientation in a Dispersed Knowledge Network

Author: **Pascal Engelmann**, *EBS U. of Business and Law*

It is vital for established fields such as CHQ research, which is influenced by works by authors from several disciplines, to take stock of their trajectory from time to time. We sought to accomplish this objective by performing a bibliometric co-citation and coupling analysis in conjunction with network analysis. This multi-methodological technique captures the social and contextual structure of the discipline. Based on 389 peer-reviewed articles and their 24,452 references, we create a conceptual framework of the CHQ literature and outline the theoretical intersections between five research streams—the external environment, strategy, organizational design, organizational management, and the managerial level. We find that empirically derived author clusters do not follow thematic topics, suggesting the existence of socially constructed gaps in research with potential for integration. We also find surprising neglect of the managerial level in CHQ research. This paper broadens the range of methodological approaches to review the intellectual structure of a field. Really understanding the CHQ requires seeing the complete picture and exploring the interlinked research domains of strategic management.

Paper is Available to Meeting Registrants Only.

STR: Ownership Design and Managerial Efficiency ➔

Author: **Pedro Makhouf**, *UCLA Anderson School of Management*
Author: **Paula Maria Infantes Sanchez**, *ESADE Business School*

The relationship between strategy and structure is a longstanding one. In this paper, we argue that corporate groups are organized to maximize managerial efficiency in the presence of diversification. We construct a novel dataset that tracks the ownership links of nearly 1.2M parent companies from 201 countries down to nine layers of controlled subsidiaries. These 2.9M ‘ownership paths’ allow us to investigate in detail the legal organizational structures of companies around the world and derive new insights. We demonstrate that vertical (or pyramidal) ownership structures are rarely used to magnify the control rights of ultimate owners. We propose, rather, that vertical ownership structures exist to minimize monitoring costs in (industrially and geographically) diversified firms. The results show that more diversified and unrelated firms have longer ownership paths, that is, more pyramidal structures. This is consistent with the idea that these structures may allow for more efficient management in diversified or unrelated conglomerates.

Paper is NOT Available. Please contact the author(s).

STR: Relatedness, Organization Structure, and Market Entry: Evidence from a Demand Shock

Author: **Vikas A. Aggarwal**, *INSEAD*
Author: **Mo Chen**, *Robert H. Smith School of Business, U. of Maryland*
Author: **Brian Wu**, *U. of Michigan*

Prior literature on market entry suggests that a firm’s related knowledge and capabilities explain entry decisions into new market segments. Yet this literature has generally focused on entry decisions at the firm-level, without explicit consideration of the dynamics of individual divisions within the firm itself. We argue that a focus solely on firm-level factors can obscure division-level mechanisms that can deepen our insight into the link between organization structure and market entry decisions. Given the limited degree of empirical research on division-level market entry outcomes, we conduct an exploratory study to gain insight into patterns of division-level entry over time. We set our analysis in the context of an industry-wide demand shock, the September 11 attacks, which led to the need for firms to reshuffle their product market profiles in order to adapt to new demand conditions. A central finding is that, in contrast with what we might expect from a naïve application of market relatedness logic, a focal division’s entry into a particular market can increase as a result of the market relatedness of its sister division, even when the focal division is less related to the target market than its sister division. We explore the extent to which knowledge sharing among divisions within a firm can explain this finding, focusing on factors such as the presence of a shared customer and the relative knowledge dispersion.

Paper is Available to Meeting Registrants Only.

STR: Managing Strategic Flexibility Under Multiple Technological Standards ➔ 🖨

Author: **Yong Kim**, *Texas A&M U.*
Author: **Changhyun Kim**, *China Europe International Business School (CEIBS)*
Author: **Ziyi Chen**, *HKUST*

Upon market entry, firms often need to choose what to do with multiple incompatible technological standards. The extant literature provides robust justifications for specialization (e.g., focus on the most promising standard) as well as for diversification (e.g., pursue multiple standards simultaneously). However, how firms can combine both approaches effectively is less understood. Drawing on insights from extant literatures on real options, organizational design, and technological innovation, we contend that the most effective way to manage multiple technological standards can be found in certain business group structures. Specifically, we argue and find that best innovation performance can be achieved when business groups grant sufficient autonomy to subunits specializing in each standard while coordinating these subunits with an effective control and balancing mechanism. We find empirical support for our hypotheses using data on 200,000+ flat panel display-related patent families from ten major patent trademark offices from 1970 to 2010.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **1325** | Submission: **13097** | Sponsor(s): **(CAR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 12:30PM - 2:00PMPT (UTC-7)** at **Seattle Convention Center in Room 604**

**Examining Gender Equality in Various
Organizational and National Contexts**
Examining Gender Equality In Various Contexts



Session Chair: **Fida Afiouni**, *American U. of Beirut*
Session Chair: **PARASKEVI DIMAKOU**, *Stockholm School of Economics*
Organizer: **Fida Afiouni**, *American U. of Beirut*
Organizer: **PARASKEVI DIMAKOU**, *Stockholm School of Economics*
Discussant: **Eleni Apospori**, *Athens U. of Economics and Business*

The often-noted positive increase in women's participation in the workforce has not been observed equally across sectors, countries, or continents. Current literature on women's careers, work opportunities, and experiences has examined diverse individual and contextual factors that enable or hinder their respective career progression and access to leadership positions. Building on and extending those themes, this presenter symposium adopts a multi-layered approach/lens to examine women's career opportunities and leadership experiences in diverse organizational, professional, national and regional settings. Incorporating theoretical, ontological and epistemological diversity and drawing on systematic reviews and empirical evidence, the collection of papers showcase innovative insights into women's career opportunities and experiences over time, including their access to and experience of leadership roles. In line with this year's AOM theme "Creating A Better World Together", the symposium will generate critical reflection for gender-inclusive careers, HRM and leadership scholarship, discourse, policy, and practice in various contexts such as USA, Canada, UK, Belgium, Sweden, India, Bangladesh, Mexico.

Combating Gender Inequality: A Synthesis of Gender Equality Practices Based on a Multilevel Model

Author: **Wei Zheng**, *Stevens Institute of Technology*

Author: **Yang Yang**, *Rowan U.*

Author: **Elissa Perry**, *Teachers College, Columbia U.*

Author: **Jasmien Khattab**, *Erasmus U. Rotterdam*

eSTEAMed Women: Exploring 40+ Years of Women's Career Experiences in STEAM

Author: **Kathleen Relihan Buse**, *Creighton U.*

Comparative Review of Gender Equality in India, Bangladesh, and Mexico using Global Gender Gap Index

Author: **Samina M. Saifuddin**, *Morgan State U.*

Author: **Rana Haq**, *Laurentian U.*

Author: **Isis Olimpia Gutierrez Martinez**, *U. de las Américas Puebla*

In Pursuit of Gender Equity for Careers in Artificial Intelligence

Author: **Pamela Lirio**, *U. of Montreal*

Women in Academia: Lessons learnt from GE Planning in Academia across 5 Universities

Author: **Fida Afouni**, *American U. of Beirut*

Author: **Eleni Apospori**, *Athens U. of Economics and Business*

Author: **PARASKEVI DIMAKOU**, *Stockholm School of Economics*

Author: **Mariangela Trompeta**, *Research Associate at Athens U. of Economics and Business*

Author: **Valerie Stead**, *Lancaster U.*

Author: **Sophie Alkhaled**, *Lancaster U. Management School*

Author: **Claire Leitch**, -

Author: **Jelena Angelis**, *Stockholm School of Economics*

Author: **Jan De Schampheleire**, *168606*

Author: **Marie-Anne Guerry**, *Vrije U. Brussel*

Author: **Nur Gundogdu**, *Birmingham Business School, U. of Birmingham*

Author: **Sarah Jack**, *Stockholm School of Economics*

Author: **Stathis Katopodis**, *Athens U. of Business & Economics*

Author: **Yasmeen Makarem**, *American U. of Beirut*

Author: **Irene Nikandrou**, *Athens U. of Economics and Business*

Author: **Nancy Pouloudi**, -

Author: **Evgeniya Rangelova**, *Free U. Brussels*

Author: **Robyn Remke**, *Lancaster U. Management School*

Author: **Bert Schreurs**, *Vrije U. Brussel*

Author: **Malin Skanelid**, *Stockholm School of Economics*

Author: **Christos Tsanos**, *Athens U. of Economics and Business*

Author: **Christophe Vanroelen**, *Vrije U. Brussel*

Author: **Karol Vieker**, *Stockholm School of Economics*

Author: **Marina Yusupova**, *Lancaster U. Management School*

Author: **Konstantinos G. Zografos**, *Lancaster U. Management School*

Author: **Murielle Abiakar**, *American*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1326** | Submission: **18585** | Sponsor(s): **(CAR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 12:30PM - 2:00PMPT (UTC-7)** at **Seattle Convention Center in Room 607**

Emerging Career Theory

Session Moderator: **Katharina Werner**, -

In-person, on-site in Seattle. NO virtual component. Content will become available on the virtual platform as an on-demand session at the scheduled time of the in-person session.

CAR: **Research on the Intelligent Career Framework: Where We Are and Where We Go from Here**

Author: **Mostafa Ayoobzadeh**, *U. of Quebec at Montreal*
Author: **Mina Beigi**, *Southampton Business School, U. of Southampton*
Author: **Melika Shirmohammadi**, *U. of Houston*
Author: **Michael B. Arthur**, *Suffolk U.*

The intelligent career framework emerged more than two decades ago when careers began to shift from long-term and secure to temporary and uncertain. Based on this framework, in taking career ownership, individuals develop knowing-why, knowing-how, and knowing-whom competencies that transcend any single employer. We synthesize previous research on this framework and develop a process model that unpacks how career actors make sense of the three ways of knowing in encountering career events and under the influence of situational factors. It also demonstrates the accumulation of the three ways of knowing through the links among them, based on which individuals enact and achieve sensemaking outcomes. Our review suggests directions for future research and has practical implications for career actors and organizations.

Paper is Available to Meeting Registrants Only.

CAR: **Imprinted Human Capital: A Classificatory Framework for Developing Tabula Rasa Workers**

Author: **Daniel M. Peat**, *U. of Cincinnati*
Author: **Amit Jain Chauradia**, *Doane U.*

Individuals develop human capital through both experiences and education throughout their working careers. An implicit assumption in the human capital literature is that career development is relatively uniform and agnostic to timing of the individual's experience or sequence of their experiences. However, not all individuals with similar functional backgrounds or tenures develop uniform human capital. We utilize an imprinting lens to theorize on different types of experiences, how the timing and strength of these experiences lead to differences in human capital and discuss primacy of different types of human capital. We develop a classificatory framework based on the timing and imprinting strength of different experiences and how they relate to human capital.

Paper is NOT Available. Please contact the author(s).

CAR: **Newcomers' Organizational Socialization: A Review and Future Research Agenda**

Author: **Lu Yu**, *Missouri State U.*
Author: **Hong Ren**, *U. of Wisconsin, Milwaukee*
Author: **Romila Singh**, *U. of Wisconsin, Milwaukee*

The review articles about organizational socialization in the past mostly focused on one or two theoretical perspectives, and primarily focused on the antecedents and outcomes of socialization. Since the latest integrative reviews, organizational socialization studies have experienced major advancement in theory development and testing. This paper reviews the eight prevalent theoretical perspectives, as well as the major constructs examined in the last two decades' organizational socialization literature. We also provide detailed guidance for future research at the end of the paper.

Paper is Available to Meeting Registrants Only.

CAR: **How Does a Career Decision Become a Career Regret? A Qualitative Exploration**

Author: **Claire Schulze Schleithoff**, *Vrije U. Amsterdam, School of Business and Economics*
Author: **Eugenia Lysova**, *Vrije U. Amsterdam*
Author: **Svetlana Khapova**, *Vrije U. Amsterdam*
Author: **Konstantin Korotov**, *ESMT Berlin*

Careers Division Best Overall Paper Award Nominee

Although the topic of career regrets is of interest both to research and practice, the scholarly development of this field is still rather nascent. In particular, the knowledge about the occurrence and development of career regrets remains to be limited. Drawing on the qualitative data collected through individual reflections (N=50) and semi-structured interviews (N=22), we explore the nature of an individual's career regrets and how a career decision becomes a regret. Our findings suggest a broader understanding of career regrets that spreads beyond regrets that are tied to occupational choices. In line with this broad understanding of career regrets, we develop a framework of a career decision becoming a career regret. Our findings also show that when people reflect on career decisions in terms of how they should have behaved differently, there are some that they perceive as career regrets while others take a form of career mistakes or career realizations. We distinguish these different ways of viewing career decisions, suggesting that the latter two kinds of decisions are more influential in shaping an individual's future career decisions than career decisions that are career regrets. Our research has important theoretical and practical implications concerning career regrets.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1327** | Submission: **19017** | Sponsor(s): **(CAR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 12:30PM - 2:00PMPT (UTC-7)** at **Seattle Convention Center in Room 612**

Meaningfulness and Stigma

Session Moderator: **Milad Jannesari**, *School of Business, Zhejiang U. City College*

In-person Face-to-Face (Live). In-person, on-site in Seattle. NO virtual component. Content will become available on the virtual platform as an on-demand session at the scheduled time of the in-person session.

CAR: **Navigating Incongruent Perspectives of Meaningful Work: Moral Outrage and Inhabited Institutions**  

Author: **Elizabeth Long Lingo**, *Worcester Polytechnic Institute*
Author: **Chrysanthe Demetry**, *Worcester Polytechnic Institute*

While others play a fundamental role in constituting and legitimating meaningful work, how individuals negotiate incongruence between self and others' perceptions remains unexplored. Drawing from a case study of promotion reform within a STEM-focused higher education institution, we utilize an abductive analytical approach to develop a model of how individuals move beyond individually-experienced incongruence between self and others' perceptions of meaningful work to collectively transform what constitutes meaningful work within their organization. We identify three meso-processes—1) articulating incongruence; 2) voicing moral outrage and 3) integrating organizational distinctiveness and external legitimacy—and show how they build upon each other over time to enable actors to transform the institutional arrangements that maintained and reified incongruence. Our contributions are threefold. We develop a model of how actors navigate incongruent perceptions of meaningful work among a multiplex of relevant others, and the meso-processes undergirding this process. Second, we contribute to research at the interface of meaningful work and business ethics by showing how moral outrage helps forge collective action and greater congruence around what constitutes meaningful work. Third, we introduce an inhabited institutions perspective to scholarship on meaningful work. In so doing, we show how individuals are both bounded by and exert agency over existing institutional arrangements, and help springboard future research on meaningful work embedded within both organizational and institutional contexts.

Paper is Available to Meeting Registrants Only.

CAR: **"I'm Not Stigmatised, But...": Stigmatised Topics, Identities, and Successful Academic Careers**   

Author: **Georg Frederic Bernhard Tamm**, *U. of Melbourne*
Author: **Erica Coslor**, *U. of Melbourne*

Drawing on theories of stigma and dirty work, we examine topic and work selection as a form of career stigma management, one that interacts in interesting ways with stigmatised individual features and group membership. Utilising a qualitative semi-structured interview methodology (29 interviews), we examine how academic researchers successfully publish on stigmatised, yet valuable, research topics, and how they navigate the potential for negative career consequences for this work. Topic examples include diversity, gender, CSR, and LGBT issues. Interviews highlighted key motivations for studying and publishing on stigmatising yet meaningful research, the challenges associated with doing such work, and finally the career management strategies scholars utilised in building successful academic careers.

Paper is Available to Meeting Registrants Only.

 CAR: **Patching Meaningfulness: How Early Career Scholars Construct Meaning in a Pluralistic Work Context**  

Author: **Johanne Ragna Duesterbeck**, *Leuphana U. Lüneburg*
Author: **Stefanie Habersang**, *Leuphana U. Lüneburg*

Arnon Reichers Best Student Paper Award Nominee

Despite an increasing interest in the concept of meaningfulness at work, so far, relatively little research has been conducted on how the construction of meaningfulness evolves in pluralistic work contexts. We explore the construction of meaningfulness in pluralistic contexts by drawing on the case of academia, particularly the experiences of early career scholars (ECS) in Germany. We found that ECS draw on three competing discourses about legitimate academic work: the "performance discourse", the "intellectual discourse" and the "engagement discourse". The competing nature of these discourses generates tensions for ECS and the need to engage in a practice that we label patching meaningfulness. Our study contributes to the emerging stream of research that conceptualizes meaningfulness as a constant tension between the "self" and "others". We show that work roles pose an important channel enabling scholars to perpetuate multiple valued self-definitions in a context of conflicting ideals about academic work. Similarly, we contribute to the literature that understands meaningfulness as inherently temporal and episodic.

Paper is Available to Meeting Registrants Only.

CAR: **Side-hustling and Meaningfulness in Work**

Author: **Pia Heilmann**, *U. of Eastern Finland*
Author: **Marianne Ekonen**, *JAMK U. of Applied Sciences*

Purpose: In this study we investigated voluntary side-hustling – working more than one job concurrently – and what is its role in creating a meaningful career. The focus of the study was to understand why individuals voluntarily undertake side jobs and how these influence on people's experience of career meaningfulness. Design/methodology/approach: This is a qualitative study. We collected 22 side-hustling stories from Finnish online media and analyzed them using inductive thematic analysis. Findings: It can be argued that side-hustling has a positive influence on the experience of career meaningfulness. Side-hustling gives novel content for career, purpose in life, feeling of independency as well as possibilities for development. Additionally, side-hustling strengthened societal level meanings. Combining primary and secondary occupations offer a stage for creativity and self-realization. The experience of meaningfulness brings joy to work and thereby increases well-being at work. Furthermore, primary and secondary occupations can support each other. The main occupation guarantees income when the side job allows self-fulfillment. Side-hustling can also promote future career as entrepreneur. Originality: This study contributes to career literature by highlighting the connection between side-hustling and meaningfulness. We present the main reasons why some individuals do side-hustling and what meaning this has for them. Keywords: side-hustling, hybrid career, side job, multiple careers, multiple jobholding, meaningfulness, thematic analysis Purpose: In this study we investigated voluntary side-hustling – working more than one job concurrently – and what is its role in creating a meaningful career. The focus of the study was to understand why individuals voluntarily undertake side jobs and how these influence on people's experience of career meaningfulness. Design/methodology/approach: This is a qualitative study. We collected 22 side-hustling stories from Finnish online media and analyzed them using inductive thematic analysis. Findings: It can be argued that side-hustling has a positive influence on the experience of career meaningfulness. Side-hustling gives novel content for career, purpose in life, feeling of independency as well as possibilities for development. Additionally, side-hustling strengthened societal level meanings. Combining primary and secondary occupations offer a stage for creativity and self-realization. The experience of meaningfulness brings joy to work and thereby increases well-being at work. Furthermore, primary and secondary occupations can support each other. The main occupation guarantees income when the side job allows self-fulfillment. Side-hustling can also promote future career as entrepreneur. Originality: This study contributes to career literature by highlighting the connection between side-hustling and meaningfulness. We present the main reasons why some individuals do side-hustling and what meaning this has for them. Keywords: side-hustling, hybrid career, side job, multiple careers, multiple jobholding, meaningfulness, thematic analysis Paper type: Research paper

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Causes and Consequences of Prosocial Behavior

Session Moderator: **David P. Daniels**, *NUS Business School*

CM: **How Past Experiences Shape Future (Prosocial) Behaviors: A Large-Scale Natural Field Experiment**   

Author: **David P. Daniels**, *NUS Business School*
Author: **Polly Kang**, *NUS Business School*

Future behaviors are shaped by the content of past experiences, but scholars have assumed that the order of past experiences should not matter at all. Using a large-scale natural field experiment involving 14,383 volunteer crisis counselors, we examine how the content and order of past experiences causally influence future behavior – namely, whether individuals continue volunteering or quit. Volunteer crisis counselors were repeatedly and randomly assigned to perform 1,976,649 time-stamped prosocial behaviors that were either harder prosocial behaviors (suicide conversations) or easier prosocial behaviors (non-suicide conversations). We find that the content of past experiences mattered: Harder (versus easier) behaviors caused volunteers to become more likely to quit. However, we find that order mattered up to 99 times more than content: Harder behaviors caused disproportionately more quitting if they came in long streaks or at the end. Two aspects of our investigation are especially noteworthy. First, our investigation is the largest field experiment on prosocial behavior ever conducted in terms of the number of randomizations. For example, our investigation is 49,000 times larger than a classic study about helping behavior by Darley and Batson (1973). Second, our results suggest that if leaders implemented a simple “reordering intervention” (i.e., never assigning hard-behavior streaks or hard-behavior ends to volunteers), it would double prosocial behavior and save lives. Strikingly, the reordering intervention’s expected percentage point impact is 449% larger than the impact of any previous intervention mentioned in a prominent review of leading interventions by Benartzi et al. (2017).

Paper is Available to Meeting Registrants Only.

CM: **When Given a Fish vs. Offered a Fishing Rod: Outcomes of Receiving Contrasting Types of Help** 

Author: **Jessica Jee Won Paek**, *Fuqua School of Business, Duke U.*
Author: **Hemant Kakkar**, *Fuqua School of Business, Duke U.*

In today’s fast paced, collaborative workplace cultures, it is hard for employees to not receive help and succeed alone. Thus, giving and receiving help is omnipresent in organizations. However, receiving help has proven to be both beneficial and harmful concurrently. To reconcile these conflicting outcomes of receiving help, we adopt a dual-type view of helping. We propose that employees who receive dependency help (i.e., where a leader fixes a problem on behalf of an employee or presents a final answer) report lower job satisfaction and higher turnover intention. In contrast, employees who receive autonomy help (i.e., where a leader guides an employee through the steps on how to fix a problem) report higher job satisfaction and lower turnover intention. We further invoke Self-Determination Theory to examine the mediating role of employees’ needs for perceived impact, sense of belongingness, and occupational self-efficacy in predicting divergent outcomes. Finally, we examine the moderating role of leader-employee relationships in elucidating how high-quality LMX can buffer against the negative effects of receiving dependency help. We test our hypotheses using a combination of experimental studies and a large field study comprising of 73 supervisors and 292 employees. In doing so, this research highlights how receiving contrasting types of help can yield divergent outcomes.

Paper is Available to Meeting Registrants Only.

CM: **Conflicted After Status Loss: How Support Exacerbates the Effect of Status Loss on Disengagement**

Author: **Jennifer Carson Marr**, *U. of Maryland*
Author: **Edward Lemay**, *U. of Maryland, College Park*
Author: **Hyunsun Park**, *U. of Maryland*

The current research examined the role of social support at work in people’s reactions to losing status. Despite the documented benefits of perceived support buffering reactions to negative work events, we argue that generally having higher perceptions of coworker support at work will counterintuitively exacerbate the negative effect of status loss on work engagement because it triggers more ambivalence, which is anxiety-inducing. In an experience sampling study of working adults (Study 1), we develop and validate a checklist of common status loss experiences at work and find that for employees with higher perceptions of general support, weekly experiences of status loss were associated with steeper declines in weekly work engagement. Then, in a recall (Study 2) and scenario-based (Study 3) experiment, using different measures and manipulations of perceived support, and different manipulations of status loss, we find consistent support that the effect of status loss on disengagement is exacerbated by higher general perceptions of support because it triggers ambivalence, which heightens anxiety.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1329** | Submission: **19421** | Sponsor(s): **(CM)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Monday, Aug 8 2022 12:30PM - 2:00PMPT (UTC-7)** at **Seattle Convention Center in Room 615**

The Enemy Within: Colleagues Who Undermine and Those Who Idly Watch

Session Moderator: **Zhanna Lyubykh**, *Haskayne School of Business, U. of Calgary*

CM: **Justifying the Inevitable: How Observers of Workplace Mistreatment Can Become Accomplices**   

Author: **Zhanna Lyubykh**, *Haskayne School of Business, U. of Calgary*

Author: **Laurie Barclay**, *U. of Guelph*

Author: **Nick Turner**, *U. of Calgary*

Author: **Sandy Hershcovis**, *U. of Calgary*

Why do some observers fail to support targets of workplace mistreatment? Drawing on system justification theory, we propose that perceiving workplace mistreatment as more inevitable can prompt observers to justify the mistreatment. Using an experiment (N = 301) and a multi-wave survey (N = 554), we found that perceived mistreatment inevitability positively related to observers' evaluations of mistreatment legitimacy and negatively related to their evaluations of target legitimacy. In turn, these legitimacy evaluations had implications for observers' reactions to the mistreatment incident (i.e., minimizing the incident) and the target of mistreatment (i.e., decreasing work-related support, increasing negative gossip, and increasing avoidance). Importantly, we identified organizational mistreatment climate as an antecedent of perceived mistreatment inevitability, with supplemental analyses revealing that gender exacerbated the negative effects of climate on perceived mistreatment inevitability for female (but not male) targets. Theoretical implications include understanding how observers may inadvertently worsen mistreatment in the workplace, including why observers may justify workplace mistreatment, how this can impact their behaviors, what may prompt observers' system justification tendencies, and who (i.e., which targets) are most likely to experience these detrimental effects. Managerial insights include recognizing that observers may contribute to further negative consequences for mistreatment targets and the critical role of organizational climate for curtailing these effects.

Paper is Available to Meeting Registrants Only.

CM: **Ostracism and Knowledge Hiding: Sequential Mediation of Efficacy Needs and Psychological Distress**  

Author: **Sabeen Bhatti**, *Bahria U., Islamabad Pakistan*

Author: **Maryam Hussain**, *Bahria U., Islamabad Pakistan*

Author: **Gabriele Santoro**, *U. of Torino*

Drawing on the conservation of resources theory and need-threat model, this study analyses the mediating role of efficacy needs and psychological distress on the relationship between workplace ostracism and knowledge-hiding behaviour of employees. Time-lagged data were collected from 225 employees working in the mobile telecommunication sector through online survey instruments prepared in light of past literature. SPSS23 and SmartPLS3 were used to analyse the data. The results obtained confirm the initial hypothesis that there exists a positive relationship between workplace ostracism and knowledge hiding. Furthermore, the results also established the sequential mediating roles of efficacy needs and psychological distress between workplace ostracism and knowledge-hiding behaviour of employees. This study adds to the literature suggesting that workplace ostracism represents a real threat to companies that aim to foster knowledge-sharing behaviours. Moreover, it reveals that efficacy needs and psychological distress are two underlying mechanisms behind the baseline relationship.

Paper is Available to Meeting Registrants Only.

CM: **The Impact of Perpetrator and Target Gender on Third Party Attributions for Workplace Mistreatment**

Author: **Eva Zedlacher**, *Webster U., Vienna*

Author: **Takuya Yaganida**, *U. of Vienna*

Workplace mistreatment is often ambiguous for direct observers and other third parties. They may be prone to gendered attributions of blame against perpetrators and targets. In the present study, we investigate via video vignettes with four male and four female professional actors whether perpetrator and target gender affect third parties' moral anger and attributions of blame for workplace mistreatment. 999 Austrian workforce members responded to standardized video clips displaying direct anger as well as indirect social aggression (social exclusion) against a target at work. Using a 2*2*2 mixed design, we manipulated perpetrator gender, target gender and mistreatment scenario (in total four perpetrator/target gender configurations and 16 different actor combinations per scenario). Mixed-effects modeling revealed no significant perpetrator gender effects in the direct anger scenario regarding moral anger, perpetrator and target blaming. In the case of social exclusion, female perpetrators evoked significantly more moral anger and blame than male perpetrators, in particular when the target was female. In female-only perpetrator/target configurations, the female targets were blamed significantly less for social exclusion than when the perpetrator was male. Results corroborate earlier findings on the stereotype and problematization of female/female harassment. Findings also show that the impact of perpetrator gender on attributions of blame by third parties cannot be studied independently of target gender and type of mistreatment. We discuss implications and limitations of findings and the methodological approach.

Paper is Available to Meeting Registrants Only.

CM: **Incivility or Just Another Form of Mistreatment at Work?**

Author: **Heath Gregg**, *U. of Miami*

Author: **Changmeng Xu**, *U. of Miami*

In the 22 years since the concept of workplace incivility was introduced to scholars (Andersson & Pearson, 1999), a substantial body of empirical work on potential antecedents, negative outcomes, and various boundary conditions has accumulated. Despite the fascination and the considerable interest shown in investigating incivility, there are some criticisms regarding how the construct is defined and measured. There are concerns that one of the most common measurement instruments used to assess workplace incivility (the WIS-R, Cortina et al., 2013) may not be identifying uncivil behaviors in particular, but rather it may be capturing employee appraisals of various forms of interpersonal mistreatment. For example, mistreatment might encompass perceptions of another person at work engaging in bullying, undermining, abuse, or some other form of mistreatment. To support this position, a content analysis of the Workplace Incivility Scale Revised, [WIS-R] (Cortina et al., 2013) was conducted to assess if the way workplace incivility is measured is differentiating incivility from other related interpersonal mistreatment constructs. The findings bring into question the content validity of the WIS-R and raise concerns about the current approaches to the measurement of workplace incivility and workplace mistreatment in general.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1330** | Submission: **14372** | Sponsor(s): **(CMS, GDO, OB, SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 12:30PM - 2:30PMPT (UTC-7)** at **The Westin Seattle** in **Elliot Bay**

Race, Embodiment and Ethics: Exploring Bodies and Race Within Gender Research



Race, Embodiment and Ethics: A Research Agenda

Organizer: **Estelle Archibold**, *Case Western Reserve U.*
Organizer: **Alison Pullen**, *Macquarie Business School, Macquarie U.*
Panelist: **Banu Ozkazanc-Pan**, *Brown U.*
Panelist: **Alessia Contu**, *U. of Massachusetts, Boston*
Panelist: **Celina McEwen**, *UTS*

This professional development workshop (PDW) aims to generate new research insights centered on research that raises the interrelation of race, bodies and ethics in management and organizational research. The Gender, Work and Organization journal (GWO) raises the significance of scholarly research on interrelated themes in the context of its broader mission to publish “multi-disciplinary, high quality qualitative empirical research on gendered power relations and identities in the study of work and organization exploring issues of inclusion and exclusion.” The newly established GWO network on Race, Embodiment and Ethics aims to generate impactful scholarship that changes the ways in which we consider the salience of “the body” in research on race, gender and ethics in organizations and managerial theory and practice. Our proposed PDW will feature four panelists who are currently engaged in scholarly research and theorizing about race, embodiment, and ethics in the context of gender studies in the pursuit of social justice. Following we will generate discussion in small groups about budding research in these domains. We invite PDW participants who themselves are interested in developing and contributing to research agendas that raise the salience of “the body” in studies of race and intersectionality (specifically regarding race and gender), gender and the body, as well as ethics and the consequences of disembodied theories about justice and ethics in organizations. Keywords: Embodiment, gender, ethics, justice, race

You may register for this PDW at <https://forms.gle/y9HTHR1EETJcN7ECA>. Please contact Estelle Archibold - exa177@case.edu, Alison Pullen - alison.pullen@mq.edu.au, and/or Banu Ozkazanc-Pan - banu_ozkazanc-pan@brown.edu for questions about the PDW and registration. We encourage both scholars and practitioners to participate as we build bridges to support engaged scholarship.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1331** | Submission: **19443** | Sponsor(s): **(ENT)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 12:30PM - 2:00PMPT (UTC-7)**

Emotion, Intention, Motivation 8

Session Moderator: **Sohrab Soleimanof**, *Louisiana State U.*

ENT: **Entrepreneurship or Supporting the Family? Opportunity Recognition Motivation and Its Exploitation** ➔

Author: **Yapu Zhao**, *Nanjing U. of Aeronautics and Astronautics*

Author: **Depeng Liu**, *Shandong U.*

Author: **Dong Liu**, *California State U., Northridge*

Author: **Beilei Dang**, *Nanjing U.*

Employee entrepreneurship is the foundation of corporate entrepreneurship. This study examines the effects of family motivation on employees' entrepreneurial behavior within organizations (i.e., opportunity recognition and opportunity exploitation). We argue that opportunity recognition can be a response to employees' needs for supporting their family and hypothesize that family motivation has a positive effect on opportunity recognition; however, family motivation will also reduce the effect of opportunity recognition on opportunity exploitation suggesting that those opportunities identified by employees with strong family motivation are less likely to be exploited. We further propose that the negative moderating effect of family motivation is stronger for female employees than for their male peers. We test our hypotheses by analyzing two-wave and time lagged data that were collected from 280 personnel.

Paper is Available to Meeting Registrants Only.

ENT: **Influences of University Students' Grandiose and Vulnerable Narcissism on Entrepreneurial Intention** ➔ 🖨

Author: **Tingko Lee**, *Graduate School of Resource Management and Decision Science, National Defense U.*

Author: **Chih-Hsing (Sam) Liu**, *National Kaohsiung U. of Science and Technology*

Author: **Bernard KC Gan**, *Griffith Business School, Griffith U.*

Author: **Cheng-Kuei Yang**, *Ministry of Health and Welfare Secretariat*

Based on regulatory focus theory, this study examines whether narcissistic personality traits in college students stimulates promotion focus (pursuing pleasure) or prevention focus (avoiding pain), thereby affecting entrepreneurial intention, and explores whether entrepreneurship education programmes (EEPs) moderate the relationship between motivation and entrepreneurial intention. In Study 1 and Study 2, questionnaires were distributed at three different time points (intervals of 30 days). Study 1 included 531 college students from Taiwan as the study subjects and generated the following findings: (1) grandiose narcissism and vulnerable narcissism can increase and decrease entrepreneurial intention, respectively; (2) promotion focus has a positive mediating effect on the relationship between grandiose narcissism and entrepreneurial intention; and (3) prevention focus has a negative mediating effect on the relationship between vulnerable narcissism and entrepreneurial intention. Study 2 included 231 college students from Australia. In addition to supporting the hypotheses tested in Study 1, the following findings were obtained: (4) under high-level EEPs, the positive mediating effect of promotion focus on the relationship between grandiose narcissism and entrepreneurial intention increased; and (5) under high-level EEPs, the negative mediating effect of prevention focus on the relationship between vulnerable narcissism and entrepreneurial intention decreased.

Paper is NOT Available. Please contact the author(s).

ENT: **Acquired Knowledge that Support Entrepreneurs: Implications for Entrepreneurial Emotion and Learning**

Author: **Takahiro Inada**, *Kyoto U. of Advanced Science (KUAS)*

Author: **Masato Horio**, *Kobe U.*

In the field of entrepreneurial learning, a major focus has been on understanding learning tasks, i.e., the knowledge required for entrepreneurial activity. However, to date, research has solely focused on opportunity information and concrete know-how related to technology and management, and has not analyzed the mindsets and psychological foundations that guide decision-making as learning objects. To fill this gap, we asked what knowledge entrepreneurs gain and conducted a comprehensive and exploratory analysis of archival interviews of 96 Japanese entrepreneurs. As a result, we discovered a fourth category that could not be classified into the previous three categories: opportunity information, capability, and schema. We named it way of being, meaning the personal ideals of being when working on businesses. This finding suggests that entrepreneurs navigate their emotional journey depending on what they learn from their experiences and the teaching of others. This study is novel as it examines the impact of knowledge and information acquisition activities on entrepreneurs' emotions. We also showed that entrepreneurs can be categorized into three types: strategic, cognitive, and emotional, based on the learning content they focus on.

Paper is Available to Meeting Registrants Only.

ENT: **Intergenerational Transmission of Entrepreneurial Identity within Entrepreneurial Families**

Author: **Seyyede Sharare Bagherian**, *Sharif U. of Technology*

Author: **Sohrab Soleimanof**, *Louisiana State U.*

Author: **Alireza Feyzbakhsh**, *Sharif U. of Technology*

Entrepreneurial families play a critical role in the next generation's interest in and desire for entrepreneurship. Because entrepreneurship is an identity construction process, the influence of entrepreneurial parents on the construction or nonconstruction of their children's entrepreneurial identity (EI) needs to be explored. This paper provides a theoretical framework of the children's EI construction process. It specifically suggests that entrepreneurial parents' emotional expression resulting from the identity verification process and emotion regulation in family communication can influence the children's identity construction processes. When parents' EI is verified and its resulting positive emotion is expressed in a conversation- and conformity-oriented environment, it sends children the message that EI can enhance identity motives. This message leads to the activation of EI assimilation and maintenance for the children. We contribute to existing research by going beyond seeing parents only as role models by highlighting the interplay between parents' EI enactment and child's identity construction and explaining the family communication influence.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1332** | Submission: **19320** | Sponsor(s): **(ENT)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 12:30PM - 2:00PM PT (UTC-7)** at **Seattle Convention Center in Room 620**

Immigrant Entrepreneurship 1

Session Moderator: **Nousheen Tariq Bhutta**, *Capital U. of Science and Technology*

ENT: Immigrant Entrepreneurship - A Tale of Two Worlds Bibliometric Domain Analysis 2009 -2019

Author: **Jan Wiers**, *IAE Paris - Sorbonne Business School*
Author: **Didier Chabaud**, *IAE Paris - Sorbonne Business School*

This comprehensive bibliometric study aims to analyze the nomological structure of the immigrant entrepreneurship domain 2009-2019 by means of citation and co-citation analysis for highlighting research trends, theoretical shifts and providing insights on future domain developments. SSCI citation data was initially used to return lists of most-cited authors, journals and publications. Co-citation matrixes were subsequently tabulated and visualized with Vos Viewer for three consecutive time intervals to highlight shifts in the otherwise evolving structure of knowledge. The shifts in the knowledge structure are analyzed and discussed with regards to the findings of 3 systematic literature reviews, published between 2013 and 2019 and a bibliometric predecessor study from 2013. The results show that the immigrant entrepreneurship domain transformed into a management research domain with seminal theorization shifting toward structuralistic models. Prominent phenomenon of contemporary research include ethno-national variations, Super-diversity, transnationalism and refugee entrepreneurship, which amplify the need for theoretical refinement of the field. 'Simultaneous-embeddedness' appears a most promising starting point for its conceptualization of the home country next to the host country context, though it must be extended to include additional contexts including the digital arena to better reflect the newly emerging complexities of contemporary immigrant entrepreneurship. Our study is the first update on the state of the immigrant entrepreneurship domain since 2011 and the results serve as an important point of reference regarding theoretical and empirical domain trends for established and new scholars in the growing field of immigrant entrepreneurship.

Paper is Available to Meeting Registrants Only.

ENT: Boost or Penalty? Experimental Evidence on the Effect of Entrepreneurial Experiences on Employment

Author: **Carina Hartmann**, *U. of Mannheim*
Author: **Christoph Sajons**, *U. of Mannheim*

Entrepreneurship is a way to adequately use one's own qualifications and expertise, circumvent labor market restrictions and achieve professional and social progress. Starting-up, however, bears significant risks of failure and former founders often need to apply for wage employment afterwards. This is particularly true for migrants and refugees, who face obstacles on the institutionalized markets of developed economies. In this paper, we examine whether and how entrepreneurial experiences (EE) of former migrant founders affect subsequent hiring success. To this end, we conduct a pre-registered correspondence test, sending out fictitious applications to job vacancies in Germany. We use four main application profiles: (voluntary business exit, forced business exit, wage employment, and unemployment) and compare their rates of positive firm feedback. Our results suggest that EE fare equally well with experiences in wage employment, but significantly improve the chances for a call-back compared to unemployment. Contrary to expectations, we do not find stronger effects of EE for migrant women and refugees in application processes.

Paper is Available to Meeting Registrants Only.

ENT: Financial Ambidexterity of the Immigrant Family Businesses: A Conceptual Perspective (WITHDRAWN) 

Author: **Bryan Malki**, *Jönköping International Business School*

Based on the multi-contextual nature of immigrant entrepreneurship, this paper theoretically introduces and discusses the ambidextrous ability of the IFBs' owners overcoming the financing barriers in host countries. Namely, discussing the behavioral ability of the immigrant entrepreneurs in flexibly switching their exploration and exploitation for formal and informal financing between the multiple contexts where they are embedded. The paper build on a synthesis of different theoretical notions in constructing the term of 'financial ambidexterity of IFBs', namely, organized proximity, boundary work, and behavioral complexity. This theoretical synthesis is thoroughly discussed within the immigrant entrepreneurship framework. The paper proposes four mechanisms to derive the IFBs' financial ambidexterity, and argues for boundary work and behavioral complexity as the critical drivers for ambidexterity. The paper provides four detailed models that illustrate each proposed mechanism, in addition to an overall model that gives a comprehensive view of the different phases of accumulating the IFBs' financial ambidexterity. The paper mainly contributes to the literatures on family business and immigrant entrepreneurship by proposing how IFBs survive the financing barriers they face in host countries. The paper tries to advance the understanding about entrepreneurial financing using social, and behavioral perspectives like organized proximity, behavioral complexity, boundary work, and behavioral complexity. The ultimate theoretical construct of this paper explains a behavioral manifestation, entitled, 'financial ambidexterity' of the IFB owners in overcoming financing barriers in host countries.

Paper is NOT Available. Please contact the author(s).

ENT: How Does National Culture Influence Entrepreneurship? (WITHDRAWN)  

Author: **Johannes Kleinhempel**, *Alliance Manchester Business School, U. of Manchester*

How does national culture influence entrepreneurship? There are three dominant perspectives –internalized cultural dispositions view, legitimacy view, and social support view– which propose distinct theoretical channels and yield partially conflicting propositions regarding the role of culture in entrepreneurship. I offer a fresh approach to culture-entrepreneurship research by decoupling the theoretical mechanisms proposed by the internalized cultural dispositions view from other cultural perspectives. The empirical context of this study are second-generation immigrants of different ancestries in the U.S. Second-generation immigrants have been born, educated, and currently live within the shared cultural, institutional, and economic environment of the U.S. but potentially differ in cultural dispositions as influenced by the culture of their country of ancestry. Specifically, I argue that second-generation immigrants are more likely to be entrepreneurs if their parents' country-of-origin culture is characterized by high levels of risk-taking propensity, need for achievement, and need for autonomy. Using data on more than 50,000 second-generation immigrants and multilevel modelling, I find support for these propositions. The results are robust to the incorporation of the legitimacy and social support view and non-cultural explanations proposed by immigrant entrepreneurship research. This paper, by providing evidence from the internalized cultural dispositions perspective, sheds light on the mechanisms through which culture matters.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1333** | Submission: **19366** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 12:30PM - 2:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 602 Nooksack**

Venture Capital 3

Session Moderator: **Lukas Knauf**, *Heinrich-Heine U. of Dusseldorf*

ENT: The Influence of Founding Experience on the Establishment of Organizational Structures

Author: **Lukas Knauf**, *Heinrich-Heine U. of Dusseldorf*

This article introduces a multi-level human capital perspective on the origins of new ventures' organizational structures. We examine the human capital of the founding team and venture capital investors and establish a model that details each party's influence on the venture's organizational design. In explaining the role of human capital in entrepreneurship, we argue that the influence of experienced founding teams and that of experienced venture capital investors both lead to differentiated organizational designs but that there is no additional effect when both parties are experienced. To validate our hypotheses empirically, we compile a longitudinal database of 199 new biotechnology ventures founded between 2001 and 2012 with 1,723 observation years and 460 funding rounds. We find that both experienced entrepreneurs and experienced venture capital investors lead to deeper and broader organizations in the absence of the other but no additional effect of their simultaneous presence. This study contributes to human capital research in the realm of entrepreneurship by considering the experience of the founding team and venture capital investors in an integrated, multi-level model. In addition, this study contributes to organizational research by providing detailed evidence on the differences in organizational design choices made by experienced founding teams and experienced venture capital investors compared to their unexperienced counterparts.

Paper is Available to Meeting Registrants Only.

ENT: Micro VC

Author: **Valerio Pelucco**, *Department of Management and Technology, Bocconi U.*

Author: **Mario Daniele Amore**, *Bocconi U.*

Author: **Annamaria Conti**, *U. of Lausanne*

Given its spectacular growth in recent years, venture capital is gaining significant attention among strategy scholars. In this paper, we shed light on a novel and unexplored phenomenon, namely the emergence of small-sized VC funds (micro VC hereafter). Using US data from 2000 to 2020, we show that micro VC has experienced a remarkable increase, which is economically larger than that of business angels and traditional VC. Moreover, we show that micro VC has an idiosyncratic investment style, more focused on founders and early-stage firms. Studying the performance implications for startups, we find that being backed by micro VC has a much smaller effect than traditional VC on the subsequent number of rounds and the amount raised. Moreover, while micro VC increases the likelihood of startups' success, the effect is half of that of traditional VC. Micro VC's performance is even poorer when the fund manager is a former founder.

Paper is Available to Meeting Registrants Only.

ENT: Getting off to a Good Start: Emerging Scientific Fields and External Financing

Author: **Ciro Donald Esposito**, *Amsterdam Business School, U. of Amsterdam*

Author: **Nachoem Wijnberg**, *U. of Amsterdam*

Author: **Balazs Szatmari**, *U. of Amsterdam*

Author: **Jonathan Sitruk**, *Amsterdam Business School, U. of Amsterdam*

This paper examines whether increased involvement by scientists and investors in a scientific field affects the initial external financing received by new ventures in these fields. We argue that ventures perceived to be associated with emerging scientific fields are more likely to get initial external capital than ventures that do not have such associations. Our results indicate that being associated with emerging scientific fields increases the likelihood of acquiring needed resources for new ventures. However, we found that ventures perceived as associated with fields that showed growing investments in the past do not have a higher likelihood of obtaining initial external investments.

Paper is Available to Meeting Registrants Only.

ENT: Cross the Road Safely: Network Defense to Indirect Ties to Competitors

Author: **Wei Chen**, *School of Business, Renmin U. of China*

Author: **Yan Yan**, *School of Business, Renmin U. of China*

In reality, some venture capital (VC) firms invest in competing start-ups simultaneously, and then an indirect tie between them is established. However, start-ups face the risk of knowledge leakage through the shared VCs. There is a research gap on what network defense the start-ups shall adopt to deal with this threat. To fill it, this paper put forward three methods: controlling partner addition, refusing "friends" and accepting "followers". Then we discuss the impact of the round number on the possibility of these three defenses. Besides, we also make contributions to the literature on the indirect tie and network dynamics and provided implications about knowledge protection and VC partner addition. This study focused on US start-ups and tested our theory using 1985 ~ 2020 VC investment data from Thomson Reuter's VentureXpert database.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **1334** | Submission: **19279** | Sponsor(s): **(ENT)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 12:30PM - 2:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **604 Skyomish**

Crowdfunding 1

Session Moderator: **Douglas Cumming**, *Florida Atlantic U.*

ENT: **Governance and Success in U.S. Equity Crowdfunding** 

Author: **Douglas Cumming**, *Florida Atlantic U.*

Author: **Sofia A. Johan**, *Florida Atlantic U.*

Author: **Robert Sean Reardon**, -

We propose three governance mechanisms pertinent to equity crowdfunding and campaign success through mitigating pronounced information asymmetries and agency problems. First, unlike IPOs for which the effect of Delaware incorporation has declined or disappeared over time, we propose Delaware incorporation matters a great deal for success in the new setting of equity crowdfunding. Second, we propose that security design is a critical tool for equity crowdfunding success and even more important than the limited 2-year financial statement disclosure. Third, we propose that platforms as intermediaries between entrepreneurs and investors play an important role in mitigating and sometimes exacerbating information asymmetries and agency problems. The population of equity crowdfunding campaigns from market inception in May 2016 to Q2, 2021 in the United States provides strong support for these propositions.

Paper is Available to Meeting Registrants Only.

ENT: **Does the Mismatch Between Verbal and Nonverbal Cues Affect Crowdfunding Campaign Outcome?** 

Author: **Byoungsoon Koh**, *Korean U. business school*

Author: **Daeil Nam**, *Korea U.*

Author: **Juhee Kim**, *Korea U.*

Equity crowdfunding is a unique and effective ground for new ventures to solicit external capital. New ventures introduce themselves via project description and video presentation to successfully fund the campaign. Past studies have acknowledged the importance of video presentation as the source of information and the chance for new ventures to promote a desirable image of themselves to the viewers. This paper examines whether the emotions portrayed through verbal and facial expressions reflect their own evaluation of the current firm's status. Moreover, we investigate whether expressive behaviors can facilitate investment decisions. We further posit that positive facial expression will not yield a positive funding outcome if it is moderated by negative verbal cues. Also, it is expected that potential investors will penalize the new ventures when the positive nonverbal cues diverge from the actual financial performance. To test our hypothesis, we use the data from the South Korean crowdfunding platform, Wadiz, during the 2016–2021. Our hypothesis is supported that potential investors will detect anomalies when the facial expression is met with the negative verbal sentiment, leading to lower funding outcomes.

Paper is Available to Meeting Registrants Only.

ENT: **The World at Their Feet? A Longitudinal Analysis of Born Global Startups and Equity Crowdfunding**  

Author: **Joe Cox**, *Athabasca U.*

Author: **Farzad Haider Alvi**, *Athabasca U.*

This paper examines two determinants of equity crowdfunding: success in raising targeted amounts during the fundraising period, and longitudinally, the degree of firm survival following the fundraising. We study how a particularly resource constrained type of start-up firm, born global (international new venture), performs when attempting to raise equity through a crowdfunding platform. Our methodology combines inductive qualitative analysis of the investment narrative found in the disclosure documentation, with two-stage multivariate analysis to model longitudinal performance. Based on the modelling, we classify firms as born globals, traditional (slow) globals, born locals, and anchored locals. Among the four types of firms, we find that that born globals are the least likely to enjoy fundraising success but among the more likely to survive post-campaign. Thus, the early internationalization of born globals appears to offset liabilities of newness and foreignness associated with international strategy. Further research is suggested on why crowdfunders do not appreciate the signals in the strategic narrative that lead to better investment outcomes. Given the promising nexus identified between born globals and crowdfunding, additional research is also recommended on how crowdfunding could play a larger role in innovation finance ecosystems.

Paper is Available to Meeting Registrants Only.

ENT: **The Effect of Speech Acts in Entrepreneurial Narratives on Fundraising Performance** 

Author: **Pyayt Phyoo Oo**, *U. of Texas At Arlington*

Author: **Lin Jiang**, *U. of South Florida*

Author: **Annaleena Parhankangas**, *Iowa State U.*

Author: **Chien-Sheng Richard Chan**, *Stony Brook U.-State U. of New York*

This study examines the role of entrepreneurial narratives in fundraising performance. Rather than focusing on entrepreneurs' attributes inferred from the narratives, we focus on entrepreneurs' actions within the narratives (i.e., speech acts) and their role in fundraising. Drawing on the speech act theory and the exchange theory of entrepreneur-investor relationships, we propose that three types of actions in narratives (assertive, directive, and expressive acts) positively influence crowdfunding success, whereas commissive acts negatively influence crowdfunding success. Further, a diverse mix of speech acts increases fundraising performance by leveraging complementarity. Using a sample of 28,000 crowdfunding campaigns and a supervised machine-learning approach, we find ample support for our predictions, making both theoretical and methodological contributions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1335** | Submission: **19301** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 12:30PM - 2:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 605 Snohomish**

Entrepreneurial Scalability 1

Session Moderator: **Angelo Romasanta**, *ESADE Business School*

ENT: **From Growing to Scaling: An Integrative Framework of Scalability in Deep Tech**   

Author: **Angelo Romasanta**, *ESADE Business School*

Author: **Gozal Ahmadova**, *ESADE Business School*

Author: **Jonathan D. Wareham**, *ESADE*

Scalability is one of the most important features evaluators assess in new ventures. Yet, what it means for a venture to be scalable is still not well understood. To bring new insights, we explore scalability in the unique context of deep tech – ventures which require prolonged stakeholders' support in technology development before they can scale. Our study identifies the dimensions of scalability for nascent ventures based on interviews with ecosystem actors from venture capitalists, incubators, accelerators, public funders, and corporate venture builders. Instead of merely being an inherent characteristic of a firm, scalability arises from evaluators' interpretation of signals related to the ventures' technology, business model, market, and people. While inaccurate scalability evaluations can lead to firms not getting the resources needed to scale eventually, we also show that new ventures deemed scalable can still fail to scale without proper development. Our study advances an integrative framework of scalability, clarifying the relationships between scalability as a capability, scaling as a process, and other extant concepts like growth. Apart from theoretical contributions, our study guides both decision-makers evaluating new ventures and entrepreneurs aiming to win support from crucial stakeholders.

Paper is Available to Meeting Registrants Only.

ENT: **Tipping over to Scalable Growth: Examining Micro-Activities in the Growth Dynamic Capability**  

Author: **Ivana Milosevic**, *College of Charleston*

Author: **Erin Bass**, *U. of Nebraska, Omaha*

The importance of versatile resources for firm growth is well documented in entrepreneurship literature. However, how firms navigate nonlinearities in growth and how managers in those firms develop and leverage versatile resources to build growth dynamic capability they can sustain is insufficiently explained. To enhance our understanding of this process, we investigate how individuals in a high growth tech firm overcome the early chaotic new venture growth that led them to the edge of demise – what we term a tipping point - to build growth dynamic capabilities bottom up. Our findings illustrate that growth dynamic capability embodies both intentional and serendipitous actions, as individuals retain useful resources, recombine others, and discard the less useful ones. In this context, repetition is questioned (due to its necessity for scalable growth but also potential to stifle it), and performance reliability at the firm level is continually accomplished via disruptive activities on the individual level.

Paper is Available to Meeting Registrants Only.

ENT: **Dynamic Scaling for Persistent High Growth**

Author: **Suzana Varga**, *Erasmus U. Rotterdam*

Author: **Magdalena Cholakova**, *Erasmus U. Rotterdam*

Author: **Justin J.P. Jansen**, *Erasmus U. Rotterdam*

Author: **Tom Mom**, *Erasmus U. Rotterdam*

Author: **Guus J.M. Kok**, *U. of Valencia*

High-growth firms (HGFs) represent a very small proportion of all firms, yet they are responsible for most new jobs. Previous studies on HGFs, while valuable and advancing the field, have been mostly limited to explaining single three-year episodes of high growth. This leaves a noticeable gap in terms of explaining how firms that show high growth over extended periods of time are able to do so. Using a longitudinal qualitative design to study one of the fastest growing companies in the Netherlands and a persistent fast grower for more than a decade, we identify the process of dynamic scaling as being a key foundation for persistent HGFs. This enables us to demonstrate that what makes high growth sustainable over extended periods of time are the strategic leaders' consistent and deliberate efforts to scale the organization. We find that strategic leaders are able to repeatedly scale the organization by deploying and adapting four key managerial capabilities that are specific to persistent HGFs. By identifying the process of dynamic scaling and the underlying four key managerial capabilities, we are able to move beyond generic financial and performance indicators of persistent HGFs and, instead, explicate the contextual specificities of these firms, which contribute to their extended success.

Paper is Available to Meeting Registrants Only.

ENT: **Societal Crises as External Enablers of Extreme Scaling by Digital Ventures**

Author: **Frederik Von Briel**, *U. of Queensland*

Author: **Per Davidsson**, *Jonkoping International Business School*

Author: **Jan Recker**, *U. of Hamburg*

Building on the External Enabler Framework and prior research on digital entrepreneurship and innovation, we develop new theory of how entrepreneurial ventures can leverage societal crises to realize the extreme scaling potential enabled by digital technologies. Our theory posits a general pattern through which a) digital technologies provide baseline potentialities for venture scaling, b) crises provide venture-level additive enabling mechanisms, c) ventures' task environments provide further positive feedback effects, and d) media discourse adds aggregate-level power effects, which cumulatively yield increasingly potent and non-linear scaling effects that also become progressively concentrated to a few, hyper-scaling ventures. We then outline how different development stages, market positions, and resource endowments make different hyper-scalers follow slightly different routes through the general pattern to achieve extreme outcomes. Through this work we take a major step forward in external enablement theorizing which we hope will inspire others to conduct empirical research and provide further theoretical refinements in this domain.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1336** | Submission: **19325** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 12:30PM - 2:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **607 Wishkah**

Innovation and Entrepreneurship 1

Session Moderator: **Nadine Scholz**, *King's College London*

ENT: Timing Matters – The Impact of Innovation Exploitation on New Venture Survival

Author: **Max Meyer**, *Heinrich-Heine U. of Dusseldorf*
Author: **Verena Rieger**, *Heinrich-Heine U. of Dusseldorf*

Previous research highlights the positive effect of exploitation and exploration innovation on firm performance, but most studies focus on established firms. Recent reviews in entrepreneurship underscore the need to model time and timing more explicitly in research. We combine these insights and explore how new ventures should prioritize innovation activities given their limited resources and survival chances. Leveraging a multi-source sample of 520 new ventures, we find that exploitation positively impacts new venture survival and that timing plays a vital role. Our results lead us to reinforce calls to form a more time-integrated perspective of the entrepreneurial process and innovation.

Paper is NOT Available. Please contact the author(s).

ENT: Experimental Spaces As Temporary Entrepreneurial Work Environments For Incubating Wildcard Ideas

Author: **Nadine Scholz**, *King's College London*
Author: **Marcela Miozzo**, *King's College London*
Author: **Gabriela Gutierrez Huerter O**, *Assistant Professor, King's Business School*

Companies often establish structured innovation programs such as innovation labs and corporate accelerators to harness employee creativity and enable them to experiment with new ideas to challenge established practices, actions or business models. What is yet to be understood is how individuals lacking such structured innovation programs in organizations pursue their ideas. This study explores inductively how individuals initiate and develop novel ideas outside the core corporate structures through the lens of experimental spaces. Experimental spaces as temporary entrepreneurial work settings provide distinct means for individuals to interact and experiment with new ideas and approaches. Using the concept of boundary work and drawing on an embedded multiple case study of six wildcard ventures that originate outside the core corporate structures, this paper unpacks the individual entrepreneurial efforts and their connections to supportive actors contributing to the emergence of experimental spaces. The findings reveal two distinct entrepreneurial venture paths, internal networked ventures and peripheral entrepreneurial ventures, that emerge through the establishment of supportive conditions along the venturing process, including different iterative product development, market engagement, and working style and methods.

Paper is NOT Available. Please contact the author(s).

ENT: Absorptive Capacity, Decision-Making Approaches, and Innovation: Evidence from Fintechs and Biotechs   

Author: **Christopher Steinert**, *Postdoctoral researcher*
Author: **Christian Landau**, *EBS Business School*

This paper addresses the question how new ventures create innovation performance through the application of two entrepreneurial decision-making approaches, namely causation and effectuation, and the usage of absorptive capacity. We build a conceptual model and use partial least squares structural equation modeling in order to analyze survey data on 150 BioTechs and FinTechs operating in three European countries. Our results reveal that causation does not directly impact a firm's innovation performance, but that this relationship is fully mediated by absorptive capacity. We further find effectuation to significantly influence innovation performance, while absorptive capacity partially mediates this relationship. We contribute to entrepreneurship theory—in particular to literature on effectuation and knowledge spillover—and the dynamic capabilities-based view by analyzing opposing effects of causal and effectual decision-making approaches on innovation performance. Furthermore, we establish the understanding that absorptive capacity enhances the impact of both causation and effectuation on innovation performance. In particular, absorptive capacity is necessarily needed if a causal approach has been applied; in case an effectual approach is used, absorptive capacity can be considered a supportive capability. The respective managerial implications as well as limitations and future research avenues are discussed.

Paper is Available to Meeting Registrants Only.

ENT: Not all Innovations are Alike: Who Should Receive Public Grants? 

Author: **Martin Röder**, *Philipps-U. Marburg*
Author: **Vivien Procher**, *Philipps-U. Marburg*
Author: **Diemo Urbig**, *Brandenburg U. of Technology Cottbus-Senftenberg / Indiana U. Bloomington*

As innovation policy targets innovations suffering from underinvestment, we examine the effect of public grants on innovation. While innovation involves a lot of uncertainty, we suggest public grants as the best option bearing no obligations. But not all innovations are alike as they differ by newness level. Hence, we distinguish between "new-to-world" explorative and "new-to-firm" exploitation innovation. Making use of (inter)national knowledge flow, some exploitative innovations are not "new-to-firm" but rather "new-to-region or -country" leveraging existing knowledge from another region or country. Allocating grants to the most promising startups, we evaluate startups' quality by high-tech industry and "entrepreneurial orientation" (EO). Within over 4,000 early-stage German startups, we find that explorative innovations benefit the most from grants, especially high EO startups. Also, grants help low EO firms to become innovative at all and to launch exploitative innovation with (inter)national knowledge flow.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **1337** | Submission: **19284** | Sponsor(s): **(ENT)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 12:30PM - 2:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **608 Wynoochee**

Entrepreneurial Decision-making 2

Session Moderator: **Matthias Schulz**, *U. of Cologne*

ENT: **Logics and Founder Identity: The Enabling Effect of Identification** 

Author: **Ganqi Tang**, *U. of Fribourg*

Author: **Emmanuelle Fauchart**, *U. of Fribourg, Switzerland*

Author: **Kristina Habjan**, *U. of Fribourg*

Past work experience exposes entrepreneurs to the logics of pertinent institutional fields. Entrepreneurs integrate elements of these logics (e.g., values, meanings, beliefs, norms) into their founder identity—that is, what is important to them as a founder and what they do in their startup firm. Nevertheless, this process can be contingent on individual characteristics, and it is unclear why elements of some logics are integrated while those of others are not. Leveraging recent research on identification, we develop a theory about how institutional identification moderates the relationship between past exposure to logic and the formation of founder identity. We conducted a survey study with entrepreneurs from young startups to understand how past exposure to the social welfare logic and identification with this logic independently and jointly affect the dominant social welfare (over commercial) tendency of their founder identity. Our findings suggest that past exposure to logic and identification with logic are not significantly associated with the dominant social welfare tendency of entrepreneurs' founder identity on their own, but they interact to influence founder identity. More specifically, past exposure to the social welfare logic negatively predicts entrepreneurs' dominant social welfare tendency of founder identity when their identification with this logic is low. Our study contributes to the micro-foundations of institutional theory by identifying critical boundary conditions of how logics influence individuals' identities and behaviors.

Paper is Available to Meeting Registrants Only.

ENT: **Antecedents and Boundary Conditions of Employees' Uncertainty Regulation Processes** 

Author: **Nima Esmaili-Konari**, *U. of Bayreuth*

Author: **Jens Schueler**, *U. of Bayreuth*

While the management literature stresses the necessity for firms to take risks and face uncertainty to sustain and improve their performance, considerably less is known about how firms and their employees effectively regulate such uncertain task environments and what kind of work behaviors this entails. Therefore, this study aims to advance knowledge on opportunities in the concept of uncertainty regulation by disentangling the mechanism that shapes the uncertainty perception and appraisal of individuals in the workplace and subsequent behavioral outcomes e.g., adaptive or proactive responses in the light of uncertain events. To achieve this, we conduct a systematic literature review to develop an integrated multilevel conceptual framework spanning the drivers, mechanisms, and consequences of employees' uncertainty perception and appraisal. We specifically focus on the interactions of individual personality traits, the organizational environment, and the external task-environment. The derived multi-theoretical framework provides specific suggestions for future research on how employees regulate uncertainty in the face of firm-internal changes.

Paper is Available to Meeting Registrants Only.

ENT: **How Public Leaders Can Foster Their Entrepreneurial Behavior at Times of Uncertainty** 

Author: **Katrin Bauer**, *Chair of Technology Management / TIE Institute, TU Dortmund U.*

Under turbulence, like during the COVID-19 pandemic, public leaders need to be proactive, understand citizens' needs, and deploy constrained resources at hand for the sake of the public. This submits that effectuation is an appropriate mode of entrepreneurial behavior, and, hence, uncertainty coping, in the public sector. However, recent research views public leaders' behavior as still rather static. Thus, scholars request to investigate public entrepreneurship, calling for evidence on factors that empower public leaders to behave entrepreneurially. We draw upon creation theory of entrepreneurship to explore the influence of leader-induced organizational practices and individual abilities on public leaders' effectual behavior. Thereby, we propose a moderated mediation model. Our analysis of 307 responses from public leaders reveals a significant mediation effect in that citizen involvement is positively related to public leaders' effectual behavior via knowledge integration mechanisms. We further show that individual problem-mastery ability strengthens this indirect effect. In sum, we accelerate public entrepreneurship research by disentangling crucial ingredients of public leaders' entrepreneurial behavior. We also advance entrepreneurship research, as we add novel antecedents to the nomological net of effectuation and introduce creation theory to a new domain, the public sector. Our results have implications for citizens and public leaders alike.

Paper is Available to Meeting Registrants Only.

ENT: **Hybrid Entrepreneurs' Resource Allocation and the Role of Exogenous and Endogenous Uncertainties** 

Author: **Matthias Schulz**, *U. of Cologne*

Author: **Martin Murmann**, *U. of Zurich*

Author: **Christian Schwens**, *U. of Cologne*

While prior research has made valuable contributions towards understanding why most individuals enter entrepreneurship next to their wage job, evidence on how these hybrid entrepreneurs manage their business after entry is largely absent. We fill this gap by studying hybrid entrepreneurs' resource allocation while being in hybrid entrepreneurship compared to that after transitioning to full-time entrepreneurship. Drawing on real options theory, we argue that hybrid entrepreneurs' resource allocation towards R&D tasks and sales tasks depends on whether these tasks are related to endogenous or exogenous uncertainty. Our empirical analysis based on a matched panel-dataset encompassing 797 hybrid entrepreneurs yields support for our hypotheses. Our paper offers contributions to the hybrid and the broader entrepreneurship literature, as well as to research on real options theory.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Teams 2

Session Moderator: **Andreas Schunk**, *U. of Bayreuth*

ENT: Does Environmental Hostility Break the Team and the Venture? Team Humor as a Coping Mechanism

Author: **Eva Weissenboeck**, *Ecole Polytechnique Fédérale de Lausanne*
Author: **Nicola Breugst**, *TUM School of Management, Technical U. of Munich*

Past research points towards entrepreneurial teams' perceptions of environmental hostility increasing the likelihood of an entrepreneurial team or venture breakup. This study provides insights into how entrepreneurial teams can reduce their likelihood of breakups in such perceived adverse environments. We draw on research on socioemotional behaviors to theorize that team humor can help entrepreneurial teams cope with perceived environmental hostility. Based on survey data from all cofounders of 114 entrepreneurial teams and secondary data on their ventures and cofounders, we find that team humor mitigates the positive relationship between perceived environmental hostility and the likelihood of a breakup of the entrepreneurial team or its venture. Our study contributes to the literatures on coping in entrepreneurship, entrepreneurial teams, and environmental hostility.

Paper is Available to Meeting Registrants Only.

ENT: Dynamics Between New Venture Team Processes and Team Entrepreneurial Passion Emergence

Author: **Andreas Schunk**, *U. of Bayreuth*
Author: **Matthias Baum**, *U. of Bayreuth*
Author: **Jens Schueler**, *U. of Bayreuth*

Growing research is attesting to the beneficial effects of team entrepreneurial passion (TEP) for entrepreneurial teams' performance. However, we still lack understanding of how TEP develops in the early stages of new venture teams. Therefore, this study's purpose is to investigate the emergence of team entrepreneurial passion (TEP) among nascent venture teams. Drawing on multilevel theory of emergence, we hypothesize how team processes influence the development of TEP which in turn affects subsequent team processes. By employing a longitudinal experience-sampling study with 157 individuals nested in 32 teams over a period of three months, we provide first empirical insights for the emergence of TEP. We find that action and transition processes positively and interpersonal processes negatively affect specific kinds of TEP. Implications for future research and practice are discussed.

Paper is Available to Meeting Registrants Only.

ENT: Team Value Compositions and Business Model Quality in Social versus Commercial Entrepreneurial Teams

Author: **Yasmine Yahyaoui**, *U. of Bayreuth*
Author: **Eva Alexandra Jakob**, *U. of Bayreuth*
Author: **Rodrigo Isidor**, *U. of Bayreuth*

Research on social entrepreneurial teams is still scarce. Drawing on the theory of paradox, we suggest that social, in contrast to commercial entrepreneurial teams, improve their venture's business model quality when combining founding team members with opposing individual values (i.e., self-enhancement and self-transcendence values). Conversely, we propose that a combination of opposing individual values inhibits the business model quality of commercial entrepreneurial teams. Surprisingly, using moderated and polynomial regression analyses on 98 entrepreneurial teams, we find that for social entrepreneurial teams, a combination of either high self-transcendence and low self-enhancement, or high self-enhancement and low self-transcendence individual team members' values is beneficial.

Paper is NOT Available. Please contact the author(s).

ENT: Diversity in Entrepreneurial Teams: A Review and Multilevel Mechanism Framework

Author: **Ruidong Zhu**, *Freie U. Berlin*

Diversity attracts growing interest in entrepreneurial team research, focusing on the differences within team characteristics instead of the average level. While previous research in this field advances our understanding of the antecedents and outcomes of diversity in entrepreneurial teams, the links between relationships at multiple levels are seldom connected in a holistic picture. Drawing from the multilevel causal mechanism concept, this literature review serves as a framework for integrating the existing research on diversity in entrepreneurial teams and highlights the value of linking mechanisms across levels for future research.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1339** | Submission: **19343** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 12:30PM - 2:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 703 Hoko**

Research Methods 1

Session Moderator: **Alexander Glosenberg**, *Loyola Marymount U.*

ENT: **Classroom Practitioner Expertise Development for Entrepreneurship Educators** 

Author: **Raj Krishnan Shankar**, *Great Lakes Institute of Management*
Author: **Andrew C. Corbett**, *Babson College*

There is a growing interest in exploring the practice-based foundations of entrepreneurship education. Despite significant advancement in scholarship regarding entrepreneurship education, our understanding of the ‘educator’, especially how they develop and sustain their abilities to enable learning in practice-based entrepreneurship education—remains thin. We build on practice theory and expertise development literatures to develop a new concept—quasipractice—proximal engagement in the actions, emotions, and cognitive experiences of an entrepreneur, which provides an approach to enhancing the skills, knowledge, and practices of the entrepreneurship educator. We juxtapose ‘quasipractice’ vis-à-vis ‘experiential learning’ and ‘vicarious learning’ and detail its unique role in entrepreneurship educator development. Limitations and future research implications are discussed.

Paper is Available to Meeting Registrants Only.

ENT: **Analyzing Big Data in Entrepreneurship: Replicating and Extending Evans and Leighton (1989)**

Author: **Xian Cao**, *Ball State U.*
Author: **Zigeng Wang**, *U. of Connecticut*
Author: **Huarui Jing**, *The U. of the South*
Author: **Timothy B. Folta**, *U. of Connecticut*
Author: **Frederic Delmar**, *EMLYON Business School*
Author: **Ruoqing Zhu**, *U. of Illinois at Urbana-Champaign*

Analyzing big data requires the use of more powerful big data analytical techniques. The risk of not employing such techniques is that we misunderstand the true relationships in fundamental issues. In the study, we replicate and extend Evans and Leighton (1989) to revisit the entrepreneurial entry problem using a traditional logistic regression and one type of big data techniques – random forests. Through comparing the discrepant findings of these two models, we assert the benefits of using contemporary approaches to handle big data in revisiting fundamental questions in entrepreneurship.

Paper is Available to Meeting Registrants Only.

ENT: **Integrating Multimodal Data and Machine Learning for Entrepreneurship Research**

Author: **Yash Raj Shrestha**, *ETH Zürich*
Author: **Fang He**, *U. of St Gallen*

Extant research in neuroscience suggests that human perception is multi-modal in nature that features numerous models utilising diverse data sources such as sound, images, taste, smell, etc. Entrepreneurs who work under an extremely dynamic environment are also expected to draw on multimodal inputs in their decision making. However, extant research in entrepreneurship mostly focuses on drawing insights from data in a single mode. A few studies that have used multimodal data either manually analyse them or simplify them into a few constructs. Such oversimplification leads to omission of insights that can be gained for analysing raw multimodal data. In this article, we suggest that machine learning algorithms can be effective in capturing both individual and relational cues from raw multimodal data in a reliable and scalable manner. The variables captured from integrating multimodal data with machine learning algorithms could lead to both increasing predictive accuracy and explainability of entrepreneurial phenomenon. We present various machine learning methods that could be useful in this endeavour.

Paper is Available to Meeting Registrants Only.

ENT: **The Effect of Gender on the Measurement of Entrepreneurial Orientation**  

Author: **Alexander Glosenberg**, *Loyola Marymount U.*

The measurement of entrepreneurial orientation (EO) is a cornerstone of research in entrepreneurship. However, common concepts involved in the operationalization of EO, namely risk-taking, innovativeness, and proactivity might be perceived as stereotypically masculine in nature. According to reasoning from social role theory, women might respond to measures of EO in ways that do not reflect the approaches of their firms but instead reflect their reaction to masculine stereotypes – stereotypes that might be more salient depending on survey response options. Gender-specific reactions might be especially likely in emerging economies where traditional gender stereotypes are strong. We test for the possibility that women might react to scales of EO in ways that differ from men through the analysis of a survey experiment of 499 entrepreneurs in Ethiopia. We find that the validity of EO measures in explaining firm revenue is lower among women than men; however, that effect is moderated by random assignment to different response scale types. Differences among men and women are greater with a common “descriptive” response scale that emphasizes the opportunity to disagree – but less pronounced with the use of a less common “branched” scale. We discuss important implications for the study of entrepreneurially-minded women and EO.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Innovation and Entrepreneurship 2

Session Moderator: **Nathan Sidney Greidanus**, *U. of Manitoba*

ENT: **Innovating from the Past: Toward a Theory of Retrovation**

Author: **Nathan Sidney Greidanus**, *U. of Manitoba*

This paper defines and develops the concept of Retrovation as a specific form of innovation that utilizes largely forgotten past practices and products to address current problems and market opportunities. Drawing on three cases of introducing products and processes from the past that are new to the innovator and the market we develop a model of retrovation. Our model proposes that retrovation tends to be demand driven but with a slow diffusion rate, and that it is largely competency destroying to incumbents, although can be co-opted through complementary assets. We also propose that retrovation is particularly relevant to sustainability focused opportunities.

Paper is NOT Available. Please contact the author(s).

ENT: **Ambidexterity and Firm Performance: The Moderating Effects of Normative and Cognitive Institutions**

Author: **Rui Fragoso**, *CEFAGE - U. of evora*

Author: **Vanessa Vasconcelos Scazziota**, *CEFAGE - U. of Évora*

Author: **Luiz Guerrazzi**, *U. of Algarve*

Author: **Rui Quaresma**, *CEFAGE - U. of evora*

Author: **Jorge Casas Novas**, *CEFAGE - U. of evora*

Firms try to follow the best strategy to reach their competitive advantage. Combining exploration and exploitation in an innovation ambidexterity strategy can be an alternative to improve firm performance. Thus, using survey data from the sample of the 2018 GUESS project, this study assessed the effect of innovation ambidexterity on firm performance and the moderator effects of normative and cognitive institutions. Our findings suggest a positive effect of ambidexterity on firm performance, which is positively moderated by normative and cognitive institutions in low- and middle-income countries, and only by cognitive institutions in high-income countries, being the moderator effect stronger for higher levels of ambidexterity.

Paper is Available to Meeting Registrants Only.

ENT: **The Role of Opportunity Recognition in Promoting Quality Entrepreneurship**

Author: **Bao Hoang**, *Southern Arkansas U.*

Author: **J. Kirk Ring**, *Louisiana Tech U.*

Author: **Bruce Walters**, *Louisiana Tech U.*

Author: **Son Anh Le**, *Louisiana Tech U.*

Based on entrepreneurship literature and institutional theory, we conceptualize the relationships between opportunity recognition and innovation, accounting for the mediating role of quality of entrepreneurship. The study also investigates how institutional factors such as quality of institutions and social openness moderate these relationships. The empirical findings suggest that opportunity recognition is positively related to quality of entrepreneurship, and entrepreneurship quality mediates the opportunity recognition-innovation relationship. Both institutional factors—quality of institutions and social openness—significantly enhance the effect of opportunity recognition and innovation mediated by quality of entrepreneurship. Our study supports the emerging scholarship that considers entrepreneurship as an interaction between individuals and environment.

Paper is Available to Meeting Registrants Only.

ENT: **Embracing Drone Technology to Orchestrate an Innovation Ecosystem: Institutional Logics Perspective**

Author: **Indu Khurana**, *Hampden-Sydney College*

Author: **Dev K. Dutta**, *U. of New Hampshire*

By drawing upon insights from the institutional logics perspective, our study finds that innovation ecosystem actors not only engage with multiple competing institutional logics but also collaborate to build a hybrid organization to orchestrate an innovation ecosystem. Using a real-world case study, we identify a three-stage process, which we term as the 3C Process Model of innovation ecosystem emergence—Crossroads, Chaos, and Convergence. Going through this stage-wise process, ecosystem actors manage the ensuing institutional complexity resulting from the interplay of multiple institutional logics and, in turn, achieve value creation and competitive advantage.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1341** | Submission: **19338** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 12:30PM - 2:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **708 Sol Duc**

New Venture Formation 4

Session Moderator: **Benjamin Warnick**, *Washington State U.*

ENT: To Tweet or not to Tweet? The Determinants of Tweeting Activity in ICOs

Author: **Andrea Moro**, *Cranfield School of Management*

Author: **Nemanja Radic**, *Cranfield School of Management*

Author: **The Vinh Truong**, *Cranfield School of Management*

Our research explores the causes of the Twitter activity in highly technological start-ups that finance their activities via ICOs. By relying on weekly data of 297 ICOs for the period 2018-2020 (36,134 obs), we examine how major exogenous events affect the number of tweets issued by the start up. Then, we explore how the community of followers reacts to the tweets. We discover that events/shocks external to the firm, affect its activity in issuing tweets by reducing it. Moreover, our evidence indicates followers' reaction is positively related to the tweets issued by the firm and negatively related to major events/shocks unrelated to the firm. Intriguingly, followers' reaction has an inverted U-shaped relation with the firm's Twitter volumes suggesting that excessive Twitter activity can have an adverse effect on the further dissemination of tweets. Our results, robust to alternative estimations techniques, stress the important role of Twitter as information disseminator, legitimizer, and as an endorser for highly opaque firms highlighting the importance of this type of communication.

Paper is Available to Meeting Registrants Only.

ENT: Entrepreneurship as a Path to Meaningful Work? A Qualitative Study of Hobbyists-Turned-Entrepreneurs  

Author: **Benjamin Warnick**, *Washington State U.*

Author: **Jeffery S. McMullen**, *Indiana U., Bloomington*

Despite entrepreneurship's association with autonomy and the power it allegedly affords in building meaningful work, little is known about how and with what effects entrepreneurs pursue meaningful work. In contrast with predominant conceptualizations of meaningful work that take work as given and examine how meaningfulness can be increased within predefined organizational confines, we examine the opposite trajectory: beginning with an activity that is already personally meaningful and building work around it. To develop theory on entrepreneurship as a path to meaningful work, we conducted a qualitative study of 39 hobbyists-turned-entrepreneurs. Distinguishing entrepreneurs experiencing high meaningfulness from those experiencing low meaningfulness, we identified two high-meaningfulness archetypes and one low-meaningfulness archetype. These archetypes differ in their approach to financial pressure and boundaries surrounding the tasks in which they engage, whom they consider in their decision-making, and the energy they dedicate to their work. Our emergent findings offer important contributions to the literatures on meaningful work, job design, and work-life theory.

Paper is Available to Meeting Registrants Only.

ENT: The Co-Evolutionary Process of Venture Identity Formation in the Era of Pivots

Author: **Furkan Amil Gur**, *Northern Illinois U.*

Author: **Christine Hegarty Mooney**, *Northern Illinois U.*

Author: **Blake D. Mathias**, *Indiana U.*

The traditional entrepreneurial process has changed dramatically with the recent prominence of lean start-up and hypothesis testing methodologies. Despite extensive research on venture identity formation in a traditional entrepreneurial process, we lack an understanding of how and when venture identity forms in this new entrepreneurial context. In this qualitative study, we focus on a nascent impact investing company and explore how its venture identity forms alongside the hypothesis-driven entrepreneurial process. We find that this venture employs hypothesis testing, pivoting and iterative experimentations to develop a venture identity anchored to its organizational mission. We also show how this venture's identity formed alongside the changing role identities and role centralities of the new venture team and other key actors as well as the collective identity of the developing impact investing market. We discuss the iterative and co-evolutionary process through which venture identity is formed in today's entrepreneurial context characterized by hypothesis testing and pivots.

Paper is Available to Meeting Registrants Only.

ENT: The Impact of COVID-19 on the Landscape of Young Firms with a Public Sector Orientation 

Author: **Lauren Lanahan**, *U. of Oregon*

Author: **Iman Hemmatian**, *Cal Poly Pomona*

Author: **Evan Johnson**, *U. of North Carolina, Chapel Hill*

Author: **Amol M. Joshi**, *Wake Forest U.*

Emerging research on the impact of COVID-19 – a sudden, extreme global economic and societal shock – suggests that young businesses are especially vulnerable to the pandemic due to their small size, resource constraints, and limited experience. We leverage comprehensive longitudinal databases tracking over 200,000 young businesses with a revealed preference for interacting with the U.S. federal government. We define this population of young firms as having a public sector orientation. Our analyses of the COVID-19 outbreak's impact as an exogenous shock on this population unpack three main discoveries. First, we discover sizable shifts in overall trends in firm features and formal commercial relationships with the federal government. Second, we observe a greater tendency for this population of firms to provide services and support to the federal government rather than seek services and support from the government. Third, we discover firms that successfully engaged with the government captured additional financial benefits during the pandemic, measured by the amount and number of federal resource inflows. Thus, amid the COVID-19 crisis, we observe a silver lining of strategic opportunity amongst young firms with a distinct feature – having a public sector orientation. We discuss the theoretical, managerial, and policy implications of our empirical findings.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1342** | Submission: **11508** | Sponsor(s): **(ENT, TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 12:30PM - 2:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **702 Clearwater**

**Coworking Spaces: Implications for Organizations,
Workers, and Entrepreneurs**
Coworking Spaces



Panelist: **Christian Busch**, *New York U.*
Panelist: **Travis Howell**, *UC Irvine*
Panelist: **Nam Kyoon Kim**, *California State U. Sacramento*
Panelist: **Gretchen Marie Spreitzer**, *U. of Michigan*
Panelist: **Andy Wu**, *Harvard Business School*

Given its potential for disruptive change, coworking is becoming increasingly relevant to theory, practice, and policy in organizational research. Yet, given the rapid rise of the phenomenon, little research has studied its implications. Overall, more data and analysis are needed to inform owners, policy makers, and entrepreneurs regarding the effects of coworking. The purpose of this panel symposium is to engage a group of panelists in a discussion of (1) what we have learned from recent research in this area, and (2) areas for future research. Relevant questions include: Which aspects of coworking are most (and least) impactful so resources and policy can be efficiently utilized? What type of individuals and companies benefit most/least from coworking spaces? What are the implications of big companies starting to send more of their employees to coworking spaces?

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1343** | Submission: **18648** | Sponsor(s): **(GDO)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Monday, Aug 8 2022 12:30PM - 2:00PMPT (UTC-7)** at **Seattle Convention Center in Skagit 3**

Workplace Experiences of Women of Color

Session Moderator: **Rebecca Ponce de Leon**, *Columbia Business School*

GDO: “Invisible” Discrimination: Divergent Outcomes for the Non-Prototypicality of Black Women 

Author: **Rebecca Ponce de Leon**, *Columbia Business School*
Author: **Ashleigh Shelby Rosette**, *Duke U.*

By integrating the intersectional invisibility hypothesis with the BIAS (behaviors from intergroup affect and stereotypes) map framework, we examine the extent to which Black women’s dual-subordinated identities render them non-prototypical victims of discrimination, relative to White women and Black men, and the corresponding consequences. We predicted that Black women’s categorical non-prototypicality would reduce the believability of their discrimination claims, but that their non-prototypical attributes would lead to divergent treatment, depending on the type of discrimination alleged. Our predictions were supported across six experimental studies (Studies 1–4b). Specifically, Black women’s gender and racial discrimination claims were believed less than those made by White women and Black men, respectively. Moreover, after they alleged discrimination, Black women received less financial remedy than White women, but more financial remedy than Black men. Mediation testing revealed that the mechanisms underlying the believability and treatment of Black women were their non-prototypical categorization and attributes. Using discrimination data from the Equal Employment Opportunity Commission, Studies 5a and 5b replicated the effects observed on believability and financial remedy. By focusing on non-prototypicality at both the categorical and attribute levels, we thus help to disentangle when Black women’s intersectional invisibility may result in either intersectional advantages or disadvantages.

Paper is Available to Meeting Registrants Only.

GDO: Intersectionality Theory: Preventing the Queen Bee’s Sting for Black Women 

Author: **Megan Marimuthu**, *U. Pretoria Gordon Institute of Business Science*
Author: **Caren Brenda Scheepers**, *U. Pretoria Gordon Institute of Business Science*

South African black women remain the most marginalised group in executive management. Queen bees are one barrier hindering the promotion of junior women. Previous studies have focused on the perspective of white women. This study seeks to explore the perspective of black women given the intersectionality of biases they face. This qualitative study included two sample groups – the first contained 10 black females in executive management, and the second had nine black females in middle management. The two groups allowed nuanced perspectives of executive managers who could present as queen bees, and middle managers impacted by them. Both groups encountered a queen bee or alpha male. One finding was that racial and gender bias intersected with other forms of discrimination, including age, physical appearance, and culture. The findings allowed for a model to identify and control queen bee behaviours at organisational and individual levels. Implementing these measures at both an organisational and individual level, would thereby “create a better world together” for black women. Findings also pointed out that queen bees and alpha males were cross-race, requiring deeper understanding of racial-biases. This study contributes to theory development of intersectionality, since the unique context within South Africa highlights this intersectionality.

Paper is Available to Meeting Registrants Only.

GDO: The Gaslighting of Women of Color CEOs: Sensegiving and Sensebreaking Tactics That Center Whiteness   

Author: **Samantha E. Erskine**, *UMass Boston College of Management*
Author: **Diana Bilimoria**, *Case Western Reserve U.*

In this paper, we explore the experience of gaslighting through the lens of sensegiving and sensebreaking. Through semi-structured interviews with Black women and Latina CEOs of nonprofit organizations in the U.S. and abductive grounded theorizing around the insights they shared about navigating whiteness intra- and inter-organizationally, we suggest that gaslighting is a key mechanism that perpetuates white supremacy and systemic gendered racism—even in liberal and women of color-led organizations. We highlight racialized, gendered, and classed sensegiving tactics that center whiteness, obscure patterns of harm, and influence the sensemaking and meaning construction of others toward an organizational reality of whiteness, as well as sensebreaking tactics that invalidate, delegitimize, and/or sow seeds of doubt in Black women and Latinas’ understandings about themselves, their families, communities, and the organizations they lead.

Paper is NOT Available. Please contact the author(s).

GDO: Breaking Through Despite the Odds: Learning from the Career Experiences of Successful BAME Women  

Author: **Lilian Otake-Ebiede**, *U. of Liverpool Management School*
Author: **Samah Shaffakat**, *U. of Liverpool Management School*

The obstacles that minority groups face can often result in perceptions that success is beyond one’s control, further resulting in feelings of powerlessness, dependency, detachment, and resentment. Unlike their white counterparts who face ‘glass ceiling’, ethnic minority women who have less support and even fewer opportunities to advance, encounter “concrete ceiling” or “concrete walls” which are more difficult to break. Societal and organizational structures often put prejudicial barriers in their path which overlook merit, thereby impeding their advancement to senior positions. Being constantly overlooked, despite being competent, can negatively impact their leadership aspirations. So how do these women shield themselves from the frustration and marginalization that comes with the racial and gender prejudice they face and how do they achieve career success? To understand this, we interviewed 50 ethnic minority women in senior leadership positions. Deviating from the norm in business and management literature, we adopt a positive psychology perspective and delineate elements of Hope to examine their career goals, their motivation to reach these goals (agency) and how they go about achieving these (pathway). We found that the women in our study were hopeful in their goal pursuit, aware of the disadvantages they faced, anticipated these, and successfully identified pathways to achieve their goals and advance their careers. We develop a conceptual model based on our findings which has theoretical implications for both diversity and career success literatures.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

IM Division Best Paper in Corporate Social Responsibility & Sustainability Award Finalists

Session Moderator: **William Newbury**, *Florida International U.*

IM: **Risky Reputations: The Role of CSI in Cross-Border Acquisitions**

Author: **Tsvetomira Bilgili**, *Kansas State U.*
Author: **Debmalya Mukherjee**, *U. of Akron*
Author: **Erin E. Makarius**, *U. of Akron*
Author: **Holly Loncarich**, *Kansas State U.*

This study examines the influence of reputation risk on ownership choice in cross-border acquisitions (CBAs). Building on internalization theory and the reputation literature, we argue that acquirers with higher reputation risk through involvement in corporate social irresponsibility (CSI) obtain lower levels of ownership in foreign targets, as CSI implies damage to their firm-specific advantages (FSAs). We suggest that in a cross-border context acquirers obtain lower levels of ownership to take advantage of the target firm's legitimacy in the host market and reduce the likelihood of regulatory scrutiny and stakeholder resistance. However, the negative effects of acquirer reputation risk on the level of ownership in CBAs are contingent on characteristics of the target firm's country. We find support for our hypotheses in a sample of 17,362 CBAs by 11,136 unique acquirers from 84 countries of target firms located in 67 countries.

Paper is Available to Meeting Registrants Only.

IM: **Smart Disclosure: An Enabler for Multinationals to Promote Suppliers' Human Rights Commitments**

Author: **Stephanie L. Wang**, *Indiana U., Bloomington*
Author: **Yejee Lee**, *Indiana U. Bloomington*
Author: **Dan Li**, *Indiana U.*

Human rights violations remain an urgent global grand challenge, and multinational enterprises (MNEs) face increasing pressure to address them in their global supply chains. Drawing insights from the information as regulation literature, we propose that MNEs' smart disclosure (i.e., disclosure enabled by smart technologies with enhanced reprogrammability, accessibility, interactivity, and transferability) of supply chain information promotes suppliers' human rights commitments. We theorize that through smart disclosure, MNEs can enlist all relevant stakeholders to influence and support suppliers to solve human rights issues through a “crowdsourcing” approach. Furthermore, we argue that the information conditions in global supply chains serve as important boundary conditions. Specifically, the relationship between MNEs' smart disclosure and suppliers' human rights commitments is weakened for suppliers with stronger relational embeddedness with MNEs (i.e., internal information condition). The relationship is also weakened for suppliers located in countries with greater institutional voids (i.e., external information condition).

Paper is Available to Meeting Registrants Only.

IM: **NGOs as Multinationals' Value Creation Partners for Sustainability in Emerging Markets**

Author: **Junghoon Park**, *Baruch College & The Graduate Center, CUNY*

We analyze how multinationals implement sustainability projects in emerging markets to address the lack of provision of public goods by the government. In this theoretical paper, we propose a framework that explains how multinationals redefine their partnerships with nongovernmental organizations (NGOs) in emerging economies by embracing NGOs as value creation partners, helping multinationals internalize the externalities derived from their activities. Specifically, we suggest that foreign multinationals collaborate with the three types of NGOs (service, regulatory, and advocacy) to enhance the effectiveness of three types of value creation strategies (action, control, and information). Second, building on an extended resource-based view, we argue that relative balance between the multinational and the NGO in sustainability resources (expertise, credibility, and passion) drives the selection of three types of multinational-NGO partnerships (commissioning, co-developing, and sponsoring). In commissioning, the foreign multinational designs sustainability projects and employs NGOs to implement them. In co-developing, the foreign multinational collaborates with NGOs to co-design and co-implement sustainability projects. Finally, in sponsoring, the foreign multinational provides funds for sustainability projects designed and implemented by NGOs. These ideas can help guide research on this important and understudied mechanism for multinationals to improve the impact of their sustainability projects.

Paper is NOT Available. Please contact the author(s).

IM: **Developing Conflict: Elite Bias in the the Stakeholder Networks of World Bank Projects**

Author: **Rachel Pacheco**, *The Wharton School, U. of Pennsylvania*
Author: **Witold Jerzy Henisz**, *U. of Pennsylvania*

World Bank development projects seek to increase the economic prosperity of communities and nations, as well as reduce conflict and promote peace. Yet, the selection, funding, design and governance of these projects is influenced by national governments who may favor certain identity groups over others. As a result, the economic benefits and costs of these projects may not be distributed equitably across stakeholder groups, which may aggravate, instead of moderate, conflict risk. Building on research that examines how elite bias in stakeholder networks (i.e., the favoring of elites at the expense of peripheral stakeholders) can exacerbate conflict, as well as past research that argues development aid can worsen conflict, we examine the impact elite bias in the stakeholder network of World Bank funded projects on conflict between stakeholders. Using a panel dataset of 763 World Bank funded projects across 124 countries and the media corpus of the Global Database of Environment Language and Tone (GDEL) from these countries, we measure conflict and elite bias in the stakeholder network of intergovernmental organizations at a micro-spatial level and analyze how the relationship between these constructs varies in the presence or absence of a World Bank funded project. We further explore the impact of the national composition of project contractors and the importance of state fragility. Our findings provide support for the argument that the World Bank and other financiers of development projects should take the distribution of benefits and costs across identity groups into account in their selection of projects.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Expatriation and Repatriation

Session Moderator: **Sebastian Reiche**, *IESE Business School*

IM: **Repatriates' Experience of Identity Strain and Repatriate Knowledge Transfer**

Author: **Sebastian Reiche**, *IESE Business School*
Author: **Felipe Guzman**, *IESEG School of Management*
Author: **Mila Borislavova Lazarova**, *Simon Fraser U.*
Author: **Olivier Wurtz**, *ESCP Business School*

While it is common for repatriates to experience identity strain when they return from an international assignment, we know little about how the experience of strain leads to knowledge-related outcomes for repatriates and, by extension, their coworkers. Adopting an identity theory perspective, we conceptualize knowledge transfer as a form of repatriates' identity enactment in the face of identity strain upon their return. Further, we consider two conditions that determine how repatriates' experience of identity strain may translate into beneficial knowledge transfer outcomes for repatriates' colleagues: repatriates' generalized self-efficacy and colleagues' trust in repatriates. Drawing on a sample of 118 matched repatriate-colleague responses across five MNCs, we find that repatriates' level of knowledge transfer with colleagues mediates the relationship between repatriates' identity strain and colleague perceptions of useful knowledge receipt from repatriates. We also demonstrate that while this mediated relationship is negative at low levels of repatriates' generalized self-efficacy, it becomes non-significant when generalized self-efficacy is high. Similarly, the mediated relationship is negative at low levels of colleagues' trust in repatriates, but non-significant at high levels of colleagues' trust in repatriates. Our study contributes to identity theory and the literatures on international assignments and knowledge transfer in MNCs.

Paper is Available to Meeting Registrants Only.

IM: **The Role of Language in Expatriate Professionals' Work-Life Balance**

Author: **Parth Patel**, *Australian Institute of Business*
Author: **Akanksha Jaiswal**, *Loyola Institute of Business Administration*
Author: **Daicy Vaz**, *NEOMA Business School*
Author: **Ziyun Ma**, *Loyola U. Chicago*
Author: **Vijay Edward Pereira**, *NEOMA Business School*
Author: **Arup Varma**, *Loyola U. Chicago*

Expatriates are an integral part of international human resources, enabling multinational corporations to implement and execute strategy. Yet, the issues related to adjustment of the expatriate and his/her family in a new culture can severely impact the MNC's ability to do business. Among the most complex issues related to adjustment in a new country is the issue of language since it is the major currency of communication. We contribute to the above research agenda by attempting to research this area and aim to plug these gaps. More specifically, we utilize social networking and linguistic relativity as two key and relevant theoretical lenses to identify and examine the key dimensions of expatriate adjustment. To do so, we conducted structured interviews with 20 Indian expatriates (both academics and corporate professionals) in several countries around the world (both English speaking and non-English speaking). This rich data was analyzed using the robust Gioia et al., (2012) methodology. Our findings revealed that factors like (i) pre-exposure to the culture and language, (ii) social networks, (iii) linguistic relativity, and (iv) coping mechanisms played a key role in the expatriate and his/her family's adjustment. Overall, we discuss theoretical and practical implications and offer suggestions for future research.

Paper is Available to Meeting Registrants Only.

IM: **Rethinking Expat Management - A Systematic Literature Review of Sustainability in Global Mobility**

Author: **Enno Lars Holger Frithjof Ommen**, *Bayer AG*
Author: **Marina Anna Schmitz**, *IEDC-Bled School of Management*
Author: **Anja Karlsruhaus**, *CBS International Business School*

Against the backdrop of VUCA and BANI environments, climate change, and the pandemic, academic coverage of the topic of sustainable development as a potential new economic paradigm has been introduced to various fields, including international human resource management. This article aims to explore sustainable development-related topics in global mobility (GM) or expatriate management. In a comprehensive systematic literature review, relevant articles published in top IB, management, and CSR journals within the last 20 years were screened according to sustainable GM facets and matched to the Sustainable Development Goals (SDGs). Although some social aspects were somewhat overrepresented in comparison (e.g., SDG3 Good Health and Well-being and SDG5 Gender Equality), we find that other elements, primarily environmental, have not been addressed adequately and thus deserve more attention. Lastly, we draw up a model of how GM departments may impact how to make a change towards a more sustainable GM program.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1346** | Submission: **14927** | Sponsor(s): **(IM, OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 12:30PM - 2:00PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Grand Ballroom B**

**GLOBE 2020 on Trust: Preliminary Findings of Study
of Cultural Foundations of Trust in 142 Countries**
GLOBE 2020 Panel on Trust Across Countries



Session Chair: **Mansour Javidan**, *Thunderbird School of Global Management at ASU*

Panelist: **Richard Cotton**, *U. of Victoria*

Panelist: **Medha Satish Kumar**, *Simon Fraser U.*

Panelist: **Carolyn Egri**, *Simon Fraser U.*

Panelist: **Peter W. Dorfman**, *New Mexico State U.*

Panelist: **Amanda Bullough**, *U. of Delaware*

Trust is an important variable linked to employee performance, citizenship behaviors, commitment and others. However our current understanding of trust is based on western cultures and literature on interpersonal trust in the international context is as yet limited and fragmented. An important question is the link between culture and antecedents of trust in interpersonal relationship. GLOBE 2020 study aims to address this question by studying, among other topics, contemporary cultural norms and their relationship with generalized and interpersonal trust in 142 countries. In this panel symposium, we will present a review of the study, first round of findings regarding generalized trust and interpersonal trust. This session will be of value to AOM audience members through expanding knowledge of management practices across borders and offering new methodologies for international research and advance knowledge on trust dynamics across cultures.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1347** | Submission: **19568** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 12:30PM - 2:00PMPT (UTC-7)** at **Seattle Convention Center in Skagit 5**

Influential Prototypes

Session Moderator: **Pearlyn Ng**, *Ted Rogers School of Management, Toronto Metropolitan U.*

OB: Who Benefits? How Ingroup Prototypes Shift Follower Impressions of Self-serving Leaders

Author: **Pearlyn Ng**, *Ted Rogers School of Management, Toronto Metropolitan U.*
Author: **Kristyn A. Scott**, *Ted Rogers School of Management, Toronto Metropolitan U.*

Much of the research on negative leader behavior focuses on the antecedents and consequences of said behavior; follower reactions are less understood. The present research explores how social categorization induces followers to support self-serving leaders. Building on social identity theories, we hypothesize that leader prototypicality leads followers to make inferences with respect to how much they expect to benefit (i.e., subjective expected utility) and this impact follower perceptions of the leader's effectiveness and their willingness to support that leader. The results of two experimental studies and one correlational study support our hypotheses and stresses the importance of follower-centric perspective in understanding self-serving leader behavior.

Paper is NOT Available. Please contact the author(s).

OB: Power Distance Orientation and Perceived Insider Status: A Social Identity Perspective 

Author: **Kaili Zhang**, *East China U. of Science and Technology*

Previous studies have mostly focused on how power distance-oriented employees react to leader treatment in fostering leader justice evaluations. However, it remains unclear how power distance orientation may impact the way individuals react to leader treatment in evaluating their social identities. Taking a social identity perspective, we investigated how team-based leader treatment can impact the relationship between power distance orientation and perceived insider status. In particular, building upon the heuristic-systematic model of information processing, we argue that high power distance-oriented individuals are more likely to use both relative leader social support and team-level leader social support information as social cues to adjust their identities. Hypotheses were tested using a sample of 631 employees on 78 teams with multilevel modeling. We found an interaction effect between individual power distance orientation and relative leader social support on perceived insider status, such that the negative relationship between power distance orientation and perceived insider status would be mitigated when members receive high relative leader social support. In addition, this interaction effect was stronger when the team-level leader social support mean was high or team-level leader social support differentiation was low. Furthermore, the above three-way interaction effects were transmitted to influence employees' affective commitment and turnover intention. Theoretical and practical implications for power distance orientation are discussed.

Paper is NOT Available. Please contact the author(s).

OB: Looking Up to Leaders: The Influence of Height Stereotypes for Teams   

Author: **Kevin M. Kniffin**, *Cornell SC Johnson College of Business*
Author: **Jordan Davis**, *Cornell U.-The Charles H. Dyson School of Applied Economics and Management*
Author: **John Doris**, *Cornell U.-The Charles H. Dyson School of Applied Economics and Management*

The stereotypical association that people tend to make between height and power has been well-studied but typically focuses on individuals as the unit of analysis. Through a set of six preregistered studies, we examine ways in which the height-and-power association can influence the formation and perception of social units in which there is a difference in power (e.g., President and Vice President). Studies 1A-1B show that people appear to have a robust expectation that the less powerful member of a power-asymmetric pair should be shorter than the person's superior. Studies 2A-2B consider a broader social context involving expectations relating to an employee and the person's superior and subordinates, finding an expectation that a person's superior should tend to be taller than a person's subordinates. Studies 3A-3B examine whether power-asymmetric pairings whose heights are congruent or incongruent with the stereotypical height-and-power association are perceived differently and shows that people are more prone to invest in a pairing whose height profile fits the stereotype compared with a pairing where the superior is shorter than the subordinate. These findings contribute to research on group dynamics as well as debates concerning the relevance of appearance and body morphology in contemporary organizational settings.

Paper is Available to Meeting Registrants Only.

OB: Toward Differentiation Between Status and Influence in Work Groups

Author: **Ya-Ru Chen**, *Cornell U.*
Author: **Steven Blader**, *New York U.*

Status, defined as the extent to which one is respected and admired, is a ubiquitous and fundamental force in all groups and organizations. Yet, scholars' understanding of the attributes that garner status, and the consequences that follow from it, is limited in several ways. First, past work tends to focus on the task-related needs of groups, viewing competence and generosity as bases of status because these are important for groups' task performance. However, status research has paid little attention to the socioemotional needs of groups or the attributes that may serve these needs. Second, past research has often conflated status with influence, despite the fact that influence can be attained through means that are quite distinct from, and even antithetical to, respect and admiration, such as through fear and intimidation. In this research, we broaden prior research on the antecedents of status and differentiate between status and influence to enhance conceptual clarity and precision.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1348** | Submission: **19394** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 12:30PM - 2:00PMPT (UTC-7)** at **Seattle Convention Center in Yakima 1**

Contextualizing Age and Generational Differences in Organizations



Session Moderator: **Laura Venz**, *Leuphana U. Lüneburg*

OB: Age-Inclusive Leadership and Intrinsic Motivation: The Role of the Leader-Member Age Differences

Author: **Laura De Boom**, *PhD student at U. of Antwerp*
Author: **Kim De Meulenaere**, *U. of Antwerp/ Antwerp Management School*

The aging population trend renders teams within workforces increasingly age diverse. Scholars and practitioners have long been interested in how age-diverse teams can be effectively managed to keep members of all ages motivated. Previous literature has suggested that age-inclusive management is effective and has emphasized that leaders play a crucial role in managing their diverse team. In this study, we examined the role of the leader more in depth by studying how the leader-member's age difference moderates the relationship between age-inclusive leadership and team members' intrinsic work motivation. Using a Belgian sample of 100 employee observations and 21 leader observations within 21 teams, we show that team members' perceived level of age-inclusive leadership positively affects their intrinsic work motivation. This relationship is reinforced by the member-leader's (absolute) age difference to the extent that age-inclusive leadership stimulates members' intrinsic work motivation especially when the leader is substantially older or younger. This research offers valuable contributions to the literatures on age diversity (management) and the leader-member age difference. Our findings also point at valuable managerial implications we discuss in this work.

Paper is NOT Available. Please contact the author(s).

OB: Dealing with Availability and Response Expectations: Are Older Employees at an Advantage and Why?

Author: **Laura Venz**, *Leuphana U. Lüneburg*
Author: **Anne Woehrmann**, -

This research challenges technology-related age stereotypes by hypothesizing an age advantage in dealing with work-related information communication technology (ICT). Based on theorizing on aging at work, we suggest that older employees are better at psychologically detaching from work under high availability expectations and that they show more adaptive responsiveness to response expectations. We examined a potential age-related mechanism underlying this effect, namely internal workplace telepressure. We pursued a two-study approach. Study 1 examined data from 5,938 individuals who participated in a large-scale survey of employees in Germany. We tested age as moderator of the relationship between availability expectations and psychological detachment from work. Results supported the hypothesized age advantage effect showing that for older employees, availability expectations were less strongly related to impaired psychological detachment. Study 2, a diary study with 106 participants answering more than 500 daily surveys, supported lower telepressure as explanation for this age advantage effect. Study 2 further extended this finding to the relationship between response expectations and responsiveness, identifying both age and telepressure as predicted by age to moderate this relationship. This research shows age advantage effects in dealing with ICT demands, enhancing the understanding of the intersection between age and technology use at work.

Paper is Available to Meeting Registrants Only.

OB: Does Attaining a Dream Occupation Make Youths Happy?

Author: **Hyung In Park**, *Sungkyunkwan U.*
Author: **Seunghee Lee**, *Sungkyunkwan U.*
Author: **Bora Lee**, *Korea U.*

Person-vocation (P-V) fit examines the match between an individual and his or her occupation, which has been shown to be related with critical outcomes related to job attitudes. The purpose of the current study is to provide an additional piece of evidence regarding P-V fit and its criteria (extrinsic job satisfaction, workplace satisfaction, and happiness) using longitudinal data of 1,041 youths in South Korea. While most previous studies examined P-V fit through the fit between vocational interests and characteristics of actual vocation, this study examined the fit between aspired and actual occupation both in its prestige levels to measure P-V fit. The study utilized information collected from two data points that were eight years apart: the first collected in 2004, when participants were high school seniors, and the second collected in 2012, when participants were in early adulthood. As expected, polynomial regression and response surface graphs examining the association between P-V fit and three criteria revealed that the levels of the three criteria increased as actual occupation matched with aspired occupation at a high-high fit compared to a low-low fit. On the other hand, P-V misfit did not have a systematic relationship with the three criteria. It was also discovered that happiness was the most relevant outcome, suggesting new and important implications regarding P-V fit and its criteria in youths' career aspirations and attainment.

Paper is NOT Available. Please contact the author(s).

OB: Generating Social Good in Generation Z

Author: **Nishat Babu**, *Loughborough U., School of Business and Economics*

Author: **Nicolas Raineri**, *ICN Business School*

Author: **Kenneth De Roeck**, *SKEMA Business School*

Generation (Gen) Z, or individuals born between the period 1995 – 2010, are popularly typified as entitled and self-aware with a strong will to make a positive social impact, both off and on the job. Although this generation has started to enter the workforce and is set to constitute a large portion of it in the near future, research on Gen Z is still surprisingly lacking. In this study, we investigate to what extent servant leadership is a suitable approach for fostering this generation's desire to make a positive social impact. Specifically, we use social learning theory to develop and test, through two studies, a framework whereby servant leadership promotes Gen Z's engagement in socially responsible behaviors (SRB), through its effects on prosocial motivation. We further adopt a more nuanced approach by testing the boundary condition of psychological entitlement in this mediational process. Findings from both an experimental vignette study and a multi-source field survey study provide support for our hypotheses and highlight the role of psychological entitlement in attenuating the otherwise positive effects of servant leadership on SRB through prosocial motivation, among Gen Z. Implications for theory and practice, as well as avenues for future research are discussed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **1349** | Submission: **12436** | Sponsor(s): **(OB, MOC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 12:30PM - 2:00PMPT (UTC-7)** at **Seattle Convention Center in Room 308**

Chronobiology & Sleep @ Work *Chronobiology & Sleep @ Work*



Session Chair: **Jana Kühnel**, *U. of Vienna*
Presenter: **Jana Kühnel**, *U. of Vienna*
Session Chair: **Stefan Volk**, *U. Of Sydney*
Presenter: **Stefan Volk**, *U. Of Sydney*
Discussant: **Christopher Barnes**, *U. of Washington*
Participant: **Christopher Barnes**, *U. of Washington*
Participant: **Kevin B. Lowe**, *U. Of Sydney*
Presenter: **Cristiano L O Guarana**, *Indiana U. - Kelley School of Business*
Participant: **Jaewook Lee**, *Indiana U.*
Presenter: **J. Jeffrey Gish**, *U. of Central Florida*
Participant: **Brian Gunia**, *Johns Hopkins U.*
Participant: **Dan Ni**, *School of Business, Sun Yat-sen U.*
Presenter: **Jette Völker**, *U. of Mannheim*
Participant: **Anne Casper**, *U. of Mannheim*
Participant: **Sabine Sonnentag**, *U. of Mannheim*
Participant: **Johannes Friedrich Walter Arendt**, *UMIT Tirol*
Participant: **Ronald Bledow**, *Singapore Management U.*

In the current symposium we will address the important topics of sleep and chronobiology in work settings. Chronobiology deals with how humans and many other living organisms synchronize their daily biorhythms with the 24h-light-dark cycle of our planet. Individual differences in synchronization (entrainment) settings have important implications for when people are capable of performing at their very best during the workday. Another critical theme in this symposium that is tightly coupled to chronobiological processes is sleep. Sleep is an activity that is controlled by chronobiological processes and that has important implications for performance and employee well-being. By doing so, our symposium aims to stimulate an integrative account of insights from chronobiology and sleep research. We believe that the connection between sleep, chronotype, and work is a compelling area of research that is of great interest to researchers and practitioners who care about organizational performance and employee well-being.

Circadian Leadership: A Review and Integration of Chronobiology and Leadership

Author: **Stefan Volk**, *U. Of Sydney*
Author: **Kevin B. Lowe**, *U. Of Sydney*

The Effects of Acoustic Simulation During Sleep on Work

Author: **Cristiano L O Guarana**, *Indiana U. - Kelley School of Business*
Author: **Christopher Barnes**, *U. of Washington*
Author: **Jaewook Lee**, *Indiana U.*

Can Supervisors Influence Subordinate Homelives to Boost Performance at Work?

Author: **J. Jeffrey Gish**, *U. of Central Florida*
Author: **Brian Gunia**, *Johns Hopkins U.*
Author: **Dan Ni**, *School of Business, Sun Yat-sen U.*

It's a Match: The Relevance of Matching Chronotypes for Couples' Daily Recovery from Work

Author: **Jette Völker**, *U. of Mannheim*
Author: **Anne Casper**, *U. of Mannheim*
Author: **Sabine Sonnentag**, *U. of Mannheim*

Did You Go to Bed on Time? Detrimental Effects of Going to Bed Later than Intended for the Next Day

Author: **Jana Kühnel**, *U. of Vienna*
Author: **Johannes Friedrich Walter Arendt**, *UMIT Tirol*
Author: **Ronald Bledow**, *Singapore Management U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: 1350 | Submission: 13407 | Sponsor(s): (OB, MOC, CM)
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 12:30PM - 2:00PMPT (UTC-7)** at **Seattle Convention Center in Room 310**

The Promise and Perils of Collaboration for Performance and Learning *Collaboration’s Impact on Performance and Learning*

Organizer: **David Levari**, *Harvard Business School*
Organizer: **Ting Zhang**, *Harvard Business School*
Presenter: **Emma Zhao**, *U. of Virginia - McIntire School of Commerce*
Presenter: **Kathy Vo**, *Emory U., Goizueta Business School*
Presenter: **Grace Cormier**, *Harvard Business School*
Presenter: **Marlys K. Christianson**, *U. of Toronto*
Presenter: **David Levari**, *Harvard Business School*

Effective collaboration is essential and ubiquitous in the modern workplace, whether between teammates, managers and their subordinates, or mentors and their mentees. All of these situations bring together individuals with diverse experiences and specialized skills who need to work together to achieve shared goals in performance and development. While collaboration would seem like an ideal environment for individuals to grow and learn, it also brings unique tensions that can undermine not only learning, but group success. In this symposium, we will explore the promises and challenges that collaboration presents for performance and learning, focusing on how group performance and individual learning can be easily helped or hindered by tensions that reside at the individual and collective levels. These papers provide new insights and tools for organizations to foster both performance and learning outcomes from collaborations, so that organizations can help individuals and teams reach their full potential.

Familiar Faces in New Places: How Pre-Existing Relationships Affect Individual and Team Performance

Author: **Emma Zhao**, *U. of Virginia - McIntire School of Commerce*
Author: **Catherine Shea**, *Carnegie Mellon U. - Tepper School of Business*
Author: **Seth Li**, *William and Mary, Mason School of Business*

Paying it Forward: How Previous Protégé Experiences Contribute to Social Class Gaps in Mentorship

Author: **Kathy Vo**, *Emory U., Goizueta Business School*
Author: **Andrea Dittmann**, *Emory U., Goizueta Business School*

Leader Care as a Relational Driver for Employee Learning and Development

Author: **Grace Cormier**, *Harvard Business School*
Author: **Ting Zhang**, *Harvard Business School*
Author: **Bradley R. Staats**, *U. of North Carolina, Chapel Hill*
Author: **Francesca Gino**, *Harvard Business School*

Crooked Teams: Coordination for Deviant Purposes

Author: **Marlys K. Christianson**, *U. of Toronto*
Author: **Katherine Ann DeCelles**, *U. of Toronto*
Author: **Rebecca Hinds**, *Stanford U.*

The Takeover Toll: When Taking Over for Teammates Hurts Task Performance

Author: **David Levari**, *Harvard Business School*
Author: **Adam Mastroianni**, *Columbia Business School*
Author: **Jacob Verrey**, *Harvard U.*
Author: **Daniel Gilbert**, *Harvard U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Strategic Change, Materiality, and Innovation Processes

Session Moderator: **Katharina Dittrich**, *Warwick Business School*

SAP: **Reinventing Hollands Kroon: Dynamics of Strategic Change and Legitimacy in Public Sector**   

Author: **Dave Kiwi**, *Vrije U. Amsterdam, School of Business and Economics*
Author: **Saeed Khanagha**, *Vrije U. Amsterdam*

Managers of public organizations face cutting-edge technological opportunities and management practices that may enable their organizations to provide substantially higher value to citizens. However, in the absence of financial incentives and strong institutional pressures to sustain status quo attempts for strategic change are likely to face legitimacy challenges and fail. Using a multi-year qualitative study, we show how a Dutch municipality managed to undertake a major strategic change initiative while navigating legitimacy issues that emerged in relation with internal and external stakeholders. Taking a ‘legitimacy-as-process’ - perspective we offer a temporal model that explains how strategic change can endogenously happen in a public sector organization. We describe how evolving combinations of strategy, identity and institutional work were used by senior managers to kick-start, execute and preserve the change by securing legitimacy in relation with different audiences across time. We complement the strategic change research that is often focused on for profit private organizations by incorporating the unique challenges of change in public sector organizations and propose a multi-stage process model for navigating legitimacy issues during strategic change. Rather than taking an incremental approach towards change to minimize tensions, we suggest how a multi-stage, non-linear approach may be applied that 1) initially focuses on creating acceptance for a new philosophy among local stakeholders, hence creating receptiveness towards a major change, 2) then it moves to implementation of distinctive strategic initiatives based on liminal legitimacy risking issues and backlash, and 3) curbing the scope of the change initiative to satisfy the broader institutional audience while maximally using the space that is created in the previous steps.

Paper is Available to Meeting Registrants Only.

 SAP: **Patterns of Intra-Action: How Material-Discursive Practices Progressively Shape Strategic Change**

Author: **Jarryd Daymond**, *U. Of Sydney*
Author: **Stefan Meisiek**, *U. of Sydney Business School*
Author: **Eric Knight**, *Macquarie Business School, Macquarie U.*

We examine how strategic change is enacted through practices. While the role of social practices in shaping strategy is recognized, less understood is the way that materiality is entangled with discourse in bringing about strategic change. With the help of a 34-month interpretive case study of a digital bank, we explain how three material-discursive practices both contribute within the various phases of strategic change and evolve within them. By concluding that strategic change is materially-discursively intra-acted, we provide a new perspective on practices as agential forces for change in organizations.

Paper is Available to Meeting Registrants Only.

SAP: **The Role of Middle Management and the Mediation of Artifacts in the Process of Organizational Change**

Author: **Manoel Lins Junior**, *FDC - Fundacao Dom Cabral*
Author: **Rosileia Milagres**, *FDC - Fundacao Dom Cabral*
Author: **Maria-Elisa Brandão-Bernardes**, *FDC - Fundação Dom Cabral*

The present article proposes a reflection on the skills that organizations and managers need to develop to deal with the processes of change, mediated by artifacts influencing routines. The qualitative descriptive methodology employed was a case study in a plastic extrusion plant, where the change in routine was mediated by several artifacts that played unequivocal roles in the process: as mechanisms for recording information, for communication, for horizontal and vertical alignments, as a means of ensuring the execution of the routine, and as problem-solving facilitators. The results found help to understand how middle management led the change in the organization, acting as a facilitator and articulator of the process, based on the skills of communication, awareness, alignment and proximity, shared vision, and engagement, mediated by various artifacts. These skills favored the creation of a relationship of interdependence and interconnection between multiple agents, and the intelligent use of artifacts, creating autonomy and greater space for spontaneous exchanges. For the organization, it had a positive impact on performance, prompting the reflection that the future of management permeates the manager's capacity for agency to create an environment of interconnection based on communication, respect and mutual trust, where artifacts can play their enabling role.

Paper is Available to Meeting Registrants Only.

SAP: **Decidedly Undecided Change: Producing Spielraum for Organizational Periphery** 

Author: **Sari Laari-Salmela**, *U. of Oulu Business School*
Author: **Juha Tuunainen**, *U. of Oulu Business School*
Author: **Kari Kantasalmi**, *U. of Oulu Business School*
Author: **Anu Kajamaa**, *U. of Oulu*

Extant strategy practice and process studies highlight the duality of change and stability, regarding strategic change as an accomplishment of both movement and recursiveness, which are also displayed by the observed difference in strategy-making between the organizational centre and its periphery. In this study, we examine the emergence of new strategic themes and related organizing in two research universities' organizational peripheries. By adopting a systems-theoretical view and drawing on Luhmannian organizational analysis, we are able to examine the co-existence of stability and change in each communication event, aiming to reduce complexity but also giving rise to novel complexities, providing 'spielraum' for peripheral development activities. The study contributes to the SAPP-oriented stream of studies on strategic change in general and emergent strategy studies in particular by providing an alternative theoretical viewpoint on the centre-periphery dynamics in strategic change and showing how organizations un/decide on new strategic themes, and through what dynamics they might become introduced and organized in established organizations.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1352** | Submission: **19479** | Sponsor(s): **(SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 12:30PM - 2:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 306 Duwamish**

Corporate Governance, Gender and Family Business

Session Moderator: **Priyanka Dwivedi**, *Texas A&M U., Mays Business School*

SIM: Female Presence at the Corporate Apex and Likelihood to Establish a CSR Committee within the Board 

Author: **Maria Cristina Zaccone**, *U. Cattolica del Sacro Cuore*

Relying on the upper echelon and critical mass theories, as well as on the assumption that being at the corporate apex provides structural power, this study explores the relationship between female presence at the corporate apex and the likelihood to establish a CSR committee. Based on a cross-country and cross-industry dataset of publicly traded companies, I validate that the higher the presence of females within the board of directors the higher the likelihood to establish a CSR committee within the board. Similarly, I provide evidence that the higher the presence of females within the group of the executives the higher the likelihood to establish a CSR committee within the board. Also, I show that the presence of a female CEO positively influences the likelihood to establish a CSR committee within the board. Overall, I extend previous literature on CSR governance and female representation in the upper echelons by providing empirical evidence that female presence at the corporate apex is a strong antecedent of the likelihood to establish a CSR committee within the board.

Paper is Available to Meeting Registrants Only.

SIM: Women on Board of Directors and Firm Performance of Russian Companies: Does CSR Disclosure Matter? (WITHDRAWN)

Author: **Yulia Aray**, *Graduate School of Management, St. Petersburg State U.*

Author: **Tatiana Garanina**, *U. of Vaasa*

Author: **Anna Veselova**, *HSE Graduate School of Business*

Author: **Desislava Dikova**, *WU Vienna U. of Economics and Business*

While a number of studies explore a direct relationship between female representatives on board and firm performance, this paper proposes an alternative idea investigating how corporate social responsibility (CSR) disclosure mediates this relationship in the context of the transitional Russian economy, where gender disparity in board of directors remains high. The focus on Russian companies brings new insights on this type of relationships and opens the discussion about the effectiveness of corporate governance systems in emerging and transition economies, as well as extends the discussion about female board representation in emerging contexts. Stakeholder theory is used for developing the theoretical background. An empirical analysis is conducted on a sample of 223 publicly listed Russian companies with the data for the period 2012-2017. We found that women representatives on boards negatively affect CSR disclosure while having a positive effect on both accounting and market performance indicators. Explanations for these findings are deeply rooted in social and cultural specificity, masculine type of women's behaviour and standards of the corporate governance system in Russia when female directors predominantly impact financial aspects of corporate activities rather than strategic ones.

Paper is NOT Available. Please contact the author(s).

SIM: The Influence of Gender-Diversity-Valuing Institutional Investors on Female Executive Representation  

Author: **Priyanka Dwivedi**, *Texas A&M U., Mays Business School*

Author: **Lindsey Yonish**, *Texas A&M U.*

Author: **Albert Cannella**, *Texas A&M U., College Station*

Author: **Cynthia E. Devers**, *Virginia Tech*

Despite increasing stakeholder pressures, the number of female executives within the corporate upper echelons remains low relative to the number of female directors. We address this so-called "gender diversity gap" by examining the role that gender-diversity-valuing institutional investors (GDVIs), who are amongst the most prominent stakeholders advocating for gender diversity today, play in channeling managerial attention toward increasing female executive representation. Drawing on stakeholder and performance feedback theories, we propose that top managers may maintain the support and cooperation of GDVIs by increasing female executive representation at their firms but that such efforts are subject to managers' limited attention as they attempt to balance GDVIs' dual priorities of gender diversity and financial performance. We find that GDVI ownership is positively associated with increases in female executive representation but that financial performance and female board representation both at peer firms and historically within the focal firm weaken this relationship, thereby shedding light on the relative lack of progress toward gender diversity in the executive ranks.

Paper is Available to Meeting Registrants Only.

Author: **Ali Amin**, *The U. of Lahore*

Author: **Rizwan Ali**, *Lahore Business School The U. of Lahore*

Author: **Ramiz Ur Rehman**, *Faculty of Business, Sohar U., Oman*

The recent family business literature considers the heterogeneity of ownership and categorize them into lone founder owners and family owners. The distinct social behavior of both type of owners lead to different dividend payout decisions. This study provides novel evidence by examining the effect of lone founders and family owners on dividend payout decisions, and spill over effect of annual general meeting on this relationship. We employed 4567 firm year observations of the non-financial firms listed on Pakistan Stock exchange over the period 2006-2021 and used multivariate regression analysis to test the hypotheses. For robustness check, we employed generalized method of moments estimation and two stage least squares regression and confirmed the earlier obtained results. Our findings indicate that firms under lone founders' ownership prefer long term growth strategies and therefore pay lower dividends whereas the family owners distribute higher dividend to increase family's wealth. Moreover, we found that family owners schedule annual general meeting promptly as compared to the lone founders to distribute the dividend at the earliest. Overall, our results support the concept of organizational identity in lone founder ownership and family identity in family ownership.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Interfirm Dynamics and Corporate Strategy

Session Moderator: **Valentina Fani**, *Vrije U. Amsterdam*

STR: How do Competition Policy Remedies Impact Post-Acquisition Performance? Evidence from M&As in Europe

Author: **Valentina Fani**, *Vrije U. Amsterdam*
Author: **Olivier Bertrand**, *Fundação Getúlio Vargas/EBAPE*
Author: **Jean-Philippe Bonardi**, *U. of Lausanne, HEC Lausanne*

Despite the prevalence of competition policy intervention to prevent anti-competitive Mergers & Acquisitions (M&As) and its substantive impact on firms, the relationship between competition policy and firm performance has received scant attention in strategic management. This study examines how the conditions imposed by competition authorities – i.e., remedies – affect post-acquisition performance. Drawing on the behavioral view of the firm, we argue that the binding nature of remedies allows organizational change. Specifically, we argue that when remedies are imposed firms have less need to address pressures against organizational change and so have greater exploration opportunities that will enhance post-acquisition performance. We further argue that a firm's level of innovation strengthens the remedies-performance relationship. Analyses of data on a sample of 1010 M&As authorized by the European Commission show overall a positive association between remedies and post-acquisition performance. In addition, we also find that highly innovative firms benefit from remedies more than poorly innovative firms.

Paper is NOT Available. Please contact the author(s).

STR: A Framework for the Economic Value of Corporate Strategic Moves: Joining Corporate and Competitive Strategies

Author: **Valerie Isakova**, *U. of Illinois at Urbana-Champaign*
Author: **Joseph T. Mahoney**, *U. of Illinois at Urbana-Champaign*
Author: **Shinjinee Chattopadhyay**, *U. of Illinois*
Author: **Mario Schijven**, *U. of Illinois at Urbana-Champaign*

The economic value of a corporate strategic move is driven by an increase in revenues, a reduction of costs and/or risks, and consists of the net present value of projected cash flows (static value) complemented by dynamic considerations (real options value) and adjusted for competitive interactions with rivals and partners (game-theoretic value). We develop a framework of the economic value of corporate strategic moves that effectively connects corporate and competitive strategies. The framework offers a new synthesis by uncovering mechanisms that influence the profitability of a corporate strategic move across the static, real-options, and game-theoretic perspectives, identifying tensions within a given value driver, and revealing tradeoffs among the three value drivers. In this paper, we apply our framework to the revenue driver of a specific corporate strategic move—corporate diversification—and derive propositions that are new to the strategic management field.

Paper is Available to Meeting Registrants Only.

STR: Relationships with Investment Banks and Acquisition Performance

Author: **Jason Sigler**, *The Ohio State U. Fisher College of Business*
Author: **Andrew V. Shipilov**, *INSEAD*
Author: **Alexander Sleptsov**, *U. of Illinois at Urbana-Champaign*
Author: **Jaideep Anand**, *Ohio State U.*

Although the importance of relationships between M&A advisors and the acquirer for its performance is well known, we know less about the role of M&A advisors' relationships with the target. Embeddedness theory suggests that such relationships will especially matter when firms face a long as opposed to a short shadow of the future. We study M&A deals around the market crash of 2000. We find that the acquirer and target advisors' relationships to the target improve the acquirer's performance but do not impact the target's performance. Hence, while pursuing self-interest by choosing to satisfy their acquirer clients with whom they have a long shadow of the future, economic actors avoid imposing costs on target clients with whom they have a short shadow of the future.

Paper is Available to Meeting Registrants Only.

STR: The Effect of Foreign Competition on Related Diversification and Performance

Author: **Ricardo Laverde**, *Inspire Institute of Education and Research*

This study examines whether foreign competition affects related diversification. To obtain exogenous variation in product market competition, I exploit a quasi-natural experiment provided by large currency appreciation that occurred between 2005 and 2010 in the manufacturing sector of commodity-exporting countries. This paper examines the impact of a significant real appreciation of the Colombian Peso in the 2000s at the product-firm level. A currency appreciation shock affects a firm through two different channels: (1) Firms adjust their product portfolio by reducing sales and dropping products affected by an appreciation shock; (2) firms are more likely to add products when they have higher levels of relatedness to the core products under competitive pressure. These findings provide the first evidence on how foreign competition affect corporate diversification at the product level.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1354** | Submission: **18672** | Sponsor(s): **(GDO)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 1:00PM - 2:30PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Jefferson B**

Who's Saying What? Diversity and Language at Work

Session Moderator: **Yizhen Lu**, *National U. of Singapore (NUS)*

GDO: **Watch What You Say: The Double-Edged Effects of the Political Correctness Phenomenon**    

Author: **Yizhen Lu**, *National U. of Singapore (NUS)*

This paper explores the effects of politically correct and incorrect behavior on perceptions of the actor and whether the actor's ethnic background plays a role in intensifying the main effects. The phenomenon is studied in two experimental studies in which we found that politically correct behavior does influence power, legitimacy, and trustworthiness of the actor positively. In the second study, we found that the politically correct (and incorrect) behavior's effect on others-rated perception is influenced by the actor's ethnic background, with opposite effects depending on whether the actor is from a minority group. The two studies reflected the "hypocrisy" behind how people form perceptions of actors, and that these perceptions were affected by the ethnic background of the actors. We also add to our understanding of how expectancy state theory manifest in the workplace, through political language and behavior and discuss how this exacerbates our inherent bias in impression formation.

Paper is Available to Meeting Registrants Only.

GDO: **Implicit Preference for Communication Directness in the United States**   

Author: **Misha Mariam**, *U. of Washington, Bothell*

Author: **Xiao-Ping Chen**, *U. of Washington*

Communication style is a distinct individual characteristic that observers may use to infer other attributes about the individual. In this paper, we theorize and demonstrate the implicit preference for communication directness in the United States – an implicit bias in favor of direct communicators that puts indirect communicators at a disadvantage in the assessment of their leadership potentials. Through 5 studies using different methodologies and samples, we reveal that communication directness is associated with more positive attributes like competence and honesty than is communication indirectness. Moreover, the perceived competence and/or honesty mediate the effects of communication directness on leader prototypicality perception and leader selection decisions in the organizational context. Finally, this implicit preference can be mitigated when factual information about competence or honesty is made salient. We discuss how our findings contribute to the individual perception, communication, and leadership literature and their practical implications in U.S. corporations and beyond

Paper is NOT Available. Please contact the author(s).

GDO: **Disproving Stereotypes: A Daily Examination of Nonnative Speakers' Stereotype Threat Experience**    

Author: **Mingang K. Geiger**, *Duquesne U.*

An estimated 67.3 million people are nonnative English speakers in the US. Research has shown that nonnative English speakers are often perceived to be less competent in communication, less intelligent, and less reliable in English-speaking environments, regardless of their actual capability. Given that English is a common tool for business communication, nonnative English speaker identity is particularly salient in the workplace. As a result, nonnative English speakers have been shown to be less likely to be hired or promoted to managerial positions and more likely to fail to receive funding for their business due to the stigma. Notably, even without actual discrimination, they tend to be afraid of stigmatization and unfair judgements based on their nonnative English speaker identity. Using a theoretical lens of stereotype threat, this paper examined how nonnative English speakers experience the stigma at work and how it affects their daily life. To this end, an experience sampling study of 86 full-time working nonnative English speakers in the US across 10 consecutive workdays was conducted. The results suggest that nonnative English speakers' daily experience of stereotype threat likely reduces their well-being, but not job performance. The findings help a better understanding of how stereotype threat plays a role in the workplace. Keywords: Nonnative speaker stigma, stereotype threat; resource depletion, experience sampling methods

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Symposium**
Program Session: **1355** | Submission: **14166** | Sponsor(s): **(GDO, HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 1:00PM - 2:30PMPT (UTC-7)** at Sheraton Grand Seattle in Boren

**Office Warfare: Exploring the Role of Employee Political
Affiliation in the Workplace**
The Role of Politics in the Workplace



Session Chair: **David F. Arena**, *U. of Texas At Arlington*
Session Chair: **Hayden DuBois**, *U. of Texas At Arlington*
Presenter: **Ashley N. Robinson**, *The U. of Memphis*
Participant: **Alex Lindsey**, *U. of Memphis*
Participant: **Kristen Price Jones**, *U. of Memphis*
Participant: **Karen Landay**, *U. of Missouri - Kansas City*
Participant: **Shona G. Smith**, *U. of Texas At Arlington*
Presenter: **Ryan Scott Teschner**, *U. of Texas at Dallas*
Participant: **Riki Takeuchi**, *U. of Texas at Dallas*
Participant: **Nan Guo**, *U. of Texas at Dallas - Jindal School of Management*
Presenter: **Hoda Vaziri**, *U. of North Texas*
Participant: **Artemis Boulamatsi**, *U. of North Texas*
Participant: **Virginie Lopez Kidwell**, *U. of North Texas*
Participant: **Danielle Cooper**, *U. of North Texas*
Participant: **Julie Irene Hancock**, *U. of North Texas*

Despite the likely outsized presence of politics in the workplace, research on how one's political ideology or affiliation shapes their time at work has been extremely limited. Collectively, the research to date showcases that how employees present their political stance to others, and how similar their political stance is to their workplace peers, is likely to shape their time at work and erode important workplace outcomes. To advance research on the role of employee political stance in the workplace, we bring together four research teams all pursuing research questions related to how employees make conscious or unconscious efforts to manage their political ideology or affiliation to others at work. These works are likely to advance scholarship on the role of political stance at work, and also test the boundaries of identity management theories in considering political stance as a potentially stigmatizing identity characteristic.

Distal Consequences of Expressing a Political Identity at Work

Author: **Ashley N. Robinson**, *The U. of Memphis*
Author: **Alex Lindsey**, *U. of Memphis*
Author: **Kristen Price Jones**, *U. of Memphis*

Fighting an Uncivil War: Does Passion for Politics lead to Consequences for Employees?

Author: **Hayden DuBois**, *U. of Texas At Arlington*
Author: **David F. Arena**, *U. of Texas At Arlington*
Author: **Karen Landay**, *U. of Missouri - Kansas City*
Author: **Shona G. Smith**, *U. of Texas At Arlington*

Job Identification, Political Ideology, and Employee Well-Being

Author: **Ryan Scott Teschner**, *U. of Texas at Dallas*
Author: **Riki Takeuchi**, *U. of Texas at Dallas*
Author: **Nan Guo**, *U. of Texas at Dallas - Jindal School of Management*

COVID-19 Pandemic Protocols and the Surfacing of Political Identities at Work

Author: **Hoda Vaziri**, *U. of North Texas*
Author: **Artemis Boulamatsi**, *U. of North Texas*
Author: **Virginie Lopez Kidwell**, *U. of North Texas*
Author: **Danielle Cooper**, *U. of North Texas*
Author: **Julie Irene Hancock**, *U. of North Texas*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**

Program Session: **1356** | Submission: **18320** | Sponsor(s): **(MED)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 1:00PM - 2:00PMPT (UTC-7)** at **The Westin Seattle** in **Grand Crescent**

MED Board and Past Chair Luncheon

MED Board and Past Chair Luncheon

Program Chair: **Mairead Brady**, *Trinity Business School, Trinity College Dublin*

Division Chair: **Alan B. Eisner**, *Clark U.*

Division Chair-Elect: **Gerard Beenen**, *California State U., Fullerton*

Participant: **Arran Caza**, *U. of North Carolina, Greensboro*

Participant: **Lisa Jane Callagher**, *U. of Auckland*

Participant: **Sabine Hoidn**, *U. of St. Gallen*

Participant: **Paul Hibbert**, *U. of St Andrews*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1357** | Submission: **18902** | Sponsor(s): **(MH)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 1:00PM - 2:30PMPT (UTC-7)** at **Hyatt Regency Seattle in 407 Satsop**

Human Relations, Crisis, Management Theorists and Structured History Approach

Session Moderator: **Leon Prieto**, *Clayton State U.*

MH: Organizing Collective Memory in the Context of Crisis: A Schematic Narrative Model

Author: **Yihan Liu**, *U. of Liverpool Management School*
Author: **Ziyun Fan**, *U. of York*

Our paper extends upon the extant organizational memory studies literature of the narrative nature of collective memory, and we use schematic narrative as a medium that shapes and conditions collective memory in the context of the crisis. We propose a typology with four types of schematic narratives to first scrutinize how collective memory is constructed and reminisced, and second to reveal how such processes frame and reframe the plausible interconnections of different collective modalities. Through a temporalized narrative approach, collective memory is re-examined as contingent, transitory and plural articulations of different modes of temporal synthesis. By bringing forward the multiplicity of temporal modalities actualized in different employment processes, we advocate a simultaneously reinforced and constrained tension between the constitution and contestations of four types of schematic narratives. Such tension fuels a constant battle between master narrative and counter-narratives both strengthens and resists to the hegemonic power and the marginalization of minority groups. We end with a call for more critical conversations for transcending potentials for the globalization and politicization of collective memory and its profound impact on policy-making and public decisions.

Paper is Available to Meeting Registrants Only.

MH: A Game of Two-Halves: World War II and the Institutionalization of Human Relations in the U.S.

Author: **Jeffrey Muldoon**, *Emporia State U.*
Author: **Nicholous Mark Deal**, *Mount Saint Vincent U.*

Much has been made about the enduring legacy of the human relations movement, especially how it shed new light on tensions between labor and management in industry. Histories of human relations have played a game of 'two halves.' On the one hand, scholars have furnished our understanding of the Hawthorne Studies and their numerous implications on management and organization. However, on the other, this plethora of research has not yet fully considered the impact of World War II and its contribution to the institutionalization of early human relations. What we set out to address in this paper is how the War formed a specific historic context from which leading voices such as Elton Mayo and Chester Barnard helped institutionalize the nascent human relations movement as a focal of management and industrial relations research. We reassemble archival material from four archives that help trace the influence and impact of the War on human relations theorizing in the United States during the early 1940s. We conclude by suggesting the war brought about new thinking on the importance (and attention) of social relations at work.

Paper is Available to Meeting Registrants Only.

MH: An Analytically Structured History Approach Using a Relational Database

Author: **Zeerim Cheung**, *U. of Jyväskylä School of Business*
Author: **Erik Lakomaa**, *Stockholm School of Economics*
Author: **Eero Juhani Aalto**, *Aalto U.*
Author: **Rasmus Nykvist**, *Stockholm School of Economics*

We present an analytically structured history approach using a relational database to bridge the methodological divide between history and management and organizational research. Extensive digitized archival sets with rich metadata and analytical structures form the core of the database. The approach provides multiple methodological strengths. First, source transparency is established by linking all steps of the coding and analysis to the sources in the database. Second, the approach enables real-time research collaboration and constant comparison of the coding and analysis of sources. Third, the always available and searchable database enables the researcher to easily move back and forth from sources to narrative construction and theorizing. Due to this efficiency gain, research can be based on extensive archival datasets enabling rigorous conceptual development. The approach responds to the call for methodological openness and disclosure when conducting historical analyses. Additionally, the approach enables the development of contextually grounded explanations and theories that respond to the criticism that management and organizational research is ahistorical. Thus, the approach fulfills the requirement for the dual integrity of historical veracity and conceptual rigor.

Paper is Available to Meeting Registrants Only.

MH: Morning Has Broken: Employees as the Intellectual Peers of Theorists in Management Thought

Author: **Jeffrey Muldoon**, *Emporia State U.*
Author: **Anthony Gould**, *U. Laval*

Mainstream management history invariably establishes sidelined theorists as the most consequential protagonists in the quest to create a generic template for employee superintendence. According to this orthodoxy, in the wake of the Industrial Revolution, the new capitalists and their agents (the emerging management class), were theoretically ill-equipped to oversee large scale productive transformation. Hence, they turned to experts, mostly scholars who straddled the worlds of academia and the fledgling enterprise of industrial consulting. In this version of events, employees are represented in strawman terms: as either passive or predictable and unduly hostile actors. This article asserts and defends an alternative portrayal. It argues that the key influence on the modern template was not a conflict of theoretical perspectives concerning the nature of modernity being played out on the margins but rather a clash between theory itself and what employees, acting as intellectual equals, taught their employers.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Decision-Making Biases in the Workplace: Attribution, Positivity, Cognitive Accuracy, and Heuristics

Session Moderator: **Benjamin Webster Walker**, *Victoria U. of Wellington*

MOC: I Want to See Clearly! Antecedents of Cognitive Accuracy about Social Networks  

Author: **Jing Han**, *Winona State U.*

Author: **Jidong Zhang**, *U. of Wisconsin, Eau Claire*

Author: **Jet Krikhaar**, *Tilburg U.*

This paper reports on a study of the antecedents of cognitive accuracy about social networks, specifically an advice network, which was the focus of this study. A series of hypotheses regarding the influence of network structure and individual traits on one’s accurate perceptions about social networks were developed. Using a sample of employees working for a Dutch municipality, our results revealed that the effects of network structure (network centrality and network size) on employees’ cognitive accuracy were not significant. In contrast, individual traits made more significant contributions in explaining the variance in employees’ accurate perceptions about social networks. In particular, we found an individual’s self-monitoring, need for cognition, and promotion focus had significant positive relationships with his or her accurate perceptions about the advice network. Contrary to expectations, extraversion had significant negative impact on cognitive accuracy. No significant relationship was found between internal locus of control and cognitive accuracy in the present study. Implications for management research and practice are discussed.

Paper is NOT Available. Please contact the author(s).

MOC: Employing Tallying and Take-the-Best Heuristics in the Personnel Selection Decision-Making Process

Author: **Kristjan Pulk**, *U. of Tartu*

Author: **Maaja Vadi**, *Maaja V*

Author: **Anne Aidla**, *U. of Tartu*

Managers could benefit from using heuristics in personnel selection, as simple rules reduce time required to decide, without necessarily sacrificing predictive power. The aim of this study is to examine how managers spontaneously employ tallying and take-the-best heuristics in personnel selection and in which ways do they interpret the effects of these heuristics in their decision-making process. We conducted a laboratory experiment with 11 middle managers in a large Estonian financial sector company and 26 economics students. The results show that most managers are not cognizant about the decision-making process used, citing intuition, but the selection decision-making process is better characterized by heuristics. We also find that heuristics can help reduce decision variance. Therefore, managers’ awareness of their decision-making should be instructed to be more aware of their decision-making process and that graphical decision-aids favoring ecologically rational heuristics can be helpful in the personnel selection decision-making process.

Paper is Available to Meeting Registrants Only.

MOC: Problems with Premortems: Self-Serving Attribution Bias in a Popular Debiasing Strategy  

Author: **Linnea Gandhi**, *The Wharton School, U. of Pennsylvania*

Author: **Annie Duke**, *The Wharton School, U. of Pennsylvania*

Author: **Maurice Schweitzer**, *U. of Pennsylvania*

Finalist for MOC Division Best Submission with Practical Implications for Organizations

Before making major decisions, managers engage in prospective hindsight – imagining a future outcome and working backward from that outcome – to anticipate risks. The most popular type of prospective hindsight is the “premortem” – imagining a negative future outcome and identifying reasons why it occurred. Premortems have been broadly endorsed by psychologists and Nobel Prize winners as a debiasing strategy over the past two decades. However, surprisingly little research has investigated the premortem to identify whether or not it actually works. Across three studies that span prediction and planning domains, we find that the types of risks premortems identify are systematically biased. We contrast premortems, preparades, and prelections – imagining bad, good, or undefined outcomes – and find that individuals who engage in a premortem focus far more attention on factors outside of their control than do individuals who engage a preparade or prelection. Further, this effect persists across perspectives: individuals imagining self-relevant and other-relevant outcomes exhibit this bias. Together, our results suggest that although premortems mute overconfidence, they introduce attribution bias, ironically focusing managers’ attention away from the risks most within their control.

Paper is Available to Meeting Registrants Only.

Author: **Benjamin Webster Walker**, *Victoria U. of Wellington*
Author: **Christian Criado-Perez**, *UNSW Business School, Australia*
Author: **Ludvig Hellén**, *Independent Researcher*
Author: **Ryan Meachen**, *Victoria U. of Wellington*
Author: **Rebecca Kimpton**, *Victoria U. of Wellington*
Author: **Gray Ryburn**, *Victoria U. of Wellington*

Finalist for MOC Division Best Paper Award

Job performance is amongst the most common dependent variables in organizational behavior research. Despite this volume of research, however, we argue that a major barrier to comprehensive understanding of the drivers of job performance is a “positivity bias” amongst those who study it: a dual tendency to assume high performance is driven by positive (rather than negative) psychological variables, and low performance is driven by negative (rather than positive) psychological variables. We evidence this positivity bias through analysing 20 years of hypothesizing on job performance across 8 leading organizational behavior journals. We also canvas potential causes of this bias, and conclude with recommendations for cultivating a more balanced perspective on the psychology of success in the workplace.

KEY TO SYMBOLS

Paper  Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1359** | Submission: **19614** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 1:00PM - 2:30PMPT (UTC-7)** at **Seattle Convention Center in Room 2A**

Resilience and Recovery

Session Moderator: **Yinyin Cao**, *U. of Michigan, Dearborn*

OB: Benefits of Engaging in Work and School: The Dual Roles of Resilience and Detachment

Author: **Yinyin Cao**, *U. of Michigan, Dearborn*
Author: **Frits Pil**, *U. of Pittsburgh*

A significant proportion of full time college students have jobs, and an increasing number of full-time workers pursue academic degrees on the side. Despite the prevalence of individuals engaging in both school and work, the affective and behavioral outcomes of participation in these dual roles remains an understudied phenomenon. We draw on insights from the work-life enrichment literature and the conservation of resources theory to develop a more nuanced understanding of the relationship between work and study. Using survey data collected from two sets of traditional college students and a longitudinal survey of full-time working adults, we find strong support for the enrichment perspective: engagement in one domain (school/work) is positively associated with engagement in another (work/school), and this relationship is partially mediated by the acquisition of new resources (via increased resilience) but not by the protection of resource loss (via psychological detachment from primary role). Employees' work identity plays an important moderating role in the school-to-work interface. We discuss the implications of these findings for theory and practice.

Paper is NOT Available. Please contact the author(s).

OB: Social Influence and Stress: Extending COR Theory from a Network Perspective

Author: **Shihan Li**, *Heinz College - Carnegie Mellon U.*
Author: **David Krackhardt**, *Carnegie Mellon U.*
Author: **Nynke Niezink**, *Carnegie Mellon U. - Dietrich College of Humanities and Social Sciences*

We study how stress emerges and changes in an organizational setting. Traditional conservation of resources (COR) theory explains stress levels among participants in terms of whether the focal individual has sufficient resources to cope with environmental stressors. We posit that a key -- but neglected -- factor in one's resource conservation is the distribution of stress in the overall network in which one is embedded. To investigate this social resource, we conducted a 6-month longitudinal study of 321 early- to mid-career adults in a professional masters program as they encountered the stresses of end-of-course deadlines and exams. We follow the participants' networks as they change over this 6-month period, as well as the stress levels of the participants in the study at these stressful time points. We find that the stress levels of one's own social contacts contribute to the experience of stress in this setting, and that one's susceptibility to social influence depends on certain personality traits. Interestingly, we find that the extent to which social influence is critical to the participants' stress levels depends heavily on the variance (or lack of consensus) in stress levels among those social contacts; this social effect is significantly amplified under conditions of relative consensus.

Paper is Available to Meeting Registrants Only.

OB: Mixed Signals: The Role of Organizational Dissociative Identity Disorder on Trust Over Time

Author: **Sean Noble**, *North Carolina State U.*
Author: **Patrick Flynn**, *North Carolina State U.*
Author: **Roger C. Mayer**, *North Carolina State U.*
Author: **Ian Siderits**, *North Carolina State U.*
Author: **Paul W Mulvey**, *North Carolina State U.*

For many employees, it can often feel like different parts of their organization have different expectations of what should be done and how. Mayer and Williams (2021) recently defined this perception as Organizational Dissociative Identity Disorder (ODID), or the degree to which an organization member believes that the organization itself or groups and individuals within the organization hold distinct values, incentives, and goals. This perception is believed to have a negative impact on the trust relationship between an employee and their organization, particularly over time. The current study set out to both: a) affirm the existence of ODID through the development of a psychometrically sound measure and b) examine the influence of perceptions of ODID on trust over time during a period of great uncertainty. We conducted a longitudinal study of university faculty over the course of five months to establish a measure of ODID and understand its role in explaining trajectories of trust over time. Support was found for the existence of two ODID factors, ODID-Demands and ODID-Values, and for the moderating influence of ODID-Values on trust over time. Acting on ODID by examining and realigning expectations between managers and subordinates might serve the needs of both employees and the organization, thus making for a better world.

Paper is Available to Meeting Registrants Only.

OB: Post-breach Psychological Contract States: Development and Validation of a Measure

Author: **Sandra Pereira Costa**, *Instituto U. de Lisboa (ISCTE-IUL) Business Research Unit (BRU-IUL)*
Author: **Jacqueline A-M. Coyle-Shapiro**, *London School of Economics*

Research on psychological contracts is steadily growing and much empirical evidence attests to the overwhelming detrimental effect of psychological contract breach on attitudes, emotions, and behaviors. Most of this research uses a global or composite scale for psychological contract breach and does not account for the possibility that after the experience of breach, an individual's psychological contract may change for the better or worse. To address this, our study develops and validates a new multidimensional measure of psychological contract state: Post-breach Contract State (PBCS) to capture the effects of breach on an individual's subsequent psychological contract. Evidence from 5 samples from the UK and USA provides support for a four-dimension structure (Impairment, Dissolution, Reactivation and Thriving) that presents a better fit than alternative models; the dimensions are highly reliable; the scale demonstrates evidence for validity with constructs in psychological contract breach nomological network; distinctive cognitive processes leading to each state; the states explain incremental validity over psychological contract breach, fulfillment, and violation measures. Overall, results from the present study suggest that the PBCS is a measure that can provide more granulated insights to how the occurrence of breach can positively reshape or deteriorate an employee's relationship with their employer.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1360** | Submission: **19162** | Sponsor(s): **(OMT)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 1:00PM - 2:30PMPT (UTC-7)**

Institutional Logics: New Research

Session Moderator: **Arthur Gautier**, *ESSEC Business School*

OMT: **Making Sense of Hybrid Practices: The Role of Individual Adherence to Institutional Logics** 

Author: **Arthur Gautier**, *ESSEC Business School*

Author: **Filipe Manuel Simoes Dos Santos**, *Catolica Lisbon School of Business and Economics*

Hybrid practices recombine core elements of different institutional logics in novel ways. They proliferate in our complex and uncertain world. As such, they elicit contrasting responses from people who encounter them, from strong rejection to enthusiastic adoption. However, extant research in institutional theory does not capture the process through which individuals come to form these responses. To address this gap, we conducted a comparative, longitudinal multiple case study of 14 high-net-worth individuals, examining their response to impact investing, an emergent hybrid practice that combines elements of the philanthropy and finance logics. Our study shows how individuals frame the hybrid practice as an alternative to one of the pure practices being combined (e.g., giving or investing), and how their degree of adherence to the logics at play (novice, familiar, identified) orient the sensemaking process. In particular, mere familiarity with the logics at play seems to foster individuals' adoption of hybrid practices.

Paper is Available to Meeting Registrants Only.

OMT: **Logic Work: Understanding the Institutional Work of Logic Creation and Maintenance**

Author: **Marvin Washington**, *Portland State U.*

Author: **Calvin Nite**, *Texas A & M U.*

There are two dominant but not connected streams in institutional theory: logics and work. Recently, scholars from both traditions have called for an attempt at integrating these two perspectives. We attempt to answer this call by examining how the National Collegiate Athletic Association (NCAA) created and maintained its version of amateurism: what we call logic work. We find that there were three processes: translation work (changing the British notion of amateurism to a US ethos), communicating work (the failed attempt of the Sanity Codes) and maintenance work (putting the logic in people, place, and policy). Drawing on the recent historical institutionalism as our methodological approach, we provide the account of how the NCAA created its amateur logic. We then end, by offering insights into what this tells us about institutional logics and institutional work.

Paper is Available to Meeting Registrants Only.

OMT: **Comply, Love, or Grow Together: Decoupling Fundamental Institutions from Elemental Logics in Rwanda**

Author: **Bruno Noisette**, *ESSEC Business School*

Literature on institutional logics identifies “family”, “religion”, “State”, “professional” or “market” logics as fundamental, societal-level logics that inform lower-level ones. While some of these fundamental logics are well-studied, the variability of the family institution across time and space seems to indicate that it is necessary to go beyond currently dominant accounts of this institution in organization studies and to refine our understanding of its underlying logic(s). To do so, I study the family institution and its interplay with business in Rwanda, East-Africa. Based on interview data, I find that, in this country, the family institution is not governed by one single logic, but can be explained by several, competing logics: compliance to authority; sharing based on love; or responsibility to “grow” oneself and others. This suggests that “the” family logic may not be as fundamental as it has been portrayed to be. Instead, the family institution as defined in a given cultural context can derive its meaning from even more fundamental, elemental logics that exist independently from the family institution itself. Labelling an elementary logic based on the institution that it serves to explain in modern Western societies might be misleading.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1361** | Submission: **18923** | Sponsor(s): **(OMI)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 1:00PM - 2:30PMPT (UTC-7)** at **Seattle Convention Center in Room 203**

Events, Power, and Workplace Inequality



Session Moderator: **Yusaku Takeda**, *U. of Illinois Urbana-Champaign*

OMT: When Do Organizations Advance Workplace Diversity? Non-Business Case of Innovation Adoption   

Author: **Yusaku Takeda**, *U. of Illinois Urbana-Champaign*
Author: **Letian Zhang**, *Harvard Business School*

We explore when organizations significantly advance workplace gender and racial diversity. A considerable body of work has unveiled how workplace inequality is perpetuated through existing organizational processes and structures that are difficult to change. We argue that structural reconfiguration associated with a non-incremental innovation adoption—one that requires the development of new capabilities—may dismantle such inertia and create an opportunity to increase workplace diversity significantly. Using a sample of 2,991 retail establishments from 2004 to 2015, supported by qualitative research, we found that a retailer's adoption of e-commerce is associated with a significant increase of female and minority managers. After the adoption, the proportions of Black and women managers increased by 22 percent and 17 percent, respectively. This effect is more substantial in retailers subject to affirmative action requirements and in geographic areas where diversity practices are more normatively accepted. Our study offers one distinct pathway through which organizations can bolster workplace gender and racial diversity and invites future research that examines how various opportunities to advance diversity are created and exploited (or not) in the organization.

Paper is Available to Meeting Registrants Only.

OMT: The Role of Informal Networks in Sensemaking and Obtaining Power in Post-Acquisition Integration

Author: **Yixi Chen**, *Columbia Business School*

This qualitative case study examines how employees leverage their informal advice networks to navigate uncertainty in a turbulent post-acquisition integration process at a tech consulting firm over two years. Using interview, network survey, and data, I identified the role of employees' informal networks in shaping their differential sensemaking process and ability to obtain power and influence during the organizational upheaval. My research shows that individuals' sensemaking process is influenced by both the openness of their informal advice networks and the strength of their ties with senior leaders at the legacy firm. The openness of informal networks shapes the diversity of information employees receive; and the tie strength affects information access and sponsorship opportunities among acquired employees. Moreover, early movers were advantaged in becoming boundary spanners and gain power and influence. These findings underscore the importance of informal networks in helping individuals adapt to changes and attain status and power inside the integrated organization. Furthermore, by adopting a relational view, the study sheds light on the tenacious force behind employees' sensemaking processes over whether to stay or leave and their differential attainment of status and power at the acquired firm.

Paper is Available to Meeting Registrants Only.

OMT: Negotiating Order: Experts and Control in Bureaucratic Organizations

Author: **Andrea Wessendorf**, *U. of Edinburgh business school*
Author: **Kamal A Munir**, *U. of Cambridge*

This two-year ethnographic study of a major UK hospital's response to the Covid-19 pandemic examines how control is negotiated between managers and experts in bureaucratic organizations. Previous studies have shown that experts lose control in bureaucratic organizations as managers come to dominate. In this study, the locus of control shifted between managers and experts through a process that we label 'negotiating order'. Specifically, we show that managerial control was temporarily challenged by the experts through a set of expert control practices – creating expert groups, framing emerging issues, and creating briefing notes for managers – which collectively enabled experts to gain control and re-establish operational order. Once the operational order was re-established, managers regained control by applying a distinct set of managerial control practices – formalizing structures, allocating roles, and creating policies – which enabled managers to take the response to scale. This process of negotiating order also led to a renegotiation of the organizational order because which individuals were in positions of control varied with every shift of the locus of control. However, such opportunities for positional shifts were not equally distributed across the organization. We discuss the implications for studies on the bureaucratization of expertise, upward influence, and intra-occupational inequality in organizations.

Paper is NOT Available. Please contact the author(s).

OMT: Adaptable Tools and Women's Job Performance in Male-Dominated Fields: Evidence from Robotic Surgery  

Author: **Harshvardhan Ketkar**, *Bocconi U.*
Author: **Seth Carnahan**, *Washington U. in St. Louis, Olin Business School*
Author: **Brad Greenwood**, *George Mason U.*

Winner of the Responsible Research Award

Physical tools often privilege the average characteristics of the male body. However, technological advances have the potential to introduce more adaptable tools which are adjustable and require less physical force to operate. In this work, we investigate whether the introduction of such tools correlate with better job performance for women employees as compared to men. We examine this question among laparoscopic surgeons using microdata from the State of Florida between 2009 and 2015. Standard laparoscopic tools privilege men because they are built for taller users with larger hands, requiring significant physical force to operate. Robotic surgical tools, in contrast, are customizable to a surgeon's physique and require less physical force to operate. Findings suggest that the use of robotic tools correlates with significant performance improvements for both men and women. However, female surgeons experience larger surgical performance improvements as compared with male surgeons. These improvements further intensify when the surgeon has a high recent caseload or works in a male-dominated surgical unit. Yet, we find that women are no more likely to use robotic surgical tools than men are. Drawing on ex post interviews with surgeons, we posit that gender barriers may limit women's access to cutting-edge tools that supplant outmoded tools designed with men's bodies in mind.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1362** | Submission: **18921** | Sponsor(s): **(OMT)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 1:00PM - 2:30PMPT (UTC-7)** at **Seattle Convention Center in Room 204**

Paradox and Social Issues

Session Moderator: **Soniya Rijal**, *UNSW Sydney Business School, Australia*

OMT: Globalization in Social-Commercial Tensions: The Case of Nepalese Microfinance

Author: **Soniya Rijal**, *UNSW Sydney Business School, Australia*
Author: **Josh Keller**, *UNSW Sydney*
Author: **Hokyu Hwang**, *UNSW Sydney*

Hybrid organizations that simultaneously pursue social and commercial objectives often experience tensions. Yet such tensions can arise from contradictory global and local demands. This study focuses on how individual actors' relations with macro-level institutions construct social and commercial objectives, which, in turn, shape tensions. We apply the qualitative case study method to investigate how the translation process from the global to the local informs the experience with tensions among leaders of hybrid organizations. We analyzed interviews and archival data on 26 microfinance organizations in Nepal, where both the traditional (local) model of microfinance and the global model of microfinance are practiced. We compare the microfinance leaders who belong to global professional networks with those embedded only in local professional networks. We find that the managers embedded in global professional network exposed to and embraced more expansive meanings of social and commercial activities and goals in microfinance. Moreover, social-commercial tensions were more pronounced among globally embedded leaders than locally embedded leaders. Our findings contribute to the hybrid organization literature and paradox theory by illustrating the role of globalization and global networks in shaping leaders' conceptualization of commercial and social objectives, which in turn give rise to tensions and hybrid organizational practice.

Paper is Available to Meeting Registrants Only.

OMT: The Paradox of Social Progress

Author: **Marc Krautzberger**, *U. of Edinburgh business school*
Author: **Harald Tuckermann**, *U. of St. Gallen*

Much organizational paradox research shows that both/and-technology strategies can turn paradoxical tensions between economic, social, and environmental issues into synergies. We argue that previous research might provide an incomplete picture and that more holistic views are needed. Applying a historical paradox perspective, we propose that since the Industrial Revolution, paradoxically, social progress has increasingly led to significant social problems. In a sociological-historical process model, we explain how this paradoxical dynamic was created in the past (“old normal”) and increasingly led to the experience of catastrophic events and global social problems as the “new normal” of the present, how this paradoxical dynamic is partly reproduced in the present, and how nation-states and organizations might shift this dynamic toward a more desirable “future normal” through the use of a new technology strategy. The model advances understanding of both/and strategies by explaining how they may paradoxically follow an unproductive either/or logic and how both/and and either/or strategies can be combined in a synergetic way. Furthermore, the model advances understanding of paradoxical dynamics by identifying a knot in virtuous and vicious cycles.

Paper is Available to Meeting Registrants Only.

OMT: Marginalizing Disorder: Paradoxical Tensions and the Failure of Local Collective Organizing

Author: **Mohamed Hassan Awad**, *California State U., Los Angeles*

Using an in-depth qualitative field study of homelessness in the city of Eugene, Oregon in the United States over a 10-year period, I investigate the dynamics leading to the failure of long-term local collective action in resolving social issues. Despite waves of mobilizing, organizing, coordinating, and sometimes organizational and policy outcomes, many local societal issues such as homelessness, crumbled urban transits, and urban police violence, persist. I synthesize insights from social movements research, organizations, and crisis management to unpack how different forms of collective organizing emerge, evolve, sediment, and decay over decades. I analyze these localized long-term dynamics using a tensions-based lens to identify the conflict affecting collective organizing on three levels, socio-historical local discourse, tensions around the social issue, and tensions from collective organizing. These nested multi-level tensions shape and are shaped through the contentions between local communities and how power shifts between settled and disrupted times. I reveal these dynamics and the mechanisms sustaining them to induce a process for the long-term attenuation of local collective organizing.

Paper is Available to Meeting Registrants Only.

OMT: Imagining the Future Possibilities While Managing the ‘Performative’: Exploring the Nested Paradoxes

Author: **Shaista Ehsan Khilji**, *George Washington U.*

Paradoxes form the essence of the diversity practice. However, most research has overlooked their significance and positioned inter-related diversity concepts in isolation or opposition. The diversity paradoxes become particularly salient when we focus on diversity practitioners and their efforts to address divergent demands. This study employs the paradox perspective to understand and explain these tensions and overcome a dualistic understanding of diversity. Interviews with 81 diversity practitioners, conducted over two years- amidst the global pandemic and before and after the racial awakening of summer 2020, shed light on diversity practice within a charged diversity context. The findings indicate three nested paradoxes in diversity work, including paradoxes of intent, structure, and performance. These paradoxes were interwoven and impacted the participants daily. At the most fundamental level, the paradoxes represented the tensions practitioners experienced between agency-structure and self-other. The study describes how participants navigated and resolved various paradoxes and fueled the virtuous circle of resilience. A paradox perspective provides a critical lens to examine diversity management within organizations and rejuvenates the diversity literature.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Not Just for Show: How Aesthetics Underpins Work Within and Around Organizations *Aesthetic Underpinning of Work*



Organizer: **Giada Baldessarelli**, *Imperial College Business School*
Discussant: **Ileana Stigliani**, *Imperial College Business School*
Discussant: **Candace Jones**, *U. of Edinburgh*
Participant: **Candace Jones**, *U. of Edinburgh*
Presenter: **Mercedes McBride**, *Case Western Reserve U.*
Participant: **John Paul Stephens**, *Case Western Reserve U.*
Presenter: **Giada Baldessarelli**, *Imperial College Business School*
Participant: **Ileana Stigliani**, *Imperial College Business School*
Presenter: **Elena Bruni**, *Luiss Guido Carli U.*
Participant: **Dennis Clemens Jancsary**, *WU Vienna*
Participant: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*
Presenter: **Anders Dahl Krabbe**, *King's Business School*

Organizational aesthetics is a way of understanding organizational life based on sensory reactions to its material components, such as objects and settings (Baldessarelli, Stigliani, & Elsbach, 2022; Strati, 1992). Following the recent material and spatial turn in organization studies (Boxenbaum et al., 2018; Jones et al., 2017; van Marrewijk & Yanow, 2010), scholars have begun to acknowledge and document the role of aesthetics in organizations and institutions. However, the topic remains relatively unexplored, and substantial opportunities exist in management research for further analysis and theorization. This symposium brings together scholars who empirically study aesthetics in relation to key organizational topics (i.e., coordination, creative collaboration, institutionalization, stigmatization) to provide novel insights into how aesthetics contributes to organizational and institutional processes. In particular, the symposium extends management scholarship by emphasizing how aesthetics influences the construction and disruption of meanings across a variety of research settings. The four empirical papers highlight how material and visual artifacts and the subsequent experiences emerging from their use and manipulation support organizational and institutional work by forming or challenging collective understandings. In doing so, the studies point to novel research directions concerning (1) the role of interactions with artifacts that trigger sensory reactions leading to collective achievements, and (2) the use and manipulation of artifacts to strengthen cognitive and symbolic processes that challenge dominant meanings.

Inducing Artifactual and Aesthetic Experience to Enable Coordination

Author: **Mercedes McBride**, *Case Western Reserve U.*
Author: **John Paul Stephens**, *Case Western Reserve U.*

Clients as Feedback Providers: A Study of Creative Projects

Author: **Giada Baldessarelli**, *Imperial College Business School*
Author: **Ileana Stigliani**, *Imperial College Business School*

The Role of Multimodality in the Anti-Vaccination Rhetoric

Author: **Elena Bruni**, *Luiss Guido Carli U.*
Author: **Dennis Clemens Jancsary**, *WU Vienna*
Author: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*

The Symbolic Manipulability of Market Offerings: Strategies for Mitigating Consumer Resistance

Author: **Anders Dahl Krabbe**, *King's Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Institutional Theory: Social-Symbolic Work Perspectives



Session Moderator: **Mia Raynard**, *WU Vienna*

OMT: In or Out? The Role of Boundary Work in Transgressive Institutional Reform

Author: **Mia Raynard**, *WU Vienna*
Author: **Thomas B. Lawrence**, *Oxford U., Saïd Business School*
Author: **Madeline Toubiana**, *Telfer School of Management, U. of Ottawa*
Author: **Giuseppe Delmestri**, *WU Vienna U. of Economics and Business*

As political, economic, and natural environments change, institutions need to be adapted to maintain their relevance and legitimacy. Such adaptations can, however, be especially difficult when they involve the incorporation of ideas or practices previously conceived of as inconsistent with the moral standards and value commitments of the institution—a situation we refer to as “transgressive institutional reform”. Drawing on an inductive longitudinal analysis of political, legal, and historical documents, we examine the work of the Chinese government to reintroduce the private sector into the Chinese economy after decades of strident and violent suppression. We find that this protracted process depended significantly on boundary work that helped make highly controversial changes less threatening. We develop a model that shows that boundary work in transgressive institutional reform unfolds through nested cycles of concretization and abstraction, where an institutional boundary is made and remade more specific and explicit and then more abstract and implicit. These cycles of boundary work transform what appears from a distance to be a solid boundary into a multi-dimensional arrangement of distinctions that are “yoked” together to sort ideas, practices, and people “into” and “out of” institutions. By exploring the role of boundary work in effecting transgressive institutional reform, we aim to extend understanding of how actors work to negotiate and construct the meanings of an institution by virtue of distinctions between what is “in” and what is “out”.

Paper is Available to Meeting Registrants Only.

OMT: No Guidebook or Map: the Social-Symbolic Work of Expertise in Action in Post-Blast Beirut

Author: **W E Douglas Creed**, *U. of Rhode Island*
Author: **Lina Daouk-Oyry**, *American U. of Beirut*
Author: **Alain Daou**, *American U. of Beirut*
Author: **Richard DeJordy**, *California State U., Fresno*
Author: **Carmen Geha**, *American U. of Beirut*
Author: **Charlotte M. Karam**, *U. of Ottawa*
Author: **Shawn Scott**, *Bryant U.*

Following the August 2020 blast in Beirut, a national grassroots initiative, Khaddit Beirut, came together. KB’s efforts range from co-creating “community-led, evidence-based, and locally-driven” schools and community healthcare centers and rebuilding small and mediate enterprises damaged by the blast, to creating new models for civic activism and engagement and framing and enacting “expertise in action” as a process. All of which had to be done in situated ways commensurate with the constraints imposed by local history and the needs created by the shared experience of catastrophe. Building on Lawrence and Phillips (2019), we explore which forms of social-symbolic work (SSW) the KB undertook, and combined, as it built an ecosystem of cooperation, civic engagement, and organizational and institutional innovation in a geographically and historically bounded context characterized by endemic toxic institutional conditions, political corruption, societal division, and catastrophic economic collapse. We find that amidst crisis, SSW unfolds in each of three main domains, self, organization, and institutional work, but the capacity to perform one kind of work may be contingent on the ongoing engagement in another kind of work. Organization work enabled the self work of claiming expertise and working through trauma, which in turn enabled the organization work of putting that expertise in action. Without both, the institutional work social change appears out of the question. We make contributions regarding SSW, participatory action research, and the use of feminist geography and epistemology in enhancing organizational perspectives on the situatedness of SSW.

Paper is Available to Meeting Registrants Only.

OMT: Guardians of the Discipline: Institutional Maintenance through Tenure Review

Author: **Eina I. Mäkinen**, *Tampere U.*
Author: **Daniel A. McFarland**, *Stanford U.*

While interdisciplinary research continues to be promoted in universities, early-career researchers struggle to receive recognition for their interdisciplinary work and advance in their academic careers. Drawing on institutional work and the study of professions, we examine how professional norms around career promotion are discursively constructed and used in institutional maintenance. We conducted 59 interviews with department chairs, directors of interdisciplinary research centers, and disciplinary and interdisciplinary untenured scholars in an American university. We identify two modes of discursive institutional work—expansion and expulsion discourse—which suggest that while interdisciplinarity activated efforts to transform tenure review, it also triggered institutional work to maintain disciplinary order. The untenured interdisciplinary scholars used expansion discourse to argue that the tenure review norms should be revised. However, the untenured scholars simultaneously drew on expulsion discourse to reflect on the illegitimacy of interdisciplinary research. The senior scholars relied mainly on expulsion discourse arguing that interdisciplinary research among tenure track faculty should be renounced. We contribute to extant literature by demonstrating the discursive and performative aspects of institutional work by professionals as well as by shedding light on the discursive production of justifications for institutional practices that actors seek to legitimize and maintain. More broadly, our findings problematize the career risks that untenured interdisciplinary scholars take to accomplish the interdisciplinary aims of their universities.

Paper is NOT Available. Please contact the author(s).

Author: **Giuseppe Criaco**, *Erasmus U. Rotterdam*

Author: **Vern Glaser**, *U. of Alberta*

Author: **Joel Gehman**, *George Washington U.*

This study examines institutional change initiated by marginalized actors within a majoritarian institutional field. Unlike prior studies in the literature that have investigated how certain actors accomplish, reinforce or challenge majority status in a field, we focus on a set of marginalized actors who change the institutional field from within, without challenging or overtaking the majority. Building on assemblage theory and drawing on participant observation, interviews, and archival data related to the two largest natural wine associations in Italy, we inductively build a process model of how marginalized actors become minoritarian.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

-  Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
-  Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1365** | Submission: **18906** | Sponsor(s): **(OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 1:00PM - 2:30PMPT (UTC-7)** at **The Westin Seattle in Fifth Avenue Room**

Occupational Dynamics In and Around Organizations

Session Moderator: **Siyin Chen**, *U. of Toronto, Rotman School of Management*

OMT: **Art for Whose Sake? Audience Relational Orientation Work in the “Porcelain Capital” of China**   

Author: **Siyin Chen**, *U. of Toronto, Rotman School of Management*

This study examines whether and how occupational members adjust their relational orientation toward their audience in the face of a disruptive event. Drawing on interviews, observation, and photographs from an ethnographic field study, I investigate how 67 porcelain artists in Jing De Zhen responded to disintermediation in the art market, which resulted in artists interacting directly with their customers. I found that while some artists held onto or even strengthened their original relational orientation towards their customers, other artists constructed (to a greater or lesser extent) a new relational orientation. Analyzing these divergent responses to the market shift reveals that artists who constructed a new audience relational orientation experienced a misalignment between their occupational prototypes (beliefs around what constituted an exemplary occupational member) and their own personal considerations (e.g., aspirations, financial considerations, etc.), which led them to question their previous way of working and gave rise to innovations in their work. In contrast, artists who experienced alignment between their occupational prototypes and personal considerations moralized their existing orientation toward their audience and reinforced or even amplified previous ways of working. My study highlights the importance of audience relational orientation work for how occupational members see themselves and accomplish their work.

Paper is NOT Available. Please contact the author(s).

OMT: **Complying Resistant and Resistant Complying Frontline Professionals: An Identity Work Perspective**   

Author: **Farshid Shams**, *York U.*

Author: **Kathy Sanderson**, *Lakehead U.*

Professionals are caught between two competing identity demands of being autonomous actors or turning into conformist organizational members. Professionalism has been mainly viewed as a discursive resource on which professionals draw in their identity talks to either fully or partially resist managerialism that intends to discipline their identities. Based on a study conducted in a public social welfare organization, we found that the frontline professionals' identities are disciplined in their talks about two routine practices of daily paperwork and regular supervisory meetings (both introduced by the organization) when performing in congruence with the rules. However, when discussing the instances of intentional deviation from the organizational policies, their seemingly resistant identities are disciplined by their aspiration of presenting themselves as caregivers which is rooted in the most dominant professional discourse in this field. We, therefore, argue that control is not the sole property of organizations, but pervasive professional discourses may also introduce disciplinary effects that account for the responsible autonomy demonstrated by professionals. By pairing discursive practices with different types of action, our analysis also suggests that both discursive conformity and resistance cut across the boundaries between acting in alignment with and against the organizational policies.

Paper is Available to Meeting Registrants Only.

OMT: **Networks, Translation, and Collective Sensemaking as the Sources of Institutional Compromise**

Author: **Sang-Joon Kim**, *Ewha Womans U.*

Author: **Young-Kyu Kim**, *Korea U.*

Author: **Elena Margineanu**, *Free International U. of Moldova*

Author: **Sangchan Park**, *KAIST College of Business*

We examine the role of translation in institutional maintenance. Although recent work on institutional maintenance often highlights a simplistic role of individual incumbents in protecting old institutional logics, less is known about whether and how the incumbents proactively embrace new institutional logics to enhance institutional stability. Through an in-depth, qualitative study of legal profession in Moldova after the collapse of Soviet Union, we explore how social actors taking different network positions engage in diverging translation of new institutional logics associated with Western capitalism. We find that while old institutional logics associated with communism gave way to new logics, operative institutions for the legal profession have a mixture of components from old and new logics. Our analysis also suggests that such compromised institutional arrangements are driven not only by incumbents, who more proactively engage in translation of new logics than passively resist institutional change, but also by challengers and intermediary agents who take diverse network positions. Our study therefore indicates a more nuanced image of institutional maintenance than has been suggested in prior work and highlights the value of studying how translation is collectively constructed by complex interactions between multiple actors. We conclude by discussing theoretical contributions to a broader research domain of institutional change and stability in emerging fields.

Paper is Available to Meeting Registrants Only.

OMT: **Deviance as a Means to Build a Legitimate Career: Evidence from the EDM Industry** 

Author: **Amandine Marie Ody-Brasier**, *McGill U.*
Author: **Xu Li**, *Copenhagen Business School*

Winner of the OMT Division Best International Paper Award

Carolyn Dexter Award Nominee

In many occupational communities, informal norm enforcement emerges as a substitute for looser intellectual property (IP) laws. We propose that when a behavior is illegal but not illegitimate within a community, the latter may informally reward lawbreakers as a means of re-affirming its jurisdiction in defining what is appropriate (or not). Specifically, when the behavior is construed as a sincere commitment to core occupation-specific values, lawbreakers may be rewarded with greater opportunities to advance their career than law-abiding peers. To investigate this proposition, we focus on community responses to illegal remixing in Electronic and Dance Music (EDM) – a community where there is no norm about this practice. In combination with fine-grained interview data, we use a unique dataset on the employment outcomes of nearly 40,000 Disc Jockey (DJs) over 10 years. Our analyses provide strong support for the view that the community disputes the unwelcome intrusion of legal authorities in their work by giving lawbreakers more opportunities to “play gigs” than DJs who release original music or even legal remixes. We discuss some important implications of our findings for the scholarship on norm enforcement and managerial leniencies.

Paper is Available to Meeting Registrants Only.

OMT: **Nascent Occupations and the Challenge of Access in Cross-Occupational Collaborations**  

Author: **Farah Kodeih**, *IESEG School of Management*
Author: **Mia Raynard**, *WU Vienna*
Author: **Diane-Laure Arjalies**, *Ivey Business School*

This study examines the role of access in cross-occupational collaborations involving members of a nascent occupation. We find that when such collaborations are voluntary, members of nascent occupations may struggle to gain meaningful access and demonstrate their potential value to collaboration partners—as they typically lack institutional signals of credentialing and formalized training. Drawing on interviews and data from a three-year ethnographic study of first-generation responsible investment analysts in France, we document the divergent interactions and experiences they had working with two groups of asset management professionals. We find that occupational features underpin dispositions towards voluntary collaborations, influencing the forms of access granted and conditioning the possibilities for collaborative engagement. By opening up and closing down opportunities for engagement, these occupational dispositions not only influence interactional dynamics and approaches to collaboration, but the nature and effectiveness of collaborative outcomes. We conclude by discussing the study’s implications for future research on cross-occupational collaborations involving members of nascent occupations.

KEY TO SYMBOLS

 Paper is Available to Meeting Registrants Only  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1366** | Submission: **18950** | Sponsor(s): **(OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 1:00PM - 2:30PMPT (UTC-7)** at **The Westin Seattle** in **Olympic**

Organizational Consequences of Status Loss

Session Moderator: **Sungchul Noh**, *Saitama U.*

 **OMT: Organizational Stigma and the Practice and Meaning of Work: When Work Becomes Dirty** 

Author: **Sungchul Noh**, *Saitama U.*

Author: **Kyoung-Hee Yu**, *U. of Technology, Sydney*

Beyond the secondary stigmatization thesis—that organizational members in stigmatized organizations can themselves experience stigmatization—we know little about how organizational stigma affects the internal lives of organizations. Where organizations are stigmatized due to events, blameworthiness has been offered as an explanation for why stigma transfers initially to the organizational leadership—for example, top executives. We examine the existing literature’s assumptions about the transfer of stigma in an event-stigmatized organization by inductively exploring how event stigma impacts group relations and work. Our research context is a public broadcasting company that became stigmatized when it lost its journalistic independence. We find that what has been depicted as an intrinsic “transfer” of stigma to responsible units in event-stigmatized organizations is in fact highly contentious, with groups vying against one another to exert control over the practice of journalism in the hopes of implementing their own vision. The internal struggle fundamentally transformed the practice and meaning of work in the journalism units of this organization, turning the work into something “dirty” for some workers. Our findings contribute to the understanding of organizational stigma as a contested phenomenon in contrast to its earlier conceptualization as a relatively stable category, and to the understanding of the conditions under which the practice and meaning of work can be transformed in event-stigmatized organizations.

Paper is Available to Meeting Registrants Only.

OMT: The Consequences of Status Loss on the Evaluation of Market Actors

Author: **Ben LI**, *EMLYON Business School*

Author: **Bernard Forgues**, *Emlyon*

Author: **Julien Jourdan**, *HEC Paris*

How do status shocks affect social evaluations? Prior work shows that a positive status shock, such as a major award, may enlarge the audience of evaluators and lead to lower average evaluations. We have however limited understanding of the effect a sudden status downgrade may have on evaluations. To make progress on this question, we develop theories linking status shocks and social evaluations. We argue that status shocks shift evaluators’ expectations and change the comparison set used by evaluators. We test our arguments in the setting of Michelin Star restaurants in France. We find that restaurants receive on average more positive evaluations on TripAdvisor after being downgraded by the Michelin guide. Their evaluating audience decreases in size and changes in composition. Our results support the view that negative shocks not only alter the audience but also lower evaluators’ expectations and change the comparison set, resulting in an unexpected increase in average evaluations.

Paper is Available to Meeting Registrants Only.

 **OMT: Falling Fortunes: The Contingent Effect of Slipping in Organizational Rankings** 

Author: **Wyatt Lee**, *U. of Toronto*

As rankings of organizations have proliferated in recent decades, much research has focused on organizational efforts to maintain a high position in such rankings. A common theme in this research is that a fall in rank can lead to unfavorable evaluations by external audiences and negative organizational outcomes. Nonetheless, accumulating evidence suggests that rankings sometimes have little effect on audience assessments and organizational outcomes, which calls into question the power of rankings. To reconcile these contradictory views, this study theorizes the conditions under which falls in rank influence organizational outcomes. I hypothesize that a fall in rank affects organizational outcomes to the extent that the fall has information value, which depends on three factors: the availability of information from alternative sources, the sophistication of the audience, and whether the slip in rank led to a fall from a prominent ranking category (i.e., tier). Exploiting a change in the Fortune 500’s ranking methodology as a natural experiment, I examined how falls in rank affected firms’ stock prices and found evidence for these predictions. This paper develops an informational theory of declines in rank and illuminates their contingent effects on organizational outcomes, with implications for research on rankings, categories, and impression management.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1367** | Submission: **18952** | Sponsor(s): **(OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 1:00PM - 2:30PMPT (UTC-7)** at **The Westin Seattle in Pike**

New Concepts in Network Theory

Session Moderator: **Olli-Pekka Kauppila**, *NEOMA Business School*

OMT: **A Micro-macro, Brokerage-based Theory of Managing Disruptive Organizational Change**  

Author: **Olli-Pekka Kauppila**, *NEOMA Business School*
Author: **David Obstfeld**, *California State U., Fullerton*

Microfoundational processes are central to organizational capacity to respond to disruptive change. Despite recent progress, current theories provide a rather incomplete understanding of how macro-organizational changes might emanate from individuals' microfoundational processes. We propose a new theory that integrates behavioral elements with structural approaches to accommodate a combination of within-individual motivational underpinnings and between-individual relational processes in building organizational responses to the disruption. Drawing on the social network perspective and influential new research on brokerage process, we trace implications of competitive (e.g., tertius gaudens) or collaborative (e.g., tertius iungens) microsocial action trajectories that shape how organizational adaptation emerges from the micro-level to shape more macro organizing and adaptive outcomes. We conclude with a discussion of how a positive new normal in organizations might build on employee-driven processes that enhance communal social capital, collective psychological capital, and strategic agility.

Paper is Available to Meeting Registrants Only.

OMT: **Towards a Theory of Organizational Bricolage** 

Author: **Anass MAWADIA**, *IAE-CEREGE, U. de Poitiers*
Author: **Ariel EGGRICKX**, *Montpellier Research in Management*

In organizations facing ever more frequent crises (financial, ecological, Covid-19), forced to reduce their ecological footprint and costs, bricolage (Lévi-Strauss, 1966) is a possible response to deal with crises, hazards and resource scarcity. The literature review on bricolage shows a triple gap: a lack of studies exploring and developing the bricolage concept based on Lévi-Strauss's original writings, a collective or multi-level bricolage that is little theorized, and conditions of success or failure of bricolage little studied. This article aims to enrich the knowledge on these three points through a review of the literature. After exploring the concept of bricolage and its similarities with related notions (improvisation, innovation, creativity, etc.), we identify the initial conditions and the investments of form that favor collective or multi-level (individual, collective, network, strategic) bricolage dynamics, which have a positive impact on the organization while limiting the risks. In summary, we propose a simplified model of the dynamics of multi-level bricolage. Besides the managerial and didactic implications, this paper opens several research avenues.

Paper is NOT Available. Please contact the author(s).

OMT: **Spanning Up and Across: Examining the Role of Status in the Exploitation of Structural Holes** 

Author: **Andrew Joseph Foley**, *Cornell SC Johnson College of Business*
Author: **Gautam Ahuja**, *Cornell U.*

Perhaps ironically, the role of social structure in studies of structural holes has tended to be ignored: scholars have amply studied the effects of structural holes at various units of analysis - as well as their contingencies - but they have seldom studied the impact of social hierarchy on these dynamics. Even literature that has studied the role of hierarchy in the exploitation of structural holes has tended to focus exclusively on the role of power; but, hierarchies built on status are an important aspect of organizational life, and their impact has been scantily examined. In this paper, we argue that at least part of this oversight stems from the literature's primary focus on a single type of brokerage - the tertius gaudens brokerage as initially outlined by Ron Burt. We broaden theorizing on structural holes in at least two ways. First, by drawing greater attention to the role of another, and perhaps more common, form of broker - the tertius iungens. Second, we systematically integrate the literatures on structural holes and status, thereby taking a step towards greater consideration of social structure in theories of structural holes. In doing so, we resolve a number of contradictions regarding whether spanning structural holes is beneficial, and why they may remain "open" despite the value presented to those who could close them.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1368** | Submission: **18901** | Sponsor(s): **(OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 1:00PM - 2:30PMPT (UTC-7)** at **The Westin Seattle in Vashon II**

Misconduct: Mechanisms in and Around Organizations



Session Moderator: **Xiangpei Chen**, *Montana State U.*

OMT: **Windfall Federal Grants and Local Government Corruption**

Author: **Xiangpei Chen**, *Montana State U.*
Author: **Angela Gore**, *George Washington U.*
Author: **Jennifer Spencer**, *George Washington U.*
Author: **James Wade**, *George Washington U.*

While federal grants comprise a significant and increasing revenue source for many local governments, regulators have expressed concerns about the effectiveness of the federal government's grant management systems. This study investigates and finds that windfall increases in federal grants lead to significantly more public corruption charges. We then explore whether audit monitoring and press transparency mechanisms help ameliorate that relationship. We find that municipalities' poor quality internal controls exacerbate the effect of windfalls on corruption, but such effect is attenuated when there are increases in the presence of state fraud auditors. As for press transparency, we find that a greater number of newspaper employees and reporters weaken the relationship. Overall, our study contributes the extant literature by exploring accounting-related aspects of local government political corruption.

Paper is Available to Meeting Registrants Only.

OMT: **Impression Management in Corporate Communication to Camouflage Financial Misrepresentation**

Author: **Max Braun**, *Freie U. Berlin*
Author: **Claas Jess**, *Freie U. Berlin*

Finalist for the OMT Division Best International Paper Award

Acts of corporate misconduct affect the communication behaviors of firms and managers. Unconscious expressions of discomfort and self-distancing are well documented in the speech of fraudulent executives. Considering the increasing professionalization and relevance of corporate communication, we study the communication strategies that help to camouflage acts of financial misrepresentation. Based on impression management and psycholinguistic literature, we conduct interviews and hypothesize on four distinct strategies employed in the financial communication of firms. We test their use in a sample of German firms, half of them found to misrepresent their accounts. The results document manipulations through contents, language, and visualizations of shareholder letters. Misrepresenting firms omit financial topics, increase the complexity of their communication, and use pictures more frequently. Unexpectedly, we find shareholder letters of misrepresenting firms also to reveal strong psycholinguistic leakages of emotional discomfort and self-distancing that even permeate carefully crafted artifacts of corporate communication.

Paper is NOT Available. Please contact the author(s).

OMT: **Intergenerational Transmission of Organizational Misconduct: Evidence from the Chicago Police Dept**

Author: **Justin Frake**, *Ross School of Business, U. of Michigan*
Author: **Derek Harmon**, *U. of Michigan*

This paper investigates how organizational misconduct is perpetuated through intergenerational transmission. We theorize that early exposure to misconduct imprints newcomers with the belief that misconduct is normal, which is then carried by these individuals into managerial positions and passed down to future generations of subordinates. We test this using longitudinal administrative data from the Chicago Police Department from 1980–2017. We exploit the random assignment of applicants to training cohorts to demonstrate that applicants exposed to higher levels of misconduct during their initial training not only engage in more misconduct over their careers (first generation effect), but also increase the misconduct of their subordinates after they become managers years or decades later (second generation effect). Mechanism tests suggest that this intergenerational transmission occurs through both incentive structures (i.e., annual reviews) and social influence (i.e., racial homophily). Taken together, these findings reveal how managers carry the normalization of misconduct from an organization's past into its future, expanding our understanding of how misconduct in organizations is perpetuated and offering important policy implications for addressing the problem of police misconduct.

Paper is Available to Meeting Registrants Only.

OMT: **Homogeneous Relations and State Misconduct: Foreign Financial Ties and Human rights Across Africa**

Author: **Christopher B. Yenkey**, *Darla Moore School of Business, U. of South Carolina*

This paper investigates how misconduct, in the form of state-level human rights violations, is related to the homogeneity of external relationships, in the form of global financial ties. State-caused deaths resulting from political violence, a clear violation of human rights, across Africa from 2003 through 2015 serve as the macro-level form of misconduct. Descriptive and econometric analyses demonstrate that homogeneous foreign financial ties have a direct predictive effect on the incidence and number of deaths from state-caused political violence. Foreign countries, however, vary in their reactions to this misconduct. I find that bilateral relations based in natural resource trade and colonial ties are durable to and even grow following such misconduct events. Identifying types of relationships durable to misconduct demonstrates a mediated pathway through which misconduct may result in the homogeneous relations that support rather than deter misconduct. In short, results from my abductive study support an endogenous theory of misconduct whereby tolerance of misconduct by perpetrators' contacts results in the perpetuation of the behavior.

Paper is Available to Meeting Registrants Only.

 OMT: **Backstages and the Spread of Organizational Misconduct** 

Author: **Kun Yao**, *U. of Illinois at Urbana-Champaign*

Author: **Nate Xu**, *U. of Illinois at Urbana-Champaign*

We examine the spread of stock option backdating, an organizational misconduct about which public information was virtually absent until 2005. Drawing on Goffman's backstage theory, we emphasize local upper-class clubs as a backstage of interactions for the diffusion of backdating. We find that backdating is likely to spread via executive interactions at local upper-class golf clubs but not board interlocks or other clubs. We further examine boundary conditions of local golf clubs as a backstage: the impact of local golf club interactions on the diffusion of backdating is enhanced by the visibility of firms at the frontstage, the unavailability of alternative backstages in the community, and small communities. Together these findings extend the backstage theory by suggesting that invisible organizational misconduct could follow some unique diffusion patterns via the backstage of interactions.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: **1369** | Submission: **11041** | Sponsor(s): **(OMT, CAR, STR)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Monday, Aug 8 2022 1:00PM - 2:30PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 4**

So Much Work to Do: New Approaches to Studying Work Tasks

New Approaches to Studying Work Tasks



Panelist: **Nathan Wilmers**, *Massachusetts Institute of Technology*

Panelist: **Callen Anthony**, *New York U.*

Panelist: **Jillian Chown**, *Northwestern Kellogg School of Management*

Panelist: **Theodore DeWitt**, *U. of Massachusetts Boston*

Discussant: **Lisa Ellen Cohen**, *McGill U.*

Winner of the OMT Division Best Symposium Proposal Award

In this symposium, we ask how to bring the study of work tasks more centrally to organizational research. We invite junior scholars to present novel approaches to studying and theorizing the role of work tasks in organizations. Presenters will cover both the nuts-and-bolts of identifying and working with task data, and the broader implications for our thinking, research questions and theorizing that come from focusing on tasks.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1370** | Submission: **12585** | Sponsor(s): **(OMT, MOC, OB)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 1:00PM - 2:30PMPT (UTC-7)**

Relationship and Network Shocks

Relationship and Network Shocks

Organizer: **Ella Sheinfeld**, *Rutgers U.*
Organizer: **Daniel Z. Levin**, *Rutgers U.*
Discussant: **Sameer B. Srivastava**, *U. of California, Berkeley*
Presenter: **Adam M. Kleinbaum**, *Dartmouth College*
Presenter: **Stefano Tasselli**, *Erasmus U. Rotterdam*
Presenter: **Martin J. Kilduff**, *UCL School of Management*
Presenter: **Ye Jin Park**, *INSEAD*
Presenter: **Raina A. Brands**, *UCL School of Management*
Presenter: **Ella Sheinfeld**, *Rutgers U.*
Presenter: **Daniel Z. Levin**, *Rutgers U.*

Social network research is increasingly recognizing that relationships and networks are not static but rather evolve and change over time. Within this area of network dynamics, though, change can come suddenly. Such shocks may be exogenous, such as a pandemic, or may be internally generated, such as a conflict that ends a relationship. The purpose of this symposium is to highlight new research studies and perspectives that help us understand the causes, processes, and consequences of such disruptions. We aim to go beyond just noting that network change happens, and even go beyond noting the ways in which network ties and networks are dynamic. Instead, we aim to examine relationship and network change specifically when it is sudden or dramatic, i.e., a shock.

Social Re-Integration Following COVID: Field Experimental Evidence

Author: **Adam M. Kleinbaum**, *Dartmouth College*

Brokerage, Personality Change, and Performance: Exploratory Evidence from An Entrepreneurs' Network

Author: **Stefano Tasselli**, *Erasmus U. Rotterdam*
Author: **Martin J. Kilduff**, *UCL School of Management*

Labor Pains? Effects of Parenthood on Women's & Men's Networks, Career Investments & Attainment

Author: **Ye Jin Park**, *INSEAD*
Author: **Raina A. Brands**, *UCL School of Management*

Mobility Ties: Which Ties to Former Coworkers Are Maintained versus Become Dormant?

Author: **Ella Sheinfeld**, *Rutgers U.*
Author: **Daniel Z. Levin**, *Rutgers U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Plenary Session**
Program Session: **1371** | Submission: **11972** | Sponsor(s): **(OSCM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 1:00PM - 2:30PMPT (UTC-7)** at **The Westin Seattle in Pine**

OSCM Division Plenary Session
OSCM Division Plenary Session

Program Chair: **Kai Dominik Foerstl**, *EBS U. für Wirtschaft und Recht*
Panelist: **Lisa Ellram**, *Miami U.*
Panelist: **Ken Boyer**, *Ohio State U.*
Panelist: **Lutz Kaufmann**, *WHU - Otto Beisheim School of Management*

tbd

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **1372** | Submission: **19635** | Sponsor(s): **(PUBS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 1:00PM - 2:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 4C1**

Conversations With The Editors ANNALS *Conversations With The Editors*

Organizer: **Stacey Victor**, -
Participant: **Matthew A. Cronin**, *George Mason U.*
Participant: **Elizabeth George**, *U. of Auckland*

Meet the editor of ANNALS and the team of associate editors to learn their vision for the journal and tips on how to write a successful paper. All are welcome!

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1373** | Submission: **19504** | Sponsor(s): **(SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 1:00PM - 2:30PMPT (UTC-7)** at **Hyatt Regency Seattle** in **305 Chelais**

Sensemaking in Corporate Social Responsibility and Sustainability

Session Moderator: **Anne Françoise Barraquier**, *SKEMA Business School*

SIM: The Micro Foundations of Sustainability: A Social Process of Sensemaking and Knowledge Sharing  

Author: **Anne Françoise Barraquier**, *SKEMA Business School*

Micro-foundations of sustainability integration have not so far, been much explored. Building on sensemaking as a social process, I expand theory on how managers integrate sustainability in organizational practices. The findings reveal that sustainability-related knowledge is perceived as controversial, that managers unravel multiple dualities during sensemaking, and that sustainability knowledge becomes salient in work relations. I propose a model of sustainable organizing showing how these three dimensions interact. The discussion section elaborates on the implications of a perspective of sustainability rooted in social processes of sensemaking.

Paper is Available to Meeting Registrants Only.

SIM: Make Petrobras Great Again: Analyzing Identification Work After a Corruption Scandal 

Author: **Renato Chaves**, *HEC Montreal*

Author: **Emmanuel Raufflet**, *HEC Montreal*

This paper uses a work lens to examine a multinational company's purposeful actions to communicate the expansion of an ethics and compliance program after a massive corruption scandal. It draws on the notion of communication as symbolic management, which offers a window into program implementation, to analyze what we call identification work—the top-down, sensegiving process through which organizational leaders construct a collective sense of self and present it to organizational members and external stakeholders to restore their organization's legitimacy. Identification work makes extensive use of various discursive resources to reduce uncertainty as well as to evoke social, relational, and personal identification. This paper also mobilizes the concept of ventriloquism to explain the constitutive power of communication and how the company gives voice to key human and non-human actors such as regulators, civil society organizations, the media, and its ethics and compliance program. We have found that the company's ethics and compliance program is at the center of its newly-constructed sense of self, which is presented to both organizational members and external stakeholders as human-like, assuming a heroic quality strongly supported by symbols.

Paper is Available to Meeting Registrants Only.

SIM: Sensemaking and Identity Recovery After Organizational Misconduct: The Case of Petrobras' Leaders

Author: **Suzanny Barreto Da Silva**, *U. Federal Fluminense*

Author: **Flavia Cavazotte**, *Pontificia U. Catolica de Rio de Janeiro*

Author: **Christopher Stehr**, *IAG-PUC Rio de Janeiro*

We analyze the case of the Brazilian oil and gas state-owned enterprise Petrobras after the corruption scandal that became public in 2014, with several repercussions over the following years. Based on documental data and interviews conducted in 2020, we investigate how the company's leaders faced these events and the sensemaking processes triggered in response to the crisis. We specifically analyze the executive leaders' sensegiving strategies, unveiling narratives and framing used to mitigate the event's consequences and recover the organizational identity damaged by the ethical crisis. We also examine the mid-level leaders' sensemaking process, describing the (re)construction of meaning and recovery of the organizational identity from the employees' point of view. We observe that the latter process seems to have been facilitated by the top management sensegiving strategy, which effectively supported identity recovery, as framing effectively tapped on mid-level leaders' self-concept needs. The analysis unfolds in distinctive theoretical contributions that help understand the interconnections between identity and sensemaking in the context of crises that undermine corporate reputation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1374** | Submission: **13470** | Sponsor(s): **(NEU, ENT)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 1:15PM - 2:45PMPT (UTC-7)** at **Seattle Convention Center in Room 210**

Biometric Methods: The Future of Emotion Research in Entrepreneurship and Strategy *Emotions and Biometric Methods*



Organizer: **Barbara Burkhard**, *Aalto U.*
Organizer: **Charlotta Agneta Siren**, *U. of St. Gallen*
Organizer: **Fang He**, *U. of St. Gallen*
Organizer: **Juho Ylimäki**, *U. of St. Gallen*
Panelist: **George Christopoulos**, *Nanyang Business School, NTU Singapore*
Panelist: **Maw-Der Foo**, *Nanyang Technological U.*
Panelist: **Jeffrey M. Pollack**, *NC State U.*
Panelist: **Dean Shepherd**, *mendoza*
Panelist: **Vangelis Souitaris**, *Bayes business school and U. of St. Gallen*

Emotions play a crucial role in the decision making and behavior of entrepreneurs, managers, and executives alike (Cardon et al., 2012; Huy, 2012; Kahneman, 2003). Despite scholarly efforts, there is still enormous and largely untapped potential in studying emotions in entrepreneurship and strategic management. An important reason preventing emotion-related research opportunities from being further developed is that accurately measuring emotions constitutes a major methodological challenge. To date, the majority of research has captured emotions using self-reported measures, which typically consist of asking individuals to rate their emotional experience. Although self-reported measures of emotions are important, their limitations are well documented. In this context, biometric measures of emotions (e.g., facial expression, electrodermal responses, heart rate variability, etc.) represent a new, promising approach to measuring and structuring emotional data. Although widely employed in other disciplines, such as psychology or medicine, biometric methods are still rarely used in entrepreneurship and strategy research. Our symposium intends to spur research in this vein. The symposium provides a platform for a moderated and interactive discussion on the opportunities and challenges in using biometric methods. Specifically, the panelists who are experts in this field will discuss (1) how emotion constructs that have been studied in entrepreneurship and strategy can be measured more precisely with biometric methods, (2) how biometric methods allow us to capture new or under-researched emotion constructs which present promising future research opportunities, (3) how biometric measures of emotions inform emotion theories, (4) what are the challenges with implementing biometric methods (research design, ethical aspects), and (5) what to consider when submitting papers with biometric methods from an editor's perspective.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1375** | Submission: **18536** | Sponsor(s): **(ONE)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 1:15PM- 2:45PMPT (UTC-7)** at **Hyatt Regency Seattle in 403 Cispus**

Organizational Adaptation to Climate Change (In-Person)



Session Moderator: **Jonatan Pinkse**, *U. of Manchester*

ONE: The Role of Emotions and Cognitive Biases in Business Adaptation to Climate Change

Author: **Mercedes Blecha**, *Alliance Manchester Business School, U. of Manchester*

Author: **Jonatan Pinkse**, *U. of Manchester*

Author: **Eleni Christodoulou**, *Alliance Manchester Business School, U. of Manchester*

ONE Division Best Paper Award

There is increased recognition that physical climate impacts will become inevitable, so there is a need for climate change adaptation. In this paper, we argue that adaptation is a moral issue for many firms because a failure to do so now might not affect their own operations but will have detrimental impacts for others. We develop the argument that emotions can change the influence of cognitive biases in the decision-making process on firms' climate adaptation. Emotions modify how decision makers act on the issue's moral intensity and ultimately the decision to adapt to climate events. We develop a conceptual framework that examines how decision makers' emotions and cognitive biases interact and influence their decision making on climate adaptation. We draw on research on climate adaptation, (social) psychology, and managerial cognition and focus on three forms biases: availability heuristic, framing, and anchoring. We explain how each bias influences decision making on adaptation and theorize how emotions of different valence and arousal influence this process. We shed light on the underlying mechanisms that explain how emotions influence the role of cognitive biases in this decision-making process. Our analysis provides a new perspective on the ways in which decision makers come to decisions on how to act on the moral issue of climate change adaptation by considering both cognitive and emotional cognition.

Paper is Available to Meeting Registrants Only.

ONE: The Paralysis of Perceived Powerlessness – How Emotional Tensions Influence Corporate Climate Action

Author: **Carina Keller**, *EBS U. für Wirtschaft und Recht*

Author: **Myriam Bechtoldt**, *EBS U. of Business and Law*

Author: **Karin Kreutzer**, *EBS U. für Wirtschaft und Recht*

In responding to the climate crisis, organizations navigate in an increasingly volatile emotional milieu in which feelings of fear, guilt and anger may influence corporate sustainability transformations and climate action. We conduct an eight-month ethnographic case study of an Energy Company (EnCo) in Germany to understand how intra-individual emotional tensions influence the externally visible corporate sustainability transformation process over time. Through analysis of observational, interview, and documentary data we explore emotional tensions that emerge from paradox corporate role expectations and emotional display rules which compete against corporate actors' true emotions and beliefs about climate change. We develop a dynamic leader-follower-interaction model that shows how the leaders' emotional display affects the perceived sustainability commitment and sustainability action of followers over time. We argue that emotional dissonance fosters the delegation of responsibility to act against climate change to authorities with more perceived power. The paper contributes to the literature of paradox theory and organizational responses to climate change by drawing attention to the relevance of emotions in navigating the corporate sustainability paradox over time.

Paper is Available to Meeting Registrants Only.

ONE: California Wineries and Climate Change: Extreme Events, Resource-Supply Adaptation, and Wine Quality

Author: **Kerrigan Marie Machado Unter**, *U. of St. Gallen*

Author: **Jorge Rivera**, *George Washington U.*

Current actions across countries to mitigate the impacts of climate change to the 2°C outlined in international climate agreements are currently insufficient, indicating an increasingly important need to understand both the impacts of climate change as well as how to adapt to the inevitable changes. This paper examines how extreme climate events impact firm product performance and resource-supply adaptation strategies. Using a dataset of 50,156 wine-winery-year observations for 535 wineries covering the years 1981-2019 in the California wine industry, we examine how extreme heat, cold, and precipitation events impact wine quality and winery adaptation strategies involving grape varieties and vineyard sources. We use a panel regression with firm-, region-, and year-fixed effects to test for the relationship between extreme climate events, winery resource-supply adaptation strategies, and wine quality. First, we find that there is an adaptation gap which is a mismatch between adaptation responses by wineries and the adaptation needs of wineries. Second, we find that extreme climate events can not only create adverse conditions for firms, but can also create advantageous conditions where the firms can prosper. Finally, we find that the impact of extreme climate events on performance and adaptation strategies differ by both the type of extreme climate event and the dimension of the extreme climate event.

Paper is NOT Available. Please contact the author(s).

Author: **Frank Wijen**, *Erasmus U. Rotterdam*

Author: **Mallory Elise Flowers**, *U. of Rhode Island*

Author: **Patricia Klopf**, *Erasmus U. Rotterdam*

Author: **Thijs Geradts**, *Maastricht U., School of Business & Economics*

Author: **Magdalena Cholakova**, *Erasmus U. Rotterdam*

Author: **Luca Berchicci**, *Erasmus U. Rotterdam*

Carolyn Dexter Award Nominee

Firms join institutions voluntarily to gain legitimacy and commercial benefits. In return, they submit to membership rules and practice standards. When external conditions such as climate change, such voluntary institutional membership can pose a dilemma: climate-sensitive firms may enjoy important benefits from their membership while having little room to implement the requisite adaptation measures. To explore this undertheorized tension, we build a comparative case study of strategic adaptation to climate change. We focus on the wine industry in France, where firms voluntarily join collectives with strictly defined membership rules and practices, in comparison to their peers in California, who do not face these strict membership conditions. We find that when institutions highly constrain the repertoire of corporate adaptation strategies, wineries advocate stretching institutional boundaries to reestablish a fit between their practices and the changing climate. Institutions then pool resources and develop innovative long-term solutions for their members which both maintain their identity and selectively accommodate corporate adaptations. The insight that voluntary institutional membership orients firms towards identity-preserving, long-term, innovative practices enriches the literature on corporate climate change adaptation, institutional maintenance, and intertemporal orientation.

KEY TO SYMBOLS

Paper is Available to Meeting Registrants Only



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1376** | Submission: **19185** | Sponsor(s): **(RM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 1:15PM - 2:45PMPT (UTC-7)** at **Seattle Convention Center in Room 605**

Advances in Quantitative Management Research



Session Moderator: **Larry J. Williams**, *Texas Tech U.*

RM: To Partial or Not? Re-Examining the Unmeasured Latent Method Construct (ULMC) 

Author: **Christopher Castille**, *Nicholls State U.*

Author: **Larry J. Williams**, *Texas Tech U.*

There is continuing interest in using statistical methods to address method variance in top management and applied psychology journals. One approach, the unmeasured latent method construct (ULMC), is versatile. One need not understand the role that method variance plays in order to apply a conservative test for method bias. However, scholars appear divided regarding its use. While many scholars criticize the ULMC, others rely on it as a defense against method bias. Sampling the literature over the past 10 years, we find that scholars who have used the ULMC often note that it detects common method variance, what is detected is negligible and, therefore, method variance is not likely to play a biasing role. This suggests some confusion surrounding both (i) whether the ULMC works and (ii) how well it works, particular under circumstances it is not designed for (i.e., there are multiple sources of method variance). To resolve this confusion, we embarked on two simulation studies. We examine the efficacy of the ULMC under both ideal circumstances (a single source of common method variance contaminates the data) and less ideal circumstances (two method factors contaminate the data). Our findings suggest that scholars often lack the power to reliably detect method variance when it is present. Also, although the ULMC works under conditions of common method variance, its performance is poor when distinct sources of method variance are present (in which case it can be better to ignore method variance rather than to partial).

Paper is Available to Meeting Registrants Only.

RM: Probing Non-Linear Three-Way Interactions 

Author: **Jeremy F. Dawson**, *U. of Sheffield*

Testing of three-way interactions is increasingly common in the organizational literature. When linear three-way interactions are found, they are often probed and interpreted using the Dawson and Richter (2006) slope difference test. However, this test was developed only for linear regression. In this paper I develop an equivalent version of the test based on testing linear combinations of coefficients, and demonstrate how this can be used for other types of models, including multilevel and generalized linear models. I then extend the logic of the test to consider methods for probing three-way quadratic interactions, explaining why a formal slope difference test is less relevant here, and provide two different tests that can lead to more formal probing of such interactions. I provide syntax for conducting all of these tests in SPSS and R, and give examples of applying these methods to two data sets. Recommendations for researchers are given.

Paper is Available to Meeting Registrants Only.

RM: A Re-Analysis of Podsakoff et al. Using the Reliability-Adjusted Percentage Within-Variance. 

Author: **Rafael Wilms**, *Vrije U. Amsterdam, School of Business and Economics*

1) Do psychological constructs vary more between individuals or within them? 2) What study design characteristics predict within-variance? A recent analysis of Podsakoff et al. (2019) provided answers to these questions and examined the percentage within-variance (PWV) for intraindividual studies. Unfortunately, the PWV overestimates the proportion of within-variance under the condition of measurement error (i.e., non-perfect reliability; Wilms et al., 2020). The original results may be biased and the answers for question 1) and 2) may change after correcting for measurement error. Therefore, I re-analyze the original data with an estimator robust to measurement error. The average reliability-adjusted PWV was 0.45 across all construct categories and thus substantially lower than the original estimate of 0.52 (i.e., 15.56% lower). My results show that only time referent appears to play significant role in predicting the PWV. Implications for researchers and reviewers, and limitations are discussed. The reliability-based adjustment of the analysis of Podsakoff et al. (2019) contributes to the previous research by helping reviewers and researchers alike to interpret, assess and compare a study's results accounting for bias induced by measurement error.

Paper is Available to Meeting Registrants Only.

RM: A Stepwise Guide on Mitigating Sample-Induced Endogeneity Using the Heckman Two-Stage Estimation

Author: **Jonathan Hoke**, *Westfälische Wilhelms-U. Münster*

Author: **David Bendig**, *Westfälische Wilhelms-U. Münster*

Sage Publications/RM Division Best Student Paper Award Nominee

Selection bias as a source of endogeneity is crucial to consider when searching for causal inferences in empirical research. The increasing awareness from scientific journals is accompanied by numerous statistical techniques to identify and mitigate endogeneity. One powerful method in this context is the Heckman two-stage estimation. Extant research shows that the Heckman two-stage estimation can mitigate selection bias concerns and significantly improve the validity of an empirical study if correctly applied. However, scholars' implementation of this advanced technique often diverges from the suggestions of the methodological literature. This paper offers a practical and comprehensive guide elaborating the fundamentals of the Heckman two-stage estimation in innovation and entrepreneurship research. This guide aims to enable applying the technique by Heckman (1979) to every researcher – despite the level of statistical expertise. We contribute to this topic by (1) providing a guide with a step-by-step description of the Heckman two-stage estimation, (2) suggesting practical tips on the application process using the statistical software package Stata, and (3) addressing common econometric pitfalls and providing measures and practical examples to mitigate them.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **1377** | Submission: **11863** | Sponsor(s): **(STR, RM)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Monday, Aug 8 2022 1:15PM - 2:45PMPT (UTC-7)**

What to Do with Rejections?

What to Do with Rejections?

Panelist: **Gary Dushnitsky**, *London Business School*
Panelist: **Melissa Graebner**, *U. of Illinois at Urbana-Champaign*
Panelist: **Peter G. Klein**, *Baylor U.*
Organizer: **Yong Li**, *U. of Nevada Las Vegas*
Panelist: **Hart E. Posen**, *U. of Wisconsin, Madison*

Rejection is part of the academic life, yet how to handle rejections is seldom discussed, and how to turn a rejected paper into a better and even publishable paper is largely ignored. At the same time, some of the influential papers that have been published have gone through rejections. We thus raise the question: How do we as researchers and journal editors/reviewers handle rejections? The proposed panel symposium provides a platform to engage with a group of scholars with extensive publication, review and editorial experiences. First, while the panelists will discuss the common reasons for rejection, the symposium will center around “how to” handle rejections, including how to handle rejections rationally and emotionally, and how to turn a rejected research project into a better, and even publishable, paper. Second, the panelists will share their personal experience as both authors and editors to illustrate how they have handled rejections.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Caucus**
Program Session: **1378** | Submission: **17242** | Sponsor(s): **(CAU)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 2:00PM - 3:30PMPT (UTC-7)**

Creating a Better Cross-Cultural World Together:
GLOBE 2020 Exploratory Incubator
GLOBE 2020 Exploratory Incubator



Organizer: **Richard Cotton**, *U. of Victoria*

Organizer: **Mansour Javidan**, *Thunderbird School of Global Management at ASU*

This caucus will share preliminary findings of GLOBE 2020 and will provide a forum to discuss high potential future collaborations. The primary audience for this caucus is the over 400 qualified researchers (known as Country Co-Investigators or CCIs) worldwide who constitute the most inclusive GLOBE study to date who are part of what has become one of the largest, most diverse and wide-ranging management studies ever conducted. These CCIs used an on-line instrument translated into 138 versions of 60 languages to collect data in their countries. Data collection for GLOBE 2020 has now completed and we have a database of over 60,000 high quality responses from managers and professionals on cultural practices, antecedents of trust, and ideal leadership in 142 countries/societies. For AOM 2022, we plan on sharing interesting and generative findings from this unique research project. There is much to learn and much to gain.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Advances in Care Delivery

Session Moderator: **Timothy Hoff**, *Northeastern U.*

HCM: Implementing the COVID-19 Virtual Observation Unit in Emergency Medicine

Author: **Olivia Jung**, *Emory U.*

Author: **Ilana Graetz**, *Emory U.*

Author: **Stephen Dornier**, *Massachusetts General Hospital*

Author: **Emily Hayden**, *Massachusetts General Hospital*

The COVID-19 pandemic pushed hospitals to deliver care outside of their four walls. To successfully scale virtual care delivery, it is important to understand how its implementation impacts frontline employees. We conducted in-depth interviews of 17 clinicians and staff involved with the COVID-19 Virtual Observation Unit (CVOU) in the emergency department of an academic hospital. The program leveraged remote patient monitoring and mobile integrated healthcare. Implementing the CVOU resulted in increased frequency and scope of interactions among clinicians and staff, increased patient participation in care delivery, increased attention to non-medical factors, and expanded role of coordinators and paramedics in patient care, compared to the in-person care provided in the emergency department. These changes led to care team cohesion, professional job satisfaction, and positive attitudes towards virtual care. Our findings advance scholarly and practical understanding regarding reconfiguration of professional roles following technology implementation, virtual work interactions and coordination, and at-home care delivery.

Paper is Available to Meeting Registrants Only.

HCM: Program Accreditation, Innovation, or Both? – The Interdependencies in Specialized Cancer Care

Author: **Tim Brand**, *U. Duisburg-Essen*

Author: **Eva Goetjes**, *U. Duisburg-Essen*

Author: **Katharina Elisabeth Blankart**, *U. of Duisburg-Essen*

Objective To understand (a) the determinants of hospitals' decisions to seek program accreditation and pursue innovation activities in specialized cancer care, (b) whether accreditation and innovation activities help hospitals reach their strategic goals, and (c) how program accreditation and innovation activities influence one another. Data Sources Semi-structured, in-depth interviews with hospital physicians and quality managers (n=25). Study Design Comparative case study of hospitals that provide specialized cancer care in Germany (n=19). Data Collection/ Extraction methods Inductive grounded theory approach and coding of interview transcripts across multiple waves to develop a conceptual model of the relationship between program accreditation and innovation activities, including determinants of both measures at the environmental and organizational levels. Principal Findings The hospitals in our sample engaged in program accreditation and innovation activities in order to achieve quality and financial goals. However, the strategic focus varied across different hospital types. For smaller hospitals, such accreditation was a necessary condition to be able to compete in competitive market environments. Regardless of competition, smaller hospitals benefitted from a positive effect of accreditation on incremental process and product innovation. For larger hospitals, obtaining accreditation was a necessary condition to acquire additional funding, but the influence on innovation activities was limited because these were generally already being pursued with high intensity. Conclusions Seeking program accreditation and pursuing innovation activities are not contradictory strategies for hospitals. Ideally, both can be aligned in such a way that the quality and financial performance outcomes achieved are superior to those that would be possible were only one of these strategies to be pursued or to predominate. Hospital decision-makers must align both activities while taking account of costs and benefits. Policy makers can support access to high quality care by setting incentives for hospitals to acquire accreditation.

Paper is Available to Meeting Registrants Only.

HCM: Setting the Tone in the Operating Room: a Model Guided By Emotions as Social Information Theory

Author: **Hillary Lia**, *U. of Toronto*

Author: **Meena Andiappan**, *U. of Toronto*

Author: **Melanie Hammond Mobilio**, *U. of Toronto*

Author: **Frank Rudzicz**, *U. of Toronto*

Author: **Carol-anne Moulton**, *U. Health Network*

Team communication in the operating room is considered a key patient safety factor although communication failures continue to be exceedingly common. The attending surgeon is largely responsible for setting and modifying the tone of the operating room team. Existing literature suggests that the tone of the operating room may affect quality of communication, psychological safety, and ultimately, patient safety. Using Emotions as Social Information theory as a framework, we present a model which explains how emotional expression of the attending surgeon may be processed by other members of the operating room team to influence their behaviour. In response to the attending surgeon, the interaction of team members' behaviours produces (either through setting, maintaining or altering) the tone of the operating room which influences quality of communication. The model discusses contextual factors of the operating room (i.e. role, shared mental models, hierarchy, cultural norms, and team familiarity) to explain how the observer, that is, the operating room staff observing the behaviour of the attending surgeon, understands and processes information relayed by the attending surgeon. These contextual factors interact to produce the observers' affective reaction and inferences, in varying weights, about the situation at hand to shape their behaviour. We propose several directions for future research to advance team communication: expansion and empirical studies of the proposed model, investigation of how individual behaviours interact to produce tone, factors related to surgeon emotions, and how behaviours feedback into the proposed model to shape future behaviours.

Paper is Available to Meeting Registrants Only.

HCM: Employee Engagement in Quality Improvement and Patient Sociodemographic Characteristics in FQHCs

Author: **Olivia Jung**, *Emory U.*
Author: **Janet Cummings**, *Emory U.*

Improving the quality of care is of paramount importance in federally qualified health centers (FQHCs). One strategy is to engage frontline employees by encouraging them to generate and share ideas for quality improvement. In a national sample of 54 FQHCs, we explore the relationship of employee engagement in quality improvement—via participation in innovation contests that sought ideas to improve patient care and offered opportunities to vote on shared ideas—and patients’ sociodemographic characteristics. Although all FQHCs deliver care to underserved populations, we find considerable variation in patients’ socioeconomic status in our sample. Furthermore, employees in FQHCs that serve a higher percentage of patients living in poverty and/or a higher percentage of Hispanic patients were less likely to participate in idea submission and voting. Our findings suggest that sociodemographic characteristics of the patients served in FQHCs may be important determinants of success when implementing quality improvement initiatives.

Paper is Available to Meeting Registrants Only.

HCM: Recruiting Primary Care Providers Electronically as Research Subjects During the COVID-19 Pandemic

Author: **Olena Mazurenko**, *Indiana U., Indianapolis*
Author: **Lindsey Sanner**, *Indiana U. / Purdue U., Indianapolis*
Author: **Nate Apathy**, *Penn LDI*
Author: **Burke Mamlin**, *Regenstrief Institute*
Author: **Nir Menachemi**, *Indiana U., Indianapolis*
Author: **Meredith C.B. Adams**, *Wake Forest U.*
Author: **Rob W. Hurley**, *Wake Forest U.*
Author: **Chris A Harle**, *U. of Florida*

Background: Recruiting healthcare providers as research subjects often relies on in-person recruitment strategies. To date, little is known about recruiting provider participants via electronic recruitment methods. Objective: In this study, conducted during the COVID-19 pandemic, we describe and evaluate a primarily electronic approach to recruiting primary care providers (PCPs) as subjects in a pragmatic randomized controlled trial (RCT) of a decision support intervention. Design: We adapted an existing framework for healthcare provider research recruitment, employing an electronic consent form and a mix of brief synchronous video presentations, email, and phone calls to recruit PCPs into the RCT. Participants: We recruited 45 of 63 eligible PCPs practicing at ten primary care clinic locations over a 55-day period. Key Results: To evaluate the success of each electronic strategy, we estimated the number of consented PCPs associated with each strategy, the number of days to recruit each PCP, and recruitment costs. On average, it took 17 business days to recruit a PCP (range 0-48) and required three attempts (range 1-7). Email communication from the clinic leaders led to the most successful recruitments, followed by brief synchronous video presentations at regularly scheduled clinic meetings. We spent approximately \$89 per recruited PCP. We faced challenges of low email responsiveness and limited opportunities to forge relationships. Conclusion: PCPs can be efficiently recruited at low costs as research subjects using primarily electronic communications, even during time of high workload and stress. Electronic peer leader outreach and synchronous video presentations may be particularly useful recruitment strategies.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

-  Teaching-oriented
-  Practice-oriented
-  International-oriented
-  Theme-oriented
-  Research-oriented
-  Diversity-oriented
-  Selected as a Best Paper

Teams and Team Performance

Session Moderator: **Farheen Fathima Shaik B**, *Indian Institute of Management, Tiruchirappalli*

HR: Flexibility-Oriented HRM and Team Performance: Mechanisms and Boundary Conditions

Author: **NAN XI**, *Capital U. of Economics and Business*
Author: **Hui Liao**, *U. of Maryland*
Author: **Ying Hong**, *Fordham U.*

Integrating the strategic human resource management (HRM) and team effectiveness literature, we examine the effect of a strategically targeted HRM system, the flexibility-oriented HRM (FHRM) system, on knowledge team performance. We draw from the dynamic capabilities theory and the Input-Mediator-Outcome team effectiveness framework to posit that FHRM will foster the knowledge acquisition and productive energy of teams, which in turn enhance team performance. Further, this relationship is moderated by two team leader characteristics, i.e., territorial behavior and short-termism. We test these relationships using a three-wave, multi-source survey, and multilevel research methods. Results show that leader territorial behavior diminishes the indirect effect of coordination FHRM on team performance and that leader short-termism weakens the indirect effect of resource FHRM on team performance, both via the mediation of knowledge acquisition and productive energy.

Paper is NOT Available. Please contact the author(s).

HR: Distributed Engagement and Distributed Disengagement in Global Virtual Teams

Author: **Farheen Fathima Shaik B**, *Indian Institute of Management, Tiruchirappalli*
Author: **Upam Pushpak Makhecha**, *Indian Institute of Management, Tiruchirappalli*
Author: **Biju Varkkey**, *Indian Institute of Management, Ahmedabad*
Author: **Sirish Gouda**, *Indian Institute of Management, Tiruchirappalli*

Global Virtual Teams (GVTs) have become a common form of team configuration in organizations today. In an effort to understand the effectiveness of the members of these teams individually and as a team, several measures are used by the Human Resource (HR) function of the organizations. One such measure is to understand the levels of employee engagement of the members and teams. Though there is extensive literature on understanding employee engagement in collocated context, we find scanty literature of the same in context of GVTs. Furthermore, it has been reported in the practitioner literature that the GVTs have reduced levels of employee engagement. Owing to the different context of GVTs, understanding and implementing employee engagement activities might be a challenging task for the HR department. Therefore, in this study we seek answers to the broad question of "What is the nature of employee engagement in context of a GVT?" The research site for this study was a global engineering, and digital technology solutions company, Cyient Ltd., which uses around 1500 GVTs across the globe to organize its work. This study is an ethnographic inquiry and was carried out in three phases across 21 months at the research site. The results of this study indicate that the GVT members chose to invest their selves, i.e., cognitive, emotional, and physical either exclusively or in various combinations, due to the overlapping nature of tasks in GVTs. Due to the distributed nature in which the member selves were invested either exclusively or in varied combinations, we characterize such engagement by the GVT member as 'Distributed Engagement'. However, member disengagement was found to be a state, where the GVT members withdrew all their selves from their roles either momentarily or for a sustained period of time from a single role or all the roles they are performing. Due to the distributed nature of the disengagement by the GVT member we denote it as 'Distributed Disengagement'.

Paper is NOT Available. Please contact the author(s).

HR: Unraveling the Relationship Between High Performance Work Systems and Team Performance

Author: **Alexandros Papalexandris**, *Athens U. of Economics and Business*
Author: **Konstantinos Christos Kostopoulos**, *U. of Piraeus*

This study develops a moderated mediation model examining the relationship between high-performance work systems (HPWS) and team performance. Adopting a dialectical view on the effects of HPWS, it posits for a dual -positive and negative- path between HPWS and team performance that is jointly mediated by team coordination and team relationship conflict. Further, it theorizes that a supportive and a competitive team climate can significantly shape these relationships. The proposed research model was tested using multisource data from a sample of 403 team members and 96 team managers from a total of 56 different firms. Results revealed that HPWS are positively associated with both team coordination and team relationship conflict and that both these relationships are moderated by supportive and competitive team climate. This paper contributes to the strategic human resource management (SHRM) literature by revealing that HPWS can be associated with team performance both through a positive and through a negative intermediary mechanism and that team climate constitutes an important boundary condition that can both amplify and inhibit the effect of HPWS on team performance.

Paper is Available to Meeting Registrants Only.

Author: **Jeremy M. Beus**, *Washington State U.*

Author: **Shaun Parkinson**, *Washington State U.*

Author: **Jay Bates**, *Washington State U.*

Effective teamwork among all members of a team is important, yet team performance is often driven by star performers, or by a team's strategic core. Although research indicates that apportioning a greater percentage of financial resources to a team's strategic core—team members who encounter more team problems, have greater exposure to team tasks, and are more central to team workflow—is connected with greater team success, how those financial resources are disbursed among the strategic core should affect the manner and extent of contributions a team receives from its core role holders. Using a combination of equity theory and money priming theory as a conceptual basis, we posit that inequitable pay disparity among core role holders on a team is negatively associated with team performance and that this effect is stronger when strictly considering a team's strategic core as opposed to considering the team as a whole. We examine team effort and coordination as explanatory mechanisms for this expected effect and test our hypotheses in a sample of professional basketball teams from the National Basketball Association. Results support a negative connection between inequitable pay disparity and team performance, but only when the disparity exists among core role holders (as opposed to the entire team) and only via the mediating mechanism of team coordination (not team effort). These findings underscore the pervasive impact of core role holders on team performance, emphasizing that how core role holders are paid is meaningfully connected with team success.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1381** | Submission: **11367** | Sponsor(s): **(HR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 1:30PM - 3:00PMPT (UTC-7)**

Emerging Research on Meaningful Work in Educational Workplaces

Meaningful Work in Educational Workplaces



Organizer: **Hayuta Yinon**, *Oranim College of Education*
Presenter: **Hayuta Yinon**, *Oranim College of Education*
Organizer: **Vivek G. Nair**, *IIT Delhi*
Presenter: **Vivek G. Nair**, *IIT Delhi*
Session Chair: **Vivek G. Nair**, *IIT Delhi*
Discussant: **Shiri Lavy**, *U. of Haifa*
Presenter: **Elina Riivari**, *U. of Jyväskylä*
Participant: **Priyanshu Gupta**, *Assistant Professor Indian Institute of Management Lucknow*
Presenter: **Jennifer Lauren Nelson**, *U. of Illinois*
Participant: **Beth Bechky**, *UC Davis*
Participant: **Anne-Laure Fayard**, *NOVA School of Business and Economics*

'Meaningful work' has been defined by Rosso et al. (2010: 95) as "work experienced as particularly significant and holding more positive meaning for individuals". Previous studies have shown that meaningful work is beneficial for employees. For example, meaningful work has been found to be related to employees' well-being (Arnold et al., 2007), job satisfaction (Scroggins, 2008; Steger et al., 2012), and work engagement (Olivier & Rothmann, 2007; Steger et al., 2013). Meaningful work has also been associated with reduced burnout (Malach Pines, 2002) and less intentions of quitting (Scroggins, 2008). Due to the great impact of education on society (Brown & Lauder, 1991; Feinstein et al., 2006; Ozturk, 2001), and in line with the theme of this year's annual meeting, "creating a better world together", the proposed symposium focuses on meaningful work in educational workplaces (i.e., kindergartens, schools, and higher education institutions). More specifically, it concentrates on the perspectives of the employees (i.e., teachers and academic staff). Recent research on educational workplaces shows that educational workplaces are perceived as stressful (Lensen et al., 2021; Olsen, 1993). They are also experienced as insecure (Bristow et al., 2017; Rosenblatt & Ruvio, 1996). Educational workplaces are also characterized by high rates of burnout and attrition (Agarwal & Bansal, 2021; Friedman, 1991; Shub & Maaz, 2021). Furthermore, research demonstrates that educational workplaces affect the well-being and job satisfaction of employees (Aelteman et al., 2007; Bahtilla & Hui, 2021; Kinman et al., 2006; Olsen, 1993; Toropova et al., 2021), which in turn influence students' well-being and academic outcomes (Harding et al., 2019; Jennings & Greenberg, 2009). These troubling findings may indicate employees' difficulties in achieving meaningful work. Despite the importance of educational workplaces and the growing body of research on meaningful work (see Bailey et al., 2019 for a recent review), less research has been devoted to examining meaningful work in educational workplaces. The proposed symposium strives to fill this gap in the literature by addressing emerging research on meaningful work in educational workplaces. More specifically, the proposed symposium attends to a wide range of educational workplaces: kindergartens, elementary schools, middle schools and high schools (in the first two presentations), colleges and universities (in the last two presentations). The symposium also maintains an international nature, with each presentation relating to a different country: USA (in the first presentation), Israel (in the second presentation), Finland (in the third presentation), and India (in the fourth presentation). Finally, contrary to the few studies that have examined meaningful work in educational workplaces, and used quantitative methodology, the four studies presented in the symposium utilized qualitative methodologies.

Attaining Occupational Knowledge, Values & Belonging through spatially situated interactions at work

Author: **Jennifer Lauren Nelson**, *U. of Illinois*
Author: **Beth Bechky**, *UC Davis*
Author: **Anne-Laure Fayard**, *NOVA School of Business and Economics*

Workplace Characteristics that Impede Experiences of Meaningfulness among Israeli Teachers

Author: **Hayuta Yinon**, *Oranim College of Education*

Counting stars: Impact of Changing Management Education Landscape on Management scholars.

Author: **Vivek G. Nair**, *IIT Delhi*
Author: **Priyanshu Gupta**, *Assistant Professor Indian Institute of Management Lucknow*

Tensions of Meaningful Work in the University Context

Author: **Elina Riivari**, *U. of Jyväskylä*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

HRM in the Pandemic Context

Session Moderator: **Cristen Dalessandro, O.C. Tanner Institute**

HR: **Work-Family Balance While Working from Home During Covid-19: Role of Job Crafting and Home Crafting**

Author: **Ayesha Tabassum, York U., Toronto**
Author: **Souha R. Ezzedeen, York U.**
Author: **Parbudyal Singh, York U.**

There has been a renewed interest in work from home (WFH) recently, as a result of the COVID-19 pandemic and the effect that it had in shifting many workers from the office to the home. Past research on WFH suggests contradictory outcomes of WFH in both the work and family domains. While a number of researchers have indicated that WFH can undermine work-family balance (WFB), others have suggested that WFB can be enhanced as a result of WFH. Drawing on multiple theoretical perspectives, including Job Demands-Resources (JDR), Person-Environment (PE) Fit, and research on work-family balance, this paper develops a conceptual model exploring the potential role of job crafting and home crafting in enhancing WFB through the mediating role of person-job fit and person-home fit. In the current paper, we theorize an indirect relationship between job crafting, home crafting, and WFB through person-job fit and person-home fit. Theoretical and practical implications, as well as the avenues for future research, are discussed.

Paper is NOT Available. Please contact the author(s).

HR: **The Pandemic-Stratified Workplace: New Work Models, Sense of Belonging, and Inequalities at Work**

Author: **Cristen Dalessandro, O.C. Tanner Institute**
Author: **Alexander Lovell, O.C. Tanner Institute**

In the wake of 2020, employees are currently diverging into groups of remote, hybrid, and completely on-site workers. However, questions remain regarding the impact of this stratification when it comes to organizational cohesion and employee sense of belonging at work. Thus, using an original dataset with employees across six continents (N = 6,497), we explored remote, hybrid, and on-site employees' sense of belonging at their organizations. Through multinomial logistic regression, we observed differences between continents and found that hybrid (RRR 1.40; 95%CI 1.16-1.71), and always remote (RRR 1.55; 95%CI 1.07-2.26)—but not newly remote—workers were significantly more likely to express a stronger sense of belonging. In addition, millennial (RRR 1.34; 95%CI 1.04-1.74), Generation Z (RRR 1.60; 95%CI 1.03-2.48), and salaried (RRR 1.37; 95%CI 1.15-1.63) workers were more likely to feel belonging. These results suggest that despite the potentially disruptive nature of work changes in the short term, new work models may not stifle employee belonging in the long-term. However, among those surveyed here, older employees, on-site employees, and those paid hourly generally lack a sense of belonging compared to other groups—a pattern that may point to pre-existing inequalities potentially exacerbated by the workplace upheavals of 2020.

Paper is Available to Meeting Registrants Only.

HR: **Strategic HRM: A COVID-Test**

Author: **Dana B. Minbaeva, King's College London**
Author: **Steen Navrbjerg, U. of Copenhagen**

This paper explores the gaps in strategic human resource management research exposed by the COVID-19 pandemic with the aim of influencing future research on strategic human resource management (SHRM) in the era of environmental disruptions. Based on evidence from Danish companies and public organizations collected using a mixed-method sequential design, we discuss whether the existing theoretical frameworks in SHRM are capable of framing and delivering the academic knowledge needed to address the novel people-related challenges. We conclude that there is no need for new SHRM theory, as the main SHRM theoretical frameworks are still capable of framing the key challenges brought about by environmental disruptions like the COVID-19 pandemic. However, certain dimensions of those frameworks are becoming more relevant than others, some require minor adjustments, and it may be time to retire a few others.

Paper is Available to Meeting Registrants Only.

HR: **Does HRM Enhance Organizational Resilience? Evidence from Korean Firms in COVID-19 Pandemic**

Author: **Mijeong Kim, Korea U. Business School**
Author: **Inseong Jeong, Lingnan U.**
Author: **Johngseok Bae, Korea U.**

The Coronavirus disease-2019 pandemic arouses scholarly and practical interests in organizational resilience. During the pandemic, we have seen resilient organizations were less negatively affected and thrive despite countless challenges. However, literature remains with the dearth of empirical knowledge about what fosters organizational resilience and how. In this study, we explore the role of high-performance work systems (HPWS) in building organizational resilience. We suggest that the implementation of HPWS prior to crisis stimulates the context where employees are less threatened and persist in change-oriented behaviors in coping with crisis, which engenders core functions of organizational resilience – stability and flexibility. Analyzing quarterly sales of 268 Korean firms during the pandemic, we found that firms with a high level of HPWS had strong organizational trust and climate for innovation, which in turn protected from severe loss and enabled rapid recovery.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1383** | Submission: **18977** | Sponsor(s): **(HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 1:30PM - 3:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **501 Chiwawa**

Job Design and Job Crafting

Session Moderator: **Anja Belte**, *Leibniz U. Hannover*

 **HR: Role Adoption and Role Retention: Role Flexibility as a Mechanism for Role Transformation Tensions**   

Author: **Anja Belte**, *Leibniz U. Hannover*

In recent years, Human Resource Management (HRM) scholars have become increasingly interested in conceptualizing tensions within the human resource (HR) function. However, while studies have focused on tensions of different value contributions, there have been few studies examining tensions with regard to the adoption and retention of new HR roles. Although the HR literature emphasizes that role transformation, for example, to a more strategic or even hybrid form is associated with challenges for HR professionals, it remains largely unknown how and why tensions emerge and how they are managed. Drawing on the hybrid literature on tensions and their management, this article aims to address this gap by means of a single-case study conducted in a nonprofit organization. The findings show that role transformation tensions emerge due to a low cognitive flexibility of HR professionals and at the same time and a high structural flexibility with regard to organizational strategy, structures, and processes. These tensions of cognitive and structural flexibility are subsumed under the construct of role flexibility, a mechanism that influences the adoption and retention of new HR roles. Moreover, findings suggest that to adjust role flexibility differentiation approaches and orientation resources are of importance.

Paper is Available to Meeting Registrants Only.

HR: Job Crafting Translates High-Performance Work Systems into Employee Extra-Role Service Behavior  

Author: **Yao Song**, *Central U. of Finance and Economics*
Author: **Zhen Wang**, *Central U. of Finance and Economics*

With the rapid development of service economy, employees' extra-role service behaviors have become major competitive advantages of service organizations, thus how to trigger such behaviors has received increasing scholarly attention in HR research. This study intends to address this issue from a system perspective and an "employee-centered" view. Specifically, we examined whether service-oriented high performance work system (SHPWS) drive employee extra-role service behavior, and if yes, how and when employees take roles in such a process. Drawing on signaling theory, we speculate that employees, particularly when highly identified with their service professions, will positively respond to SHPWS by crafting their job and further demonstrating extra-role behaviors toward customers. We conducted the study in a healthcare context and tested hypotheses using data from 284 hospital nurses and their matched 568 patients. As with our predictions, results indicated that SHPWS is effective in eliciting job crafting among higher professional identifiers, which in turn leads to extra-role service behaviors. Taken together, these findings suggest an integrated HR system conducive to employee extra-role service behavior and showcase the roles of employee in the process. Theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

HR: Motivation to Improve Job Quality in Small to Medium-Sized Enterprises    

Author: **Elen Frank-Miller**, *Workforce & Organizational Research Center*
Author: **Samantha A. Conroy**, *Colorado State U.*
Author: **Margaret Jendrek**, *Workforce & Organizational Research Center*
Author: **Sophia Fox-Dichter**, *Workforce & Organizational Research Center*
Author: **Madison Ryan**, *Workforce & Organizational Research Center*

Frontline workers represent some of the most critical employees in an organization yet often experience low job quality (e.g., low pay, low autonomy, low job security). Some organizational leaders choose to intentionally improve job quality while others do not. Research provides little evidence about what drives organizational leadership to increase job quality through high quality human resource management practices. This is especially true for research on small to medium-sized enterprises (SME). We use a qualitative approach based on interviews with senior leaders, HR leaders, frontline supervisors and frontline employees across 10 organizations to increase understanding of the motivational factors behind improved job quality for front-line workers in SMEs. Our findings indicate that factors beyond the external and organizational environment play a key role in job quality improvement decisions. Specifically, leaders are motivated to improve job quality based on their personal values (i.e., doing the "right thing" the "right way" and a belief in basic human rights), their understanding of employees' lives, and the knowledge of "how" to improve job quality. Through this inquiry, we contribute to research on human resource management practices in SMEs, research on job quality for low-wage and frontline workers, and research on managerial HR philosophy.

Paper is Available to Meeting Registrants Only.

 **HR: How do I-deals Emerge? Exploring the Role of Temporality and Actors in I-deals Timing and Creation**   

Author: **Dotun Ayeni**, *U. of Edinburgh business school*
Author: **Maryam Aldossari**, *Aston Business School*
Author: **Sara Chaudhry**, *U. of London Birkbeck*

Extant literature suggests that opportunities for I-deals (idiosyncratic deals) mainly arise either during hire (ex-ante) or after hire (ex-post) – signalling variation in I-deals as a result of timing. However, very little research explicitly considers the impact of the temporal context on I-deals and how a range of organisational actors may react, and (re)construct, temporal conditions during the creation of I-deals. Therefore, our paper focuses on the invisible concept of temporality (that is, the broader temporal context, including temporal enablers and constraints) vis-a-vis I-deals through the specific theoretical lens of institutional entrepreneurship (IE). IE theory helps highlight conditions that impact the temporal context as well as the agentic role of actors (I-dealers, employer agents) in preserving or subverting temporal conditions. Drawing on 62 semi-structured interviews across three Nigerian organisations, our data revealed that i) field-level conditions and actors' social positions function independently and contemporaneously, ii) with differential impact on I-deals' timing, and iii) organisational actors (I-dealers and employer agents) adopt a combination of tactics to preserve and/or subvert temporal conditions, contingent on their social positions. Based on these findings, we offer a theoretical framework that reconceptualises I-deals by specifically highlighting their relationship with the invisible concept of time. Finally, we highlight the theoretical implications of our study for I-deals literature, future research directions, and practice.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1384** | Submission: **18981** | Sponsor(s): **(HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 1:30PM - 3:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 502 Cowlitz**

HRM and Organizational Change

Session Moderator: **Martina Kohlberger**, *U. of Innsbruck*

HR: **Making Change Happen: How HRM Professionals Deal with Tensions in Times of Organizational Change** 

Author: **Martina Kohlberger**, *U. of Innsbruck*

This paper is an ethnographic study of HRM professionals who were engaged in organizational-change projects that conflicted with each other. I explore tensions that arose for HRM professionals when they were required to simultaneously attend to multiple projects—both short-term change projects and long-term strategic-change projects. Applying a practice-theory lens, this paper helps us better understand how HRM professionals make change happen. This paper looks at change management from the view of HRM professionals to investigate the resourcing practices they use to work through short-term-long-term-tensions that arise under conditions of resource scarcity. The first contribution is extending our knowledge of the HRM profession by identifying resourcing practices to deal with tensions during change-management projects. In investigating these conflicts, I identify three resourcing strategies that HRM professionals use to navigate and work through these tensions - situational reframing, organizational preframing and institutional deframing. The second contribution is adding to the HRM-as-practice literature by helping to bridge HRM practices with HRM practitioners (in this paper: professionals) and HRM praxis. By highlighting the everyday practices that HRM professionals engage in, I add to a better understanding of the intersecting elements and the situated social activities enabling HRM praxis. In doing so, I add to a more practice-oriented approach of HRM research with an increased focus on actors and their agency.

Paper is NOT Available. Please contact the author(s).

HR: **'Talent Sharing' as a Response to a Dynamic Environment—Implications for Learning and Development** 

Author: **Katharina Salmen**, *ESCP Business School*

Author: **Marion Festing**, *ESCP Business School*

To cope with the challenges of today's dynamic business environment, organizations are increasingly being forced to rethink their current ways of operating. This also includes renewal concerning talent management, and in this regard talent sharing has emerged as a novel but increasingly adopted talent development approach relying on interorganizational talent transfers. This paper explores how talent sharing meets the challenges of organizational learning and development and identifies important facilitating factors. We conducted 17 semi-structured interviews with talents and experts responsible for talent sharing in Germany and Austria. Our study demonstrates that organizations examined herein were able to (further) develop their human capital and cultural values, and that corporate culture, human resource management, supervisors, and individual characteristics represented key facilitating factors in gaining new resources. However, our data also show that organizations could have capitalized more on talent sharing by broadening and reconfiguring facilitating factors. Drawing on our rich data and arguments from the organizational learning domain, we suggest a framework for explaining the design and outcomes of talent sharing and clarifying the role of organizational and individual facilitators. As this is the first study to systematically explore talent sharing, we also provide a comprehensive research agenda and implications for practice.

Paper is NOT Available. Please contact the author(s).

HR: **Voluntary Turnover and Firm Performance: Firm-Specific Human Capital Loss and Organizational Change**

Author: **Owwon Park**, *The Catholic U. of Korea*

Author: **Yong-Yeon Ji**, *Towson U.*

Author: **Sangsuk Oh**, *National Cancer Center Korea*

Author: **Jong-Seok Cha**, *Hansung U.*

The purpose of this study is to explore the relationship between voluntary turnover and firm performance among Korean firms listed in the HCCP data collected in 2015. Based on the human capital view, we expect that voluntary turnover will have a negative impact on firm performance. The results obtained through the hierarchical OLS regression confirm the negative implications of voluntary turnover on firm performance, highlighting the importance of retaining human capital. In addition, from the contingency perspective, we examined the interaction effect of firm-specific human capital (FSHC) Loss and organizational change. Results show that organizational change alleviates the negative impact of voluntary turnover, implying that firms will suffer less when implementing a higher degree of organizational change. However, no significant result was found for FSHC Loss. Then, we found that the significant three-way interaction effect of FSHC and organizational change. The result suggests that the negative impact of voluntary turnover is neutralized when firms implement a higher degree of organizational change by minimizing the loss of FSHC. We also provide theoretical and practical implications.

Paper is Available to Meeting Registrants Only.

Author: **Franziska Kriener**, *Hamm-Lippstadt U. of Applied Sciences*

Author: **Sebastian Fischer**, *Hamm-Lippstadt U. of Applied Sciences*

A good fit between person and environment (PE fit) is a fundamental criterion for successful recruitment and employment. However, what if an organization in change is looking for employees who fit the planned new organizational model, rather than the existing organizational characteristics, to deliberately drive the change? It remains unclear how personnel can be attracted during an organizational change process. Our study extends the knowledge on attraction mechanisms during change by treating PE fit as a dynamic construct. We use a metric conjoint experiment with 149 potential job seekers to explore the impact of individual advancement opportunities, leadership style, organizational climate and proactiveness of change on employer attractiveness as well as the moderating influence of personal initiative on the relation between proactiveness of change and employer attractiveness. The anticipated fit of individual advancement opportunities and leadership style affect employer attractiveness the most, followed by the fit of the organization's climate and proactiveness of change. Thereby, personal initiative moderates the relationship between proactiveness of change and employer attractiveness.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Social Networks and Social Capital

Session Moderator: *Sara Krivacek, Clemson U.*

HR: **The Influence of Advice and Friendship Ties on Self-Compassion Crossover in Police Platoon Networks**

Author: *Sara Krivacek, Clemson U.*
Author: *Thomas Joseph Zagenczyk, North Carolina State U.*
Author: *Kevin S. Cruz, Georgia Southern U.*
Author: *Russ Marion, Clemson U.*
Author: *Jane Layton, Clemson U.*
Author: *Gail DePriest, Clemson U.*

Suffering is an inevitable aspect of employees' professional lives, particularly for those in demanding and stressful occupations, such as policing. One way to combat employee suffering is through the practice of self-compassion. Traditionally conceptualized as a trait, researchers have discovered much about the benefits and outcomes of self-compassion. However, recent studies have shown that self-compassion can be more malleable, and as a result, we know much less about what may lead to self-compassionate states. In this study, we adopt the view of self-compassion as a state and investigate how an employees' social context may affect their self-compassion. Specifically, we draw from crossover theory to examine how employees' relationships (advice and friendship ties) and structure (group similarity) influence their similarity in self-compassion. We conducted a social network analysis among police officers in various platoons. Results of this study show that employees have similar self-compassion levels to those they share advice ties with, but dissimilar to those with whom they share friendship ties. Implications for theory and practice are discussed.

Paper is NOT Available. Please contact the author(s).

HR: **Peer Control Interactions: Boundary Spanners Upholding the Paradox of Self-Management**

Author: *Melissa Twemlow, Erasmus U. Rotterdam*
Author: *Maria Tims, Vrije U. Amsterdam*

Peer control is considered the process whereby team members notice and respond to their peers' behavior or performance. While peer control occurs during social interactions between team members, research is yet to uncover how team members use direct control tactics to coordinate their interdependent taskwork. We shadowed and studied the interaction dynamics of five agile scrum teams and their meetings over a 18-month period to explore how team members attempt to control each other's behavior, what drives these attempts, and how peers respond in these situations. Results show that team members in close contact with the customer, so-called Product Owners, controlled their peers most often during daily meetings. They used their position as boundary spanner, which holds information advantages and role ambiguity, to legitimize their coercive control tactics (i.e., threatening peers to quickly deliver high-quality work, directing unsolicited work instructions, and making overruling decisions). While peers responded relatively passively by ignoring, agreeing, joking, or conditionally taking responsibility for the tasks, it did impact the team's performance both positively and negatively. These findings are in sharp contrast with the principles of agile working (i.e., self-management, lack of hierarchy, and team/individual autonomy). Our study contributes to developing a better theoretical understanding of peer control interactions, sheds light on the influential control tactics of boundary spanners, plus reveals crucial trade-offs that peers make when formulating their reactions.

Paper is Available to Meeting Registrants Only.

HR: **Employee Centrality in Workgroup Social Networks and I-deals: A Test of the Ledger Model**

Author: *Smriti Anand, Illinois Institute of Technology Stuart School of Business*
Author: *Farid Jahantab, Pennsylvania State U., Worthington-Scranton*
Author: *Prajya Rakshit Vidyarthi, U. of Texas at El Paso*

Individually negotiated customized work arrangements or idiosyncratic deals (i-deals) are an increasingly common phenomenon in contemporary organizations. We propose that these deals are created and implemented in the social context of the workgroup, such that one's location in the social network of relationships within the group plays a key role in encouraging or deterring any i-deals. Drawing on social network theory, we propose that being central in trust network is positively associated with i-deals whereas being central in hindrance network is negatively associated with i-deals. Further, both relationships are stronger for high TMX employees. Additionally, we propose that centrality in hindrance network is more strongly related to focal's i-deals than centrality in trust network. Finally, we suggest that the relative importance of centrality in hindrance network over centrality in trust network is of greater magnitude for high TMX than for low TMX employees. Results of hierarchical linear modeling and relative importance analyses on data gathered from 488 focal employees, 490 peers, and 32 principals supported our hypotheses. Implication and future directions for social network and i-deals research are discussed.

Paper is Available to Meeting Registrants Only.

HR: **Egalitarianism and Employee Proactivity: The role of altruism and social capital**

Author: *Fiona Edgar, U. of Otago*
Author: *Nataliya Podgorodnichenko, U. of Otago*
Author: *Adeel Akmal, U. of Otago*

Employee proactivity is one of the important dimensions of work role performance. However, the literature lacks of research on the mechanisms through which proactivity is enhanced. To address this issue, we develop a conceptual model to examine how egalitarianism at both individual and organizational level affects employee proactivity through social capital. Specifically, we hypothesize that (1) individual level egalitarian mindset interacts with organizational level egalitarian HR practices to facilitate social capital; (2) egalitarian mindset enhances employee proactivity through altruism and then relational social capital mechanisms; and egalitarian HR practices improve relational social capital which, in turn, leads to employee proactivity. Using a sample of 511 employees from service organizations in New Zealand and Australia, we find support for our conceptual arguments. Theoretical and practical implications derived from our results are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **1386** | Submission: **11340** | Sponsor(s): **(HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 1:30PM - 3:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **508 Tahuya**

We Are Not the Same: Intersectionality and Inequity in Organizations *We Are Not the Same*



Organizer: **Tosen Nwadei**, *Emory U., Goizueta Business School*
Presenter: **Cydney Dupree**, *Yale School of Management*
Presenter: **Arielle Lewis**, *Emory U.*
Participant: **Erika V. Hall**, *Emory U., Goizueta Bus Sch*
Presenter: **Christopher Petsko**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Participant: **Rebecca Ponce de Leon**, *Columbia Business School*
Discussant: **Ashleigh Shelby Rosette**, *Duke U.*
Participant: **Eden King**, *Rice U.*

In this symposium, we demonstrate the importance of an intersectional lens in understanding inequity in organizations. How people experience and navigate organizations is unlikely to be singularly determined by one aspect of their identity. Rather, people are multifaceted, belonging to a number of identity groups, and more nuanced theory in diversity, equity, and inclusion aids in better understanding organizational behavior in light of this reality. Across four presentations highlighting the intersections of ethnicity, gender, and status, we demonstrate how inequity persists in organizations and the need for more intersectional theories in management scholarship.

The Importance of Intersectionality for Understanding the Use and Reception of Dominant Language

Author: **Cydney Dupree**, *Yale School of Management*

Growing Apart: Hair-based Stigma and Racial Segregation in America's Institutions

Author: **Tosen Nwadei**, *Emory U., Goizueta Business School*

White liberals downshift warmth to high (vs. low) status Black partners

Author: **Arielle Lewis**, *Emory U.*

Intersectional Stereotypes as a Function of Intergroup Contrast: Implications for Hiring Decisions

Author: **Christopher Petsko**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **1387** | Submission: **13242** | Sponsor(s): **(HR, MOC, OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 1:30PM - 3:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **402 Chilwack**

Pitfalls and Inequalities Complicating the Pursuit of Passion

Pitfalls and Inequalities Complicating Passion



Session Chair: **Jon Michael Jachimowicz**, *Harvard Business School*
Speaker: **Joyce He**, *U. of California, Los Angeles*
Speaker: **Zachariah Berry**, *Cornell U.*
Speaker: **Joy Bredehorst**, *Boston Consulting Group*
Speaker: **Kai Krautter**, *Harvard U.*
Participant: **Jirs Meuris**, *U. of Wisconsin-Madison*
Participant: **Brian J. Lucas**, *Cornell U.*
Participant: **Megan Gorges**, *Harvard Business School*
Participant: **Sarah Ward**, *U. of Illinois at Urbana-Champaign*
Participant: **Celia Moore**, *Imperial College Business School*

Pursuing passion for work is highly valuable to both employees and their organizations. However, many employees struggle to pursue and maintain their passion over time, a challenge which may be exacerbated by underlying inequalities. The papers in this symposium demonstrate the pitfalls and underlying inequalities which complicate the pursuit of passion. Across four presentations, we show that (1) the experience of passion is fundamentally self-limiting, that (2) employees do not give up on a job with poor working conditions because of their passion, (3) gender inequalities in the household place an additional burden on women's pursuit of passion, and (4) mid-performing passionate men are better evaluated than mid-performing passionate women. Together, these presentations recast our understanding of passion, demonstrating that passion can at times drain employees, and may even exacerbate underlying inequalities.

Challenge of Maintaining Passion for Work Over Time: A Dynamic Perspective on Passion and Exhaustion

Author: **Joy Bredehorst**, *Boston Consulting Group*
Author: **Kai Krautter**, *Harvard U.*
Author: **Jirs Meuris**, *U. of Wisconsin-Madison*
Author: **Jon Michael Jachimowicz**, *Harvard Business School*

People that Give Up on a Passion Overestimate the Negativity of Observers' Judgments

Author: **Zachariah Berry**, *Cornell U.*
Author: **Brian J. Lucas**, *Cornell U.*

How Daily Passion-Fueled Increases in Working Hours Exacerbate Gender Inequality

Author: **Kai Krautter**, *Harvard U.*
Author: **Megan Gorges**, *Harvard Business School*
Author: **Zachariah Berry**, *Cornell U.*
Author: **Sarah Ward**, *U. of Illinois at Urbana-Champaign*
Author: **Jon Michael Jachimowicz**, *Harvard Business School*

Perceptions of Passion Boost the Status and Potential of Average-Performing Men Only

Author: **Joyce He**, *U. of California, Los Angeles*
Author: **Celia Moore**, *Imperial College Business School*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1388** | Submission: **19369** | Sponsor(s): (MC)
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 1:30PM - 3:00PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Madrona**

SEAM, AI, and Social Capital

Session Moderator: **Jeremy Salmeron**, *ISEOR International Research Center, Écully, France*

MC: **Artificial Intelligence and Education: Case Study (Monsif National School)**  

Author: **Michael BAHAA Michael**, *U. of Balamand, U. Lyon 3, and ISEOR Research Center*
Author: **Omayya Kuran**, *U. of Balamand*

The following study attempts to explore the popular trend of artificial intelligence(AI) in the education sector. AI is defined as the automation of cognitive human behavior which has created infinite opportunities for businesses and organizations (Jarek & Mazurek,2019). The focus of this study is how AI can be integrated in the context of an educational institution. In particular, the study dives deep into juxtaposing AI in Monsif National School (M.N.S) as a case study. Nevertheless, AI will be implemented in MNS as a tool that improves organization effectiveness and efficiency without replacing its human capital. However, in this study, AI implementation requires a step backwards to test the organization foundation through the socio-economic approach to management (SEAM) to analyze and solve the dysfunctions of this 85-year-old school in order to equip teachers and administrators with the knowledge and confidence they need to transform M.N.S into an innovative, efficient, and sustainable school of the future.

Paper is Available to Meeting Registrants Only.

MC: **Escaping the Double Bind Syndrome When Facing Contradictory Logics of Actions in Tourist Offices**

Author: **Xavier Bruno BORG**, *U. Paul Valery Montpellier*

Winner of the Information Age Publishing Outstanding Doctoral Student Paper Award

Double bind syndrome is more and more experienced in the field of management, due to the differences between logics of actions at governance and management levels (Bateson, 1960). In particular, working through the double bind syndrome requires at first to check out the lay of the land of the dysfunctions resulting from such conflicts prior to proposing a course of actions that management consultants might facilitate in organizations. The aim of this paper is to highlight deficiencies resulting from the mixed practice of political leadership and expert leadership in the field of public management, through the perception of a sample of directors of tourist offices, on their leadership practice and their relations with their elected officials. We argue that new insights combined with consulting management can help managers maximize efficiency and improve processes in public organizations.

Paper is Available to Meeting Registrants Only.

MC: **Social Capital, Dynamic Capability and Management Consultancy Client Acquisition-a Case in China** 

Author: **Haibo Liu**, *Shenzhen Wondale Management Consulting Company*
Author: **Yuhong LIU**, *U. of Amsterdam*

In China, consulting companies usually take management training as an ordinary paid service or a mere free service beyond their consultancy business. However, management training can also function as an effective means for new business client acquisition. Omnibus training attracts new clients basically in project level consultancy, custom training brings new clients further in functional level consultancy, while leadership coaching magnetizes new clients intensively in corporate level consultancy. The authors conduct a case study of a Chinese management consulting company making use of the training opportunities in real estate industry, analyze its practice basing on the theories of social capital, dynamic capability and client acquisition.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1389** | Submission: **19629** | Sponsor(s): **(MSR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 1:30PM - 3:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 302 Beckler**

Exploring Workplace Spirituality from Different Perspectives

Session Moderator: **Helen Chung**, *Seattle Pacific U.*

The papers in this session present a variety of perspectives on workplace spirituality, ranging from work/life balance, to decision-making, to employee resource groups (ERGs) with implications for creating a better workplace.

MSR: When Work and Family Life Mingles: A Model of Workplace Spirituality (WITHDRAWN) 

Author: **Madhu Lata**, *Indian Institute of Technology Patna*

In modern times employees are witnessing changes in their personal and professional lives fastest than ever in the history of human civilization. With the outbreak of the COVID-19 pandemic, employees' lives have been transformed greatly. Personal and professional lives are more or less interlinked and significantly influenced by each other. There has been an incessant demand on employees to cope up with the unprecedented changes at the personal and professional front which is only possible when employees' spirit is energized. Borrowing insights from the conservation of resources theory (Hobfoll, 1989), it is proposed that with the practice of spiritual values at the workplace, employees' souls could be energized which would have a positive impact on their professional and family lives. Theoretical and practical implications have been discussed.

Paper is NOT Available. Please contact the author(s).

MSR: Faith-Based Employee Resource Groups: An Understudied Aspect of Workplace Diversity  

Author: **Helen Chung**, *Seattle Pacific U.*

Author: **Alex Johnson**, *Seattle Pacific U.*

Author: **Benjamin Pitman**, *Seattle Pacific U.*

Author: **Christine Tan**, *Theology of Work*

Research on affinity and employee resource groups (ERG) in organizations is relatively sparse, particularly on religious or faith-based groups. This study is a phenomenological analysis of interview data from 26 individuals in organizations leading and managing faith-based employee resource groups in public and private organizations in the U.S. Based on a thematic review of the data across multiple ERGs in manufacturing, technology, sales, and consulting firms, the beginnings (origins), core activities, and perceived outcomes of the groups emerge. These aspects are then compared to other non-religious ERGs. Overall, the phenomenology of faith-based groups points to the implicit and explicit benefits and challenges of religious expression at work and underscores the evolving partnership between human resource professionals and ERG leaders.

Paper is Available to Meeting Registrants Only.

MSR: Does Religious Affiliation of Owning Family Matter to Firm Performance? Study of Indian Family Firms  

Author: **Nupur Pavan Bang**, *Indian School of Business*

Author: **Tanisha Ghosal**, *Indian School of Business*

Author: **Sougata Ray**, *Indian School of Business*

Whether the religious antecedence of owning family has any influence on the performance of a family firm in a religiously diverse institutional context is an interesting yet unexplored area of research. Invoking the resource-based view and social capital theory we theorize why family owners' religious affiliation may impact firm performance and the moderating role of factors such as promoter shareholding, age, and size of the firm. Use a proprietary dataset of family firms in India, we find that firms with family owners affiliated to minority religions perform better and we also find support for the moderating hypotheses. India provides a natural setting for this study as several religions are practiced by its population and the business landscape is dominated by family firms. Our results run counter to the popular belief of dominance of majority religion in such institutional context. We conclude that micro level resources that accrue over a period due to religion based social network and religious practices are perhaps more dominant in comparison to macro level-institutional resources in impacting family firm performance. We find significant heterogeneity in performance amongst firms owned by different minority religions relative to the dominant religion adding further credence to our core thesis.

Paper is Available to Meeting Registrants Only.

MSR: Responsible Leadership towards Garnering Stakeholder Legitimacy in India: An Institutional Perspective  

Author: **Sadhna Sargam**, *Indian Institute of Technology, Bombay*

Author: **Ashish Pandey**, *Indian Institute of Technology, Bombay*

Using an inductive grounded theory approach, we aimed to understand the responsible leadership process (RL) in India which is an emerging economy, and put forth challenges to the business leaders different from those in the western institutions. We interviewed 26 executives from three organizations in India. The analysis of data revealed certain individual-level variables as a source of conferred legitimacy which further influence leaders' ability to reconcile dilemmas and conflicts of interest and equip them with the strategies to deal with the challenges posed by the institution and the uncertain business environment in which they operate. This results in prosocial decisions and outcomes which further builds on to sources of legitimacy and works recursively as a process. Findings of the study resolve a few inconsistencies and suggest unique factors responsible for driving the process and are not evident or figured importantly in the literature on RL so far. Amongst this paternalistic ownership is a necessary mechanism unique to the cultural context for the process to occur. Contrary to the previous studies this study suggests the presence of more ethical climate as insufficient and organization must build a constellation of holistic values climate to ensure the socially responsible behavior of employees.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Outcomes of Leadership

Session Moderator: **Armin Pircher Verdorfer**, *Amsterdam Business School, U. of Amsterdam*

OB: Who Displays Exploitative Leadership and Who Bears the Brunt?

Author: **Armin Pircher Verdorfer**, *Amsterdam Business School, U. of Amsterdam*
Author: **Frank D. Belschak**, *U. of Amsterdam*

This study examines the link between leader Machiavellianism, followers' perceptions of exploitative leadership, and follower wellbeing. Results from a study with 108 leader-follower dyads revealed that leader Machiavellianism, with its inherent focus on calculative and manipulative behaviors, predicted exploitative leadership. Exploitative leadership, in turn, was positively related to subordinates' level of emotional exhaustion. Invoking an interactionist perspective on destructive leadership and drawing on trait activation theory, leaders' evaluations of subordinate performance were found to amplify the effect of leader Machiavellianism on exploitative leadership.

Paper is Available to Meeting Registrants Only.

OB: Transformational Leadership, Team Processes, and Surgery Outcomes

Author: **Michaela Scanlon**, *Smith School of Business, Queen's U.*
Author: **Julian Barling**, *Queen's U.*
Author: **Steve Granger**, *Concordia U., Montreal*
Author: **Shani Pupco**, *Smith School of Business, Queen's U.*
Author: **Nick Turner**, *U. of Calgary*
Author: **Amy Akers**, *Deloitte Consulting*
Author: **Darren Beiko**, *Queen's U.*

Existing research on transformational leadership is restricted by methodological and contextual limitations. Consequently, whether evidence for transformational leadership's effectiveness in traditional work environments generalizes to extreme contexts remains to be seen. We develop and test novel theory founded in Hannah et al.'s (2009) extreme context framework and situation strength theorizing (Mischel, 1978) to understand leadership in the operating room—an extreme context. Specifically, we sought to understand why transformational leadership might not always be enough for improving team and individual outcomes. We suggest that in weak situations, where the appropriate course of action is unclear (e.g., high complexity surgeries), transformational leadership interacts with directive leadership to predict team processes and patient outcomes. We combine observations of transformational, directive leadership, and surgical errors across 150 surgeries with team reports of psychological safety, collective efficacy, and surgical complexity, as well as objective reports of patient outcomes to advance theory on transformational leadership and extreme contexts. Findings demonstrate that when surgical complexity is high both transformational leadership and controlling leadership influence patient outcomes through team-level psychological safety. Importantly, the effects of leadership were not significant in medium or low complexity surgeries. Limitations, strengths, and both theoretical and practical contributions are discussed.

Paper is Available to Meeting Registrants Only.

OB: Do Leaders Matter? Evidence from 56 Years of U.S. Governor Successions

Author: **Tyler Richard Kleinbauer**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*
Author: **John Antonakis**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*

Societies are facing numerous grand challenges and leaders are increasingly counted on to provide solutions. Top-level institutional leaders are implicitly assumed to have an effect on important social and organizational outcomes. But can top-level leaders affect outcomes that unfold across space and time via various pathways? Some research streams have suggested that organizational outcomes may not be caused by, but are simply ascribed to the leader; leadership may merely be a social construction. We provide a rigorous test to determine whether leaders matter by exploiting a very controlled, though unusual leadership context, where leader discretion is large; that of U.S. state governors. This context allows us to estimate precisely what role top-level leaders may play in determining institutional outcomes, measured on a standard metric. We quantify the "leadership effect" in a sample of 500 governors across the 50 states of the U.S. and the district of Columbia. We use a custom likelihood function to implement state-of-the-science methodical advances in variance decomposition on a sample of 2,985 governor-time observations, covering the periods 1963 to 2019, to explain variance in real yearly Gross Domestic Product (GDP) growth. After having partialled out time effects (0.47 of the variance in real yearly GDP growth), we show that governors are responsible for 4.45% of the variation in real GDP growth, while state-effects only account for 1.45% of the variation in real yearly GDP growth. Our results contradict earlier research suggesting that top-level leadership may not matter (e.g., Salancik & Pfeffer, 1977). Keywords: Leadership, Variance decomposition, Economic growth, Leader performance, GDP, Political Leadership, Maximum likelihood, Autoregression.

Paper is Available to Meeting Registrants Only.

OB: What Excitement Between Leaders Brings   

Author: **Hendrik Wilhelm**, *U. of Witten/Herdecke*

Author: **Michael Wittland**, *Hannover U. of Applied Sciences and Arts*

Author: **Ludwig Kuntz**, *U. of Cologne*

Psychological safety enhances information sharing and learning in organizations, and thus, performance. While we know that leaders matter for an organization's psychological safety to flourish, prior research struggles to separate social-exchange and social-learning based explanations. To address this shortcoming, we connect theory on relational affect and psychological safety. We theorize when and how leader relational excitement—i.e., the excitement that a leader experiences when working with another leader—shapes their organization's psychological safety, and eventually, the organization's performance trajectory. We test our theory using matched data on 66 leader dyads of 66 neonatal intensive care units in Germany with survey data from 1,500 subordinates, and objective organization performance data across three years. Our results largely support our theorizing. We derive theoretical implications for the literatures on psychological safety and relational affect. We also provide managerial implications.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1391** | Submission: **19604** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 1:30PM - 3:00PMPT (UTC-7)** at **Seattle Convention Center in Yakima 2**

Attachment to Work and Organizations

Session Moderator: **Don Ferrin**, *Singapore Management U.*

OB: Understanding Employees' Commitment to their Sector of Employment: A Qualitative Study 

Author: **Don Ferrin**, *Singapore Management U.*

Author: **Jinwen Chen**, *Singapore Management U.*

Author: **Dalvin Sidhu**, *Singapore Management U.*

Why do many people remain committed to their chosen sector of employment when they could obtain better working conditions, higher pay, improved career opportunities, heightened reputation, or other benefits by shifting to a different sector? More generally, what factors lead people to be more or less committed to their sector of employment? Research on commitment to work-relevant targets has extensively studied employees' commitment to their organization and occupation, but largely neglected employees' commitment to their sector of employment. To address these questions, we conducted focus groups and interviews with 218 present and former employees of the nonprofit social services sector in Singapore. Our analyses revealed that the factors that contribute to and undermine individuals' commitment to their sector of employment include not only the identity and characteristics of the sector itself, but also a range of other factors that reside within the person, their families, their clients, and their organizations. Our study illuminates an important but understudied target of work-relevant commitment, provides rich, qualitative insights into the foundations and development of commitment, contributes to emerging research on employee identity and careers, and offers valuable practical implications for employees and for organization and sector leaders.

Paper is NOT Available. Please contact the author(s).

OB: Is There a Dark Side to Divestitures? Employee Commitment after Corporate Divestitures

Author: **Natascha Loth**, *U. of Goettingen*

Previous empirical research on divestitures has mainly been interested in the financial perspective, which led to a one-sided, predominantly positive framing. Challenging these findings, we examine divestitures from the employees' psychological perspective and analyze the relationship between divestiture intensity and organizational commitment as well as the moderating effect of employees' culture-related preference for reciprocity. Based on unique, internal firm data from a highly diversified European MNE, which comprises 2,300,000 employee-year observations, we find that employees who remain in the firm respond to higher divestiture intensity by lowering their commitment, expressed by discontinued investments in the firm's share ownership. We also find that employees with higher preferences for positive reciprocity are relatively more likely to decrease their commitment in response to divestitures. Our results hold important implications for academics and practitioners.

Paper is Available to Meeting Registrants Only.

OB: The Moralization of Intrinsic Motivation 

Author: **Mijeong Kwon**, *U. of Colorado, Denver*

Business research and practice have emphasized the value of intrinsic motivation for over 50 years. In this paper, I argue that this valuation can have unintended negative consequences for employees. Specifically, I suggest that employees may internalize the ways their colleagues, leaders, organizations, and society value intrinsic motivation and come to associate it with superior morality. I conceptualize this process as the moralization of intrinsic motivation and describe how it shapes employees' negative value judgments of and behaviors toward others and themselves in the domains of performance appraisal, cooperation, and engagement. This research contributes to the management literature by investigating (a) the social nature of intrinsic motivation, (b) the unintended negative intrapersonal and interpersonal outcomes of our long-standing emphasis on intrinsic motivation, and (c) the relative disadvantages for employees who do not—and cannot—experience intrinsic motivation. I end by discussing the role of business research and education in potentially reducing the moralization of intrinsic motivation and its negative impacts.

Paper is NOT Available. Please contact the author(s).

OB: Ideological Psychological Contracts and Performance Outcomes: The Role of Work Meaningfulness

Author: **Aeson Luiz Dela Cruz**, *Macquarie U.*

Author: **Chris Patel**, *Macquarie U.*

Author: **Patrick Raymund Matutina Garcia**, *Macquarie U.*

This study contributes to the psychological contracts literature by examining the consequences of ideological psychological contract (IPC) fulfillment in audit firm-auditor relationships. Drawing from psychological contract theory, we hypothesize that IPC fulfillment is positively associated with auditors' intentions to engage in skeptical actions and organizational citizenship behaviors (OCB). Moreover, we predict work meaningfulness to mediate these relationships. We tested our theoretical model by conducting a two-wave online survey involving 250 auditors in the Philippines. Results reveal that IPC fulfillment increases auditors' intentions to engage in skeptical action and OCBs. Work meaningfulness also acted as a significant explanatory mechanism that links these relationships. This study provides insights into how auditor-audit firm relationships anchored on ideologies reinforce aspects of auditor performance which contributes to the firms' audit quality initiatives. Our findings have theoretical and practical implications for audit firms, regulators, standard setters, and researchers.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1392** | Submission: **18550** | Sponsor(s): **(ONE)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 1:30PM - 3:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 401 Chelan**

Corporate Pro-Environmental Behavior (In-Person)

Session Moderator: **Roberto Ponce Oliva**, *U. del Desarrollo*

ONE: Moving from Intention to Action: Insights on Firms' Active Pro-Environmental Behavior

Author: **Roberto Ponce Oliva**, *U. del Desarrollo*

Author: **MARIA-JOSE IBANEZ**, *U. del Desarrollo*

Author: **Felipe Vasquez Lavin**, *U. del Desarrollo*

Organizations' pro-environmental intentions, like declaring environmental policies, are vital in determining organizations' pro-environmental behavior. However, the number of firms that move from intention to action is small. This study seeks to determine the organization's characteristics that influence firms' probability of declaring environmental policies and establish whether these policies or pro-environmental intentions are a good predictor of active pro-environmental behaviors. Findings suggest that large firms, managed by men, export-oriented, family-owned, and belonging to a corporate group have a higher probability of announcing environmental policies. Further, we found that pro-environmental intention (policy) strongly predicts firms' active pro-environmental behavior (invest). Moreover, our findings can facilitate public policy design targeted toward specific segments of the business ecosystem, thus more effectively promoting and stimulating active pro-environmental actions.

Paper is Available to Meeting Registrants Only.

ONE: Impact of Transactional Leadership on Green Technological Innovative Behavior 

Author: **Ali NAWAZ Khan**, *School of Economics and Management Hubei Engineering U.*

Author: **Naseer Abbas Khan**, *U. of Sargodha*

Author: **Zhang Hui**, *School of Economics and Management Hubei Engineering U.*

The international community is increasingly concerned about environmental pollution and the degradation of natural resources, which has aroused the world's attention to the green technology innovation of the corporate sector and emphasized the role of leaders in responding to this situation. This study examines the impact of interceding mechanisms and influencing factors in the association between green transactional leadership and employees' green technological innovative behavior. We conducted two independent surveys to develop and test our hypotheses. In the first survey, we collected cross-sectional data from matched 43 project managers and 145 employees of small and medium-sized construction companies in Pakistan. In the second survey, we used a multi-waves approach to collect the data from matched 51 production managers and 165 their immediate subordinates from different small and medium electrical/electronic manufacturing firms in Pakistan. The results showed that green transactional leadership is associated positively with followers' green technological innovative behavior. This article also found that innovative climate and organizational learning mediates the association between green transactional leadership and green technological innovative behavior. Moreover, the contingency role of environmental dynamism was found significant on the mediating influence of organizational learning in the association between green transactional leadership and followers' green technological innovative behavior. The findings of this article help to improve our understanding of how green transactional leadership affects followers' green technological innovative behavior in the electrical/electronic manufacturing and construction industries, and how intervening and contingent mechanisms affect the associations.

Paper is Available to Meeting Registrants Only.

ONE: The Impact of Green Psychological Climate on Organizational Citizenship Behavior for the Environment

Author: **Aurore Darmandieu**, *U. of Zaragoza*

Author: **Pilar Rivera-Torres**, *U. of Zaragoza*

Author: **Antoine Renucci**, *U. de pau et des pays de l'Adour*

Author: **Concepcion Garces-Ayerbe**, *U. of Zaragoza*

In this research, we extend the nascent literature on green psychological climate by studying how it translates into employees' organizational citizenship behavior for the environment. We argue that a green psychological climate, consisting in injunctive social norms individually perceived, can trigger directly employees' organizational citizenship behavior for the environment. We also argue that there exist two possible indirect paths: one through organizational identification (i.e., a cognition proximate to employees' self-concept) and the second through perceived organizational and supervisory support for the environment (i.e., an ongoing social exchange relation in which the employees are embedded with their organization and its representatives). The specificity of our methodology is that we maintain the analysis at the individual level only, as our interest lies in understanding how employees interpret organizational signals, make sense of their organizational milieu, and translate this into actual behavior. Using primary data from an Argentinian large retailing company, we find support for the indirect effects of the green psychological climate on employees' organizational citizenship behavior for the environment. We do not find support for the direct effect. Overall, this research contributes to uncovering the social-psychological determinants of employees' behaviors.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1393** | Submission: **19258** | Sponsor(s): (PNP)
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 1:30PM - 3:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 303 Bogachiel**

Digital Collaboration and Transformation

Session Moderator: **Jeppe Agger Nielsen**, *Aalborg U.*

This session explores the digital future of work in the public sector, including workers' and managers' approaches to virtual and remote work as well as community- and organization-level digital collaboration to achieve public outcomes.

PNP: Shaping the Future Through Anticipation Work. Exploring Digital Transformation in the Public Sector

Author: **Jeppe Agger Nielsen**, *Aalborg U.*
Author: **Kasper Elmholt**, *Aalborg U.*
Author: **Mette Strange Noesgaard**, *Aalborg U.*

Digital transformation is increasingly vital for public organizations yet articulating and envisioning the future state of the transformation while leading the process is inherently challenging. To understand this uncertain process, we zoom-in on anticipation work, that is how (top)managers use narratives to shape actors' digital technology understandings and expectations for the future. While current literature focus on the efforts by top managers in articulating appealing visions in the earliest stages of the transformation process, we provide a processual account revealing anticipation work as an ongoing activity. To develop our argument, we report from a digital transformation initiative in a Danish local government organization that involved high hopes, delays, and emerging conflicts. We show how anticipation work unfolded and altered over time and infer three types of forward-looking narratives: prognostic, setback and persisting narratives. This focus helps understand why digital transformation leadership in public organizations is a complex endeavor requiring ongoing anticipation work in which narratives need to be adapted to emerging and unforeseen situations.

Paper is Available to Meeting Registrants Only.

PNP: Virtual Work as a Demand? Employees' Work Behavior in the Public Sector During COVID-19

Author: **Lena Lenz**, *U. of Hamburg*
Author: **Fabian Hattke**, *U. of Hamburg*
Author: **Janne Kalucza**, *U. of Hamburg*
Author: **Friederike Redlbacher**, *U. of Hamburg*

The need for rapid digitalization during the COVID-19 pandemic poses an ongoing challenge for the public sector and recent research reveals mixed effects of virtual work. This study models the abrupt introduction of virtual work during COVID-19 as a demand within the Job Demands-Resources (JD-R) model. Using survey data from 1,173 public employees collected during the second national lockdown in Germany, we assess how virtual work as a demand moderates the relationship between a number of organizational and personal job resources on organizational citizenship behavior (OCB) and counterproductive work behavior (CWB). Our results show that virtual work only moderates the relationship between self-discipline and CWB, while all other studied relationships between job resources and OCB and CWB are unaffected. These results contribute to the theoretical debate regarding the multiplicative or additive nature of the JD-R model and the practical debate around virtual work being a hindrance or a positive challenge in the public sector.

Paper is Available to Meeting Registrants Only.

PNP: The Spontaneous Creation of Public Value: Open Digital Collaboration Among Public Professionals

Author: **Hongxia Peng**, *Rouen U.*

This article presents a study aimed to understand the role and effect of spontaneity in public value creation (PVC) by examining the process of spontaneous collaboration within open professional digital spaces (PDSs) in which public professionals interact regarding professional topics. It first describes the existing research that contributed to the construction of our research question and framework. It next examines the significance of focusing on spontaneous collaboration to study PVC in the digital era context. Using a framework built on process analysis, this study scrutinizes three microcases observed within two PDSs clustering public professionals working in the public territorial sector in France. The results show that first, in the context of open professional digital spaces, spontaneous collaboration could achieve PVC, although not systematically, and second, a balance between the spontaneity of demands and the spontaneity of responses is necessary for concretizing actors' spontaneity in PVC. The paper ends by suggesting further research avenues regarding spontaneous digital collaboration among public professional with the purpose of PVC.

Paper is NOT Available. Please contact the author(s).

PNP: Public Service Resilience on the Cloud: Digital Collaborations in China's COVID-19 Response

Author: **Xin Han**, *U. of Pittsburgh*

William H. Newman Award Nominee

Using the comparative case study method and qualitative data from interviews and online observations, this article examines how digital collaborations foster public service resilience under state mobilization and reveals what attributes of online communities contribute to successful collaborative emergency response. By furthering the literature on collaborative emergency management and public service resilience, this study argues that China's response to COVID-19 owes much to the self-governance of the emerging online communities. The self-organized collaborations within and between online communities—apart from public and private sectors—provide resilient services to combat the pandemic under authoritarianism, which have significant global implications for pre-crisis preparedness and post-crisis institution-building.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1394** | Submission: **19249** | Sponsor(s): **(PNP)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 1:30PM - 3:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 503 Duckabush**

Public Bureaucracy and Red Tape

Session Moderator: **Rick Borst**, *Utrecht U., School of Governance*

This session explores red tape and its effects on government stakeholders. In addition to a review of the literature, papers explore the role of red tape in hindering the ability of public organizations to function effectively and promote wellbeing for stakeholders.

PNP: A Meta-Narrative Review of the Red Tape and Administrative Burden Literatures

Author: **Jesse Campbell**, *Incheon National U.*
Author: **Sanjay K Pandey**, *George Washington U.*
Author: **Lars Arnessen**, *United States Treasury*

A definition of red tape as rules that consume organizational resources but fail to contribute to legitimate goals has guided scholarship on public sector rule phenomena for over three decades. Administrative burden has recently emerged as an alternative perspective on divisive public sector rules and addresses a concern that red tape scholarship has neglected the impact of rules on citizens and overlooked the political dimension of rules. We take stock of the last decade of research on red tape and administrative burden using the meta-narrative review approach. We identify 5 narratives within the 2 research traditions, each guided by common research questions, theoretical mechanisms, privileged actors, and rule assumptions. We inspect these narratives and discuss their complementary strengths and weakness. This meta-narrative review provides an analytical tour of the public sector rule research traditions and makes recommendations to improve their conceptual foundations, methodological instruments, and scope.

Paper is Available to Meeting Registrants Only.

PNP: Is Red Tape Hindering the HRM Value Chain in the Public Sector?

Author: **Rick Borst**, *Utrecht U., School of Governance*
Author: **Rutger Blom**, *Radboud U. Nijmegen*

Red tape is often framed as a characteristic deeply rooted in all subsystems of public organizations which significantly impacts the human resource management (HRM) process. According to the HRM process, for example transformational line managers implement HRM practices which subsequently will be perceived by employees and then lead to several outcomes on multiple levels (employee, organization, and society). While it is argued that red tape is deeply rooted in this process, studies only focused on the direct effects of red tape on leadership behavior, perceived HRM and employee/organizational outcomes, but never studied how it is really ingrained in the processes. We therefore fill this gap. Moreover, the HRM and red tape literature only focused on employee and organizational outcomes, while societal outcomes are understudied. The research-question therefore is: To what extent does red tape hinder the direct and indirect relations between transformational leadership, perceived HRM, and (employee-, organizational- and societal) well-being? Based on a representative sample of 4,688 Dutch public servants it can be concluded that red tape negatively moderates the relations between transformational leadership and both organizational and societal outcomes but in contrast to expectations positively moderates the mediation of transformational leadership through HRM satisfaction on these two outcomes.

Paper is Available to Meeting Registrants Only.

PNP: Red Tape and Organizational Dehumanization

Author: **Constantin Lagios**, *Catholic U. of Louvain*
Author: **Nathan Nguyen**, *Catholic U. of Louvain*
Author: **Florence Stinglhamber**, *Catholic U. of Louvain*
Author: **Gaëtane Caesens**, *U. Catholique de Louvain*

This research investigates the extent to which employees facing unnecessary, ineffective, and burdensome rules (i.e., red tape) feel dehumanized by their organization, and examines the consequences of such a relationship for both employees and organizations. First, a cross-sectional study (N = 374) shows that red tape is positively related to organizational dehumanization which, in turn, negatively influences employees' well-being (decreased job satisfaction and increased psychosomatic strains) and attitudes (decreased affective commitment and increased turnover intentions). Going one step further, a second, experimental study manipulating red tape (N = 197) indicates that red tape has a positive causal effect on organizational dehumanization, hence decreasing job satisfaction and affective commitment, and increasing turnover intentions. Finally, a third, cross-sectional study (N = 479) replicates these findings and shows that these links do not differ across the public and private sectors. Directions for future research and practical implications are discussed.

Paper is NOT Available. Please contact the author(s).

PNP: Corporatization, Administrative Intensity and the Performance of Public Sector Organizations (WITHDRAWN)

Author: **Gianluca Veronesi**, *U. of Bristol*
Author: **Ian Kirkpatrick**, *U. of York Management School*
Author: **Ali Altanlar**, *Leeds U. Business School*
Author: **Fabrizia Sarto**, *U. of Naples Federico II*

The process of corporatization in public services has led to the emergence of new, more autonomous organizational forms. The aim has been to make public sector bureaucracies more business-like, in the hope that this will enhance performance. However, while previous research largely supports this assumption, we know far less about the impact of corporatization on the administrative intensity (AI) of public sector organizations. We address this gap focusing on the effects of Foundation Trust status on administrative intensity (AI) and performance in the acute care hospital sector in the English NHS. Based on a database of nine years (2008/09-2016/17) and dynamic panel data regressions, the results show that corporatization has two primary consequences: improved overall performance; and lower levels of AI. Further analysis reveals that lower levels of AI, in turn, positively mediate the relationship between corporatization and performance, although only in relation to efficiency outcomes. These findings highlight the crucial, but previously misunderstood, importance of lean administration as part of the corporatization reform package, with implications for research, theory, and policy.

Paper is NOT Available. Please contact the author(s).

Author: **Julia Andrea Trautendorfer**, *Johannes Kepler U. Linz*
Author: **Lisa Schmidhuber**, *WU Vienna U. of Economics and Business*
Author: **Dennis Hilgers**, *Johannes Kepler U. Linz*

Worldwide, increasing public pleas for freedom of information led more and more countries into committing to access-to-information (ATI) laws. These regulations oblige public officials to provide answers to citizen requests and thus grant citizens with the right to demand public information and gain insight into government data and processes. Yet, even though authorities are obliged to disclose upon request, not all citizen information requests are treated with equal bureaucratic attention. This study focuses on this sort of administrative discrimination and aims at examining potential determinants for varieties of bureaucratic responsiveness to citizen information requests. By drawing on a citizen-driven model of public responsiveness, we want to shed light on the exchange of information in the frame of citizen-state interaction and the human aspect behind these processes. Particularly, we argue that the topic citizens ask for as well as the way in which they communicate their requests may influence the corresponding authority's response. Results from applying text mining and regression techniques to over 150,000 citizen information requests from a German online ATI-platform support our hypotheses. Bureaucratic responsiveness is associated with the specific topic asked for and the way in which the communication tone of the request is formulated.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1395** | Submission: **19511** | Sponsor(s): **(SIM)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Monday, Aug 8 2022 1:30PM - 3:00PMPT (UTC-7)** at **Seattle Convention Center in Chelan 4**

Values, Ethics, Social Responsibility and the Role of the Firm

Session Moderator: **Thomas J. Donaldson**, *The Wharton School, U. of Pennsylvania*

SIM: One Size Does Not Fit All: Health, Legal Services and Education Firms have Deeper Responsibilities 

Author: **Thomas J. Donaldson**, *The Wharton School, U. of Pennsylvania*

The most popular ways of measuring the social responsibility of a corporation, whether by stakeholders, stockholders, or “shared value,” adopt a one-size-fits-all approach. The theories make an important and convenient assumption about the basic, underlying measurement process, namely, that all firms, regardless of industry, can be measured against a generic pattern. It is time to rethink the one-size-fits all truism. Drawing on work by Donaldson and Walsh, I show why companies in industries denominated by intrinsic values such as health, knowledge and justice, must take on weightier responsibilities vis a vis the particular intrinsic value, such as health, that defines their industry. The reasons why, as I will explain, derive from a reframed, more accurate model of “value creation,” one that relies on practical reason. A reframed model of value creation shows why Moderna or Pfizer, for example, have special obligations to prioritize the equitable global distribution of Covid 19 vaccines.

Paper is Available to Meeting Registrants Only.

SIM: From Generic Corporate Purpose to Generic Frameworks for Responsible Strategy  

Author: **Gaston De Los Reyes**, *Glasgow Caledonian U.*

I argue that the generic way that the purpose of the corporation has been debated and defined in the academy and public square fails to address the very real need for robust purpose in business in the 21st century. These generic statements mischaracterize the phenomenon, lack normative warrant, and have little to no bearing on the sense of organizational mission needed for robust corporate purpose. I target my critique towards several classics of the genre, including shareholder primacy and the stakeholder capitalism newly in vogue since the Business Roundtable’s 2019 Statement on the Purpose of the Corporation. Whereas the search for generic corporate purpose is futile, if not counterproductive, I argue that generic frameworks of practical reason are useful to help answer the concerns motivating the Business Roundtable’s Statement to help drive corporations towards net positive social and environmental impacts.

Paper is Available to Meeting Registrants Only.

SIM: The (Im)possibility of Educating an Ethical Sense of Kairos in Organizations

Author: **Francois Duhamel**, *U. de las Américas Puebla*

Author: **Alexander Niess**, *Rennes School of Business*

Abstract: The question of timeliness, or kairos, is taken up in studies of practical wisdom in organization studies (Holt and Johnsen, 2019) to give it an ethical direction. It is important to link kairos with phronesis to avoid the temptation of devious opportunism. Developing an ethical sense of kairos in organizations depends on specifying the way it can be learned and taught. Some authors contend that this is simply not possible. Other authors trust that it is possible to train people in organizations about it, others that it can be developed only through experience and thanks to the inspiration from exemplar people. In this paper we argue that learning and teaching phronesis and the associated sense of kairos in organizations does not come from exemplarity per se, but as the outcome of a shared capacity of agents to mobilize and nurture the imaginary variations of their capacity to act. This must be made in an ethical way, aiming at “good life”, caring for others in just institutions (Ricoeur, 1994), to face singular circumstances in a timely fashion. Mobilizing the power of imagination to seize opportunities matters to depart from a pure rationalistic view that may not reflect the fullness of the human experience of kairos.

Paper is Available to Meeting Registrants Only.

SIM: Moral Repair: Towards a Two-Level Conceptualization (WITHDRAWN)

Author: **Jordi Vives Gabriel**, -

Author: **Wim Van Lent**, *IESEG School of Management (LEM-CNRS 9221)*

Author: **Florian Wettstein**, *U. of St. Gallen*

Moral repair is an important way for firms to heal moral relationships with stakeholders and restore their legitimacy following a transgression. The concept is rooted in recognition theory, which is often used to develop normative perspectives, but recognition theory can also be used to develop a view of moral repair as premised on negotiation between offender and victim(s), which involves social construction of the transgression and the appropriate amends. From this perspective, the practice of moral repair is inherently problematic, especially towards multiple victims. Moral repair’s paradoxical conceptualization leads to unclarity regarding the extent of its normativity, which begs the question how offending firms should approach moral repair. Addressing this question, we refine its conceptualization, distinguishing between procedural and substantive levels of practice. Procedural moral repair reflects normative thinking, because firms can work to maximize the likelihood of success of their exchanges with victims, while substantive moral repair evinces socio-constructivism, since the appeal of amends depends on victim interpretation. Our two-level approach to moral repair promotes conceptual clarity, contributes to a more systematic “roadmap” for firms engaging in moral repair, and paves the way for more integrative analysis of the relationship between the making of amends and moral outcomes.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1396** | Submission: **18595** | Sponsor(s): (STR)
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 1:30PM - 3:00PMPT (UTC-7)** at **Sheraton Grand Seattle in Diamond B**

Beyond JV's and Alliances: Organizational Implications of Markets, Platforms and Clusters

Session Moderator: **Doerte Leusmann**, *U. of Passau*

STR: Towards a Socio-Cognitive View on Digital Platform Firms: An Organizational Identity Perspective  

Author: **Carolin Castell**, *U. of Passau*
Author: **Jasmin Kiefer**, *U. of Passau*
Author: **Andreas Sebastian Konig**, *U. of Passau*
Author: **Jan Schumann**, *U. of Passau*
Author: **Lorenz Graf-Vlachy**, *TU Dortmund U.*
Author: **Sebastian Schubach**, *U. of Passau*

In this paper we induce novel theory on the idiosyncratic nature and consequences of organizational identity in digital platform firms—i.e., intermediaries enabling interaction between market sides—such as Uber or Airbnb. Specifically, based on an inductive multi-case study, we distill four archetypes of organizational identities of digital platform firms, characterized by organization members' idiosyncratic construals of their firm's domain identity, i.e., traditional or transformative, and role identity, i.e., facilitator or connector, respectively: traditional facilitator, transformative facilitator, traditional connector, and transformative connector. We further induce nomological propositions as to how identity-infused patterns of interpretation render these firms to differ regarding their predominant multi-sided customer understanding and organizational structure as well as the openness of their platform design. Overall, we contribute by introducing a socio-cognitive perspective of digital platform firms, which enhances and challenges the so far predominantly transactional view on this central phenomenon of the digital economy, and show how this perspective opens up new ways to describe and explain differences between digital platforms. In particular, our organizational identity lens and thereon based theoretical framework provide hitherto unexplored cues into explaining interfirm variance in central elements of digital platform structure and patterns of behavior. Keywords: Digital platform; digital transformation; ecosystem; organizational identity; multi-sided market

Paper is NOT Available. Please contact the author(s).

STR: How Much Internal Agglomeration is Good in a Mediated Expansion?   

Author: **Serghei Musaji**, *U. of New Brunswick*
Author: **Julio O. De Castro**, *IE U. - IE Business School Madrid, Spain*

While strategic management research has put lots of effort into understanding the battle between the positive and the negative implications of geographical agglomerations, it has mostly been focused on the co-location of independent firms – external agglomeration. The implications of internal agglomerations remain underexplored. Even less attention has been paid to contexts, where agglomerations are mediated by independent firms. Platform markets and franchising firms are common examples. In those cases, the platform owner or the franchisor is making the agglomeration decisions, whereas private vendors/franchises are the ones who directly face their consequences. This is a problem since we do not know whether their interests are aligned. Building on the organizational ecology literature, we argue that a conflict of interest exists but mostly applies to the early expansion stages. We also discuss how spacing the entries in time and geography can mitigate it. We analyze our arguments using 5,955 market entry decisions made by an international money transfer platform organized as a franchising network while entering 426 metropolitan areas in 11 countries in 14 years (2001-2015). The implications for theory and practice are discussed.

Paper is Available to Meeting Registrants Only.

STR: Defining Strategic Collaboration: Antecedents of Explicit Meaning (Re)-Negotiation

Author: **Doerte Leusmann**, *U. of Passau*
Author: **Marvin Hanisch**, *U. of Groningen*
Author: **Carolin Haeussler**, *U. of Passau*

Creating a shared understanding is essential in strategic alliances. To achieve this shared understanding, alliance partners can formulate explicit meaning by including definitions in their contracts. While explicit definitions reduce interpretive uncertainty, they can also question implicitly held meaning. This paper examines the antecedents of contractual definitions in alliance agreements and argues that partners will more likely resort to explicit definitions when their social and technological repositories overlap because overlaps (1) unleash the capacity for explicit definitions and (2) establish mutual appreciation of explicit definitions. We also argue that when technological uncertainty is high, the influence of social overlap on the inclusion of definitions is stronger, whereas when technological uncertainty is low, the influence of technology overlap is more pertinent. We test our conceptual model using a large panel data set of strategic alliance agreements in the biopharmaceutical industry. Our paper advances the literature on strategic alliances by drawing attention to the hitherto unexplored phenomenon of codified meaning in contracts and linking it to the literature on strategic communication.

Paper is Available to Meeting Registrants Only.

Author: **Mengyang Wang**, *Huazhong U. of Science and Technology*

Author: **Kevin Zheng Zhou**, *U. of Hong Kong*

Author: **Jiaxuan Li**, *School of Management, Huazhong U. of Science and Technology*

Despite the long recognition of the dyadic nature of interfirm trust, prior studies have not examined how trust asymmetry affects relationship outcomes. This study examines trust asymmetry in buyer-supplier exchanges from a dyadic perspective, predicting that when buyer trust is greater than supplier trust, trust asymmetry leads to a decrease in supplier performance over time. However, when suppliers trust more than buyers, the prediction is that trust asymmetry results in an increase in supplier performance. The study further incorporates an institutional view to examine the moderating roles of legal support and regulatory uncertainty. An analysis of a two-wave survey of 229 buyer-supplier dyads provides support for the effects of trust asymmetry. Moreover, legal support weakens the negative impact of buyer trust asymmetry and the positive role of supplier trust asymmetry, while regulatory uncertainty magnifies the influence of buyer trust asymmetry. These findings provide fresh insights into the dyadic nature of trusting relationships and offer important implications for trust research and for better management of firm exchange relationships.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **1397** | Submission: **14460** | Sponsor(s): **(GDO, OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 1:45PM - 3:15PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Dashpoint**

Changing the Default: Allying with Marginalized Identities for Social Change

Changing the Default



Organizer: **Ryan Scott Teschner**, *U. of Texas at Dallas*
Session Chair: **David F. Arena**, *U. of Texas At Arlington*
Presenter: **DC De La Haye**, *Florida State U.*
Participant: **Brent John Lyons**, *Schulich School of Business, York U.*
Presenter: **Camellia Bryan**, *Schulich School of Business*
Presenter: **Queen Jaks**, *Hoodology*
Presenter: **Arjun Mitra**, *California State U., Los Angeles*
Participant: **John Lynch**, *U. of Illinois at Chicago*

This symposium discusses the perpetuation of societal defaults—assumptions favoring the majority category as opposed to specified linguistics which explicitly state the category—and how they maintain systems of structural inequality. The first presentation articulates the process through which linguistics constructively influence the default understanding of various identities in the workplace. The second presentation dives deeper into linguistic default assumptions that affect marginalized individuals by examining the affects of pronoun signposting during the hiring process. The third presentation expounds upon the minority/ally relationship by quantitatively exploring factors critical to its existence and communication of minority identity to allies. In the third presentation, a comprehensive framework on workplace allies elucidates factors preventing allyship and teases out the underlying mechanisms leading to stronger relationships between stigmatized employees (such as LGB employees) and their allies (heterosexual employees). The fourth presentation involves an intervention study looking at how diversity, equity, and inclusion (DEI) initiatives can influence dominant employees (e.g., whites, men) to change their default understanding of their membership to a privileged social identity group. Finally, the last presentation qualitatively explores alternatives to the default professional image and formulates definitions of Hood culture, Hood identity, and its presence in the workplace. This symposium speaks to a variety of stigmatized groups, not fully embraced by organizations, and argues that their inclusion into organizational norms is critical to advancing the DEI literature as a whole.

Changing the Default

Author: **Ryan Scott Teschner**, *U. of Texas at Dallas*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **1398** | Submission: **14050** | Sponsor(s): **(GDO, OB, CM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 1:45PM - 3:15PMPT (UTC-7)** at **Sheraton Grand Seattle in Columbia**

Gender and Leadership: Exploring Novel Questions, Theories, and Boundary Conditions

Gender and Leadership



Organizer: **Joel B. Carnevale**, *Syracuse U.*
Organizer: **Rachael Goodwin**, *Syracuse U. Whitman School of Management*
Discussant: **Hannah Riley Bowles**, *Harvard U.*
Presenter: **Jennifer R. Overbeck**, *Melbourne Business School*
Participant: **Michael James Zyphur**, *U. of Melbourne*
Participant: **Lei Huang**, *Auburn U.*
Participant: **Lingtao Yu**, *U. of British Columbia*
Participant: **Lin Wang**, *Sun Yat-Sen U.*
Participant: **Ying Wang**, *U. of International Business and Economics*
Participant: **Zhi Liu**, *Guanghua School of Management, Peking U.*
Presenter: **Siting Wang**, *Hong Kong Baptist U.*
Participant: **Mo Wang**, *U. of Florida*

Over the years, the topic of gender and leadership has aroused considerable interest from organizational scholars, with research finding important gender differences across a range of outcomes relevant to leadership (e.g., Eagly & Karau, 2002; Paustian-Underdahl, Walker, & Woehr, 2014). For example, men and women differ in their propensity to attain positions of power within organizations (Gino, Wilmut, & Brooks, 2015), with women remaining substantially underrepresented in leadership (Catalyst, 2020). Once a leadership position is attained, important gender differences emerge in how male and female leaders are then perceived by others. For instance, female leaders often suffer significant social penalties for performing traditional male-oriented roles (e.g., Eagly & Karau, 2002; Koenig et al., 2011) and, as a result, experience a greater likelihood of sabotage, criticism, and undermining relative to their male counterparts (e.g., Ely, 1994; Heim, 1990; Rudman et al., 2011). Likewise, scholars have studied potential gender differences in the behavior of leaders, with meta-analytic evidence suggesting that men and women often differ in how they lead and treat their direct subordinates (Eagly et al., 2003; Mackey et al., 2017). Despite these fruitful findings and discussions, there is still much to be known at the intersection between gender and leadership. For example, little is known about how women's cognitive processes may affect leadership pursuit. Moreover, although research has investigated potential differences in how male versus female leaders are perceived by others, oftentimes such impressions are assessed using a single behavioral indicator (e.g., anger; Brescoll & Uhlmann, 2008). Likewise, while studies have shown that there may also exist important differences in the ways in which male and female leaders treat their direct subordinates, much of this work has focused somewhat narrowly on particular behavioral (e.g., transformational leadership) or decision-making (e.g., autocratic versus democratic) styles. Recent scholarship has taken notice of these limitations, and have called for additional insight into how gender effects the ways in which leaders emerge and are perceived, and for further research on the gender differences in "leader behaviors beyond transformational leadership and those that are highly agentic or communal in both intrapersonal and interpersonal leadership processes" (Shen & Joseph, 2021). Thus, it appears we may have only scratched the surface in understanding gender differences in leadership. Accordingly, there are likely important and interesting avenues still waiting to be explored within this area of research, such as the cognitive and structural underpinnings that can inform why men and women differ in their propensity to pursue leadership positions, the complex and evolving impressions formed about men and women once they attain leadership positions, and the potential differences in the ways in which male and females lead, react to, and potentially harm, their direct subordinates. Our symposium aims to tackle these questions and deepen our understanding of gender and leadership by bringing together four papers that explore a broad range of outcomes relevant to leadership. Moreover, the papers included in this symposium will explore a diverse set of contexts, theories, and conditions that further explain why, how and when gender differences in leadership manifest within organizations, thus providing exciting new directions for future research.

Women's Likelihood to Pursue Majority-male Leadership

Author: **Rachael Goodwin**, *Syracuse U. Whitman School of Management*

The Effects of Sequences of Female vs. Male Leader Behaviors on Subordinates' Perceptions of Them

Author: **Jennifer R. Overbeck**, *Melbourne Business School*
Author: **Michael James Zyphur**, *U. of Melbourne*

Gender Differences in Supervisor's Emotional and Behavioral Reactions to Subordinate Influence

Author: **Joel B. Carnevale**, *Syracuse U.*
Author: **Lei Huang**, *Auburn U.*
Author: **Lingtao Yu**, *U. of British Columbia*
Author: **Lin Wang**, *Sun Yat-Sen U.*

Supervisors' Gender and Promotion Speed on their Derogation of Subordinates' Promotability

Author: **Ying Wang**, *U. of International Business and Economics*
Author: **Zhi Liu**, *Guanghua School of Management, Peking U.*
Author: **Siting Wang**, *Hong Kong Baptist U.*
Author: **Mo Wang**, *U. of Florida*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1399** | Submission: **13561** | Sponsor(s): **(GDO, OB, MOC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 1:45PM - 3:15PMPT (UTC-7)** at **Sheraton Grand Seattle in Aspen**

Increasing Diversity, Equity, and Inclusion in Organizations

Increasing Diversity, Equity, and Inclusion

Session Chair: **Aeroelay Chyei Vinluan**, *Harvard Business School*
Presenter: **Grusha Agarwal**, *U. of Toronto, Rotman School of Management*
Presenter: **Eileen Y. Suh**, *Boston U. Questrom School of Business*
Speaker: **Kaylene McClanahan**, *U. of California, Los Angeles*
Participant: **Joyce He**, *U. of California, Los Angeles*
Participant: **Sonia Kang**, *U. of Toronto*
Participant: **Evan P. Apfelbaum**, *MIT Sloan School of Management*
Participant: **Hannah Birnbaum**, *Northwestern Kellogg School of Management*
Participant: **Margaret Shih**, *U. of California, Los Angeles*
Participant: **Erika Kirgios**, *The Wharton School, U. of Pennsylvania*
Participant: **Edward Chang**, *Harvard Business School*

The COVID-19 pandemic has highlighted and exacerbated social inequality within the U.S. As a result, many organizations have attempted to increase the gender and racial/ethnicity diversity of their organizations to potentially help reduce social inequality. The papers in this symposium test assumptions regarding various diversity efforts to examine the effects of these efforts on organizational perceptions and on people's feelings of inclusion and belonging. The first paper investigates the effectiveness of asking applicants to provide diversity statements to see whether asking for these statements increases the diversity of applicants/hires and signals to applicants that the organization values equity, diversity, and inclusion. The second paper explores how disclosure of employee diversity data influences impressions of organizations. The third paper investigates concerns that dominant group members may have towards organizational diversity efforts and explores ways to garner support from dominant group members for diversity efforts. Finally, the fourth paper explores how structured evaluation processes may increase employees' perceptions of inclusion and belonging within organizations. Together, the papers in this symposium provide insights into how managers can potentially increase diversity, equity, and inclusion within organizations.

Exploring the Effects of "Personal EDI Statements" on Applicants and Organizations

Author: **Joyce He**, *U. of California, Los Angeles*
Author: **Grusha Agarwal**, *U. of Toronto, Rotman School of Management*
Author: **Sonia Kang**, *U. of Toronto*

Disclosing Workforce Diversity Data Increases Perceptions of Progress (Even When There Isn't Any)

Author: **Evan P. Apfelbaum**, *MIT Sloan School of Management*
Author: **Eileen Y. Suh**, *Boston U. Questrom School of Business*

We Need You! Diversity Messages That Enlist Dominant Group Members in Diversity Efforts

Author: **Kaylene McClanahan**, *U. of California, Los Angeles*
Author: **Hannah Birnbaum**, *Northwestern Kellogg School of Management*
Author: **Margaret Shih**, *U. of California, Los Angeles*

Structured Evaluations Processes Increase Employees' Perceptions of Inclusion and Belonging

Author: **Aeroelay Chyei Vinluan**, *Harvard Business School*
Author: **Erika Kirgios**, *The Wharton School, U. of Pennsylvania*
Author: **Edward Chang**, *Harvard Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1400** | Submission: **18691** | Sponsor(s): **(IM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 1:45PM - 3:15PMPT (UTC-7)** at **Sheraton Grand Seattle in Virginia**

Internationalization Process II

Session Moderator: **Elisa Dries**, *KU Leuven*

IM: Competitive Awareness of Emerging and Developed Economy Multinationals

Author: **Canan Mutlu**, *Kennesaw State U.*

Author: **Mike W. Peng**, *U. of Texas at Dallas*

Author: **Craig David Macaulay**, *California State U., Long Beach*

Author: **Sheen S. Levine**, *U. of Texas at Dallas*

In this article, we develop a framework to explore the differences of competitive awareness between emerging-economy multinational enterprises (EMNEs) and developed-economy multinational enterprises (DMNEs). First, we categorize the sources of competitive awareness into four quadrants based on the known or unknown information to both DMNEs and EMNEs. All four quadrants represent different challenges as firm strategy depends on how accurately firms perceive their competition. Second, we apply our framework to four different competitive landscapes as the home country of the EMNE, home country of the DMNE, another emerging economy, and another developed economy. Based on this framework, we develop our propositions by integrating the micro-foundations of the attention-based view. The rivalry between Alibaba and Amazon in their home countries (China and the United States) and third countries (India and Europe) is used to illustrate our model.

Paper is Available to Meeting Registrants Only.

IM: The Impact of Organizational Ambidexterity on the Family Firm Internationalization  

Author: **Heng-Yih Liu**, *Yuan Ze U.*

Author: **Chia-Wen Hsu**, *National Chung Cheng U.*

This study seeks to investigate the effect of organizational ambidexterity on the internationalization of family-controlled firms from emerging economies. Analysis of a balanced panel dataset of 130 publicly listed family firms in Taiwan spanning 16 years (2000 to 2015) reveals that family-controlled firms have a lower degree of internationalization than nonfamily-controlled firms, and that this relationship is moderated by the level of organizational ambidexterity. The results contribute to answer the question that how does family control influence the internationalization of firms and also help us better understand the contingency role of organizational ambidexterity. Furthermore, these findings show that organizational ambidexterity supports the internationalization of family-controlled firms.

Paper is Available to Meeting Registrants Only.

IM: Regional Geographic Diversification and Innovation: Moderating Roles of Environmental Dynamics

Author: **Chanhyuk Shin**, *Korea U. Business School*

Author: **DuckJung Shin**, *Korea U. Business School*

Regional geographic diversification helps multinational enterprises (MNEs) to obtain learning opportunities and dynamic capabilities for innovation. However, due to the turbulent environments associated with doing business internationally, the effectiveness of regional geographic diversification can be contingent on internal and external situations. Drawing on contingency theory, this study investigates whether the regional geographic diversification-innovation relationship is moderated by the MNEs' internal (organizational change and churn in human resources) and external environmental dynamics (industrial growth and instability). To empirically test the hypotheses, this research uses multi-source and time-lagged data obtained from 323 manufacturing companies and 850 observations in a nine-year period in Korea. We find that regional geographical diversification is positively related to organizational innovation. The effect of regional geographical diversification on organizational innovation is stronger under the high organizational change. The relationship between regional geographical diversification and organizational innovation is moderated by churn in human resources but in an opposite direction. The effect of regional geographical diversification on organizational innovation is positively moderated by industry instability. Theoretical and managerial implications of the study are discussed.

Paper is Available to Meeting Registrants Only.

IM: Scaling Social Impact: The Internationalization Process of Social Enterprises  

Author: **Elisa Dries**, *KU Leuven*

Author: **Nazli Massihi**, *IESEG School of Management - KU Leuven*

Author: **Johan Bruneel**, *KU Leuven*

Author: **Filip De Beule**, *KU Leuven*

In recent years, a considerable amount of research focus has been revolving around social enterprises' internationalization as a means to scale their activity, yet not enough attention has been forwarded to how they would struggle to maintain the core social values and goals while also overcoming the challenges to their democratic governance. The present work, puts highlighted attention on scaling the social impact of social enterprises across borders in a qualitative multiple case study focusing on business model elements and other potential facilitators through seven open in-depth interviews with the CEO/founder or managerial team member of Belgian social enterprises. The findings of this research not only contributes to expanding the social entrepreneurship literature aided by analyzing the business model and governance of social enterprises, but also enlightens the influence of barriers and facilitators of the internationalization process of social enterprises.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Internationalization Process I

Session Moderator: **Edward Levitas**, *U. of Wisconsin, Milwaukee*

IM: Institutions and FDI Attractiveness in Developing Countries: A Meta-Analysis  

Author: **Evgeniya Karpovich**, *TBS Business School, U. of Toulouse Capitole*

This meta-analysis aims to explore the relationship between institutions and foreign direct investment (FDI) attractiveness in host developing countries. By synthesizing empirical tests derived from 193 studies covering over four decades of research (1975-2018) across various disciplines, we attempt to further advance the contextualization of this relationship. We find support of previous theoretical arguments predicting that institutional factors such as rule of law, quality of regulatory environment, and democracy promote FDI in developing countries while political instability, corruption, and cultural distance deter FDI. Nevertheless, further evidence suggests a substantial heterogeneity in the strength and significance of the FDI-institutions relationship across regions of destination, investment source countries, and industry environments. We also discuss additional interesting findings and propose potential avenues for future research.

Paper is Available to Meeting Registrants Only.

IM: How Divergent and Convergent Thinking Iterations Interact with FDI to Produce Technological Outcomes  

Author: **Edward Levitas**, *U. of Wisconsin, Milwaukee*

Author: **Tailan Chi**, *U. of Wisconsin, Milwaukee*

This study investigates a mechanism that potentially helps an indigenous firm to benefit from the spillovers from inward FDI and protect itself from the possible harms of intensified competition for markets and inputs that are also associated with inward FDI. The mechanism is iteration between divergent and convergent thinking in the firm's inventive and innovative endeavors. We theorize that a demonstrated capacity for such iteration enhances an indigenous firm's success in invention and innovation and the firm's chance of benefiting from rather than being hurt by inward FDI. Our empirical tests using data from the biopharmaceutical industry in the US provide support for our theory and hypotheses.

Paper is Available to Meeting Registrants Only.

IM: Investment Motives of MNCs, FDI in Specific Sectors and Economic Growth  

Author: **Hanh Pham**, *Leeds U. Business School*

Author: **Mai Vu**, *Foreign Trade U.*

Drawing on mainstream theories on investment motives of multinational corporations (MNCs), known as eclectic paradigm (Dunning, 2000), and foreign direct investment (FDI)-growth nexus (Borensztein et al., 1998), this paper examines how different investment motives of MNCs affect the economic growth in host countries. It first constructs a theoretical framework in which different motives of MNCs drive FDI into different specific sectors and, in turn, affect host countries' long-term economic growth. The paper then tests the theoretical predictions on a panel of 16 least developed countries in Africa during the 2001-2017 period. Estimation results, obtained from the generalised method of moments, reveal significant and positive effects of FDI in manufacturing and FDI in agri-aquaculture but insignificant effects of FDI in utility supply and FDI in infrastructure construction on GDP growth. While the growth effect of FDI in extractive sectors is mostly negative, it is statistically insignificant. The results are robust across different regression specifications and proxies of FDI variables. They convey useful implications for research and public policy in FDI receiving countries.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1402** | Submission: **18804** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 1:45PM - 3:15PMPT (UTC-7)** at **Sheraton Grand Seattle in Juniper**

Multi-dimensional View of Organizational Objectives

Session Moderator: **Joseph Yestrepky**, *Wayne State U.*

STR: The Interaction of Uncertainty, Threat and Opportunity During Strategic Issue Diagnosis

Author: **Joseph Yestrepesky**, *Wayne State U.*

Author: **Scott D Julian**, *Wayne State U.*

Author: **Amanuel G. Tekleab**, *Wayne State U.*

Author: **Tamme Quinn Grzebyk**, *Wayne State U.*

In strategic issue diagnosis, dimensions of perceived uncertainty (effect and response) have been linked with elements of environmental interpretation (threat and opportunity) and each cognitive perception has been proposed to impact managers' response. However, research examining the implied interactions between these perceptions has lagged. To examine these interactions, we theorized and tested using a scenario-based vignette study, where MBA students were asked to diagnose and respond to the strategic issue of NAFTA renegotiations. Consistent with our predictions, the relationship between uncertainty and response was contingent on perception of opportunity and threat, providing robust evidence for the presence of interactions across hypotheses. Our findings lend empirical support for conceptual frameworks suggesting the existence of links between uncertainty, interpretation, and response during strategic issue diagnosis.

Paper is Available to Meeting Registrants Only.

STR: Employee Dilemmas from Competing Organizational Goals: Insights from Emergency Medical Services   

Author: **Timothy Gubler**, *Brigham Young U.*

Author: **Haibo Liu**, *U. of California, Riverside*

Author: **Alexandru Roman**, *CSUSB*

Organizations face unique challenges when simultaneously pursuing conflicting organization-level objectives. We study how frontline employees deal with competing financial and social objectives within the context of Emergency Medical Services. Using data from 31 US states, we find that even in the absence of direct financial incentives, emergency crews are responsive to the financial objective of their agencies by providing differential service to patients based on their ability to pay. Private insurance and Medicare patients receive more procedures (6.1% and 1.9%) and have longer transport times (5.3% and 4.0%) than Medicaid patients after controlling for call and patient characteristics. Importantly, we also find evidence suggesting that EMS crews vacillate between the financial and social objectives between calls, depending on the relative salience of the objective.

Paper is Available to Meeting Registrants Only.

STR: Multiple Goals and Learning 

Author: **Hyunjin Kim**, *INSEAD*

Firms often pursue and communicate multiple goals, although much theory recommends against doing so. I empirically explore the impact of communicating multiple goals, and propose that the type of learning involved drives the extent to which multiple goals hurt performance. I design and run a field experiment across 270 pairs of linemen in a multinational energy corporation as they are evaluated on a procedure, randomly varying (1) whether they are assigned to pursue a single goal (safety alone) or multiple goals (both safety and efficiency) and (2) whether they engage in learning-by-doing (no additional information) or vicarious learning from best practice information (observing best-in-class linemen). When linemen are engaged in learning-by-doing, communicating multiple goals improves performance compared to focusing. However, when paired with best practice information, multiple goals dissipate the gains from vicarious learning. The findings suggest that when choosing to communicate multiple goals, a key consideration for organizations may be whether the task involves vicarious learning and whether employees are inside the productivity frontier.

Paper is Available to Meeting Registrants Only.

STR: Why do High-Status Firms Become Targets of Competitive Attacks? An Examination of Two Explanations

Author: **Tejaswi Channagiri Ajit**, *U. of Florida*

Author: **Walter J. Ferrier**, *U. of Kentucky*

Author: **Rhonda K. Reger**, *U. of North Texas*

Competitive dynamics research has often used the AMC framework—awareness, motivation, and capability—when theorizing how different factors influence firms' proclivities to launch competitive moves against other firms. However, this stream of research has mostly overlooked the role of social evaluations in determining which firms are targeted. We study how a specific form of social evaluation, relative status, impacts motivation to act competitively against other firms. Research is divided on how relative status affects competitive moves. Some research suggests that awareness mediates the relationship between relative status and motivation. Other research suggests that relative status moderates the relationship between awareness and motivation. It is important to resolve the relationship between relative status, awareness, and motivation because it can help firms take actions to lower the likelihood that they will become targets of competitive attacks by other firms. Teasing out the effects of the two competing explanations has been difficult, however, because relative status, attention, and motivation are typically not measured directly. We test both mechanisms in a unique dataset of food trucks in a mid-sized city in the U.S. that allows us to overcome this limitation. We find that high-status food trucks elicit greater competitive motivation from other food trucks primarily due to the greater attention the high-status food trucks garner. Further, we find no support for a moderation effect. Our study helps understand the interplay between awareness and motivation in the context of social evaluations.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1403** | Submission: **18754** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 1:45PM - 3:15PMPT (UTC-7)** at **Sheraton Grand Seattle in Willow B**

Strategic Human Capital

Session Moderator: **Jiayi Bao**, *UNC-Chapel Hill*

STR: Organizational-Performance Pay and Compensation Dispersion 

Author: **Jiayi Bao**, *UNC-Chapel Hill*
Author: **Andy Wu**, *Harvard Business School*
Author: **Miaomiao Zhang**, *Harvard Business School*

We document the performance implications of compensation dispersion under organizational-performance pay, a scheme where individual compensation consists of a pre-designated share of rewards contingent on organizational performance. We examine the field setting of professional eSports athletes facing an exogenous change in the distribution of shares of team-based rewards. We find that unequal, heterogeneous share dispersion—relative to equal, homogeneous compression—results in lower organizational performance. While share dispersion aligns the incentives of high-share individuals with the organization's—motivating them to contribute more—it also engenders unfavorable social comparison among low-share individuals—demoralizing them into contributing much less. A complementary controlled experiment validates the findings and demonstrates that organizational-performance pay, relative to other payment schemes, exacerbates the consequences of dispersion, especially when reward-sharing is cognitively salient.

Paper is Available to Meeting Registrants Only.

STR: Precursors to Workers' Perceptions of Human Capital Specificity 

Author: **Bukky Akinsanmi Oyedeji**, *U. of Texas at Austin*
Author: **Ilhwan Na**, *U. of Kansas*
Author: **Clint Chadwick**, *U. of Kansas*
Author: **Russell Coff**, *Wisconsin School of Business*

Recent work made the distinction between how individuals think about their skills and the actual usefulness of such skills, thereby demarcating between perceived and objective firm-specific human capital (FSHC). This divergence has important theoretical implications, because many theories in the strategy literature rely on the notion that FSHC functions as an isolating mechanism. Because classical human capital theory side-stepped the divergence issue by assuming that workers are informed, rational actors, how workers' perceptions of FSHC emerges is under-researched. Therefore, we examine when and why workers perceive their human capital as firm-specific. As could be expected, our empirical results suggest that workers develop perceptions of FSHC after unsuccessful forays into the labor market and when regional unemployment rates are high. Surprisingly, we also find that workers' perceptions of the firm-specificity of their human capital are associated with financial precarity that are unrelated to their human capital.

Paper is NOT Available. Please contact the author(s).

STR: Does Employing Skilled Immigrants Enhance Competitive Performance? Evidence from Football Clubs   

Author: **Britta Glennon**, *The Wharton School, U. of Pennsylvania*
Author: **Francisco Javier Morales**, *U. Diego Portales*
Author: **Seth Carnahan**, *Washington U. in St. Louis, Olin Business School*
Author: **Exequiel Hernandez**, *U. of Pennsylvania*

We investigate the effect of hiring skilled immigrant employees on the competitive performance of organizations. This relationship that has been difficult to establish in prior work due to theoretical ambiguity, limited data, and inherent endogeneity. We overcome these difficulties by studying European football (soccer) clubs in Germany, France, England, and Spain during 1990-2020. Detailed microdata from this setting offers unusual transparency on the migration and hiring of talent and their contribution to collective performance. Further, the industry is characterized by country-level changes in rules that govern the number of immigrant players clubs can hire and deploy. Using these rule changes as the basis for instrumental variables, we find a positive local average treatment effect of the number of immigrant players fielded by a club on the club's in-game performance. To examine the theoretical mechanisms, we explore whether immigrants cause superior performance because they are more talented than natives or because they enhance the national diversity of their clubs. We find strong evidence for the talent mechanism. We find contingent evidence for the national diversity mechanism: national diversity has a positive relationship with club performance only when the club employs an immigrant manager (coach). The presence of an immigrant manager also strengthens the positive relationship between the number of immigrant players and club performance.

Paper is Available to Meeting Registrants Only.

STR: Shocks to Star Employees, Modular Collaboration Patterns, and Organizational Performance  

Author: **Francisco Javier Morales**, *U. Diego Portales*
Author: **Seth Carnahan**, *Washington U. in St. Louis, Olin Business School*
Author: **Exequiel Hernandez**, *U. of Pennsylvania*

We examine how the modularity of an organization's collaboration patterns affect how it performs in the wake of negative and positive shocks to the productive capacity of its star employee. Using remarkably fine-grained data from the European club football (soccer) industry from 2010-2019, we document that clubs with modular patterns of collaboration (measured using millions of passes in previous matches) experience smaller drops in performance when their star player is out with an injury. However, clubs with modular patterns of collaboration also benefit less when the star player experiences a positive shock to his motivation. Thus, modular organizational forms create an important tradeoff: while they may help buffer organizations from negative shocks, they may also make it more difficult for the organization to benefit from positive shocks.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **1404** | Submission: **18400** | Sponsor(s): **(TIM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 1:45PM - 3:15PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 1**

TIM Plenary: Innovating a Better Tomorrow *TIM Plenary*

Organizer: **Thomas M Klueter**, *IESE Business School*
Organizer: **Eunhee Sohn**, *Georgia Institute of Technology*
Program Chair: **Sonali Shah**, *U. of Illinois at Urbana-Champaign*
Moderator: **Daniel Erian Armanios**, *Oxford U., Saïd Business School*
Speaker: **Rafael Flor**, -
Speaker: **Erika Wagner**, -
Speaker: **Shalanda Baker**, -

Our plenary speakers will be Shalanda Baker (Deputy Director for Energy Justice, US Department of Energy), Rafael Flor (Senior Program Officer, Bill & Melinda Gates Foundation), and Erika Wagner (Senior Director, Emerging Market Development, Blue Origin).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1405** | Submission: **19106** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 5:15PM - 6:45PMPT (UTC-7)** at **Sheraton Grand Seattle in Diamond B**

Technology and Competitive Strategy Track: Management of Innovation and R&D Strategy

Session Moderator: **Julian Cortes**, *U. del Rosario*

TIM: What is the Message of Mission Statements?

Author: **Julian Cortes**, *U. del Rosario*
Author: **Juliana Duenas**, *U. del Rosario*

The mission statement (MS) is used by all types of organizations worldwide. It expresses environmental factors, formulates goals and targets to be achieved, selects differentiated competencies, and identifies the resources needed to carry out and assess its primary activities. Over the past forty years, research on the relationship between the MS and organizational performance has been prolific. Nevertheless, several empirical gaps remain, namely (1) small and national-based sample size; (2) a detailed look at research-innovation intensive organizations; (3) a lack of automated text mining appraisals; (4) and restricted access to previous compiled MS texts. With a view to closing these gaps, this study aims to map the MSs of private, public, and non-profit organizations worldwide. We examine two different organizational samples: a worldwide sample of research-innovation intensive institutions (n=1,955) and the firms listed in the NYSE (New York Stock Exchange) (n=1,330). We then conducted text mining techniques (i.e., semantic network analysis). Finally, we discussed the results by sector identifying the main word-clusters formed.

Paper is Available to Meeting Registrants Only.

TIM: When Competition Delays Incumbent's Business Model Innovation - A Competitive Dynamics Perspective

Author: **Sascha Pascal Klein**, *U. of Kassel*
Author: **Patrick Spieth**, *U. of Kassel*

As business model innovation (BMI) is often associated with a competitive advantage and superior performance, novel business models (BM) revealed by new market entrants are subject to imitation by incumbents. Therefore, researchers frequently suggest competition drives the incumbent's business model innovations. However, despite these generic assumptions, we lack a coherent understanding of the contingencies that influence the time to adopt or imitate a new business model. However, this is an important aspect of understanding the implications of BMI. Drawing from research focusing on the competitive dynamics of competitors and the awareness-motivation-capability perspective, we theorize a set of hypotheses concerning competition and a CEO's temporal focus that captures an individual's attention to events. For testing the hypotheses, we collected longitudinal data on U.S. retailers that introduced an e-commerce business model in addition to a conventional store-based business model. Analyzing the unique dataset with Cox proportional hazard model, we find that a product market competition "delays" the imitation of BMIs for incumbents. Furthermore, the interaction analysis reveals that a CEO's future temporal focus decreases this relationship, leading to earlier imitation despite competition. With this study, we contribute to prior research that fails to offer an explanation why incumbents differ in the speed of imitating new BMs. Hence, despite explaining that competition drives BMI, we extend BMI literature by disentangling the mechanisms of how competition drives the timing of BMI, adding to the understanding of when incumbents imitate BMs.

Paper is Available to Meeting Registrants Only.

TIM: How Science Shapes Alliance Portfolios with General-Purpose Technologies: Evidence from Graphene

Author: **Anavir Shermon**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

This paper examines how firms capture value from new general-purpose technologies (GPTs) via alliances. Due to GPTs' wide downstream applicability, firms can tailor the industry breadth of their alliance portfolios, defined as the range of downstream industries it forms alliances in to introduce the GPT. However, firms face challenges in alliance formation as potential partners in each downstream industry face uncertainty relating to the technology and the GPT-producing firm. This paper demonstrates how the number of GPT-related market applications spanned by the firm's scientific publications (i.e., "scientific market span") is positively associated with the industry breadth of its alliance portfolio. The main proposition here is that scientific publications by GPT-producing firms can signal the generality of their technology and quality as alliance partners. This relationship is positively moderated by the firm's scientific recombination. The empirical context is the emerging general-purpose technology, graphene.

Paper is NOT Available. Please contact the author(s).

TIM: Managing Interfirm Competitive-collaborative Dynamics as Stimuli for Innovative Value Architectures

Author: **Viktor Fredrich**, *U. of Bayreuth*

Complementarities from interfirm collaboration facilitate identifying and implementing innovative value architectures that may change entire industry structures. Specifically, the market overlap between collaborating firms increases opportunities from pooling resources and implicit competitive pressure. This study shows that innovative value architectures can take advantage of a simultaneous increase in market overlap and perceived competitive behavior. Such benefits through increased competition in collaborative relationships are augmented by relational intensity. However, greater trust among firms surprisingly limits such gains on innovative value architectures. We discuss these findings and raise attention to the dark side of trust in competitive environments.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1406** | Submission: **18523** | Sponsor(s): **(AAT)**
Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**
Scheduled: **Monday, Aug 8 2022 2:00PM - 4:00PMPT (UTC-7)** at **Seattle Convention Center in Ballroom 6E**

The Innovator’s Rulebook for Breaking The Rules *The Innovator’s Rulebook for Breaking The Rules*



Program Chair: **Sharon Alvarez**, *U. of Pittsburgh*
Professional Development Workshop Chair: **Peter Bamberger**, *Tel Aviv U.*
Speaker: **Reggie Fils-Aime**, *Reggie Fils-Aimé Network LLC*
Participant: **Jennifer Mueller**, *U. of San Diego*
Participant: **Joseph Porac**, *New York U.*
Participant: **Ella Miron-Spektor**, *INSEAD*

Innovation doesn’t just happen. Organizations needs to build capability and capacity to innovate across the entire enterprise. In this talk, Fils-Aimé shares seven principles honed from his 35+ year career driving innovation across the packaged-goods, restaurant, and media/entertainment industries. Audiences will get actionable advice for increasing their ability to innovate, and how to leverage these principles across any industry.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1407** | Submission: **16301** | Sponsor(s): **(CAR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 2:00PM - 3:30PMPT (UTC-7)**

**Re-thinking White Standards of Leadership to Develop
Women, Black, South and East-Asian Leaders**
Women, Black, South-Asian and East-Asian Leaders



Presenter: **Phanikiran Radhakrishnan**, *U. of Toronto at Scarborough*
Session Chair: **Soo Min Toh**, *U. of Toronto*
Presenter: **Pankaj Aggarwal**, *U. of Toronto*
Participant: **Jaffa Romain**, *U. of Toronto*
Presenter: **Pooja Khatija**, *Organizational Behavior Case Western Reserve U.*
Participant: **Ahreum Maeng**, *U. of Kansas*
Discussant: **Devyani Mahajan**, *XXX*
Presenter: **Alecia Bracy**, *Capella U.*

This symposium showcases a set of four papers that adopt innovative approaches to uncover the inherent biases in describing and assessing women and racial minority leaders. The perspectives that the papers bring fill important gaps in existing literature by demonstrating surprising ways in which bias against women and racial minority leaders are external to the organization can also be perpetuated within it. They illustrate the way Asian CEOs are stereotypically depicted in social media, how previously established and validated personality assessments are unreliable in women and racial minority populations, how unconscious preferences for White standards of leadership and physical attributes (e.g., facial proportions) work against women, South-Asian, East-Asian, and Black leaders in how likely they are seen to be leader-like, and in how a group of Black women experience bias in a predominantly white corporate environment. The papers are novel in their methodology, use a variety of data sources (media narratives, field studies, experiments, and interviews) and examine leadership in different spheres (both politics and business) and across organizational ranks. They reveal the importance of assuming that women and racial minorities, or that their intersectional identities are an undifferentiated whole. They illustrate how research and practice in human resources should include diverse “others” when developing them as leaders in the organization. The chair and discussant will lead in a nuanced discussion of how researchers should examine leadership in these women and racial minority populations and how organizations should recruit, select, promote, and retain a multi-racial workforce.

Facial Cues or Racial Hues? The Role of Face Ratio and Racial Bias in Perceptions of Leadership

Author: **Pankaj Aggarwal**, *U. of Toronto*
Author: **Ahreum Maeng**, *U. of Kansas*

Conforming yet countering: Navigating Gender and Racial Stereotypes while Becoming a Leader

Author: **Phanikiran Radhakrishnan**, *U. of Toronto at Scarborough*
Author: **Jaffa Romain**, *U. of Toronto*

South Asian and East Asian CEO Media Narratives: A look at the Intersectionality of Race and Gender

Author: **Pooja Khatija**, *Organizational Behavior Case Western Reserve U.*

African American Experiences of Unfairness in the Corporate Work Environment

Author: **Alecia Bracy**, *Capella U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Power and Performativity of Social Media Platforms

Session Moderator: **Hong Bui**, *Birmingham City U.*

CTO: **World Business Leaders’ Performativity of Twitter Language as Social Action**

Author: **Hong Bui**, *Birmingham City U.*
Author: **Lukasz Piwek**, *U. of Bath*

This large longitudinal qualitative study advances the theory of leadership language in the digital era by investigating the power of performativity and social action in softening the bust and constituting the boom of the world economy. More than a million tweets were collected from Twitter accounts of 70 CEOs or/and Chairmen of major global companies who had a total number of tweets above hundred and a total number of followers between 10,000 and 50,000,000 on their Twitter. This represents the entire collection of CEOs tweets between March 2006 (when Twitter was launched) and August 2019. We used those tweets to extract over 8.5 million linguistic tokens to analyze the frequency of words and hashtags, networks of bigrams frequency, and sentiments. Our findings show a possibility that the performativity of those leaders’ language on social media contributes to taking the world economy out of one of the toughest economic recessions to a record-long economic expansion built on social media influence and influencers’ impact.

Paper is Available to Meeting Registrants Only.

CTO: **#GirlsWhoRide: Social Media Affordances-In-Practice and Their Role in Organization Creation**

Author: **Stormy Compeán Sweitzer**, *Weatherhead School of Management, Case Western Reserve U.*

Despite growing interest in the role social media plays in entrepreneurial phenomena, how social media users communicate and connect with other users in ways that facilitate such phenomena is little understood. I begin to address this question by using an affordance-in-practice perspective to explore how social media users employ features of the social network site Instagram to communicate and the role of such affordances in the process of entrepreneuring, a processual and relational understanding of organization creation. Drawing on the case of a local group of women motorcyclists which began with one woman’s online quest to find friends with whom to ride and the group’s sudden and rapid expansion into a global organization ten months later, I employ an inductive qualitative content analysis to explore patterns of communication visible in the group’s social media posts and comments by other users leading up to the group’s expansion. Emerging from this inquiry are findings that situated uses of hashtags and social tagging afford heterogeneous users both highly-targeted interpersonal and broadly-interconnective practices of communication which were instrumental in fostering growth of the group’s social media following. I theorize how these affordances-in-practice contribute to organization creation.

Paper is NOT Available. Please contact the author(s).

CTO: **Return of the Movie Night? Analyzing the Impact of Netflix Subscriptions on Offline Movie Spending**

Author: **Sihan Fang**, *Nanyang Business School*
Author: **Anand Gopal**, *Nanyang Business School*
Author: **Hyeokkoo Eric Kwon**, *Nanyang Business School*
Author: **Yongjin Park**, *City U. of Hong Kong*

The subscription-based business model is disruptive in the copy-right industries. More than a digitalized distribution channel, it fundamentally transforms both supply and demand sides. However, there is scant evidence about how and why it affects the local traditional industry. This study investigates the impact of the subscription-based business model on offline activity consumption in the motion picture industry. Leveraging a unique dataset with individuals’ every transaction record and a difference-in-differences estimation, we conclude that video streaming subscription increases offline movie consumption. We support the underlying mechanism that individuals have unmet social and hedonic demands with the imperfect disruptive technology. They, therefore, attend more social activities (i.e., movie, dining, and entertainment) to satisfy social and hedonic needs. In addition, the identified effect is more pronounced for individuals with more social (i.e., lower-income, female, and residents of smaller towns) and hedonic needs (i.e., young people). Theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1409** | Submission: **18845** | Sponsor(s): **(CTO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 2:00PM - 3:30PMPT (UTC-7)** at **Hyatt Regency Seattle in 301 Ashnola**

Digital Platforms, Leadership and Strategic Change

Session Moderator: **Andreas Ihl**, *Danube-U. Krems*

CTO: The Role of Online Platforms in Facilitating Freelancers' Self-leadership in the Platform Economy

Author: **Andreas Ihl**, *Danube-U. Krems*
Author: **Anne-Sophie Mayer**, *Vrije U. Amsterdam*
Author: **Kim Strunk**, *U. of Passau*

This paper investigates how online freelancing platforms can facilitate freelancers' self-leadership activities. An increasing number of freelancers use online freelancing platforms. On the one hand, such platforms offer freelancers extensive autonomy on where and when to work. On the other hand, freelancers need to cope with this autonomy and the associated challenges such as working virtually with limited contact to clients and other freelancers. In such a setting freelancers' engagement in self-leadership becomes crucial. Although rooted in the person, specific aspects of the work environment can act as important facilitators of self-leadership. Since platforms determine the work process and design the virtual work environment, we argue that they take a central role here. Despite self-leadership playing a crucial role and platforms possibly having a significant impact, research that investigates how online platforms can facilitate self-leadership, is lacking. Drawing on insights gained from a qualitative case study of a freelancing platform over one year, we derive five propositions concerning platform elements that facilitate self-leadership in terms of behaviour-focused, constructive thought patterns and natural reward strategies. Our model offers several contributions on the role of platforms in online freelancing and future directions on how to lead in virtual work settings.

Paper is Available to Meeting Registrants Only.

CTO: Organizational Status as a Promoter and an Inhibitor of Transition to Digital Platform Business

Author: **Mengjin Gao**, *Korea U. Business School*
Author: **Young-Kyu Kim**, *Korea U.*
Author: **Jieun Kim**, *Korea U.*
Author: **Dongwon Lee**, *Korea U.*
Author: **SungYong Um**, *National U. of Singapore*

While prior research considerably expanded our understandings of the platform business and its success factors, scant attention has been paid to the cases of incumbents' strategic change from the product-based business model to the platform-based business model. Such a strategic shift may innovate value both beneficial for the firm and its stakeholders, yet it also poses a significant number of uncertainties for their constituents. Facing uncertainties, constituents are expected to find signals such as status and reputation. Thus, we examined the effect of a firm's status on the important strategic change of adding a digital platform, and the potential contingency of the effect. Exploiting a sample from the Fortune list of Top 500 companies in China, we found that high-status incumbents are more likely to add a digital platform than their low-status counterparts, thus indicating status can be seen as a promoter. After the digital platform addition, however, low-status firms are more likely to increase in performance than their high-status counterparts, thus suggesting that status can meanwhile be seen as an inhibitor. This research has contributed to our understandings of the social contingency of strategic change, digital platform business model and illuminated the need for revisiting the boundary condition of organizational status as an advantage and a constraint.
Keywords: Digital Transformation, Organizational Status, Platform Business Model

Paper is Available to Meeting Registrants Only.

CTO: Quality vs Exposure Strategy of Platform Complementors: Simulations Using Agent-Based Model

Author: **JiYu Kim**, *UNIST, Korea*
Author: **Han-Gyun Woo**, *Ulsan National Institute of Science and Technology*

Complementors participating in the platform-based markets pursue either an exposure-oriented strategy to attract more users or a quality-oriented strategy to differentiate from others. In this research, we examine the effect of complementors' strategies on their performance and other stakeholders in the platform. Using agent-based model simulations, we model the behaviors of complementors and users in multiple market competition scenarios in the context of the mobile app market. Based on the simulation results, we derive a set of propositions on which strategy that complementors choose relates to the benefit of other stakeholders. For platform owners, maintaining a more quality-based competition landscape yields the best outcomes. However, in the early stage of the competition, exposure-seeking complementors outperform quality-seeking complementors, leading new entrants to allocate their resources into exposure strategies. In the long run, high-quality complementors are likely to win the game, but they have to survive the early stage when they are surrounded by exposure-seeking competitors. The results also suggest that complementors may be motivated to contract brokers, what we call an agency in the paper, when there is a mismatch between their strategy and capabilities. We identify the types of agencies that complementors are likely to hire, depending on their strategies and the market competition.

Paper is Available to Meeting Registrants Only.

Author: **Sebastian Firk**, *U. of Groningen*

Author: **Jan Christoph Hennig**, *Groningen U. (RuG)*

Author: **Julian Meier**, *U. of Goettingen*

Author: **Michael Wolff**, *U. of Goettingen*

While the widespread diffusion of digital technologies forces incumbent firms to drive their digital transformation, many incumbents struggle to overcome inertial forces. In order to drive their digital transformation, incumbents increasingly turn to hiring outsider CEOs. However, while outsider CEOs are known to initiate change, their ability to implement those changes has been up for debate. We argue that in the context of digital transformation, both the initiation and implementation of change are essential for arriving at a new organizational mode suited for operating in a digital business environment. To test our hypotheses, we develop a contingency framework that assesses the influence of CEO outsiderness on the digital transformation of firms dependent on firm-level challenges with regard to initiating and implementing change. Employing a novel ML-based approach to measure digital transformation, our results show that outsider CEOs accelerate the digital transformation of incumbent firms struggling with their initiation, while outsider CEOs do not benefit the digital transformation of incumbent firms that are particularly challenged with their implementation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1410** | Submission: **19435** | Sponsor(s): **(ENT)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 2:00PM - 3:30PMPT (UTC-7)**

Angels and Venture Capital

Session Moderator: **Daniel Blaseg**, *ESADE Business School*

ENT: Playing the Business Angel – The Impact of Business Angel Publicity on New Venture Performance 

Author: **Daniel Blaseg**, *ESADE Business School*
Author: **Lars Hornuf**, *U. of Bremen, Germany*

More and more celebrities appear as business angels (BAs) for young and innovative ventures worldwide. Celebrities, while well-known in the public eye, are typically less known for their venture valuation skills. The signaling function of celebrity affiliations through certification and quality assurance could therefore be less relevant. Nonetheless, a venture’s affiliation with a publicly known BA may still positively alter the quality perceptions of various stakeholders as publicity increases awareness, social recognition, and the ease of information processing, thereby improving the venture’s performance. Using a sample of more than 2,900 early-stage ventures that made a venture pitch during the Canadian, German, UK, or USA versions of the reality television show *Dragons’ Den*, we find that BA publicity has a positive impact on target firm survival, web traffic, and sales. The impact of BA publicity is particularly strong if the congruency between the investor and the target venture is high. These effects exist above and beyond potential selection effects, value-adding activities such as active involvement through board seats, and the mere fact that a funded venture has more financial resources. Our empirical findings have broader implications for BA financing and other nascent players in the entrepreneurial finance ecosystem. We also advance theories about signaling and reputation by providing a novel framework and empirical evidence regarding the role of investor publicity when studying new venture performance.

Paper is Available to Meeting Registrants Only.

ENT: Value of Values for Startup Investors  

Author: **Rovian Dill Zuquette**, *Unisinos Business School (Unisinos U.)*
Author: **Iuri Gavronski**, *Ivey Business School*
Author: **Bruno Luis Avila Freischlag**, *UNISINOS U.*

To meet our present needs without compromising future generations, we need more firms with sustainable business model (SBM). However, these firms will flourish only if there are investors using financial, social, and environmental criteria in their decision-making process. To understand why invest in SBM startups, and the difference among investors that make socially responsible investment (SRI) and non-SRI, the first author participate-as-observer in an accelerator, including decision meetings about which startups to invest. We also interviewed investors of both types and collect secondary data about interviewees to validate our findings. We find that SRI investors have concerns about inequity, society, and environment, mostly because of their life history, leading to an other-regarding approach when investing, but also considering there is a better way to make business, meaning that SRI is a virtue and a practice to excel. In the other hand, non-SRI investors want to achieve financial gains, through an opportunity-seeking behavior, learn about new technologies and business models, and networking, increasing their opportunities and connections, indicating a self-interest approach. However, some non-SRI may perceive SRI as a virtue and decide to invest in SBM to achieve the good, indicating a mimetic behavior. Background play an important role as an antecedent on investment decision, and studies that evaluate other-regarding should consider individuals history. Finally, we identify that virtue and moral values play a significant role on SRI decision-making process. Future research can evaluate how background, other-regarding, and virtue can improve game, action, and behavioral theories.

Paper is Available to Meeting Registrants Only.

ENT: Technological Novelty of Patents and Speed to IPO of High-Tech Startups 

Author: **Congshan Li**, *Xiamen U.*
Author: **Jieyu Zhou**, *School of Management, Xiamen U.*

As a signal of entrepreneurial success and a milestone for further development, high-tech startups are seeking an initial public offering (IPO) as quickly as possible. However, investors’ perceptions of technological innovation, which differs depending on its novelty degree, impact the IPO activities of startups. We theorize that the technological novelty of patents will increase public investors’ concerns and finally reduce startups’ IPO speed, because novel patents embrace a high level of market and technology risks in the commercialization process. Based on empirical data on 408 venture capital (VC)-backed healthcare startups in the US from 1990 to 2010, we find empirical evidence that the technological novelty of patents slows startups’ IPO speed. In addition, we find that the negative effect of technological novelty is weakened for startups with conventional technology, founder inventor, and prominent investors.

Paper is Available to Meeting Registrants Only.

ENT: Government-Backed Venture Capital Investments and Performance of Companies: The Role of Networks 

Author: **Monika Köppl-Turyna**, *EcoAustria - Institute for Economic Research*
Author: **Stefan Köppl**, *Edinburgh Business School, Heriot Watt U.*
Author: **Dimitris Christopoulos**, *U. of Edinburgh business school*

In this paper we analyze how different types of venture capital investments – private, public and indirect public – affect performance of portfolio companies. We use data on more than 20,000 VC deals in Europe between 2000 and 2018 and we hand collected a unique dataset on the institutional setting (public/indirect/private) of almost 3,500 investors. We find that public VC investors perform consistently worse than purely private ones, while indirect public investments (such as the “Juncker Plan” investments) perform consistently better. We link these findings to the fact that public funds do not enter the best performing cliques of investments. On the other hand, indirect funds invest in the VC funds with the best network characteristics, which raises a question of whether indirect VC investments are associated with a high level of windfall gain, and not necessarily improve the value added by the VC funds.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1411** | Submission: **19452** | Sponsor(s): **(ENT)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 2:00PM - 3:30PMPT (UTC-7)**

Institutions and Entrepreneurship 5

Session Moderator: **Larry Plummer**, *Ivey Business School*

ENT: **Which Institutional Factors and Resources are Crucial to Foster High-Growth Entrepreneurship?** 

Author: **Ana Venancio**, *ISEG (Lisbon School of Economics & Management), U. de Lisboa*

Author: **Farzana Chowdhury**, *Durham U. Business School*

We explore which institutional factors and resources are necessary to foster high-growth entrepreneurship and whether these factors differ between countries. Using the necessary condition analysis (NCA) method, this study advances the understanding regarding which institutional factors and resources are crucial for promoting high-growth entrepreneurship, according to the level of development of a country. The results show that labor regulation is a necessary condition for the establishment of high-growth ventures. Although business regulation is also a necessary condition, the large majority of the countries have already implemented less stringent entry and exit regulations. The necessary conditions do not have the same degree of importance when a different subset of countries is evaluated. While access to finance and human capital are necessary conditions to foster high-growth entrepreneurship in low-income countries, flexible labor regulations represent a crucial prerequisite for high-growth entrepreneurship in high-income countries. These findings can be used to optimize policy formulations and resource allocation, in particular when targeting factors that constitute bottlenecks.

Paper is Available to Meeting Registrants Only.

ENT: **Exploring the Regional Factors Facilitating Industry Switching of New Ventures**

Author: **Naryoung Yu**, *Ivey Business School*

Author: **Larry Plummer**, *Ivey Business School*

New ventures faced with unsatisfactory outcomes are required to determine whether to remain committed to their initial business or exit. We conceptualize industry switching (i.e., a complete shift from one industry into another) as a unique form of entrepreneurial exit at the regional level and examine how the regional context in which it takes place either enables or constrains industry switching. More specifically, we hypothesize that industry diversity, trade openness, and skilled human capital affect industry switching. Using data covering 347 metropolitan statistical areas (MSAs) in the United States from 2003 to 2010, we find that both industry diversity and trade openness are positively related to industry switching, and the stock of skilled human capital mitigates the positive impact of trade openness on industry switching.

Paper is Available to Meeting Registrants Only.

ENT: **Institutional Dependence and Capability Erosion in New Venture Internationalization** 

Author: **Ziliang Deng**, *Renmin U. of China*

Author: **Shuai Meng**, *School of Business, Renmin U. of China*

Author: **Peter W. Liesch**, *U. of Queensland*

Entrepreneurial startups may opportunistically leverage supportive institutions to overcome liabilities of newness and even undertake risky international business venturing. Nonetheless, they may become overly dependent on revenue from these institutional sources and slide into “institutional dependence.” We situate our analysis in this context as most of the leading exporting economies have adopted tax rebate policies to promote exports. We hypothesize that the degree of profit dependence on tax rebates negatively affects technological innovation in the entrepreneurial firms. Empirical analyses based on a large panel dataset of Chinese manufacturing startups provide support for our hypotheses. This study contributes to the strategy literature by identifying the counterintuitively erosive effects of seemingly supportive institutions.

Paper is Available to Meeting Registrants Only.

ENT: **Social Class and Entrepreneur Resilience: How Entrepreneurs Respond to Institutional Deterioration**  

Author: **Jianhua Ge**, *Renmin U. of China*

Author: **Fan Yang**, *Renmin U. of China*

Author: **Eric Y.-F. Zhao**, *Indiana U., Bloomington*

There has been a growing recognition of the role of social class in the field of entrepreneurship, and the prevailing view highlights that entrepreneurs from lower social classes will encounter more material deficiencies and cognitive constraints than those from higher social classes in their business. In this study, drawing on insights from social psychology, we argue that those lower-class entrepreneurs could also be more resilient in dealing with adverse situations. Specifically, our empirical analysis of Chinese private entrepreneurs reveals that while entrepreneurs with lower social class origins tends to invest less in long-term development activities (e.g., innovation and employee training), when encountering a deteriorating institutional environment that generally discourages long-term investment, lower-class entrepreneurs show greater resilience in embracing the challenges and the perseverance of their investments compared to those from higher social classes. This study bridges research on social class and entrepreneur resilience to reveal the dual impact of individuals' social class origins in entrepreneurship.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1412** | Submission: **19302** | Sponsor(s): **(ENT)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 2:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center in Room 201**

Entrepreneurship and Platforms 1

Session Moderator: **Per L. Bylund**, *Oklahoma State U.*

ENT: **Employee Entrepreneurs of Platforms** 

Author: **Ke Rong**, *Tsinghua U.*
Author: **Zhengyao Kang**, *Tsinghua U.*
Author: **Feng Zhu**, *Harvard U.*

The growth of platform firms today leads to a great spillover effect in employee entrepreneurship. Previous literature has pointed out that employee entrepreneurs who leave the incumbent firms will enter the same or similar industries and compete with their parent firms. Using a sample of new ventures founded by former employees from incumbent firms in the Chinese high-tech industries, we find that employee entrepreneurs from platform firms are more likely to enter different industries and become the platform complementors of their parent firms, rather than competitors. We also distinguish between employee entrepreneurs from innovation platforms and transaction platforms, and find that this effect is more pronounced among those from innovation platforms.

Paper is Available to Meeting Registrants Only.

ENT: **Expanding Entrepreneurial Ecosystem Boundaries with Digital Architecture: A Resource Perspective** 

Author: **Leon Marquardt**, *U. of Bremen*
Author: **Aki Harima**, *U. of Bremen, Germany*

Despite the significant impact of digitalization on startups worldwide, the literature on entrepreneurial ecosystems has not fully considered the role of digitalization. The advancement of digital technologies enables entrepreneurs to engage in venturing activities independent from locations and therefore changes the traditional physical boundaries of entrepreneurial ecosystems. In particular, it remains unclear how digitalization enables new ways of resource acquisition and consequently opportunities to overcome regional resource scarcity. This study examines how and with what capabilities an entrepreneurial ecosystem can overcome resource scarcity by complementing its physical core with a digital sphere. Building on an exploratory qualitative single-case study of the Estonian entrepreneurial ecosystem, this study suggests a process model that captures essential ecosystem capabilities in acquiring and mobilizing resources to develop entrepreneurial ecosystem: (1) sensing opportunities to overcome ecosystem resource scarcity, (2) seizing opportunities by building a hybrid ecosystem architecture, (3) seizing opportunities by coordinating resource flows, and (4) reconfiguring ecosystem architecture. Our findings extend the literature on entrepreneurial ecosystems by integrating digital dimensions into analyses and by theorizing the capabilities of entrepreneurial ecosystems. Furthermore, this study provides valuable practical implications for policymakers and other stakeholders seeking to overcome regional resource constraints by utilizing a hybrid ecosystem architecture.

Paper is Available to Meeting Registrants Only.

ENT: **The Cryptogameur: A New Approach to Entrepreneurial Design** 

Author: **Soumodip Sarkar**, *U. of Évora*
Author: **Satishwar Kedas**, *Indian Institute of Management Ahmedabad*

Cryptogames, blockchain-based games with play-to-earn mechanics, are paving the way forward for the Metaverse. As digital technologies, cryptogames are attracting a new breed of entrepreneurs, whom we refer to as cryptogameurs, whose entrepreneurial agency primarily manifests in the digital-asset based economies of the virtual worlds. Our pioneering study establishes the relevance of cryptogaming in the entrepreneurship literature, particularly in the digital entrepreneurship space. Through a conceptual framework, integrating the seemingly disparate theories of affordance-actualization and external enablers, with a novel characterization of the cryptogames as layered digital technologies, we illustrate the centrality of non-fungible tokens in entrepreneurial design. We identify six unique economic and social affordances of cryptogames which support cryptogameurs socio-economic goals. Proposing that cryptogameurial agency is manifested in the actualization of the cryptogame affordances, our study also offers theoretical insights into the enabling mechanisms of the socio-economic context. Through this study, we make significant contributions to emerging research on entrepreneurship theory and practice in the Metaverse.

Paper is Available to Meeting Registrants Only.

ENT: **Sharing Economy as Transaction Platform Innovation**  

Author: **Per L. Bylund**, *Oklahoma State U.*
Author: **Mark D. Packard**, *Florida Atlantic U.*

We develop theory explaining the ‘sharing economy’ as a recent example of transaction platform innovation. Such innovative platforms are regular occurrences in the history of economic development, which facilitate transactions by, primarily, reducing transaction costs for parties—often as products themselves, making them entrepreneurial products creating two-sided markets. We extend this analysis to examine the boundary conditions of the sharing platform, offering predictive limits to the diffusion of sharing

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1413** | Submission: **19322** | Sponsor(s): **(ENT)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 2:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center in Room 212**

Incubators and Accelerators 1

Session Moderator: **Andreas Leubner**, *TUM School of Management, Technical U. of Munich*

 ENT: **Looking back to Speed Forward: Origins, Evolution, Path Forward for Corporate Accelerator Research** 

Author: **Andreas Leubner**, *TUM School of Management, Technical U. of Munich*
Author: **Siddharth Vedula**, *TUM School of Management, Technische U. München*

Corporate venturing (CV) plays a fundamental role in the strategic renewal of established companies. In the past decade, Corporate Accelerator (CA) programs have increasingly been adopted across industries as a more radical CV form of corporate experimentation. Yet, academic research on CAs is in its infancy, with a nascent but growing body of work only emerging over the past 5-6 years. This aims to accelerate CA research in academia by understanding the roots, and evolution of extant literature, and drawing a path for the future. We examine the scholar origins of CV research tracing the way from its roots to the nascence of CAs in 2016 and beyond. Along this track, we map the core literature, identifying main academic contexts, mechanisms, and outcomes across CV intermediaries so as to provide an organizing framework for the emerging field of CA. We do this by applying a structured mixed method literature review from 1981-2021, combining bibliometric analyses (co-citation and citation analysis) with a subsequent detailed qualitative analysis, following a CIMO (context, intermediary, mechanism, outcome) inductive framework. Through this process, we offer a framework and agenda with specific topics for future CA research.

Paper is NOT Available. Please contact the author(s).

ENT: **'Let's Build Bridges': A Bilingual Literature Review in the Field of Entrepreneurial Support**

Author: **Kerstin Kuyken**, *École des sciences de la gestion (ESG UQAM)*
Author: **Rosanna Schropp**, *ESG-U. du Québec à Montréal*
Author: **Kaoutar Bensitel**, *École des sciences de la gestion (ESG UQAM)*

This paper provides a bilingual (French and English) systematic literature review in the field of entrepreneurial support. When looking at its evolution, we observe that several new areas have been developed and that the field has been stimulated from a raising interest on entrepreneurial support in most societies (increasing number of incubators, accelerators and other supporting structures). However, recent papers also raise critical thoughts and suggest a reorientation of the field. Therefore, we argue that currently there is a lot of potential for the field of entrepreneurial support to attract scholars and to develop knowledge which could serve practitioners. However, the ground for such development would be to resolve an important divide within the field, to develop a common language and to connect different sub-strands. We suggest three bridges representing these possible connections: the holistic, contextual and relational bridge. Hence, this paper has a double objective: 1) mapping the field of entrepreneurial support and 2) laying out current tendencies and promising areas for research. We believe that this endeavor offers an important contribution to academia, since it can help strengthen the field as well as support practice.

Paper is Available to Meeting Registrants Only.

ENT: **Peer Entrepreneur Networks in a Startup Accelerator Before and During the Covid-19 Pandemic**

Author: **Kai Becker**, *Amsterdam Business School, U. of Amsterdam*
Author: **Joris Ebbers**, *LUISS Business School*
Author: **Yuval Engel**, *U. of Amsterdam*

In response to the global spread of COVID-19, startup accelerators have shifted all activities online. To understand how this shift affects peer entrepreneur networks – a key constituent of accelerators value proposition to participating entrepreneurs – we draw on longitudinal network data from two editions of the same startup accelerator program before and during the COVID-19 pandemic. Based on interaction ritual theory and the physical proximity principle, we hypothesize and test how online acceleration limits social connectivity. We find that in the online, compared to the offline cohort, networks became less dense, entrepreneurs reached fewer peers via indirect connections; and clustering increased. We highlight the impact of physical distancing on entrepreneurship and discuss contributions to theory on peer networks and startup acceleration.

Paper is Available to Meeting Registrants Only.

ENT: **A Resource-based View (RBV) of Entrepreneurial Sourcing Within the Pre-incubation Ecosystem** 

Author: **André NANA**, *TBS Business School, U. of Toulouse Capitole*
Author: **Eric Michaël LAVIOLETTE**, *Toulouse Business School, TBS Education*
Author: **Christina Theodoraki**, *Toulouse Business School*

The identification and selection practices of project owners during the pre-incubation phase in incubators remain understudied. While previous works have implicitly pointed out without any empirical evidence that these pre-incubation practices are part of a process that impacts the performance of incubators, it is theoretically relevant and practically useful to make this process explicit and substantiate it through an in-depth analysis. In line with the recent literature on the ecosystem approach to incubator activity, we propose in this research a processual and ecosystem analysis of project owners' identification and selection practices in different types of incubators using RBV theory as theoretical framework. We conducted a multiple case study (five types of incubators) in the south-western region of France (Occitania) by observing step-by-step the identification and selection practices of project owners. We collected data through 53 semi-structured interviews, participant and non-participant observation notes and secondary data. These data were analyzed with NVIVO 1.5 software following the Eisenhardt method. The results show that the identification and selection practices of project owners are part of an "entrepreneurial sourcing" process including identification and screening practices. We found that not all practices are observable in all types of incubators given the unevenness of the resource stocks that determine the capacity of these organisations to act in the pre-incubation ecosystem. A discussion of these results led to practical implications for incubators and public policy.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1414** | Submission: **12505** | Sponsor(s): (ENT)
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 2:00PM - 3:30PMPT (UTC-7)** at Seattle Convention Center in Room 307

Resolving Barriers to Entrepreneurship: Implications for Socio-economic Development *Resolving Barriers to Entrepreneurship*



Organizer: **Aparajita Agarwal**, *The Wharton School, U. of Pennsylvania*
Organizer: **Audra Wormald**, *Robert H. Smith School of Business, U. of Maryland*
Discussant: **Anita McGahan**, *U. of Toronto*
Participant: **Wesley Wu-Yi Koo**, *INSEAD*
Presenter: **Charles Eric Eesley**, *Stanford School of Engineering*
Presenter: **Matthew Lee**, *Harvard Kennedy School*
Participant: **Arzi Adbi**, *NUS Business School*
Participant: **Devanshee Shukla**, *INSEAD*
Participant: **Jasjit Singh**, *INSEAD*
Participant: **Audra Wormald**, *Robert H. Smith School of Business, U. of Maryland*
Presenter: **Andrea Coali**, *Bocconi U.*
Participant: **Francesca Bacco**, *Vrije U. Amsterdam, School of Business and Economics*
Presenter: **Aparajita Agarwal**, *The Wharton School, U. of Pennsylvania*
Participant: **Tyler Wry**, *The Wharton School, U. of Pennsylvania*

Entrepreneurship is central to economic growth, particularly in emerging economies and other economically disadvantaged settings. This symposium features four papers that examine both the macro and micro determinants of outcomes for entrepreneurs in these contexts. The four papers use diverse theoretical frameworks, methodologies, levels of analysis, and geographical contexts spanning China, Tanzania, and India. Together, they address an interesting set of questions and advance our knowledge about how macro factors such as institutional changes as well as micro factors such as entrepreneurs' characteristics and capabilities affect their outcomes with implications for entrepreneurial actions, firms' choices, and policy decisions. The symposium should be of interest to scholars of entrepreneurship, institutions, and social issues in management.

A Confluence of Tech and Talent: Return Migration and Rural Online Entrepreneurship

Author: **Wesley Wu-Yi Koo**, *INSEAD*
Author: **Charles Eric Eesley**, *Stanford School of Engineering*

Evaluations of the Entrepreneurial Poor: Evidence from Kiva.org

Author: **Matthew Lee**, *Harvard Kennedy School*
Author: **Arzi Adbi**, *NUS Business School*
Author: **Devanshee Shukla**, *INSEAD*
Author: **Jasjit Singh**, *INSEAD*

Resilience at the Base of the Pyramid: Digital Endowments and Response to Crisis

Author: **Aparajita Agarwal**, *The Wharton School, U. of Pennsylvania*
Author: **Tyler Wry**, *The Wharton School, U. of Pennsylvania*

How Entrepreneurship Training Shapes Founders' Perception of Challenges to Entrepreneurship

Author: **Audra Wormald**, *Robert H. Smith School of Business, U. of Maryland*
Author: **Andrea Coali**, *Bocconi U.*
Author: **Francesca Bacco**, *Vrije U. Amsterdam, School of Business and Economics*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1415** | Submission: **19286** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 2:00PM - 3:30PMPT (UTC-7)** at **Hyatt Regency Seattle in 404 Entiat**

Emerging Entrepreneurship 2

Session Moderator: **Markus David Taussig**, *Rutgers Business School*

ENT: The Privileged Rush In? Relational Ties and Starting Up Formal in an Emerging Economy 

Author: **Markus David Taussig**, *Rutgers Business School*
Author: **Ngoc Phan**, *Duke U.*

Why do entrepreneurs in emerging economies choose to start their business in the informal sector? The frequency with which growth-oriented emerging economy entrepreneurs make this decision contradicts conventional wisdom and economic and institutional theories, all of which posit that registering with government conveys much-needed legitimacy and access to external resources. Recent research, however, suggest that entrepreneurs can use the informal economy as safe ground within which to build up internal capabilities before registering with the government. In this paper, we resolve these competing views by proposing that the promise of formality at startup varies with firms' relational resources for filling institutional voids. Using a nationally representative, pooled cross-sectional dataset of firm survey responses in Vietnam, we show evidence that initial informality positively affects firms' performance post-formalization. More importantly, we find that it is firms that are large, politically connected, and male-owned that benefit from immediate registration.

Paper is Available to Meeting Registrants Only.

ENT: Resourceful Behavior in Informal Entrepreneurship Contexts

Author: **Olga Kokshagina**, *EDHEC Business School*
Author: **Aziza Zhuparova**, *al-Farabi Kazakh National U.*

Resourcefulness is central to entrepreneurship and captures both the simultaneous pursuit of opportunities and mobilization of resources regardless of the entrepreneur's control. In this research, we explore how entrepreneurs in the post-USSR country - Kazakhstan navigate the complexity of starting and developing businesses without regard to resources they currently control. By engaging with 84 entrepreneurs in creative industries and analyzing in detail how founders of eight ventures develop their businesses in Kazakhstan, we explore how informality influences resourcefulness in emerging countries. Our analysis reveals three types of resourceful behavior leading to variance in resource mobilization purposes: community-, self-and impact-centered resourcefulness where entrepreneurs are motivated by different pursuits: developing their ventures to support community development, for their own good or for creating impact globally. We enrich the literature by developing further understanding of variations of entrepreneurial resourcefulness in the context of informality.

Paper is Available to Meeting Registrants Only.

ENT: Examining Contemporary Emergent African Entrepreneurial Philanthropy 

Author: **Deji Adewoye**, *Doctoral Student, Brunel Business School*
Author: **Chima Mordi**, *Brunel Business School*
Author: **Hakeem Ajonbadi**, *Birmingham City Business School, Birmingham City U., Birmingham, UK*

According to research conducted outside the field of business, emergent entrepreneurs have long been active in large-scale humanitarian endeavours, and the world's media has awarded them celebrity-like notoriety. On the other hand, entrepreneurial philanthropy is mostly disregarded in the realm of entrepreneurship studies. This article addresses this gap both theoretically and empirically. It establishes projectivity theory as a viable theoretical lens through which to assess contemporary emergent African entrepreneurial philanthropy and presents fresh data on successful, emergent entrepreneurs engaged in significant humanitarian endeavours. The findings emphasise the active deployment of a distinctive blend of different forms of projectivity as a distinguishing characteristic of emergent African entrepreneurial philanthropy, and they contribute to emerging discourses on the nature of entrepreneurs, entrepreneurship as a socioeconomic process, and the dearth of empirical research on entrepreneurial bourgeois.

Paper is Available to Meeting Registrants Only.

ENT: How do Social Stigma, Social Support and Role Modeling Incubate Entrepreneurship? 

Author: **Ying-Che Ali Hsieh**, *National Tsing Hua U.*
Author: **Gabriel Cwu**, *National Tsing Hua U., Hsinchu, Taiwan*
Author: **Li-Hsiang Yi**, *National Tsing Hua U.*
Author: **Wan-Jung Tsai**, *National Tsing Hua U.*

Entrepreneurial activities could boost the regional economy development. A lot of entrepreneurship researches discuss how to promote entrepreneurship, while there are also many factors that may discourage or restrain entrepreneurial activities that are not well explored in literature. The purpose of this research is to identify the key socio-cultural factors that affect entrepreneurs in both rural and urban areas in developing society during their entrepreneurship. Taking semi-structured interviews with 12 entrepreneurs (6 in rural areas and 6 in urban areas) in Honduras, we seek to explore the impact of both social stigma and role model of being an entrepreneur impact on these entrepreneurs and business development in both rural and urban areas in a developing society. The empirical finding of this research lead us to propose the models of the routine of entrepreneurship in both urban and rural areas in a developing society, which contribute to the entrepreneurship literature and also provide insights into the entrepreneurial endeavors in developing societies in both rural and urban regions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **1416** | Submission: **19281** | Sponsor(s): **(ENT)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 2:00PM - 3:30PMPT (UTC-7)** at **Hyatt Regency Seattle** in **405 Kachess**

Crowdfunding 3

Session Moderator: **James Bort**, *U. of Missouri, Columbia*

ENT: Crowdfunding Sustainable Projects: Cross-country Heterogeneity in Environmental Support Systems  

Author: **Ahmed Sewaid**, *Prince Mohammad Bin Salman College of Business & Entrepreneurship - MBSC*

Author: **Tom R. Vanacker**, *Ghent U. and U. of Exeter*

Author: **Shaker A. Zahra**, *U. of Minnesota*

Past research has shown that ventures focused on addressing environmental sustainability face considerable difficulties in attracting funds from “traditional” sources of finance (i.e., external equity investors, banks), while crowdfunding could ease resource attraction for such ventures. Nevertheless, although crowdfunding is a global phenomenon—with both projects and backers located across the globe in countries with fundamentally different environmental support systems—our understanding of how this heterogeneity influences fundraising success remains limited. To examine this issue, we invoke an institutional logic perspective and study 290,126 Kickstarter campaigns located in 139 countries. Our findings are broadly in line with our hypotheses: in crowdfunding, where a community logic often prevails, fundraising success is greater for environmental sustainability projects, particularly when these projects are located in countries with weaker environmental support systems. Moreover, these projects are also more likely to tap funding from backers located in countries with stronger environmental support systems. We discuss the theoretical implications of these findings, which challenge commonly-held assumptions on institutions and cross-border money flows in entrepreneurial finance developed from examining traditional investors who generally hold a market logic.

Paper is Available to Meeting Registrants Only.

ENT: Open Innovation, Open Wallets? Innovation Strategy Congruence in Crowdfunding

Author: **James Bort**, *U. of Missouri, Columbia*

Author: **Azzurra Meoli**, *U. of Bologna*

Author: **David W. Sullivan**, *U. of Houston*

Author: **Joel Andrus**, *U. of Missouri*

New ventures using an external open innovation strategy face a more complex path to resource acquisition. On the one hand, openness removes the barriers for both collaboration and widespread adoption; on the other, openness offers little to no intellectual property protection, thus creating a scenario where virtually anyone can appropriate value from property as they without necessarily providing a benefit to the creator. As such, open innovation can be a disadvantage in early-stage resource acquisition because the strategy is incongruent with professional investor expectations, which typically seek to maximize returns. Despite these concerns, the rapid rise of crowdfunding has created a more communal and democratic method for innovators to access capital markets and have created opportunities for open innovation strategies. In this paper, we take a multi-methodological approach to test whether an open innovation strategy provides unique advantages in the crowdfunding context. We theorize that openness yields greater trust, which in turn leads to superior financing outcomes. Our results from an archival study using Kickstarter data and through a randomized experiment provide consistent support that an open innovation strategy is indeed advantageous in the crowdfunding context. These results are also mediated by perceptions of trust.

Paper is NOT Available. Please contact the author(s).

ENT: When Providing Support Can be Self-Destructive: Effect of Financial Slack on Backer Sentiments  

Author: **Chandresh Baid**, *Grand Valley State U.*

Author: **Arvin Sahaym**, *Washington State U.*

Author: **Devesh Baid**, *International Management Institute, Bhubaneswar*

One of the primary reasons for the death of a young entrepreneurial venture is the lack of financial capital. Extant research has been inconclusive regarding the role of excess financial capital or transient financial slack – in firm survival, profitability, growth, and stakeholder satisfaction. Drawing on VRIO and resource management framework, we argue that the presence of transient financial slack will negatively influence backer sentiments of crowdfunded firms. Availability of resources is a necessary but not sufficient condition for firm performance. Appropriate firm organization is required to exploit available resources. The presence of organizational and managerial capabilities/weaknesses can help or hinder the process of acquiring, bundling and leveraging resources. We further argue that the presence of entrepreneurial orientation is an organizational capability that can alleviate the negative influence of slack; however, its effect will be weakened if the firm is led by narcissistic entrepreneur. We find support for our arguments based on a dataset of 2055 crowdfunded firms from Kickstarter. The implication of this research for crowdfunding platforms, entrepreneurs, and backers is discussed.

Paper is Available to Meeting Registrants Only.

ENT: Categorizing and Crowdfunding Vegan Ventures: An Empirical Enquiry on Nascent Market Categories 

Author: **Soumodip Sarkar**, *U. of Évora*

Author: **Satishwar Kedas**, *Indian Institute of Management Ahmedabad*

Author: **Stewart R. Clegg**, *U. of Technology, Sydney*

Resource acquisition for new market categories is an imposing challenge, and entrepreneurs overcome this by establishing legitimacy for the category and their ventures within. In the rising vegan food movement, to become a legitimate mainstream food offering, rather than a niche category, while moral legitimacy is a given to the believers, it requires cognitive and pragmatic legitimacy to be acquired through the cognitive and agentic roles of category entrepreneurs, through non-vegan practices. Utilizing narratives of 645 vegan ventures on Kickstarter, our study reveals the nuanced relationship of claims of cognitive and pragmatic legitimacy with the narrative distinctiveness leading to successful financial resource acquisition. We propose that the cognitive role of nascent category entrepreneurs draws upon internal venture development activities that can be identified across three primary phases of development – ideation, prototype, and commercialization, which they seek to build into their narratives as claims of cognitive legitimacy. Our study has both theoretical and practical implications for new market categories, particularly with strong cultural norms.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Gender and Diversity in Entrepreneurship 5

Session Moderator: **Andreas Schwab**, *Iowa State U.*

ENT: Going Green and Innovation in Small Businesses: Do Male-run Firms and Female-run Firm Differ?   

Author: **Bach Nguyen**, *Aston Business School*

For small businesses, the strategic objective of going green is a gendered process. Male and female entrepreneurs respond differently to intrinsic motivations (self-motivated) and extrinsic pressures (requirements from customers and governments) to go green. Analysing a dataset of more than 22,000 small businesses in 39 countries, we aim to establish whether female-run firms are more likely to go green and how this affects their innovation capacity. Findings indicate that female-run firms, compared to male-run ones, are more likely to go green because of both intrinsic motivations and extrinsic pressures. Also, while firms going green are more innovative than firms not going green, the positive association between going green because of extrinsic pressures and innovation is weaker in female-run firms. In sum, compared to male-run firms, female-run firms care more about the environment but the fruits (e.g., innovation capacity) they harvest from pursuing environmental values are smaller than those reaped by male-run firms.

Paper is Available to Meeting Registrants Only.

ENT: The Role of Collectivism and Gender Equality in Informal Entrepreneurship    

Author: **Esther Salvi**, *Technical U. of Munich*

Author: **Daniela Alejandra Gimenez Jimenez**, *TU Dortmund U.*

Informal entrepreneurship (IE) refers to the global portion of entrepreneurial activities, which are not registered with the government and yet operate within socially accepted values and practices. IE has attracted increasing attention from scholars and policy makers over the years because it produces negative externalities. To tackle IE effectively, it is important to understand its origins, which are rooted into collectivistic cultural practices. Drawing on new institutional economics, we hypothesize that in-group and institutional collectivism present curvilinear relationships with the prevalence of IE across countries, and that gender equality influences these relationships. We ran GEE panel regressions employing a dataset including 35 countries over 12 years (2006-2017). Our results support our hypotheses substantially and entail theoretical implications at the intersection of informal entrepreneurship, culture and gender equality, as well as relevant practical implications.

Paper is Available to Meeting Registrants Only.

ENT: Impact of Age and Gender on Entrepreneurial Self-Efficacy and Fear of Entrepreneurial Failure  

Author: **Andreas Schwab**, *Iowa State U.*

Author: **Annaleena Parhankangas**, *Iowa State U.*

Author: **HeyIn Gang**, *Iowa State U.*

This study applies life-stage theory to investigate the still ill-understood effects of age on the behavioral tendencies of male and female entrepreneurs. Hypotheses for effects on entrepreneurial self-efficacy and fear of entrepreneurial failure are tested in a gender-stratified cross-sectional random sample using U.S. Global Entrepreneurship Monitor data (2013 – 2018). Results support strong non-linear age effects and challenge the dominant assumptions in the established entrepreneurship literature that what we know about middle-aged entrepreneurs will more or less also hold for the increasingly important cohorts of junior and senior entrepreneurs. Age effects also differ substantially across gender. Taken together, these findings outline highly complex age effects and suggest the urgent need to account explicitly for both age and gender effects in models theorizing about entrepreneurial behavior and outcomes.

Paper is Available to Meeting Registrants Only.

ENT: Entrepreneurial Intentions of Female Students in the “New” Indian Context  

Author: **Maheshkumar P. Joshi**, *George Mason U.*

Author: **Deepak Pandit**, *BML Munjal U.*

Author: **Shalini Rahul-Tiwari**, *IMT Ghaziabad*

In the recent decade India has made strides towards an entrepreneurial economy with 37 “Unicorns” being reported in first half of 2021. This “new” Indian context offers the setting for examining the practice of entrepreneurship through the lens of entrepreneurial intention (EI). We assume equal exposure to EE (among male and female students) and apply the human capital and socially learned stereotypes (SLS) theories with respect to EE and EI relationships of 751 MBA students. EE and EI are found to be positively and significantly related and female students are less likely to exhibit EI, as hypothesized. We further examine the EE–EI relationship with operational excellence (OPX), an additional construct, as a moderating construct. We find that female students with high OPX, in the Indian economy, express EI more pronouncedly, a counter intuitive finding. Implications and future directions of these results with respect to EE are discussed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1418** | Submission: **19336** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 2:00PM - 3:30PMPT (UTC-7)** at **Hyatt Regency Seattle in 512 Willapa**

New Venture Formation 2

Session Moderator: **Jeffrey Chandler**, *U. of North Texas*

ENT: **Shaping Start-Up Purpose: A Qualitative Investigation on the Role of Feedback**   

Author: **Viktoria Luise Unger**, *LMU Munich*
Author: **Gisa Todt**, *LMU Munich*

Purpose is at the core of every business. It drives organizations to succeed in today's challenging and complex business environment and has the power to make a difference, create a positive impact, guide decision-making, and give a sense of meaning to every action the organization performs. In the past decade, purpose has re-emerged as a prevalent theme and has become a buzzword in management theory and practice. However, little is known about which factors can shape start-up purpose within the entrepreneurship literature. As start-ups are confronted with uncertainty and information scarcity, they frequently make use of feedback to bridge information gaps, assimilate new knowledge, and successfully develop their venture. Thus, this study investigates how feedback shapes start-up purpose by applying an exploratory qualitative study design and interviewing ten start-up founders that participated in a German accelerator program. Evidence from grounded theory development highlights that feedback can shape start-up purpose depending on the feedback source, founder's attitude towards feedback, and state of start-up purpose when receiving feedback. Further implications of these findings are drawn for both theory and practice, thus, contributing towards a better understanding of the role of feedback in shaping organizational purpose in the field of entrepreneurship.

Paper is Available to Meeting Registrants Only.

ENT: **When Age Differences Make a Difference: How Co-founder Age Dissimilarity Improves Performance**   

Author: **Jeffrey Chandler**, *U. of North Texas*
Author: **Vitaliy Skorodzyevskiy**, *Mississippi State U.*
Author: **Jeremy Collin Short**, *U. of North Texas*

In recent research, two arguments have emerged on how a founder's age might influence new venture performance through its innovative abilities. First, younger founders are more innovative in their new ventures in comparison to older founders due to their higher rates of creativity and exploration that stem from fewer cognitive constraints. Second, older founders are more innovative than their younger counterparts, which has been ascribed to their greater focus on the implementation of new ideas in their new ventures. This paper reconciles both streams of research by proposing that new venture innovation is improved when combining these benefits of both younger and older founders. Specifically, we show that new ventures led by co-founders with increasingly dissimilar ages (i.e., one younger and one older founder) are more likely to be innovative; however, this effect is mitigated by gender dissimilarities among these co-founders or when such founders identify as dissimilar genders (i.e., one younger female and one older male). Further, we also show that the increased ability of new ventures co-founded by founders with increasingly dissimilar ages to be innovative is an important mechanism through which they improve new venture performance. Using a sample of 1,237 new ventures recently started across the world, we find support for our theoretical arguments. We discuss the implications of these findings for the entrepreneurial age and new venture literature research streams.

Paper is Available to Meeting Registrants Only.

ENT: **The Geography of Heterogeneous Entrepreneurial Activities**  

Author: **Petra M. Moog**, *U. of Siegen*
Author: **Christina Guenther**, *WHU - Otto Beisheim School of Management*
Author: **Sven Wolff**, *U. of Siegen*

The characterization of how entrepreneurial a region or country is has generally been shaped by a narrow view of what actually constitutes entrepreneurship. In the case of Germany, this has led to a characterization of Germany as not being particularly entrepreneurial. Such a view is at odds with the remarkable, high-performing family business, widely held to be the backbone of the economy. The purpose of this paper is to suggest that the interpretation prevalent in entrepreneurship literature is problematic due to a too narrow operationalization of the entrepreneurship concept. As Zahra (2007; 2014) emphasized, context matters. One particular organizational manifestation of entrepreneurship, family business, may be congruent in specific spatial and institutional contexts but not in others. Other geographic and institutional contexts may be congruent with the contrasting startups. Thus, an important and novel contribution of this paper is to analyze the geography of family business as distinct from startups: two ends of the entrepreneurship continuum, embedded in different kinds of entrepreneurial ecosystems. We generate innovative maps working with official data, showing the distinct distribution of both kinds of entrepreneurship in different ecosystems. These findings are connected with spatial effects, living conditions and lead to recommendations for policy measures.

Paper is NOT Available. Please contact the author(s).

ENT: **Maker Spaces, Entrepreneurship, and Institutions** 

Author: **Zhuoxuan Li**, *Engineering Dept., Stanford U.*
Author: **Charles Eric Eesley**, *Stanford School of Engineering*
Author: **Robert Neal Eberhart**, *Stanford Graduate School of Business*

The nascent research on the maker movement highlights implicit assumptions embedded in a model of closed traditional product development that frequently appears in entrepreneurship and innovation literature. In contrast to closed traditional product development, the maker movement emphasizes inclusiveness, openness, sharing, and collaboration. To date, we know little about how institutional-level factors (such as intellectual property rights protection, maker culture and access to makerspaces) impact the probability of a hobbyist maker becoming an entrepreneur. We leverage the institutional perspective to examine the differing regulatory, normative, and cultural elements with a cross-national study. Via a leading maker community, HacksterIO, we collected data from surveying 3,139 global makers from 99 countries during 2016, thus providing the first quantitative evidence about the maker movement's impact on firm creation. Our results suggest that makerspaces influence entrepreneurship by legitimating entrepreneurship and not by the provision of economic resources. This paper provides the first large quantitative evidence on maker entrepreneurship across the world, and how institutional factors impact the creation of maker-founded firms in different societies.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1419** | Submission: **19345** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 2:00PM - 3:30PMPT (UTC-7)** at **Hyatt Regency Seattle** in **601 Hoh**

Resourcing Ventures 1

Session Moderator: **Alisa Boguslavskeya Jno-Charles**, *Babson College*

ENT: **After Achieving Legitimacy: When and How New Ventures Stop Acquiring and Start Confirming Legitimacy** 

Author: **Alisa Boguslavskaya Jno-Charles**, *Babson College*

The legitimacy threshold has been a predominantly-theoretical point at which new ventures have sufficient stakeholder acceptance to access resources and customers. Despite an abundance of research on how new ventures go about acquiring legitimacy, we still do not have a reliable way of knowing when they have in fact acquired it and what they do immediately afterward. Building on theories of legitimacy, linguistics, and entrepreneurial communication, the present research explores these gaps through a linguistic analysis of new venture communications. Using computer aided text analysis and change point determination to quantify social media activity of 105 crowdfunding ventures, I find that the point at which ventures complete and transition out of the legitimacy acquisition stage can be determined by reductions in linguistic markers of identity building, association making, and credibility establishment. Further, I find that this transition point is beyond successful resource acquisition and that after its crossing, ventures begin legitimacy confirmation. These findings provide insight into a previously understudied period in the legitimization process and makes a number of contributions to both legitimacy and venture communication research.

Paper is NOT Available. Please contact the author(s).

ENT: **Investigating Entrepreneurial Venture Resource Acquisition through the Lens of Media Dynamics**

Author: **Michael David Hudecheck**, *U. of St. Gallen*

Author: **Charlotta Agneta Siren**, *U. of St. Gallen*

Author: **Dietmar Grichnik**, *U. of St. Gallen*

Author: **Gerard George**, *Georgetown U., McDonough School of Business*

There is growing evidence that negative media coverage leads to positive resource outcomes in entrepreneurial ventures, which contradicts established organizational reputation theory. Drawing on reputational prominence, the reputational Matthew Effect, as well as the extensive literature on CEO power dynamics, we first examine the extent to which negative media coverage is positively related to entrepreneurial venture resource access. We then assess how CEO power moderates entrepreneurial venture resource outcomes through reputational prominence accrual, reputation transfer, and media platform dynamics. We test our theoretical arguments with a dataset of 4.3 million traditional media articles on 301 entrepreneurial ventures and venture CEOs, along with 400 thousand venture CEO tweets, retweets, and related digital trace metadata. Our results clarify the reputational resource effects of organization-level reputational prominence accrual through the lens of CEO power dynamics, extend the Matthew Effect to entrepreneurial ventures, and outline a reputational “forgiveness effect”.

Paper is Available to Meeting Registrants Only.

ENT: **New Firms, Resource Constraints, and Balanced Resource Allocation Between Marketing and R&D**  

Author: **In Hyeock Ian Lee**, *Loyola U. Chicago*

Author: **Moren Levesque**, *York U.*

This article investigates whether new firms that are resource constrained generate more sales revenues from allocating their resources to a variety of business activities or only one business activity. We first formulate a formal resource-allocation model to guide the development of hypotheses concerning the performance of these resource allocation strategies, and then test the hypotheses on a sample of 4,928 new firms from the Kauffman Firm Survey dataset. We show that the relationships between sales revenue and each pure strategy, whereby a firm’s constrained resources are all allocated to either marketing or R&D activity, are both inverted U-shaped, which translates into the resource-constrained firm achieving the most sales revenue using a balanced strategy whereby resources are distributed between marketing and R&D activities. These findings expand the strategic management and engineering management literatures by going beyond the current predominant focus on more mature firms and on a resource-allocation balance within marketing activities or within R&D activities.

Paper is Available to Meeting Registrants Only.

ENT: **Unpacking the Role of Idiosyncrasy in Collective Bricolage**  

Author: **Ricardo Zozimo**, *Nova School of Business and Economics, U. Nova de Lisboa*

Author: **Andres Barrios Fajardo**, *U. de los Andes*

Author: **Magnus George**, *Lancaster U. Management School*

This paper aims to advance the understanding of idiosyncrasy in entrepreneurship theory, defined as the particular way of how entrepreneurs do things. To do this we investigate idiosyncrasy’s role in entrepreneurial collective bricolage process. A multiple-case study of the venturing process of FARC ex-guerrillas in Colombia—a highly idiosyncratic group—uncovers the multiple roles played by idiosyncrasy as a shaper, motivator, inhibitor, enabler, and deterrent of the collective bricolage process. Our conceptual and empirical analysis makes two main contributions. First, we show how idiosyncrasy operates as a powerful determinant for collective entrepreneurship. Second, we identify how idiosyncrasy shapes the process of entrepreneurial bricolage and its outcomes. Our findings offer implications for the promotion of entrepreneurship in highly idiosyncratic groups, as well as policies around the collective entrepreneurship process.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1420** | Submission: **19350** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 2:00PM - 3:30PMPT (UTC-7)** at **Hyatt Regency Seattle in 705 Palouse**

Social Capital 1

Session Moderator: **Susan L. Young**, *Kennesaw State U.*

ENT: Pivoting Assessments in Entrepreneurial Firms.

Author: **Lilia Stratz**, *TUM School of Management, Technische U. München*
Author: **Nicola Breugst**, *TUM School of Management, Technical U. of Munich*
Author: **Holger Patzelt**, *TUM School of Management, Technische U. München*

Drawing on the literature on social capital at its individual level, we develop a model toward entrepreneurs' pivoting assessments. We argue that entrepreneurs' perceived benefits from their available resources are contingent on the task environment surrounding the potential pivot as well as on the entrepreneurs' personality. We test these hypotheses using a metric conjoint experiment and data on 2,180 pivoting assessments nested within 109 entrepreneurs. Our findings reveal significant interactions between resource availability, characteristics of the entrepreneurs' task environment and the entrepreneurs' optimism in explaining their pivoting assessments.

Paper is Available to Meeting Registrants Only.

ENT: Fear of Missing Out and Stakeholder Enrollment

Author: **Susan L. Young**, *Kennesaw State U.*
Author: **Birton Cowden**, *Kennesaw State U.*

Stakeholder theory suggests dishonest ventures would struggle with stakeholder enrollment, limiting resource access and ultimately failing. Yet cases exist where amoral entrepreneurs do enroll stakeholders through deceit. We propose "fear of missing out" on an opportunity facilitates enrollment by encouraging stakeholder acceptance of information asymmetry. To illustrate we use exemplar Theranos: a biotech firm which convinced stakeholders it would revolutionize healthcare, rising to a \$10 billion valuation through 15 years of sustained deceit. We contribute to theory by demonstrating the dark side of stakeholder enrollment, where opportunism increases venture power over stakeholders, and deceit can endure long past start up.

Paper is NOT Available. Please contact the author(s).

ENT: Pathways of Entrepreneurial Networking: Resource Mobilisation via Social Media

Author: **Josephine Gaza**, *U. of Southern Denmark*
Author: **Julia Brennecke**, *U. of Potsdam*
Author: **Tom Elfring**, *Nijmegen School of Management*

In this paper, using netnographic principles we collect and analyse qualitative interviews from entrepreneurs together with their unique Instagram posts collected over a period of six months to understand entrepreneurial networking processes online. Based on our in-depth inductive analysis, we find that entrepreneurial networking for resource mobilisation online occurs in three pathways – community building, engaged networking, and imperceptible networking. Community building is the creation of relevant content that adds value and connects entrepreneurs with their network audience at an emotional level, so as to trigger the audience's reaction and initiate engagement. Engaged networking is the concurrent process of interacting with the network audience. Finally, imperceptible networking is the process where network actors online acquire resources by engaging in lurking behaviours without contact with the network content providers. Carving out these three pathways of entrepreneurial networking, we contribute to the literature by accentuating that, first, entrepreneurs are able to gain access to the network outcomes without actual, direct interaction and contact with resource holders. Second, if direct interaction takes place, the direction in which resources flow when entrepreneurs network is modified online. Thus, there is an added direction through which networking is initiated. Thirdly, we highlight that the governance of resource exchange in networks differs online. We find that when networking online, consistency, authenticity and relatability are the 'lubricants' that serve as facilitators for eventual resource mobilisation.

Paper is NOT Available. Please contact the author(s).

ENT: Social Capital Dynamic in SME? Exploration of International Opportunities

Author: **Anh Luong**, *Sheffield Business School, Sheffield Halam U., UK*
Author: **Michael Wei Zhang**, *Nottingham Trent U.*
Author: **Michael Ehret**, *NTU*

This paper aims to contribute to the literature on network and international business (IB) by investigating the role of social capital in the exploration of international opportunities and international performance. Research on internationalisation has shown strong evidence for the positive impact of social capital on identifying opportunities and enhancing international performance of small and medium enterprises (SMEs). However, there is ambiguity in the process underlying the transformation of social capital into successful internationalisation. This paper examines the dynamic of social capital to capture its role in recognising of opportunities in foreign markets, using a survey of 157 British SMEs exporting to ASEAN. We argue that social capital can be considered as a useful resource which leads to capabilities development for small firms' international expansion. We also differentiate the potential resources embedded in social capital at both individual and organisation level.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1421** | Submission: **19361** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 2:00PM - 3:30PMPT (UTC-7)** at **Hyatt Regency Seattle** in **706 Pilchuck**

Teams 4

Session Moderator: **Mi Hoang Tran**, *Syracuse U. Whitman School of Management*

ENT: **Entrepreneurial Team Conflict – The Associations With ADHD, Gender, Well-Being And Firm Performance** 

Author: **Mi Hoang Tran**, *Syracuse U. Whitman School of Management*

Author: **Johan Wiklund**, *Syracuse U.*

Author: **Wei Yu**, *National U. of Singapore (NUS)*

This study examines how entrepreneurial team conflict is influenced by Attention-Deficit Hyperactivity Disorder (ADHD) symptoms and gender factor as well as how team conflict impacts entrepreneurial well-being and firm performance. Surveying 1,053 entrepreneurs in the U.S and Australia, we found that ADHD symptoms are negatively associated with both cognitive team conflict and emotional team conflict. Moreover, although women entrepreneurs experience less both cognitive team conflict and emotional team conflict than men entrepreneurs, gender factor has no moderating effect on the relationship between ADHD and the two types of team conflict. In terms of the outcomes of team conflict, emotional conflict is negatively related to entrepreneurial well-being while cognitive conflict has no significant relationship with well-being. In addition, our findings suggested that both cognitive conflict and emotional conflict are negatively associated with firm performance. Overall, our study advances literature on entrepreneurial team (new venture team) as well as contributes to growing entrepreneurship research on ADHD, gender and well-being.

Paper is Available to Meeting Registrants Only.

ENT: **The Entrepreneurial Founding Team - Unveiling the Dual Formation Strategy**

Author: **Willy Das**, *college of business, Lehigh U.*

Author: **Satyasiba Das**, *Indian Institute of Management Raipur*

The entrepreneurial founding team formation literature provides a continuum where the economics lens focuses on 'resource dependency and the social psychology lens focusing on 'interpersonal attraction' occupy the opposing ends. Subsequently, studies found that resource dependency and interpersonal attraction are not mutually exclusive. Instead, both them collectively explains the EFT formation. This is referred to as the 'dual formation' strategy. However, the existing studies do not solve the debate on how the 'dual formation strategy' reveals itself in the decision-making process. Considering this, we employ a temporal, longitudinal perspective to investigate EFT formation processes in the context of the emerging economy of India. We collected primary data from the founders and co-founders of 13 entrepreneurial firms each year for a period of three years (2017- 2019). Our provides insights that could inform both the literature on entrepreneurial team formation and practitioners involved in the design and delivery of founder pair-up and matching platforms.

Paper is Available to Meeting Registrants Only.

ENT: **Uncertainty and Strategic Entrepreneurial Action- Scaling Patterns in Technology-Based New Ventures**  

Author: **Somayeh Taghvaei**, *ISM International School of Management*

Author: **Ali Marjovi**, *U. of Tehran*

By combining strategic and entrepreneurial action theories, we consider scaling as strategic entrepreneurial action and aim to explain how TMT's choice to deal with uncertainty and its two relevant knowledge problems enables them to design scaling patterns. To do so, we adopt an information processing perspective to investigate the uncertainty-relevant knowledge problems posed to TMT of ten technology-based new ventures throughout their successful and unsuccessful scaling efforts in a business setting wherein uncertainty is at its most extreme and imposed on firms by multiple sources. Our findings demonstrate that TMT's approach to dealing with uncertainty and relevant knowledge problems leads the firm to follow two different scaling paths: spiral and dynamic embedding. Spiral refers to a scaling trajectory in which the firm avoids dealing with high environmental uncertainties and chooses to switch between potential markets by adapting to existing environmental structures. In contrast, dynamic embedding refers to a scaling path wherein the firm tends to deal with high environmental uncertainty and chooses to engage in shaping new environmental arrangements to embed its technologies. We also show that spiral scaling is made through endogenously dynamic capabilities, and dynamic embedding scaling is produced through exogenously dynamic capabilities. We contribute to the literature by providing a deeper understanding of when and how strategic actors scale up the firm under uncertainty, as well as the origin of dynamic capabilities required for scaling in technology-based new ventures.

Paper is NOT Available. Please contact the author(s).

ENT: **Parental Leave Policies and Innovation Performance in SMEs**   

Author: **Lucia Naldi**, *Jönköping International Business School*

Author: **Evila Piva**, *Politecnico di Milano*

Author: **Massimo Bau**, *Jönköping International Business School*

When is the parental leave taken by top management team (TMT) members beneficial or detrimental for the innovation performance of SMEs? Drawing from upper-echelon theory and role theory, we advance a model that proposes that smaller TMTs and TMTs with longer tenures have a better potential for leveraging the benefits and reducing the shortcomings of parental leave-taking by their members. We test this model using unique data on a large sample of Swedish SMEs. We find that TMT members' parental leave has a weak positive impact on SMEs' innovation outputs. Conversely, the effect is strongly positive when TMT size is small and/or TMT tenure is high. Theoretical and practical implications of parental leave policies for SME intonation are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Plenary Session**

Program Session: **1422** | Submission: **18310** | Sponsor(s): **(GDO)**

Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**

Scheduled: **Monday, Aug 8 2022 2:00PM - 4:00PMPT (UTC-7)** at **Seattle Convention Center** in **Skagit 4**

Diversity and Perspective Taking: Creating a Better World

Perspective Taking: Creating a Better World

Session Chair: **Jenny M. Hoobler**, *NOVA School of Business and Economics*

Distinguished Speaker: **Sharon Parker**, *Centre for Transformative Work Design / Curtin U.*

The capacity to take the perspective of another, or to see the world from another’s point of view, is crucial to creating a better world, where the goal of inclusion in organizations can be realized. But what does perspective taking look like in a virtual world of work? We will hear from leading scholar Dr. Sharon Parker, John Curtin Distinguished Professor in Organizational Behavior in the Faculty of Business and Law, Curtin University, about her academic research on perspective taking, with an eye toward how to do this in dispersed workplaces. Please join us for this plenary that bridges the scholar-practitioner divide.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **1423** | Submission: **17147** | Sponsor(s): **(HCM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 2:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center in Room 608**

DEI Institutionalization in Health Care Organizations: Here Today, Gone Tomorrow?
DEI Institutionalization in HCOs



Moderator: **Geoffrey Silvera**, *U. of Alabama, Birmingham*

Panelist: **Cathleen O. Erwin**, *Auburn U.*

Panelist: **Courtney Nichole Haun**, *Samford U.*

Panelist: **Astin Cole**, *Auburn U.*

Panelist: **Carolyn Tory Harper Hogan**, *Ohio State U.*

Following the murder of George Floyd and the subsequent summer of racial reckoning of 2020, organizations in all industries have sought to address their efforts towards diversity, equity, and inclusion (DEI), seeking to address DEI through intense focus on equitable hiring practices, fairness in compensation and promotion, and public support of social justice and progress. In health care organizations (HCO), in particular, an additional call to action emerged as reports of race-based disparities in healthcare outcomes throughout the global COVID-19 pandemic. These reports confirmed a decades-long scholarly exploration of health care disparities in the U.S. Health Care System, and the insufficient progress in achieving equitable health outcomes that followed. Given the decades of inaction, or insufficient action, on these important issues preceding the summer of racial reckoning, there is concern regarding the sustainability of DEI initiatives. It remains a question whether DEI initiatives are a sustainable aspect of organizational reality or if addressing these issues is a trend or fad. The purpose of this panel symposium is to discuss the exploration of DEI institutionalization in health care organizations. The panel brings together a group of scholars who have each previously examined the influence of DEI-related concepts on various aspects of health care organizations. The symposium will foster a collaborative conversation to provide fruitful discussion around these concepts and the need for continued exploration within HCOs. We believe that a growing body of healthcare management researchers are motivated to engage in DEI research and the ultimate pursuit of health equity, and each of these scholars' previous engagements with DEI topics in HCOs uniquely qualify them to contribute to the panel and to advance scholarship in this worthy domain.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

HCM Best Paper -Theory to Practice Finalists

Session Moderator: **Clayton Thomas, Iowa State U.**

HCM: Organizational Factors Associated with Perceptions of Continuity during Post-Acute Transitional Care

Author: **Dori Amelie Cross, U. of Minnesota**
Author: **Julia Adler-Milstein, U. of California, San Francisco**
Author: **Carolyn Tory Harper Hogan, Ohio State U.**

Skilled nursing facilities' (SNFs) perception of information continuity with hospitals is a critical indicator of the staff's ability to provide safe and effective post-acute patient care. This perception depends on the quality of information sent by hospitals, and the transitional care environment in which information is received. Using a nationally representative survey of SNF Nursing Directors who reported transitional care relationships with two different hospital referral partners, we assessed this transitional care environment by first analyzing the extent of hospital-SNF integration behaviors (i.e. preferred network status) that could strengthen perception through relational familiarity. Second, we analyzed the presence of discordant or disruptive transitional care practices. SNFs with disparate information sharing behaviors across hospitals lack consistent routines and staff may experience additional cognitive or administration burden to their work that dampens perception of continuity. We found that perception of continuity mediates the relationship between hospital information sharing practices and transitional care outcomes (e.g. readmissions). Holding information sharing practices constant, some care integration practices increase perceptions of continuity while SNFs that experienced discordance across hospitals have lower perceptions of continuity. Improving transitional care quality requires that hospitals improve information sharing behaviors and help build capacity for process improvement in the SNF environment.

Paper is Available to Meeting Registrants Only.

HCM: When and How Do Daily Mortality Cues Trigger Power-Seeking versus Helping Behavior?

Author: **Sejin Keem, Portland State U.**

Although extant research has shown that mortality cues provoke anxiety-related responses, theories provide diverging perspectives on how mortality cues might impact workplace behaviors. In a healthcare setting, we examine when and how mortality cues prompt power-seeking behavior versus helping behavior on a daily basis. We conducted an 11-day experience sampling study of 102 nurses at intensive care units. Results show that mortality cues experienced at work are related to two distinct pathways—death anxiety and death reflection; death anxiety in turn prompts power-seeking behavior at low levels of job meaningfulness, while death reflection promotes helping behavior when job meaningfulness is high. We extend the literature on workplace mortality cues by providing a balanced model explaining when and how employees demonstrate differential behavioral responses to mortality cues.

Paper is Available to Meeting Registrants Only.

HCM: Reducing Treatment Errors in Hospitals: The Role of Employee Voice in Unsafe Clinical Practice

Author: **Nicole Hartwich, RWTH Aachen U.**
Author: **David Antons, RWTH Aachen U.**

HCM Division Best Theory to Practice Paper HCM Division Best Student Paper Award

Incorrect treatment in hospitals can lead to serious harm and can even result in the death of patients. This work theorizes and empirically investigates whether and under what circumstances employee-voiced concerns reduce fatal patient safety incidents over time. Integrating insights from the attention-based view of the firm with voice literature, we stress the importance of feedback from hospital employees for reducing treatment errors and theorize that increases in collective voice can reduce fatal patient safety incidents. Our study is based on a large, longitudinal data set of acute hospitals in the UK covering the newest available data from 2015 - 2019. The final data set contained 628 hospital-level observations (132 NHS-Trusts over 5 years), including a total of 1,347,617 hospital staff survey responses. We use hybrid regression analyses to test our dynamic theory. The results demonstrate that, within organizations, an increase in voice of one standard deviation reduces the number of fatal patient safety incidents by 9 percent over time. Between hospitals, a one standard deviation increase in voice reduces the number of fatal patient safety incidents by 30 percent. Moreover, we identified hospital's prior performance as a boundary condition of the within-hospital relationship of voice and patient safety incidents, in the way that the link is stronger for hospitals with a lower prior performance.

Paper is NOT Available. Please contact the author(s).

HCM: Physician Hospital Integration and its Effect on Hospital Performance: A Study of U.S. Hospitals

Author: **Soumya Upadhyay, U. of Nevada Las Vegas**
Author: **William Opoku-Agyeman, U. of North Carolina, Wilmington**

In a dynamic healthcare industry, aligning the goals and objectives of hospitals and physicians through integration has been suggested as a means of influencing performance. Physicians' leadership and active involvement in the governance as a result of integration, can direct resource usage, EHR implementation, price negotiation, better coordination and continuity of services for patients. All of the above can impact hospitals' quality and financial performance. A longitudinal study design was used to analyze the association between physician hospital integration and its impact on hospital performance. The independent variable explored three different dimensions of integration- high, low, and overall integration. The dependent variables consisted of quality outcomes (readmission rates) and financial outcomes (total and operating margins). Our dataset comprised of hospital level data from 2014 to 2018, and contained 6,000 U.S. hospital year observations. Findings showed no impact of physician hospital integration on quality outcomes and financial performance. High integration hospitals did not show any significant relationships with quality outcomes and financial performance as compared to hospitals that did not have high integration. Physician hospital integration may not have the potential to bring clinical integration even though vertical integration is present. A commitment to improving quality as a strategic priority may be key in impacting quality outcomes, followed by financial performance. A culture of safety needs to be fostered in hospitals, for quality and patient safety to improve. Organizational culture and mindset of quality and safety need to be nurtured through physician involvement in hospitals' decision-making.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Plenary Session**
Program Session: **1425** | Submission: **18322** | Sponsor(s): **(MED)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 2:00PM - 3:00PMPT (UTC-7)** at **The Westin Seattle** in **Grand Ballroom I**

Teaching Tactics that Have Worked for Me *MED Plenary Session*

Program Chair: **Mairiad Brady**, *Trinity Business School, Trinity College Dublin*
Division Chair: **Alan B. Eisner**, *Clark U.*
Division Chair-Elect: **Gerard Beenen**, *California State U., Fullerton*
Professional Development Workshop Chair: **Arran Caza**, *U. of North Carolina, Greensboro*
Distinguished Speaker: **William H. Starbuck**, *U. of Oregon*

MED Plenary Session

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1426** | Submission: **19223** | Sponsor(s): **(MOC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 2:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center in Room 214**

Entrepreneurial Cognition: Identity, Problem Framing, and Learning

Session Moderator: **Chan Hyung Park**, *Washington U. in St. Louis, Olin Business School*

MOC: Origin of Value Creation: The Role of a Cognitive Shift in Entrepreneurial Problem Framing  

Author: **Chan Hyung Park**, *Washington U. in St. Louis, Olin Business School*

Highly successful entrepreneurial ventures and innovation often result from finding and solving problems that have not been solved before (i.e., entrepreneurial problems). The challenge in solving such problems is that value creators—individuals who intend to create value and solve entrepreneurial problems—often have incomplete information about the problems. The problem-solving perspective and entrepreneurship literature indicate that value creators benefit from relying on intuition or gut feeling to develop new problem frames or theories on the domains of problems. Novel problem frames are new, untested theories on the domains of problems. The frames provide the foundational assumptions about the problems so that problem-solvers can think of potential causes and solutions. Intuition is valuable given incomplete information and knowledge to form rational, analytic judgments and decisions. However, scholars caution that intuition often results in the exploitation of familiar experiences and mental models, which are rarely appropriate for entrepreneurial problems that often have unique traits and characteristics that differentiate them from previously solved problems. What can value creators do then to more effectively generate novel frames of entrepreneurial problems? This dissertation draws on Cognitive-Experiential Self-Theory (CEST) to propose that a cognitive shift from rational, analytic thinking to intuition is likely to generate novel frames for entrepreneurial problems. Evidence from an archival study and a randomized field experiment with samples of entrepreneurs provide support for the value of the proposed cognitive shift.

Paper is Available to Meeting Registrants Only.

MOC: A Network Dynamic of Experimental Learning Cycle for Early-Stage Project Success   

Author: **Siwei Zhu**, *Minnesota State U., Moorhead*

Early-stage project success does not depend exclusively on network activities but on a dynamic that can switch cognitive structures to behave in ways consistent with the expectations of network needs. By using a quasi-field experiment, this study finds that two types of networks determine the relationship between network embeddedness and early-stage project success via two distinct mechanisms of the experimental learning cycle: Knowledge embeddedness in knowledge networks increases early-stage project success and this relationship is mediated by failure analysis of the experimental learning cycle; social embeddedness in social networks increases early-stage project success and this relationship is mediated by tolerance for failure of the experimental learning cycle. This study sketches out a simple network dynamic, “What–Who–How”, for early-stage project success and illuminates the idea of Learning by Networking.

Paper is Available to Meeting Registrants Only.

 **MOC: Aspiring Entrepreneur Gone Intrapreneur: Entrepreneurial Identity Aspirations and One’s Current Work** 

Author: **Alexander Hamrick**, *Auburn U.*

Author: **Charles Murnieks**, *U. of Missouri - Kansas City*

Finalist for MOC Division Best Student-Led Paper Award

Aspirations to be an entrepreneur motivate individuals to take entrepreneurial action and engage in nascent entrepreneurial behaviors. It is unclear, however, how these entrepreneurial aspirations influence individuals’ current work-related behaviors and outcomes. Our research provides an initial investigation into this topic. Specifically, we integrate self-verification theory with the literature on possible selves to predict that entrepreneurial identity aspirations motivate individuals to engage in entrepreneurial behaviors within their current organization (i.e., individual-level intrapreneurial behaviors), which then subsequently increase individuals’ work performance. Additionally, we argue that individuals’ intentions to stay within their current organization will intensify the relationship between their entrepreneurial identity aspirations and their engagement in individual-level intrapreneurial behaviors. Results from a longitudinal and multi-source study support our predictions. Implications for theory, research, and practice are provided.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: **1427** | Submission: **10601** | Sponsor(s): **(MOC, OB)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 2:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center in Room 306**

Bridging the Space Between Us: Exploring Connection and Disconnection in Workplace Relationships *Connection and Disconnection at Work*



Participant: **Emily Dunham Heaphy**, *U. of Massachusetts, Amherst*
Presenter: **Gihyun Kim**, *U. of Massachusetts, Amherst*
Participant: **Katie Winkelman**, *U. of Massachusetts, Amherst*
Presenter: **Beth Schinoff**, *Boston College*
Participant: **Julianna Pillemer**, *New York U.*
Participant: **Kristie Rogers**, *Marquette U.*
Presenter: **Brianna Barker Caza**, *U. of North Carolina at Greensboro*
Participant: **Erin Marie Reid**, *McMaster U.*
Participant: **Susan J. Ashford**, *U. of Michigan*
Participant: **Steve Granger**, *Concordia U., Montreal*
Presenter: **Jennifer Petriglieri**, *INSEAD*
Participant: **Elizabeth Sheprow**, *Harvard Business School*
Discussant: **Kevin W. Rockmann**, *George Mason U.*

Finalist for MOC Division Best Symposium Award

This symposium showcases current research on workplace relationships – including focus on connection, disconnection, and dynamic transitions between the two – in order to improve our understanding of how workers experience and bridge the space in between themselves and others at work. The four papers presented (1) identify a novel phenomenon called “disrupted workplace socializing,” which includes changes in the friendly social interactions that occur among coworkers in reaction to abrupt changes to how, when or where work is conducted; (2) explore how workers maintain and create personalized co-worker relationships following a transition to virtual work; (3) discuss the dynamics and outcomes of relational challenges experienced by gig workers; and (4) examine how workers incorporate loneliness into their self-narratives, and how the ways in which they do so impact how they inhabit their work roles and relate to their history and to other people at work.

Bridging the Space Between Us: Exploring Connection and Disconnection in Workplace Relationships

Author: **Jennifer Petriglieri**, *INSEAD*

Author: **Elizabeth Sheprow**, *Harvard Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1428** | Submission: **19574** | Sponsor(s): **(OB)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Monday, Aug 8 2022 2:00PM - 3:30PMPT (UTC-7)**

Passion and Identity in the Workplace

Session Moderator: **Sophie Pychlau**, *U. of Oregon*

OB: Coworker Passion and Its Divergent Effects on Employee Work and Interpersonal Behaviors

Author: **Yaqi Gao**, *Guanghua School of Management, Peking U.*

Author: **Yue Zhang**, *Guanghua School of Management, Peking U.*

Adopting transactional theory of stress (Lazarus & Folkman, 1984), this research examines the differential effects of two types of work passion (harmonious vs. obsessive passion) shown by coworkers on the focal employee's work and interpersonal behaviors. We examined our research model by surveying 318 full-time employees in Mainland China at two time points. Our results reveal that perceived coworker harmonious passion increased the focal employees' challenge appraisal, which in turn increased their OCB towards coworkers and proactive behavior but decreased their CWB towards coworkers and psychological withdrawal behavior. By contrast, perceived coworker obsessive passion elicited the focal employees' hindrance appraisal, which in turn decreased their OCB towards coworkers and proactive behavior while increased their CWB towards coworkers and psychological withdrawal behavior. We further discussed the implications for theory and practices.

Paper is Available to Meeting Registrants Only.

OB: Passion Amid the Pandemic: Does Dual-Domain Passion Facilitate Life Satisfaction?

Author: **Marina Astakhova**, *U. of Texas at Tyler*

Author: **Violet Ho**, *U. of Richmond*

While many employees have experienced sudden work changes due to the COVID-19 pandemic, those changes have been particularly unsettling for employees whose work is also their passion. We examine whether having passion for work and non-work activities (i.e., passion in dual domains) helps employees achieve life satisfaction amid the pandemic. Using multiple identity frameworks, we investigate which forms of dual-domain passion are associated with life satisfaction, and whether passion enhancement moderates those relationships. Further, to explore the possibility that some people may be more prone to experiencing dual-domain passion, we examine individual ambidexterity as an antecedent of dual-domain passion. We first conducted a preliminary study to empirically test the notion of dual-domain passion and the forms it can take. In the main study, we tested the proposed model using two samples: employees working from home or furloughed during the pandemic. We found that having same-form passion (i.e., harmonious passion for work and non-work domains, or obsessive passion for both domains) was more critical to bolstering life satisfaction than having different-form passion (i.e., harmonious work passion and obsessive non-work passion, or vice versa). Specifically, harmonious (obsessive) dual-domain passion enhanced life satisfaction when one had high (low) passion enhancement. By extension, the indirect link between individual ambidexterity and life satisfaction, as mediated by each of the two same-form dual-domain passion, differed depending on the nature of same-form passion and passion enhancement.

Paper is Available to Meeting Registrants Only.

OB: What Comes First: Self or Social? Occupational Identification in Emotional Dirty Work

Author: **Koustab Ghosh**, *Associate Professor Indian Institute of Management Rohtak*

Author: **Ayesha Irum**, *Indian Institute of Management, Rohtak*

There are certain occupations where the focal activity of the workers includes interacting with other's displayed emotions that act as a threat to the normal order of the society or individual. Engagement in such work is said to be classified as emotional dirty work. Emotional dirty work is marked with taint and stigma due to the kind of emotions the workers have to deal with. While there is a growing interest in the various challenges such workers experience in their daily lives, not much is known about how the emanating stigma affects the focal worker's occupational identification. Premised on the social identity theory and conservation of resources theory, this study empirically investigates the relationship between perceived occupational stigma consciousness and occupational identification for individuals engaged in emotional dirty work. Further, the mediating role of emotional exhaustion and moderating influence of perceived prosocial impact is also examined. The results based on data collected from 244 emotional counselors demonstrate a positive effect of stigma consciousness on occupational identification. Such a finding highlights the significant role played by social identity theory in emotional dirty work, thereby extending the literature in the domain. Further, practical implications and future research directions are also outlined.

Paper is Available to Meeting Registrants Only.

OB: Putting Passion to Work: The Dualistic Effects of Hobby Job Passion on Emotions and Work Vitality 

Author: **Katelyn Zipay**, *Purdue U.*

Author: **Hudson Sessions**, *Southern Methodist U.*

Author: **Sophie Pychlau**, *U. of Oregon*

An increasing number of employees are following their passion by adopting hobby jobs—passion-driven hobby activities that generate supplemental income alongside primary jobs. The intrinsic motivation and career-like commitment associated with hobby jobs suggests that hobby jobbers experience enriching positive emotions by putting their passion to work. Although this conclusion is intuitive, we assert that the drive and commitment for hobby jobs may also be characterized as a compulsive and obsessive attachment that bogs down hobby jobbers with negative emotions. Integrating the dualistic model of passion (Vallerand et al., 2003) and theories of emotional appraisals, we build theory that distinguishes between the “life giving” and “life draining” potential of hobby jobs. We argue that the degree to which hobby jobbers experience harmonious versus obsessive passion for their hobby jobs elicits different emotional appraisals and discrete emotions—pride, guilt, gratitude, and anger—that, in turn, enhance or diminish hobby jobbers' vitality in their primary jobs. We test our model in a multi-wave field study of 293 hobby jobbers. Overall, we offer novel and important theory about the substantial population of hobby jobbers who walk the line between pursuing a passion that fuels their energy at work and one that consumes it.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Effects of Caregiving and Technology Use on Recovery

Session Moderator: **Wan-Jing April Chang**, *National Tsing Hua U.*

OB: Caregiver Emotional Exhaustion: On-the-Job Recovery from Co-worker and Client

Author: **Yan Li**, *Nanjing U.*

Author: **Yina Mao**, *Nanjing U.*

In the post-COVID-19 era, world's demand in caregiving increases dramatically. In such a highly challenging work circumstance, caregivers are more likely to have emotional exhaustion than many other service providers. Past research mostly focused on off-the-job recovery strategies and neglected on-the-job recovery strategies. Drawing on conservation of resources theory, we hypothesize that caregivers' compassion towards clients will cause them emotional exhaustion which in turn hurts their subjective personal accomplishment and well-being. Moreover, our research investigates on-the-job recovery by uncovering the moderating role of client interaction (client reciprocity) and co-worker interaction (experienced compassion from co-workers) to buffer from emotional exhaustion. Results from a two-wave field study in a large-scale hospital of China support most of our hypotheses. Theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

OB: The Mediating Role of Work Flow Between Recovery Level and Energy Level: An FSM Study

Author: **Wan-Jing April Chang**, *National Tsing Hua U.*

Author: **Ya Jen Joe Cheng**, *National Yang Ming Chiao Tung U.*

Author: **Kuo-Yang Kao**, *National Yang Ming Chiao Tung U.*

This study investigates the linkages between recovery at the beginning of the workday, flow state in the morning and energy level (i.e., exhaustion and vigor) at the end of the workday. Our research hypotheses used the effort recovery model and conservation of resources theory as a theoretical framework. We used an experience sampling method to collect data from 84 full-time employees. Participants received three survey links per workday during a two-week period. We employed hierarchical linear and structural equation modeling to test the hypotheses. The results show that the recovery level at the beginning of the workday benefits work flow in the morning and energy levels at the end of the workday. Higher recovery level at the beginning of the workday is negatively related to exhaustion and positively related to vigor at the end; recovery at the beginning is associated with work flow in the morning, and work flow is positively related to energy at the end of the workday. Additionally, work flow in the morning mediates the relationship between recovery level at the beginning and energy at the end of the workday. These findings reveal the importance of recovery process and the effects of work flow on employees' energy.

Paper is Available to Meeting Registrants Only.

OB: Personal Internet Usage Behavior: Its Taxonomy and Episodic Impacts on Employee Outcomes

Author: **Yolanda N. Li**, *Lingnan U.*

Author: **Jin YAO**, *HKU Business School, The U. of Hong Kong*

Author: **Dandan LI**, *School of Software Engineering, Tongji U.*

Author: **Kenneth S Law**, *Chinese U. of Hong Kong*

Personal Internet Usage behavior (PIU), which denotes an employee's acts during office hours of engaging in personal activities that are not related to work tasks using the Internet or any Internet-based device, has been found to carry both cost and benefit for employees, yet we know little why. We argued that existing competing findings might be due to the existence of different types of PIU. Relying on machine learning techniques, in Study 1, we classified PIU into two types—hedonic PIU (HPIU, i.e., relaxing oneself) and utilitarian PIU (UPIU, i.e., solving others' problems). In Study 2, we further tested the episodic influences of HPIU and UPIU on employees' end-of-workday well-being and job engagement. A multi-level analysis of 1082 daily inputs from 127 employees across ten consecutive working days supported our hypotheses. It showed that daily HPIU contributes to employees' end-of-workday well-being by fostering recovery. UPIU reduces their end-of-workday well-being and job engagement by inducing depletion. Moreover, we found that the beneficial effect of HPIU on recovery only happened for employees who received supervisor support for such nonwork activities during work hours. For employees with low supervisor support, performing HPIU would impede their recovery at work, thereby reducing their end-of-workday well-being. We discussed the implications of our findings.

Paper is NOT Available. Please contact the author(s).

OB: Uncovering Cognitive Costs of Using Artificial Intelligence Tools at Work: A Daily Diary Study

Author: **Yiduo Shao**, *U. of Iowa*

Author: **Chengquan Huang**, *U. of Florida*

Author: **Young Ho Song**, *U. of Windsor*

Author: **Ruodan Shao**, *York U.-SSB*

Despite the growing implementation of artificial intelligence (AI) artifacts in the workplace, little is known about how utilizing AI in completing jobs may impact employees' productivity and wellbeing. Extending prior research that assumed the potential positive impact of AI usage, we drew on the cognitive load theory and conducted a daily diary study to uncover the cognitive demands employees may encounter when utilizing AI-based information tools at work. We collected data over five workdays from 231 call center representatives working for a major bank located in South Korea. These representatives utilize an AI-based supporting system to address customers' requests over phone calls on a daily basis. We found that on days of frequent AI usage, representatives were more likely to experience information overload, and thereby receiving poorer performance ratings from supervisors and having difficulty detaching from work in the evening. In addition, we found that the detrimental effect of using AI at work is exacerbated by job tenure and is mitigated by openness to experience. Our research has implications for understanding the AI-human collaboration dynamics as well as AI's impacts on employees.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1430** | Submission: **19390** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 2:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center in Room 4C2**

Time Interference, Feedback, Knowledge Hiding and Performance Implications



Session Moderator: **Andrew B. Blake**, *U. of Arkansas*

OB: Taking Work Home: A Diary Study on Negative Cognitive-Affective Involvement During Off-job Time

Author: **Andrea Noja**, *U. of Graz, Austria*

Author: **Sara Tement**, *U. of Maribor*

Author: **Bettina Kubicek**, *U. of Graz*

Negative cognitions and emotions about work during off-job time (e.g., worry about work tasks) can hinder the necessary recovery from work and lead to impaired well-being. To better understand when this so-called negative cognitive-affective involvement arises, we considered simultaneous and interactive effects of external and individual factors. Specifically, we investigated whether job demands (i.e., time pressure, cognitive demands, emotional demands) and maladaptive thinking patterns are independently and jointly related to negative cognitive-affective involvement and whether this is in turn associated with work-related well-being (i.e., emotional exhaustion, cynicism). Using a diary study, we collected daily data from employees (N = 109) twice a day over two working weeks. Multilevel analyses showed that negative cognitive-affective involvement mediates the relationship between job demands (i.e., cognitive demands, emotional demands) and the two work-related well-being indicators. The relationship between cognitive and emotional demands, respectively, and negative cognitive-affective involvement is moderated by work-related maladaptive thinking patterns, with stronger relationships for employees reporting more frequent maladaptive thinking patterns. Moreover, work-related maladaptive thinking patterns moderate the indirect effects of job demands on work-related well-being via negative cognitive-affective involvement. Overall, we expanded the research on negative cognitive-affective involvement by providing a more comprehensive picture of its antecedents and outcomes.

Paper is Available to Meeting Registrants Only.

OB: The Effect of Negative Feedback Types on Task Performance

Author: **Hamidreza Harati**, *U. of Queensland*

Author: **Neal M. Ashkanasy**, *U. of Queensland*

Author: **Justin Peter Brienza**, *U. of Queensland Business School*

Author: **Soroush Aslani**, *U. of Wisconsin*

In five studies, we investigated the effect of different types of negative feedback on task performance and tested mechanisms that explain why recipients of negative feedback are likely to improve their task performance. We showed competence-contingent self-esteem and self-enhancement strategies mediate the relationship between comparative negative feedback and task performance improvement. In Study 1, we conducted an experiment to investigate reactions to types of negative feedback (i.e., comparative, contemptuous, neutral, and instructional), as well as a positive feedback condition, on task performance. We found that participants who received comparative and contemptuous feedback after an actual task performance performed better in the following task than other participants. Next, in Study 2, we focused only on contemptuous and contemptuous feedback, finding that recipients of comparative feedback significantly performed better in the subsequent task performance. We conducted studies 3a, 3b, and 4 to investigate reactions of full-time employees to comparative vs. contemptuous feedback on task performance in the workplace. Findings of Study 3a, show that full-time employees predicted that their colleagues should perform better after receiving comparative feedback compared to contemptuous feedback. In Study 3b, we replicated and extended Study 3a findings by examining momentary ratings of competence-contingent self-esteem and self-enhancement as mediating mechanisms explaining the link between feedback and expected performance. In Study 4, we showed that, compared to contemptuous feedback, full-time employees who received comparative feedback perform better in their own task performance in the workplace.

Paper is NOT Available. Please contact the author(s).

OB: Capable yet Stingy, High Performance Evokes Knowledge Hiding 

Author: **Guangdi Tian**, *U. of International Business and Economics*

Author: **Min Cui**, *U. of International Business and Economics*

Author: **Mingpeng Huang**, *Peking U.*

The existing literature on job performance has largely neglected the effect of high performance on employees' own behaviors. Drawing on self-perception theory, we explored whether, how, and when employee job performance is related to knowledge hiding. We found that employee job performance has a positive relationship with perceived overqualification, and this relationship is stronger when supervisors show high level of humility. In turn, perceived overqualification is positively related to knowledge hiding behaviors. These findings offer some important theoretical and practical implications.

Paper is Available to Meeting Registrants Only.

OB: When Are You Coming Home? A Study on Essential Worker Time Interference and Individual Performance

Author: **Andrew B. Blake**, *U. of Arkansas*

Author: **Hans Hansen**, *Texas Tech U.*

Author: **Yitzhak Fried**, *Texas Tech U.*

Author: **Cody Bradley**, *U. of Arkansas*

Author: **Steffen P. Raub**, *EHL Hospitality Business School, HES-SO*

This study investigates how essential workers may survive and thrive during the COVID-19 pandemic by unpacking the relationship between worktime interference with family and individual performance. Drawing from Conservation of Resource Theory, we hypothesize and find support for a process model indicating that essential workers experiencing worktime interference with family are more likely to engage in individual proactive behavior, increasing task efficiency, and in turn, individual task proficiency. We find that this relationship is strengthened by the context of accountability, which naturally creates increased opportunities for enhanced resource replenishment and protection. Following our quantitative analysis, we conducted a qualitative analysis of US-based nurses during the height of COVID-19 to add theoretical nuance to our findings. Findings from qualitative analysis illustrate how WTIF and accountability motivate workers to be proactive, what they do to become proactive, how WTIF stress affects them, and what psychological resources are salient in accountable contexts.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Cognitive Processes and Outcomes

Session Moderator: **Jessica Mariah Rivin**, *U. of Colorado, Boulder*

OB: State Epistemic Curiosity in Organizations

Author: **Jessica Mariah Rivin**, *U. of Colorado, Boulder*
Author: **Russell Cropanzano**, *U. of Colorado, Boulder*

Despite decades of research, epistemic curiosity and its consequences remain misunderstood. In a series of three studies, we develop a measure of state curiosity and explore the role it plays in organizations. We argue that curious states are proximal predictors to several relevant workplace outcomes. Specifically, we look at how state curiosity influences worker adjustment, including affect and task engagement, as well as worker behavior, including information elaboration, learning behaviors, resilience, and turnover intentions. In order to better understand these relationships, we investigate two types of state curiosity: interest and deprivation. We examine these dimensions in Study 1, demonstrating initial validation evidence of a new state measure of curiosity. In Study 2, we replicate our validation of our new measure, doing so using experience sampling methodology (ESM). Further, Study 2 finds these two states to be differentially related to positive and negative affect, job satisfaction, and task engagement. Finally, in Study 3 we expand these ideas in a panel investigation. For this study, we further examined the impact of the two dimensions of state curiosity on workplace outcomes, including task engagement, affect, information elaboration, learning behaviors, resilience, and turnover intentions. Theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

OB: Errors of Omission and Commission in Group Communication Networks

Author: **Kyosuke Tanaka**, *Aarhus BSS, Aarhus U.*
Author: **Leslie A. DeChurch**, *Northwestern U.*

We advance a novel theory of relational schemas on how formal and informal structures in communication networks explain why members misperceive and miss the existence of communication links in their networks. To test our hypotheses based on the theory, we collected data on 23, 12-person networks (N = 212 participants), measuring both the actual communication networks (who was actually connected to whom) and perceived networks (who was perceived by others to be connected to whom). Comparing the actual and perceived networks shows that members tend to overestimate the presence of communication links between members in formal groups and informal structures (e.g., reciprocity and two-path) and underestimate the presence of links between people in different groups and people who are part of an unclosed triad. There is a clear accuracy trade-off in using relational schemas for perceptions of communication networks. These findings provide insights into how members' perceptions of who knows whom hinder their ability to share information effectively.

Paper is Available to Meeting Registrants Only.

OB: Anchoring on Historical Round Number Reference Points 

Author: **Scott Wiltermuth**, *USC*
Author: **Timothy Gubler**, *Brigham Young U.*
Author: **Lamar Pierce**, *Washington U. in St. Louis*

Buyers typically strive to negotiate low prices for durable goods. Psychologically-salient round number reference points (e.g., \$10,000) influence these purchasing decisions. However, existing research does not capture how these historical reference points influence the anchoring effect of previous sales prices on future valuations. We argue that the anchoring effect of prior sales prices on subsequent prices is discontinuous at round numbers, such that it matters disproportionately whether a previous sales price reached a round-number threshold. Buyers paying a price just below a round number may sacrifice money because they receive disproportionately less when reselling the good. We further argue that while market forces are unlikely to attenuate this effect, highly-experienced professional intermediaries may. Using data on over 13,000 repeat real estate transactions, we find that home buyers who previously paid just under a \$10,000 reference point subsequently list and sell their homes for about 1.3 percent (over \$2000) less on average than do buyers selling comparable homes who previously paid at or above a round number threshold. This drop is observable controlling for home characteristics and the general relationship between previous and current prices. Buyers who cross a \$10,000 threshold by paying \$1000 more therefore would earn a return of 215%. An experiment with 1010 participants replicates these findings and increases confidence in causality. Market mechanisms, the negotiation process, and organizational support provided to intermediaries does not correct substantively for these discontinuities: Lower initial listing prices persist to final sales prices. However, using a highly-experienced agent attenuates intergenerational pricing bias.

Paper is Available to Meeting Registrants Only.

OB: Why and for Whom Cyber Incivility Affects Task Performance? The Intrapersonal Processes and Boundary 

Author: **Xing Wang**, *U. of Illinois at Chicago*
Author: **Tae-Yeol Kim**, *China Europe International Business School (CEIBS)*
Author: **Hongli Li**, *Soochow U.*

Although cyber incivility (i.e., an interpersonal workplace stressor displayed through uncivil behaviors manifested in online working communication) occurs every day in the workplace, inadequate attention has been paid to its daily influence on employees' performance. To address this limitation, we conducted a daily diary study to determine the intrapersonal processes and a personal boundary condition of the within-individual relationship between cyber incivility and task performance. Results based on data collected from 112 full-time employees with 866 observations suggest that daily cyber incivility has a time-lagged effect on employees' task performance the following day, and this effect was found to be transmitted by induced negative affect of the following day and poor sleep quality the previous night. In addition, we found that employees with high self-leadership suffer less from cyber incivility, specifically, the positive effect of cyber incivility on negative affect is weaker for self-leaders.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1432** | Submission: **19206** | Sponsor(s): **(ODC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 2:00PM - 3:30PMPT (UTC-7)** at **Sheraton Grand Seattle in Cedar A**

Promoting and Championing Change



Session Moderator: **Jana Maria Katharina Hermle-Boersig**, *WHU – Otto Beisheim School of Management*

 **ODC: Choosing When to go Undercover—How Employees Initiate and Drive Organizational Change**

Author: **Jana Maria Katharina Hermle-Boersig**, *WHU – Otto Beisheim School of Management*

Winner of ODC Division Best Doctoral Student Paper

William H. Newman Award Nominee

We advance research on emerging organizational change characterized by employees initiating and enacting change processes. While extant research has made strides in understanding such emergent change, it implicitly assumes that change is either induced or directly legitimated through an authority. In contrast, we focus on organizational change initiated and reinforced by employees—without legitimation from authority. We combine structuration theory and its core tenet of ‘scripts’ with an emergence perspective on change to study how and why employees derive legitimacy to initiate and enact small change, by drawing from existing structures in which they incubate. Moreover, we focus on how formalizing the change impacts its level of embeddedness in organizational structures. Building on an inductive, qualitative multi-case study within the machine engineering industry, our analysis draws from 85 interviews and secondary data. We propose that how and why employees derive legitimacy to initiate small change defines if they will subsequently act openly, drawing from existing formal and informal structures, or hiddenly, consciously circumventing formal structures only considering informal structures. Moreover, we found that change is finally embedded at different structural levels of an organization arguing that it is only deeply embedded if completely organizationally legitimized through routinization amplification and formalization.

Paper is NOT Available. Please contact the author(s).

ODC: Staff and Line Revisited: How Management Specialists Promote Change in Technical Work Settings  

Author: **Pedro Monteiro**, *Copenhagen Business School*

This paper explores the work of peripheral experts who lack formal authority to produce change operations in a bureaucratic organization. I theorize these dynamics in terms of staff-line relations and draw on fifteen months of ethnographic fieldwork to map the struggle of a team of process improvement, knowledge management, and project management specialists to influence the aircraft development work in an aeronautical company. While previous literature documents that close ties and awareness about the work context enables experts to influence operations, I find that these conditions may be necessary but not sufficient. Specifically, I find that experts drew on their ties and awareness to translate tools and services according to the work context and paced their offer in a stepwise manner. Yet, as line employees rejected or ignored their tools and services, they deployed stealthy ways to infiltrate operations, piggybacking opportunities to implement their ideas and trying to bait interest among technical workers and managers. I build on my findings to theorize the organizational challenges faced by experts to accomplish their professional mandate in complex organizations and translate ideas into practice, thus refining our understanding of expert work in organizations.

Paper is NOT Available. Please contact the author(s).

ODC: Consequences of Change Championing (A)symmetry on Group- and Individual-Level Change Outcomes 

Author: **Rouven Kanitz**, *Rotterdam School of Management, Erasmus U.*

Author: **Katerina Gonzalez**, *Suffolk U.*

Author: **Stefan Berger**, *U. of Groningen*

Author: **Hendrik Huettermann**, *BWU Munich*

Author: **Jennifer Franczak**, *Pepperdine U.*

The degree to which employees champion the change (i.e., discretionary behaviors used to promote change to others) is an important component of managing organizational change. The broader group context in which championing occurs has been largely absent from extant research on change championing. In this study, we adopt a multilevel perspective of change championing. 267 employees from 69 work groups undergoing an organizational change were surveyed at two points in time. We find that group championing asymmetry (i.e., the degree to which group members differ in their championing) reduces the positive effects of the average level of group championing on implementation effectiveness. We also shed light on the individual-level processes that underlie group championing dynamics. We find that individual championing asymmetry (i.e., the extent to which an individual differs in championing from the group’s championing level) influences an individual’s cognitive appraisal of (but not emotional responses to) change and later championing. This study contributes to the change championing literature by offering a multilevel perspective on championing dynamics between individuals and groups.

Paper is NOT Available. Please contact the author(s).

ODC: A Multilevel Study of Social Networks and Collective Reactions to Organizational Change 

Author: **Francesca Pallotti**, *Greenwich U.*

Author: **Daniele Mascia**, *Luiss U.*

Author: **Luca Giorgio**, *Alma Mater Studiorum U. di Bologna*

This study examines the role of professional networks in explaining reactions to, and outcomes of organizational change. Extending recent research on effects of social networks on organizational change, we investigate the conditions under which employees’ professional networks drive change implementation at the individual level and how, in turn, this conditional effect affects perceived performance at the unit level. We posit that contingent aspects of change, such as its actual impact on work units, account for variations in the degree to which employee networks affect individual contribution to change implementation. We also predict that change implementation at the unit level correlates with perceptions of unit performance after organizational change. We find general support for our arguments in an analysis of data on information sharing relations among 170 physicians in 29 units of a large teaching hospital that recently experienced a major restructuring intervention. We discuss the theoretical and practical implications of bringing a network perspective to bear on issues of individual and collective reactions to organizational change.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Symposium**

Program Session: **1433** | Submission: **10342** | Sponsor(s): **(ODC, SIM)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Monday, Aug 8 2022 2:00PM - 3:30PMT (UTC-7)** at **Seattle Convention Center in Room 303**

Updating Scholarly Practice: Action Research for Transformations at a Time of Eco-Social Crisis



Updating Action Research for Transformations

Speaker: **Hilary M. Bradbury**, *Action Research Plus AR+ Foundation*

Speaker: **Kenneth Jay Gergen**, *Swarthmore College*

Speaker: **William Torbert**, *Global Leadership Associates & Boston College Emeritus*

Speaker: **Aftab Erfan**, -

Speaker: **Miren Larrea**, *Deusto Business School*

Facilitator: **Chris Riedy**, *U. of Technology, Sydney*

Facilitator: **Cynthia Mitchell**, *U. Technology Sydney*

Facilitator: **Dana Carman**, *Integral Consulting*

Facilitator: **Kent Glenzer**, *Middlebury Institute of International Studies at Monterey and and The U. of Adel*

The symposium brings together global scholar-practitioners to discuss and illustrate action research as a contemporary scholarly practice. Over the past decade, action research for transformations (ART) illustrates a growing capacity for grappling with and achieving global sustainability goals. Participants will learn of its key conceptual underpinnings, namely constructivist pragmatism and adult development. These in turn are shown to animate a meta-model that combines concern for relational, conceptual and experimental spaces, guided and assessed by seven quality choicepoints. Key in the transformations support by ART is researchers' integrating objective perspectives with subjective reflexivity. As an expression of contemporary constructivist pragmatism, action research for transformations thereby illustrates and works with a deeper emphasis and respect for the relational nature of people within change contexts. In this integration ART may offer a revitalization of social science itself. The discussion of how concepts as well as objectivity, intersubjectivity, and subjectivity combine will be brought alive with two impactful cases from worlds of i) policy makers in government in Spain and ii) work of JEDI (justice, equity, diversity, and inclusion) with thousands of employees in Vancouver Canada. The symposium will be of interest to change leaders and educators concerned with transformative social change, as well as social scientists interested in new paradigms of social science.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Meeting**

Program Session: **1434** | Submission: **18485** | Sponsor(s): **(PUBS)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 2:00PM - 4:00PMPT (UTC-7)** at **Seattle Convention Center in Room 3B**

AMP Special Sessions Applying Management Research For Policymaking To Create A Better World

AMP: Applying Research for Policymaking

Organizer: **Susan Zaid**, *Academy of Management*

Presenter: **Gideon D. Markman**, *Colorado State U.*

Presenter: **Geoffrey T. Wood**, *U. of Western Ontario*

There is growing emphasis on impact in scholarly work, at the same time as pressures to publish in leading journals. How may scholars reconcile these agendas and succeed in doing so? Geoffrey Wood, AMP's Editor-in-Chief, will lead this session.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **1435** | Submission: **19636** | Sponsor(s): **(PUBS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 10:00AM - 11:00AMPT (UTC-7)** at **Seattle Convention Center** in **Room 4C1**

Conversations With The Editors AMD *Conversations With The Editors*

Organizer: **Michael Malgrande**, *Academy of Management*
Participant: **Kevin W. Rockmann**, *George Mason U.*

Meet the editor of AMD and the team of associate editors to learn their vision for the journal and tips on how to write a successful paper. All are welcome!

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Strategic Decision Making

Session Moderator: **Radek Nowak**, *New York Institute of Technology*

SAP: **When Speed in Decision Making Improves Firm Performance: The Role of Absorptive Capacity**

Author: **Radek Nowak**, *New York Institute of Technology*

Scholars have asked for more studies that would further clarify when speed in strategic decision-making could lead to positive organizational outcomes, such as improved firm performance. These calls have intensified lately, because past findings have revealed rather mixed – both positive and negative – effects of decision-making speed on performance. To help clarify such inconclusive past findings, the present paper investigates the relationship between decision-making speed and business performance in the context of absorptive capacity. In doing so, the study introduces a new model, which suggests that business organizations, operating in uncertain markets, may benefit from fast decision-making when one critical condition is met – such firms must also develop strong absorptive capacity.

Paper is Available to Meeting Registrants Only.

SAP: **Timing and Emotions in Learning Practice Adoption**

Author: **Suvi-Tuuli Helin**, *Aalto U.*

Author: **Timo Olavi Vuori**, *Aalto U.*

SAP Best Student Paper Award

Reflecting on past performance is perceived as the core activity enhancing organizational learning because it helps organization members improve their cognitive understandings. Yet, reflection could also trigger emotional reactions that may influence organization members' subsequent actions. In this paper, we integrate such emotional mechanisms into current theories of organizational learning, building on a five-year qualitative study of a management consulting firm. Our model shows how reflection influences organization members' appraisals that generate emotions. Reflection changes organization members' thinking about their skills and actions, which triggers emotional reactions that may either support or inhibit subsequent actions. The timing of reflection, in particular, influences their appraisals of controllability. When reflection is performed after a project, appraisals of low controllability lead to low-arousal emotions that inhibit future action and undermine future learning. In contrast, reflection performed during or before a project generates appraisals of high controllability that lead to high-arousal emotions and benefit future actions and learning. Hence, the timing of reflection substantially shapes the emotional effects of reflection and influences whether reflection benefits organizational learning.

Paper is NOT Available. Please contact the author(s).

SAP: **Strategic Implications of Algorithmic Tools in Operational Decision-Making**

Author: **Jane Seppälä**, *Aalto U., Department of Industrial Engineering and Management*

Author: **Tero Ojanpera**, *Aalto U.*

In this conceptual paper, we seek to explore how the use of algorithmic tools in operational decision-making shapes strategy formation. We detail how such tools are starting to perform some of the roles of strategic links between top management strategic vision and organizational action and how this affects the roles and dynamics of traditional strategic actors. We present a model detailing the influence of algorithms and middle managers on the top-down processes of strategy implementation and adaptation and the bottom-up process of innovation as strategic links. We also put forward a set of propositions on how algorithmic tools are likely to change how organizations create, implement, and adapt strategy. We contribute to the literature on strategy formation and to the literature on algorithms at work by explicating the important strategic implications of operational algorithmic tools that prior work has mainly left implicit.

Paper is Available to Meeting Registrants Only.

SAP: **The Role of Integration Managers in Post-Acquisition Integration: A Decision-Making Perspective**

Author: **Sniazhana Ana Sniazhko**, *U. of Vaasa*

Author: **Mark Thomas**, *Grenoble Ecole de Management*

Author: **Marcos Pereira Fernandes De Barros**, *Grenoble Ecole de Management*

Although the existing literature recognizes the role of integration managers in post-acquisition integration, it not only positions them as mere executors of the top management's targets, but also tends to disguise them under the overall term of 'integration manager' regardless of their area of expertise. Quite often integration managers and integration teams are positioned at the boundaries between top management and the rest of the merging organization where their role might include giving sense to a new strategy and structure and interpreting various unanticipated events that emerge during post-acquisition integration. They tend to play a very important but highly undervalued decision-making role. We have a limited understanding of how individual integration managers influence decision-making in an integration team setting during post-acquisition integration. The findings of this in-depth qualitative case study research illustrate the key performing role of integration managers at both the individual and team level, where the level of integration managers' contribution is being partly predetermined by the area of their expertise. The findings also showed that key decision-making activities were conducted at the team level. The paper presents a theoretical model of integration managers' decision-making processes during the post-acquisition integration phase and makes two key contributions to the M&A literature. First, this paper constitutes the particular importance of integration managers in the way the post-acquisition integration evolves. Second, this research complements the simplicity of the rationalistic perspective on post-acquisition integration incorporating the chaotic reality of integration managers' decisions-making who tend to fill in contradictory and/or equivocal cues of top management.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1437** | Submission: **19486** | Sponsor(s): **(SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 2:00PM - 3:30PMPT (UTC-7)** at **Hyatt Regency Seattle** in **406 Klickitat**

Corporate Governance, Strategy and Sustainability

Session Moderator: **Ina Karn**, *U. of Groningen, Faculty of Economics and Business*

SIM: Turning Up the Heat: A Multilevel Review on the Role of Corporate Governance in Climate Change

Author: **Ina Karn**, *U. of Groningen, Faculty of Economics and Business*
Author: **Esha Mendiratta**, *Groningen U. (RuG)*
Author: **Kerstin Fehre**, *Vlerick Business School*

Challenges of climate change have become one of the most critical problems for society. Governance scholars show increasing interest in understanding how internal and external corporate governance actors shape firm-level environmental sustainability. Moreover, effects of corporate governance actors at multiple levels such as the individual, team, firm and supra-firm level are critical in shaping firm-level environmental sustainability. We review the literature over the period from 1992 to 2021 to identify corporate governance actors' motivation, expertise and power required to shape firm-level environmental sustainability. Doing so, we highlight the theoretical mechanisms suggested in the extant stock of literature to examine the interfaces between levels in a multilevel synthesis. On the basis of this synthesis, we identify strengths and shortcomings in current knowledge. We present a future research agenda that identifies relevant gaps at single levels and calls for integrative research focusing on how internal and external corporate governance actors influence one another. Therefore, this study provides a conceptual basis for combining existing knowledge of corporate governance actors' multi-level effects in shaping firm-level environmental sustainability.

Paper is Available to Meeting Registrants Only.

SIM: Corporate Purpose and the SDGs: Two Models to Explain Their Relationship

Author: **Kyoko Sasaki**, *Monash U.*
Author: **Wendy Stubbs**, *Monash U.*
Author: **Megan Farrelly**, *Monash U.*

Companies are expected to play "a greater role" in addressing the United Nations Sustainable Development Goals (SDGs) and broadening their corporate purpose beyond profit maximization. However, there is little research on the relationship between corporate purposes and companies' commitment and actions to address the SDGs. This study aims to develop an explanatory model of the relationship between broader corporate purpose and companies' actions towards the SDGs. Semi-structured interviews were conducted with managers of Fortune Global 500 companies in Japan to theorize how the broader corporate purpose and the SDGs mutually influence each other. We found that two aspects of corporate purpose: goal and duty, are determinants of the relationship between the corporate purpose and the SDGs. Companies with a sense of urgency and having activated the goal aspect of their purpose adopt the multi-layer model, in which the relationship between broader corporate purpose and the SDGs is structured and multi-faced. Contrastingly, the relationship is less structured and explained by the single-layer model in companies that only activate the duty aspect of their purpose. The research contributes to the corporate purpose and sustainability literature by linking the two theories and how they influence each other.

Paper is Available to Meeting Registrants Only.

SIM: The Key Value Drivers of the Company's Sustainable Development Strategy: An Integrated Framework

Author: **Ivo Hristov**, *U. of Rome Tor Vergata*
Author: **Riccardo Camilli**, *U. of Rome Tor Vergata*
Author: **Matteo Cristofaro**, *U. of Rome Tor Vergata*

One of the greatest challenges facing the contemporary research and academic world is to review the relationship between sustainable development and performance management system (PMS). More and more companies are moving towards a strategic approach that includes sustainability issues into their corporate strategy. However, to date, sustainability and corporate strategy are still not adequately integrated in the organizations. Several criticisms are connected to its effectiveness and its practical implementation. In this context, in view of the numerous critical issues emerged in the literature, the aim of this paper is twofold: 1) to provide a clear view on the main sustainability dimensions considered relevant in the managerial practice, and 2) to identify a suitable approach to align the sustainability dimensions identified in the corporate strategy. To this end, we conducted a semi-structured interview with 70 middle and senior managers of Italian companies, specializing in sustainable development issues. Accordingly, the findings have revealed that to implement sustainable development strategy, organizations need to integrate five sustainability dimensions (environmental, social, economic, cultural and organizational) in the PMS execution. By incorporating these dimensions in an early stage of the PMS cycle, the strategic coherence and sustainable alignment are provided that can help companies to integrate sustainable development as integral into their corporate business models and decision-making processes.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1438** | Submission: **18830** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 2:00PM - 3:30PMPT (UTC-7)** at **Sheraton Grand Seattle in Chelan**

A Cross-border Take on Innovation

Session Moderator: **Elisa Sabbadin**, *Department of Economics and Management, U. of Padova*

STR: Cross-border Acquisitions and Technological Spillover: Evidence from European Regional Clusters

Author: **Elisa Sabbadin**, *Department of Economics and Management, U. of Padova*

Author: **Ivan De Noni**, *U. of Padova*

Author: **Fiorenza Belussi**, *U. of Padova*

Relying on the M&A transaction-level dataset and adopting a more region-specific approach with a focus on industry-region pairs, this paper examines how cross-border acquisitions have an effect, in terms of technological spillover and collaboration, on European industrial clusters. Adopting an industry-regions pairs approach, the study is based on a quantitative analysis of 3039 regional clusters belonging to 262 European regions and 25 patenting industries. Invention performance at the regional cluster level is defined throughout two sets of different measurements to assess the impact of CBAs on invention quantity performance and internal and external technological collaboration, respectively. Our results reveal that CBAs have a positive and significant impact on the number of patents as well as the number of internal and external technological collaborations and this effect is persistent over time. Furthermore, in exploring the inter-industry technological spillover effect of CBAs registered in the same region of the cluster but outside the cluster, we found that CBAs in a regional cluster are inclined to produce technological spillovers within the cluster and no significant effects in the other industries of the region. The paper is an attempt to empirically explore CBAs and technological spillover in European regional clusters. Therefore, it contributes to the debate thanks to the use of an industry-regions pairs approach.

Paper is Available to Meeting Registrants Only.

STR: The Effects of Temporal Distance on Intra-Firm Communication: Evidence from Daylight Saving Time  

Author: **Jasmina Chauvin**, *McDonough School of Business Georgetown U.*

Author: **Tommy Pan Fang**, *Jones Graduate School of Business, Rice U.*

Cross-border communication costs have plummeted and enabled the global distribution of work, but frictions attributable to distance persist. We estimate the causal effects of temporal distance, i.e., time zone separation between employees, on intra-firm communication, a critical means of coordination and knowledge transfer. We argue that temporal distance creates frictions for synchronous communication, which could be especially harmful for collaboration among employees engaged in non-routine tasks. Exploiting Daylight Saving Time (DST) as a natural experiment and detailed data from a large multinational firm, we show that among collaborators who experience an increase in temporal distance, total communication volumes drop by 9.4 percent on average, an effect fully driven by reductions in richer, synchronous communication. Further, we show that these declines are concentrated among employees in routine tasks. Employees in non-routine tasks, meanwhile, react to increased temporal distance by shifting synchronous communication across the boundary of their workday into leisure time. Additional tests show that workers' propensity to employ this adjustment mechanism is only partly explained by differences in their ability to work from home. Overall, our findings provide evidence that employees collaborating on non-routine tasks place a high premium on synchronous communication even at the cost of personal leisure. We present additional evidence and draw implications for how temporal distance relates to strategic considerations such as worker mobility, co-production of patents, and temporal boundaries of the firm.

Paper is Available to Meeting Registrants Only.

STR: Human Capital and Learning from and by Exporting 

Author: **Annique A. Ün**, *Northeastern U.*

We analyze how knowledge and skills influence the impact of exporting on innovation. Building on the knowledge-based view, we propose separating two effects that previous literature has confounded: a direct effect of exporting on innovation called learning from exporting and an indirect effect of exporting on innovation via employees' skills called learning by exporting. We first argue that in learning from exporting, exporting has an inverse U-shaped relationship with innovation. This reflects the ease of incorporating explicit foreign knowledge in innovations at low levels of exporting, and the difficulty in incorporating tacit foreign knowledge at high levels of exporting once explicit knowledge has been incorporated. We then propose that in learning by exporting, employee skills modify the effect of exporting and innovation resulting in a U-shaped relationship with innovations. At low levels of exporting, employees suffer from the not-invented-here syndrome, a local mindset that favors internal over external knowledge and rejects foreign knowledge. However, at high levels of exporting, employees are more likely to develop a more global mindset and accept foreign knowledge as they shift their focus from the domestic to the foreign markets, supporting innovation.

Paper is Available to Meeting Registrants Only.

STR: Paradoxical Practices and Product Innovation Performance  

Author: **Xiaoshi Xu**, *Aalto U. School of Business*

Author: **Carl Fey**, *Aalto U. School of Business*

Author: **Julian M Birkinshaw**, *11393*

New product development (NPD) is a complex non-linear process that requires effective management of continuous balance of managerial tensions. Scholarly efforts to balance tensions along the innovation process have left a disproportionate gap in our understanding of how multiple paradoxical practices can help achieve superior NPD performance. Leveraging the paradox theory, we hypothesize that the four pairs of paradoxical practices, namely the performing, organizing, learning, and belonging paradoxes, are positively associated with NPD performance (product effectiveness and process efficiency). Moreover, we assume firms' country of operation moderates the relationship between the paradoxical practices and NPD performance. Using empirical data derived from a survey of 200 firms in China and 164 firms in Finland and Sweden, we apply hierarchical linear regression to test our hypotheses. The results indicate that the performing paradox has a positive relationship with product effectiveness, whereas the organizing paradox is positively linked to process efficiency. In addition, the learning paradox was found to positively influence both product effectiveness and process efficiency. Lastly, the moderating role of firms' country of operation is significantly supported by several links between the paradoxical practices and NPD performance. This moderating result indicates that Chinese firms are better able to deal with paradoxical tensions present in NPD than Nordic firms due to Chinese cultural tradition of embracing yin yang and the fact that Chinese often prefer to find a way to pursue two seemingly conflicting ends of a tension rather than choosing one.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1439** | Submission: **19423** | Sponsor(s): **(CM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 2:30PM - 4:00PM PT (UTC-7)** at **Seattle Convention Center in Room 306**

Race, Status and Interpersonal Conflict

Session Moderator: **Rahman Ullah**, *IAE Paris - Sorbonne Business School*

CM: The Moderating Effect of Goal Orientations on the Conflict and Innovative Performance Relationship

Author: **Rahman Ullah**, *IAE Paris - Sorbonne Business School*

Author: **Florent Noel**, *IAE Paris - Sorbonne Business School*

Research has found both positive and negative effects of interpersonal conflict on performance outcomes such as decision making, individual and group performance, employees' satisfaction, and individual and team creativity. However, little is known about the relationship between interpersonal conflict and employees' innovative job performance. Accordingly, in the current study, we investigated the link between task, process and relationship conflicts and employees' innovative job performance and the moderating effect of employees' mastery and performance goal orientations. We analyzed the data collected from 448 employees working in different organizations in Pakistan. The results indicated that task, process and relationship conflicts are all negatively related to employees' innovative job performance. However, employees' mastery goal orientation weakens while performance goal orientation strengthens this negative relationship. This study contributes to the debates on the outcomes of interpersonal conflict by highlighting the importance of employees' goal orientation for understanding the interpersonal conflict - innovative job performance relationship.

Paper is Available to Meeting Registrants Only.

CM: How Conflict Strategies and Emotions Shape Technology Adoption in Family Business Organizations

Author: **Maria Carmela Annosi**, *Wageningen U.*

Author: **Davide De Gennaro**, *U. of Salerno*

Author: **Roberta Oppedisano**, *Parthenope U. of Naples*

Author: **Filomena Buonocore**, *Parthenope U. of Naples*

This study offers a longitudinal view on the social dynamics enacted in Family Business Organizations (FBOs) after the emergence of cognitive conflicts due to family members' confrontation on the decision to adopt a technological innovation. Our study answers the call for more research on the patterns connecting family-related conflicts, conflict management, and emotions on firms' technology adoption. We draw on a multiple case study involving seven FBOs operating in agricultural sector, as recently affected by the digitalization wave and with high propensity to display contradictory cognitions and unpleasant state among family members due to the digital divide.

Paper is Available to Meeting Registrants Only.

CM: Reducing Class-based Prejudice with Reminders of How Socioeconomic Background Impacts Achievements   

Author: **Daniela Goya-Tocchetto**, *Fuqua School of Business, Duke U.*

Author: **Shai Davidai**, *Columbia Business School*

Individuals from low socioeconomic status (SES) often find themselves in a double bind, facing many obstacles for attaining "hirable" qualifications as well as biases in the hiring process once those qualifications are attained. Considering these biases, one may conclude that people ought to conceal their socioeconomic background when being evaluated. In contrast, we argue that explicitly highlighting how one's achievements may have been weighed down by one's SES can reduce or even eliminate the biases facing low SES job candidates. Across nine studies (seven main studies and two pilot studies; N = 2186), we find that explicitly emphasizing one's lower SES decreases social class biases in interpersonal judgments. Specifically, we find that a simple reminder of how SES can negatively impact one's achievements can attenuate (Studies 1a and 1b), reverse (Studies 2a and 2b), and eliminate (Study 2c) social class biases in hiring decisions. Moreover, in a two-step ecologically valid design that mimics different stages of hiring decisions, we find that people who are reminded of how a candidate's (lower) achievements may be due to their SES make more favorable hiring recommendations to their supervisors who, in turn, are more willing to interview and hire them (Study 3). We discuss the importance of our findings for tackling socioeconomic diversity, equity, and inclusion.

Paper is Available to Meeting Registrants Only.

CM: Inequity Frames and the Perceived Fairness of Inherited Historical Advantage Versus Disadvantage

Author: **Elinor Flynn**, *New York U.*

Author: **L Taylor Phillips**, *NYU Stern*

Author: **Aerielle Allen**, *New York U.*

People often fail to consider how historic and structural racism reinforce present-day racial inequity. In four experiments (N=1317), we consider whether presenting evidence of race-based historical privilege versus disadvantage is more effective at shifting perceptions of inequity and policy support. Using a 2 condition (advantage vs. disadvantage framing) between-subjects design, participants were randomly assigned to read about a college applicant whose education goals are either significantly facilitated or extinguished due to accumulated family (dis)advantage dating back to the 1800s (e.g., descendant of a slave owner or a slave). To test whether effects persisted beyond motivational factors (e.g., ideology), we also manipulated the country context, such that half read about the legacy of slavery in the U.S. and half read about the legacy of the Indian caste system. Benefiting from race-based advantage was perceived as fairer than being burdened by race-based disadvantage. This held in a zero-sum context (Study 3) and a racially-balanced sample (Study 4). We also find some evidence that inequity framing influences policy support via negative affect and fairness. Overall, we contribute to emerging understanding of how informational interventions affect perceptions of present day inequities by demonstrating that effectiveness of such interventions depends upon how inequity is framed. In so doing, we suggest that a bias toward tolerating inherited historical inequity when benefits rather than burdens are made salient—even when the inequity derives from clearly immoral origins—is an important psychological barrier toward changing public tolerance of present inequity and motivating support for policy solutions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1440** | Submission: **17721** | Sponsor(s): **(CM, OB)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 2:15PM - 3:45PMPT (UTC-7)** at Seattle Convention Center in Room 211

New Frontiers in Mentorship Research: Communicating Feedback and Advice

Communicating Feedback and Advice



Session Chair: **Kori Krueger**, *Carnegie Mellon U. - Tepper School of Business*
Session Chair: **Binyamin Cooper**, *Carnegie Mellon U.*
Discussant: **Taya R. Cohen**, *Carnegie Mellon U. - Tepper School of Business*
Presenter: **Jennifer Abel**, *Harvard Business School*
Participant: **Paul Isaac Green**, *U. of Texas at Austin*
Participant: **Ting Zhang**, *Harvard Business School*
Participant: **Francesca Gino**, *Harvard Business School*
Presenter: **David Levari**, *Harvard Business School*
Participant: **Timothy Wilson**, *U. of Virginia*
Participant: **Emma Levine**, *U. Of Chicago*
Presenter: **Ariella Kristal**, *Harvard Business School*
Participant: **Michael Yeomans**, *Imperial College Business School*

Mentoring is an important organizational process that contributes to career development and personal growth. Mentors are uniquely positioned to provide opportunities for learning by sharing important feedback with their mentees, and research on mentoring has demonstrated its ability to help mentees cope with major organizational shocks. The goals of this symposium are to explore new insights and identify communication behaviors that can enable the creation of more positive workplace mentorship relationships. In pursuit of these two missions, in the proposed symposium we bring together four papers to reveal novel theoretical directions and important empirical insights about factors that may aid or hamper beneficial work mentoring relationships. Our discussant, Taya Cohen, will help integrate these papers and facilitate discussion. We hope the findings presented will reveal novel and important empirical insights, and aid business organizations and managers of the future in creating beneficial work mentoring relationships.

The Detrimental Effects of High-Status Mentors for Low Performers

Author: **Jennifer Abel**, *Harvard Business School*
Author: **Paul Isaac Green**, *U. of Texas at Austin*
Author: **Ting Zhang**, *Harvard Business School*
Author: **Francesca Gino**, *Harvard Business School*

Tips from the Top: Do the Best Performers Really Give the Best Advice?

Author: **David Levari**, *Harvard Business School*
Author: **Daniel Gilbert**, *Harvard U.*
Author: **Timothy Wilson**, *U. of Virginia*

The Importance of Honest and Benevolent Feedback in the Workplace

Author: **Kori Krueger**, *Carnegie Mellon U. - Tepper School of Business*
Author: **Binyamin Cooper**, *Carnegie Mellon U.*
Author: **Emma Levine**, *U. Of Chicago*
Author: **Taya R. Cohen**, *Carnegie Mellon U. - Tepper School of Business*

Overcoming Interpersonal Hesitance to Give Honest Feedback Through Benevolent Candor

Author: **Ariella Kristal**, *Harvard Business School*
Author: **Michael Yeomans**, *Imperial College Business School*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **1441** | Submission: **14523** | Sponsor(s): **(GDO)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 2:15PM - 3:45PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Jefferson A**

**Diverse Perspectives on Inclusive Leadership: Examining
Formal to Informal Leadership Behaviors**
Diverse Perspectives on Inclusive Leadership



Coordinator: **Adriana Clomax**, *U. of Southern California*
Coordinator: **Michàlle Mor Barak**, *U. of Southern California*
Coordinator: **Gil Luria**, *U. of Haifa*
Discussant: **Lisa H. Nishii**, *Cornell U.*
Presenter: **Beth G. Chung**, *San Diego State U.*
Presenter: **Adriana Clomax**, *U. of Southern California*
Presenter: **Michàlle Mor Barak**, *U. of Southern California*
Presenter: **Einat Lavee**, *U. of Haifa, Department of Human Services*
Participant: **Lynn Shore**, *Colorado State U.*

Inclusive leadership has many angles and facets. This symposium aims to discuss these issues from varying perspectives—formal and emergent leaders, diverse and inclusive leadership, leader inclusive behaviors, and inclusive leadership in different organizational contexts. The presenters employ a variety of approaches (qualitative, quantitative, and theoretical) to explore inclusive leadership. The three initial papers provide empirical data examining issues of formal inclusive leadership in different organizational contexts, such as the service industry and the military. The final paper offers an original theory-based model of emergent or informal inclusive leadership. As the majority of the research so far has focused on leadership behaviors and how formal inclusive leadership can influence organizational climate, the final paper will explore gaps in the research and focus on future directions. The symposium will conclude with an examination of unanswered questions and explore future directions for research and theory development.

Race/Ethnicity Diversity and the Effects on Leader Inclusion and Subsequent Outcomes

Author: **Beth G. Chung**, *San Diego State U.*
Author: **Lynn Shore**, *Colorado State U.*

Between Inclusive Leadership and Excluding Practices: Leaders' Encouragement of Extra-Role Engagement

Author: **Einat Lavee**, *U. of Haifa, Department of Human Services*

Implications for Inclusive Leadership: An Intersectional Analysis of Women's Inclusion in the Army

Author: **Adriana Clomax**, *U. of Southern California*
Author: **Michàlle Mor Barak**, *U. of Southern California*
Author: **Ange-Marie Hancock-Alfaro**, *U. of Southern California*
Author: **Sara Kintzle**, *U. of Southern California, School of Social Work*
Author: **Robynn Joyce Afi Cox**, -
Author: **Carl Castro**, *U. of Southern California, School of Social Work*

How do Inclusive Leaders Emerge? A Theory Based Model

Author: **Michàlle Mor Barak**, *U. of Southern California*
Author: **Gil Luria**, *U. of Haifa*
Author: **Kim Brimhall**, *Binghamton U.-State U. of New York*
Author: **Mustafa Ozbilgin**, *Brunel U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **1442** | Submission: **10264** | Sponsor(s): **(IM)**
Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**
Scheduled: **Monday, Aug 8 2022 2:15PM - 3:45PMPT (UTC-7)** at **Seattle Convention Center in Skagit 2**

**IM Division Award for the Best Dissertation in International
Management**
IM Division Best Dissertation Award

Session Chair: **Davina E. Vora**, *State U. of New York at New Paltz*
Speaker: **Liang Li**, *Henley Business School, U. of Reading*
Speaker: **Harald Puhr**, *U. of Innsbruck*
Speaker: **Jan Schmitt**, *Amsterdam Business School, U. of Amsterdam*

Come and hear presentations by the finalists for the IM Division D'Amore- McKim School of Business Northeastern University Award for the Best Dissertation in International Management.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1443** | Submission: **14623** | Sponsor(s): **(RM, OB, HR, ENT, SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 2:15PM - 3:45PMPT (UTC-7)** at **Seattle Convention Center in Room 609**

Best-Practice Recommendations for Designing and Implementing Thought Experiments

Designing and Implementing Thought Experiments



Organizer: **Jose R. Beltran**, *Iowa State U.*
Organizer: **Herman Aguinis**, *George Washington U.*
Organizer: **Estelle Archibold**, *Case Western Reserve U.*
Organizer: **Esther Lamarre Jean**, *U. of Texas At Arlington*

Thought experiments have been used in numerous scientific fields to produce important breakthroughs. For example, presenting hypothesized alternate explanations, extending extant theory to include new contexts, and providing counterexamples for prevailing theories, fields such as economics, public and international policy, physics, ethics, and others have utilized thought experiments to create novel and useful theoretical insights. However, thought experiments are virtually absent in management research. Accordingly, this PDW aims to offer best-practice recommendations regarding how to design and implement different types of thought experiments with the goal of advancing theory across management fields ranging from micro (e.g., organizational behavior, human resource management) to macro (e.g., strategy, entrepreneurship). Our recommendations are based on a review of 192 substantive and methodological sources. The recommendations go over each step of the process, from deciding whether to conduct a thought experiment to reporting results. The PDW will also include an interactive portion to give attendees opportunities to discuss specific research questions they can address by implementing thought experiments.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1444** | Submission: **19116** | Sponsor(s): **(CAR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 2:30PM - 4:00PMPT (UTC-7)** at **Seattle Convention Center in Room 604**

Expatriate Careers

Session Moderator: **Ricardo Rodrigues**, *King's College London*

In-person Face-to-Face (Live). In-person, on-site in Seattle. NO virtual component. Content will become available on the virtual platform as an on-demand session at the scheduled time of the in-person session.

CAR: The Influence of Complexity, Chance and Change on the Career Crafting Strategies of SIEs ➔

Author: **Blanca Suarez-Bilbao**, *Maynooth U.*

Author: **Maïke Andresen**, *U. of Bamberg*

Author: **Marian Crowley-Henry**, *Maynooth U.*

Author: **Edward O'Connor**, *Maynooth U.*

Self-initiated expatriates' (SIEs) career trajectories are complex due to the transnational crossing of geographical boundaries as well as the idiosyncratic motivations for both global mobility and the careers they pursue. In this paper we focus on the combined influences of complexity, chance and change – constructs central to the chaos theory of careers – on SIEs' career management behaviour. In particular, we explore how participants, in response to/in managing (attempting to manage) the chaos of their unfolding careers in an international context, craft their careers according to their unique circumstances, experiences and relationships. To this effect, we propose a framework combining the chaos theory of careers (CTC) and literature on career crafting to further understand, from an individual standpoint, the influence of complexity, chance and change in the career motivations and career crafting strategies of 24 self-initiated expatriates (SIEs) from and working in three specific European host countries.

Paper is Available to Meeting Registrants Only.

CAR: We Are Not Tourists! The Identity Work of Self-Initiated Expatriates ➔ 🖨

Author: **Toke Bjerregaard**, *Aarhus BSS, Aarhus U.*

This paper aims to further academic understanding of the ongoing identity work through which self-initiated expatriate (SIE) identifications and meaningful mobility motives are socially (re)constructed during global career moves. A pertinent question of SIE research concerns how motives and distinctive characteristics influence SIEs' mobility decisions, adjustment and even performance. This study turns the question around by examining SIEs' identity work in (re)constructing and actively maintaining their categories of identification and motive configurations during global mobility. The paper is based on a field-based interview study of SIEs' identity work. This study shows how, as a consequence of engaging in many practices and experiences that resemble those of tourists, some SIEs devote considerable efforts to actively constructing, maintaining and communicating their identifications, motives and practices in direct opposition to that of tourists. SIEs may thus invoke stereotypes of tourists within their identity work of redefining their selves and resulting motivations abroad. SIEs' identifications and motives are constructed through ongoing identity work, during expatriation, where they often feel compelled to construct social categories that differ as much as possible from those of tourists. Such identity work is accomplished at multiple, potentially mutually reinforcing levels, from institutions of expatriate communities to SIEs' everyday identity work.

Paper is NOT Available. Please contact the author(s).

CAR: How Career Adaptability, Job Fit, and Job Characteristics Impact Expatriates' Career Success ➔ 🙌

Author: **Rodrigo Mello**, *U. of Vaasa*

Author: **Vesa Suutari**, *U. of Vaasa*

Author: **Michael Dickmann**, *Cranfield U.*

Expatriation is a highly developmental experience for individuals frequently amidst a context of higher autonomy, increased responsibility, and fewer support structures. Thus, this developmental experience impacts their future careers after the international assignment (IA). The next move – repatriation or re-expatriation to a new assignment – is an important transition that entails many changes in assignees' lives and represents both opportunities and threats for their career development. In order to analyse the implications of expatriation on the subjective and objective career success of two types of expatriates, assigned expatriates (AEs) and self-initiated expatriates (SIEs), we investigated data from 202 assignees five years after their initial work abroad. Our findings indicate that expatriate job characteristics, job fit after the IA, the degree of assignees' career adaptability, and expatriate type impact the career success of expatriates. We found that the expatriate type moderates the relationship between expatriates' career adaptability and objective career success. The work contributes to our understanding of boundaryless, international careers.

Paper is Available to Meeting Registrants Only.

CAR: The local lingo: Influence of Host Country Language Proficiency on Psychological Contract Breach

Author: **Johannes Marcelus Kraak**, *Kedge Business School*

Author: **Yannick Griep**, *Radboud U., Netherlands*

Author: **Renaud Lunardo**, *Kedge Business School*

Author: **Yochanan H. Altman**, *WirtschaftsU. Wien*

Carolyn Dexter Award Nominee

The psychological contract and expatriate literatures suggest that the ability of employees to communicate with their employers will avoid misunderstandings and strengthen relationships, thereby limiting the effects of breach on negative and positive workplace behavior. Proficiency in the host country language is likely to facilitate communication for self-initiated expatriates who decide to move to another country and work there. This 3-wave study, using data from 300 self-initiated expatriates, shows that psychological contract breach at time 1 is positively related to counterproductive work behavior and negatively related with organizational citizenship behavior at time 3 through feelings of violation at time 2. Furthermore, host country language proficiency moderates the relationship between breach and feelings of violation, thereby amplifying the indirect relationships between breach and the outcome variables for those who have poor levels of host country language proficiency. We discuss implications for theory, practice and future research in the field of self-initiated expatriates.

Paper is available to Meeting Registrants Only.



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **1445** | Submission: **18441** | Sponsor(s): **(CMS)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 2:30PM - 4:00PMPT (UTC-7)** at **Seattle Convention Center in Room 2B**

CMS Keynote Address: Re-Imagining Capitalism? Or Enacting Post Capitalist Practices? *CMS Plenary*

Organizer: **Patrizia Zanoni**, *Hasselt U. & Utrecht U.*
Organizer: **Marcos Pereira Fernandes De Barros**, *Grenoble Ecole de Management*
Organizer: **Fernanda Filgueiras Sauerbronn**, *U. Federal do Rio de Janeiro - UFRJ*
Organizer: **Amon Barros**, *FGV EAESP Sao Paulo School of Business Administration*
Organizer: **Alison Pullen**, *Macquarie Business School, Macquarie U.*
Organizer: **Ozan Nadir Alakavuklar**, *Utrecht U., School of Governance*
Organizer: **Caroline Clarke**, *The Open U. Business School*
Organizer: **Richard Longman**, *U. of the West of England*
Organizer: **Ghazal Zulfiqar**, *Lahore U. of Management Sciences*
Organizer: **Alexandra Bristow**, *The Open U. Business School*
Organizer: **Paulina Segarra**, *U. Anáhuac México*
Organizer: **Liela A. Jamjoom**, *Dar Al-Hekma U.*
Organizer: **Kristin Samantha Williams**, *UEF Business School, U. of Eastern Finland*
Organizer: **Eina Riivari**, *U. of Jyväskylä*
Organizer: **Arturo E. Osorio**, *Rutgers U.*

CMS Keynote Speaker: Dr. Katherine Gibson

Strategies for ‘creating a better world together’ have long been at the centre of debate for critical scholars and activists alike. While the binary of reform or revolution retains purchase in 2022, these opposed strategies are no longer so clearly aligned with the liberal-mainstream and radical-left. Today the rise of a radical right wing for whom the language of revolution is not forbidden is no longer surprising. What is surprising is the recent commitment of \$40million by liberal philanthropic foundations (whose wealth is derived from private business) to the project of ‘[Reimagining Capitalism](#)’.

Gibson will consider the points of connection and difference between this liberal-mainstream intervention by economists at leading academic institutions, and the strategies that scholar activists J.K. Gibson- Graham and the Community Economies Research Network have pursued for ‘creating a better world together’.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **1446** | Submission: **18875** | Sponsor(s): **(CTO)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Monday, Aug 8 2022 2:30PM - 4:00PMPT (UTC-7)** at **Seattle Convention Center in Room 615**

Performance Evaluation and Platform Design

Session Moderator: **Jana Kim Gutt**, *Paderborn U.*

CTO: Speaking of Performance: Evaluating Team Members' Performance with Open-Ended Audio Comments

Author: **Jana Kim Gutt**, *Paderborn U.*

Author: **Kirsten Thommes**, *Chair of Organizational Behavior, U. of Paderborn*

Performance appraisals aim to reflect employees' performance and form the basis for far-reaching business decisions. However, research has shown that performance appraisals lack accuracy, are prone to bias, and increasingly lead to frustration. In exploring these weaknesses, research has focused on the influence of performance evaluations on the rater and the rating results, whereas format-related aspects have been overlooked. The benefits of qualitative comments over numerical ratings have been widely recognized, but little empirical research has been done on the content of qualitative comments and the identification of analysis methods. In this study, we find that words, sentiments, and topics significantly correlate with ratings of high and low performance. Based on this finding, we utilize a machine learning algorithm to make text-based rating predictions. Our results suggest that the predictions are a better reflection of actual performance as their distribution is considerably more nuanced and less skewed than the given numerical ratings. We also find evidence that the predictions reflect the distribution of assessed competences better than team members' ratings. Thus, this paper presents a meaningful contribution to the neglected intersection between numerical ratings and qualitative comments. Our results provide fruitful implications for improving the performance appraisal practice in organizations.

Paper is Available to Meeting Registrants Only.

CTO: Effects of Meta-Knowledge on Team Adaptive Performance Comparing Manual and Automated Communication

Author: **Rebecca Müller**, *U. of Trier*

Author: **Conny Herbert Antoni**, *Trier U.*

Author: **Thomas Ellwart**, *U. of Trier*

Author: **Benedikt Graf**, *U. of Trier*

As part of a transactive memory system, meta-knowledge of "who knows what" reduces team members' effort to seek for experts, enables them to correctly request each other's expertise, and improves their performance compared to teams without meta-knowledge. As technology advances, software agents can be used to communicate between experts to reduce team members' cognitive demands. In this paper, we analyze the effect of meta-knowledge on expert seeking, mistakes in expert requesting, and (adaptive) team performance by comparing task phases with manual or full automated communication. 360 students in 120 three-person teams played an interdependent computer-based control-center simulation-task in three phases. We manipulated meta-knowledge, with 61 teams learning and 59 teams not learning meta-knowledge in advance. In phase 1 and 3, team members had to request experts manually. In phase 2, communication is fully automated. In line with our hypotheses, results showed that in phase 1 and 3, teams with meta-knowledge showed less expert seeking, made fewer mistakes in expert requesting, and performed better than teams without meta-knowledge. Results suggest that meta-knowledge improves performance and the ability to adapt to switching levels of automation underlining its importance for flexible applications of team support systems.

Paper is NOT Available. Please contact the author(s).

CTO: Digital Peer Interactions and Knowledge Transfers: Evidence from Online Business Education

Author: **Laura Rosendahl Huber**, *Erasmus U. Rotterdam*

Author: **Jacqueline Lane**, *Harvard U.*

Author: **Svenja Friess**, *Max Planck Institute for Innovation and Competition*

Author: **Haylee Ham**, *Harvard U.*

Author: **Karim R. Lakhani**, *Harvard U.*

Online learning and knowledge exchange have grown tremendously over the past decade and popularity has accelerated further during the recent COVID-19 pandemic. However, most platforms face common challenges of low user engagement and online education suffers from low course completion in addition. As it remains an open puzzle how these frictions can be overcome, we ask if and which social interactions can contribute to efficient knowledge exchange online. Using a unique dataset of 21,000 working professionals enrolled in business skills training courses of an elite U.S. business school over five years, we show a significantly positive relationship between social interactions and learning outcomes. To examine mechanisms, we develop a novel comment classification matrix of individuals' comments using cutting-edge NLP methods. Our results suggest that there is considerable heterogeneity in the way that learners communicate with one another and, in particular, disagreement as well as receiving 'likes' on one's content, can spark follow-on interactions. Our results have direct implications for fostering improved engagement and performance in online courses. Hence, designers of digital (learning) platforms may want to harvest the power of social interactions better to facilitate knowledge flows and peer-to-peer learning among users.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1447** | Submission: **19328** | Sponsor(s): **(ENT)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 2:30PM - 4:00PMPT (UTC-7)** at **Seattle Convention Center in Room 620**

Institutions and Entrepreneurship 2

Session Moderator: **Walker Ray Dornisch**, *U. of Connecticut - Storrs*

ENT: **A Mixed Methods Study of Environmental Determinants of Entrepreneurship**   

Author: **Walker Ray Dornisch**, *U. of Connecticut - Storrs*

It wasn't until the 1960s that academic interest emerged to explore the relationship between organizations, such as entrepreneurial firms, and their respective natural environments (Starik & Marcus, 2000). Although the study of entrepreneurship and environmental conditions is a more recent scholarly focus, it continues to gain attention in academic research (Meek et al., 2010). Despite an increasing amount of high-quality research throughout the past decade, environmental conditions remain largely underappreciated in management theory (Whiteman & Cooper, 2011). Notable theories such as organizational imprinting, resource dependence theory, and absorptive capacity emphasize the relationship between firms and environmental conditions. However, common among such theories is the notion that environmental conditions are moderators of firm activities, rather than determinants. Furthermore, the theories typically speak to firms in general and do not necessarily reflect the unique qualities of entrepreneurship (Amezcuca et al., 2013; Cohen & Levinthal, 1990; Mathias et al., 2015; Tashman & Rivera, 2016). This study complements prior research by exploring the theories surrounding entrepreneurship and environmental conditions. In addition, this study advances the cumulative body of research by analyzing the multilevel determinants of entrepreneurship across environments. Using a mixed methods approach consisting of interviews and cross-sectional data, the results provide a descriptive illustration of the relationship between entrepreneurship and environmental conditions. The qualitative and quantitative findings offer novel insight to help answer the following research question: In what ways do environments influence entrepreneurship?

Paper is Available to Meeting Registrants Only.

 ENT: **Innovative Entrepreneurship as Policy Concern: Geography, Evolution and Antecedents of Policy Mixes**  

Author: **Christoph Grimpe**, *Copenhagen Business School*

Author: **David Howoldt**, *The Fraunhofer Institute for Systems and Innovation Research ISI*

Innovation policies affect the costs of entrepreneurial individuals combining and adapting heterogeneous resources in the pursuit of profit. Yet, while studies of the effects of select policies in support of innovative entrepreneurship proliferate, little is known about the combinations of different policies in support of innovative entrepreneurship usually at play in a country. Moreover, what leads policymakers to focus their attention on select types of these policies remains unconsidered. In this paper, we map policy mixes for innovative entrepreneurship and study their variation in relation to entrepreneurial activity. We find that relative to other policies in support of innovation, innovative entrepreneurship policies tend to receive more attention in Europe than in the US. We also find that both innovative entrepreneurial activity and technological entrepreneurial activity are associated with select elements in policy mixes for innovative entrepreneurship. We contribute to the literature on entrepreneurship policy by introducing a "mix perspective" and providing evidence on possible antecedents of entrepreneurship policy choices. We also contribute to the literature on entrepreneurial ecosystems by illuminating the role of policy as a contextual factor for innovative entrepreneurship.

Paper is NOT Available. Please contact the author(s).

ENT: **How Entrepreneurial Experiences Foster Crises Resilience - Survival and Performance of New Ventures** 

Author: **Pontus Braunerhjelm**, *KTH, The Royal Institute of Technology, Stockholm Sweden*

Author: **Emma Lappi**, *Copenhagen Business School*

This paper estimates the relationship between entrepreneurial human capital (EHC) of employees in new firms and incumbents and their resilience to major global crises using individual and firm-level data for 1997-2016. EHC is measured as employees' previous experience being entrepreneurs. We use longitudinal register data for Sweden covering the IT-crisis 2001-2003 and the Great Recession 2008-2009. The results show that having employees with an entrepreneurial background decreases the probability of exiting especially for the new ventures, albeit the effect differs between these two crises. We elaborate with alternative measures of EHC, distribute it on occupational function, educational level, and the reason for employees quitting their previous entrepreneurial endeavors (closures, mergers and acquisitions). In addition, we implement three different estimation techniques. Our results remain robust to all these alterations. Besides providing new empirical insights, we argue that our findings are of theoretical interest as well as have practical and policy implications.

Paper is Available to Meeting Registrants Only.

 ENT: **Knowledge Problems: Fault lines in the External Enablement of Entrepreneurial Action?**  

Author: **Parul Manocha**, *Virginia Tech*

Entrepreneurial action takes place under conditions of unknowingness. While current literature is predicated on understanding how entrepreneurs act to resolve uncertainty and risk; entrepreneurial action takes place in environments characterized by a more pluralistic set of knowledge problems in addition to uncertainty and risk. Yet, research on the accurate diagnosis and sources of knowledge problem leading to entrepreneurial action remains underexplored. Identification of the sources of knowledge problems and incorporation of the mechanisms through which entrepreneurial action takes place constitutes the key for advancement of the entrepreneurial action theory. We build a middle-range theory of entrepreneurial action that identifies knowledge problems as a key link between the external environment and entrepreneurial action. Our conceptualization unveils the role of knowledge problems arising out of changes in the external environment on entrepreneurial action by specifying the mechanisms through which they lead to entrepreneurial action. We discuss implications of our theoretical insights for the state of entrepreneurship research.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

-  Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
-  Selected as a Best Paper

□

Session Type: **PDW Workshop**

Program Session: **1448** | Submission: **12961** | Sponsor(s): **(GDO, MED, SIM)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Monday, Aug 8 2022 2:30PM- 4:00PMPT (UTC-7)** at **Seattle Convention Center in Room 213**

Making DEI Stick in Business Schools: Guidance From Diversity, Equity, and Inclusion Leaders *Making DEI Stick in Business Schools*

Presenter: **Eddy S. Ng**, *Queen's U.*

Presenter: **Chantal Van Esch**, *Cal Poly Pomona*

Speaker: **Martin N. Davidson**, *U. of Virginia*

Speaker: **Sadaf Parvaiz**, -

Speaker: **Margaret Stockdale**, *Indiana U. / Purdue U., Indianapolis*

Speaker: **Cheryl Wyrick**, *Associate Dean*

Speaker: **Bernardo M. Ferdman**, *Ferdman Consulting*

In the aftermath of George Floyd's death and Anti-Asian xenophobia caused by the COVID-19 pandemic, universities and academics pledged to do a better job of incorporating diversity, equity, and inclusion efforts into our own practices. Many AOM members, having expertise in change management and/or diversity, were tasked with leading DEI efforts on campus. Building on last year's well received Guidance from Diversity, Equity, and Inclusion Leaders session which developed and familiarized individuals new to being DEI champions this 90-minute PDW includes speakers on: (1) update on the state of DEI on Campus, (2) proven DEI best practices, (3) overcoming resistance to DEI, (4) making DEI a path to tenure and promotion, and (5) sustaining DEI efforts on campus. Attendants will then get a chance to attend their choice of five mini-workshops on various maintaining DEI effort topics by established DEI leaders. The mini workshops are intended to be developmental with presenter directed activities and interactive learning/sharing. This format will enable presenters to offer advice, share experiences, and impart skills to current and prospective DEI champions. The PDW will also help participants establish a network of DEI scholars as academic practitioners.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Symposium**
Program Session: **1449** | Submission: **11572** | Sponsor(s): **(MOC, OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 2:30PM - 4:00PMPT (UTC-7)** at **Seattle Convention Center in Room 309**

Consequences of Construals: Functions and Adaptions *Consequences of Construals*



Organizer: **Yidan Yin**, *U. of Southern California -Marshall School of Business*
Organizer: **Samantha Dodson**, *Sauder School of Business, U. of British Columbia*
Discussant: **Batia Mishan Wiesenfeld**, *New York U.*
Participant: **Cheryl Wakslak**, *U. of Southern California*
Participant: **Priyanka D. Joshi**, *San Francisco State U.*
Participant: **Rachael Goodwin**, *Syracuse U. Whitman School of Management*
Participant: **Arielle M. Newman**, *Syracuse U. Whitman School of Management*
Participant: **Jean-François Harvey**, *HEC Montreal*
Participant: **Jean-Nicolas Reyt**, *McGill U.*
Participant: **Ashli Carter**, *NYU Stern School of Business*
Participant: **Tyler Talbot**, *U. of Utah*
Participant: **Kristina Diekmann**, *U. of Utah*
Participant: **Daniel Gamache**, *U. of Georgia*
Participant: **Adam Steinbach**, *U. of South Carolina*
Participant: **Lingling Pan**, *U. of Pittsburgh*
Participant: **Farhan Iqbal**, *U. of Georgia*
Participant: **Russell Eric Johnson**, *Eli Broad School of Business, Michigan State U.*

People can have mental representations of situations, people, and tasks at different levels, focusing on the details (i.e., construing concretely) or the big picture (i.e., construing abstractly). Past research has demonstrated that abstract and concrete construals are adaptive in different situations to meet task-related needs. However, this research often fails to consider the complicated mental shifts that must occur in organizational contexts, wherein competing demands exert pressure on workers to shift based on business needs. To address this gap in the literature, recent research has taken a functional view of construal level, examining construal shifts across varying organizational contexts (beyond simple tasks) to explicate better when and how construal level can improve organizational functioning. This symposium presents five lines of research that use diverse methodologies and samples to explore when abstract and concrete construals are better suited to organizational demands, how people shift their construals to adapt to varying situations, and the outcomes of construal adaptations across several levels of organizational behavior, including communicators, entrepreneurs, teams, and firms. This symposium aims to provide an opportunity for knowledge sharing and discussion among researchers interested in examining the functions of construal level in organizations.

“I” am More Concrete Than “We”: Linguistic Abstraction and First-Person Pronoun Usage

Author: **Yidan Yin**, *U. of Southern California -Marshall School of Business*
Author: **Cheryl Wakslak**, *U. of Southern California*
Author: **Priyanka D. Joshi**, *San Francisco State U.*

Doing it All: Managing the Tension of Concrete and Abstract Business Demands for Female Entrepreneur

Author: **Samantha Dodson**, *Sauder School of Business, U. of British Columbia*
Author: **Rachael Goodwin**, *Syracuse U. Whitman School of Management*
Author: **Arielle M. Newman**, *Syracuse U. Whitman School of Management*

Micro foundations of Sensing Capabilities: From Managerial Cognition to Team Behavior

Author: **Jean-François Harvey**, *HEC Montreal*
Author: **Jean-Nicolas Reyt**, *McGill U.*

Big-Picture and Detailed-Oriented Roles in Working Dyads: Subjective Costs and Objective Benefits

Author: **Ashli Carter**, *NYU Stern School of Business*
Author: **Tyler Talbot**, *U. of Utah*
Author: **Samantha Dodson**, *Sauder School of Business, U. of British Columbia*
Author: **Kristina Diekmann**, *U. of Utah*
Author: **Batia Mishan Wiesenfeld**, *New York U.*

Shifting Gears: The Influence of CEO Construal Shifts on Firm Strategic Conformity

Author: **Daniel Gamache**, *U. of Georgia*
Author: **Adam Steinbach**, *U. of South Carolina*
Author: **Lingling Pan**, *U. of Pittsburgh*
Author: **Farhan Iqbal**, *U. of Georgia*
Author: **Russell Eric Johnson**, *Eli Broad School of Business, Michigan State U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1450** | Submission: **19561** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 2:30PM - 4:00PMPT (UTC-7)** at **Seattle Convention Center in Room 310**

The Boundary Between Work, Home and Family

Session Moderator: **Miguel Pedro Moreira Almeida Fernandes**, *Nova School of Business and Economics, U. Nova de Lisboa*

OB: An Examination of the Effects of Sharing Work Events with the Spouse at Home

Author: **Ekaterina Netchaeva**, *Bocconi U.*
Author: **Remus Ilies**, *National U. of Singapore*
Author: **Katrina Jia Lin**, *Hong Kong Polytechnic U.*
Author: **Sherry Shi Yi Aw**, *National U. of Singapore*

While much research has examined how (positive and negative) events at work can spillover to influence employees' family lives, less research has been conducted examining how such events may crossover to affect the employee's spouse through social sharing. In this paper, we design one scenario-based experiment and one quasi-experimental experience sampling study to investigate how sharing work events with one's spouse influences familial outcomes through the crossover mechanism of spousal empathy, and go one step further to test the (counterintuitive) hypothesis that sharing negative events has stronger positive implications for employees' family lives compared to sharing positive events. In addition, we also test, in an exploratory fashion, how the effects of daily social sharing extend beyond same-day family outcomes to affect employees' psychological well-being at work on the following day. The results of our studies highlight the roles of social sharing and empathy in bridging the work-family domains.

Paper is Available to Meeting Registrants Only.

OB: Strategic Renewal at Home and Work: Exploring the Mechanisms and Boundary Conditions

Author: **Siqi Wang**, *School of Management, U. of Bath*
Author: **Can Ererdi**, *Henley Business School, U. of Reading, United Kingdom*
Author: **Mireya Las Heras**, *IESE Business School*
Author: **Yasin Rofcanin**, *School of Management, U. of Bath*

In this weekly diary study, we integrated research on strategic renewal and the Work-Home Resources model (i.e., W-HR model) to explore the associations between strategic renewal at home and strategic renewal at work domains through flow at home and self-efficacy at work. We also investigated the home domain outcomes of self-efficacy at work (satisfaction with work-family balance and family performance). Furthermore, we investigated the moderation effects of family climate for creativity (perceived by both the employee and the spouse) and organizational climate for creativity perceived by the employee. We tested our hypotheses with matched dual-earner couples' data collected over six weeks in the U.S.A. The results from multilevel analyses revealed that a) strategic renewal at home is positively related to strategic renewal at work via flow at home and self-efficacy at work, b) self-efficacy at work is positively related to satisfaction with work-family balance of the employee, and family performance of the employee, all measured at the week level. Furthermore, our results have shown that a) family climate for creativity moderates the relationship between strategic renewal at home and flow at home, and b) organizational climate for creativity moderates the relationship between self-efficacy at work and strategic renewal at work. Our results contribute to the strategic renewal literature by empirically establishing the untested mechanism of how strategic renewal at home leads to positive work outcomes through flow and self-efficacy at work.

Paper is Available to Meeting Registrants Only.

OB: Work Innovation Begins at Home: The Impact of Family-Work Conflict on Innovative Work Behaviors

Author: **Miguel Pedro Moreira Almeida Fernandes**, *Nova School of Business and Economics, U. Nova de Lisboa*
Author: **Aníbal António López**, *NOVA School of Business and Economics*

The importance of employee innovation for the success of organizations is unquestionable. While research has significantly improved our knowledge of the work-related antecedents of innovative work behaviors, questions abound regarding the effects of antecedents situated outside the work sphere. This paper widens the current understandings of the non-work-related antecedents of innovative work behaviors by examining the impact of employees' family-work conflict. Drawing insights from the work-home resources model, we investigated the moderated mediation relationship between family-work conflict and innovative work behaviors through work dedication, moderated by supervisor support. We conducted two studies to test our hypotheses. In Study 1, a three-wave field study of employed individuals, we found that family-work conflict negatively affects employees' innovative work behaviors via reduced work dedication. Also, we found evidence for the moderator effect of supervisor support. In study 2, using an experimental design, we found further support for the moderation effect of supervisor support. Our findings suggest that that work dedication is an important explanatory mechanism in the relationship between family-work conflict and employees' innovative work behaviors, and that supervisor plays a critical role in tempering this relationship. Keywords: family-work conflict, innovative work behaviors, home-work resources model

Paper is Available to Meeting Registrants Only.

OB: When Working from Home Leads to Burnout: The Role of Work-Family Conflict and Job Stress

Author: **Hanna Kalmanovich-Cohen**, *Oakland U.*
Author: **Steven Stanton**, *Oakland U.*

The COVID-19 pandemic normalized working from home (WFH) for many employees across the globe. However, when individuals are forced to shift to WFH on a full-time basis, WFH might no longer be voluntary or flexible as previously studied. This paper investigates how new WFH arrangements may relate to work and family outcomes. Specifically, we draw on the conservation of resources (COR) theory (Hobfoll, 1989) to investigate the relationship between WFH and burnout. Across two studies, first we measured WFH endogenously, and then, we conducted an experimental manipulation of WFH arrangements, we demonstrate that changes to WFH arrangements can promote loss of resources (through work-family conflict and job stress), which consequently lead to employee burnout. The present research also examines the moderating role of one's partner's work arrangements. We discuss the implications of our theory and findings with respect to the remote work and work-family literature.

Paper is NOT Available. Please contact the author(s).

Author: **Mei-Ling Wang**, *Tamkang U.*

Author: **Ming-Chi Ming-Chi Lee**, *National Kaohsiung U. of Science and Technology*

By utilizing boundary theory and distraction-conflict theory, this study attempted to examine the influential process of supportive teleworking practices granting work scheduling autonomy on work-to-family conflict via the mediating mechanism of work interruption initiated from home. The study conducted two-wave online questionnaire survey to obtain a final sample of 277 remote knowledge workers in Taiwan during the peak period of COVID-19 pandemic. Regression analysis was used to examine the proposed relationships. The results revealed that supportive teleworking practices did not directly decrease the level of work-to-family conflict while home-sourced work interruptions fully mediated the negative relationship between supportive teleworking practices and work-to-family conflict. This provides a more nuanced explanation for how and why supportive teleworking practices are beneficial for employees to cope with the challenge of work-home interference under the new ways of working. Our findings simultaneously address evidence-based practices to better deal with mandatory teleworking during potential societal crisis beyond the Covid-19 pandemic.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1451** | Submission: **19594** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 2:30PM - 4:00PMPT (UTC-7)** at **Seattle Convention Center in Room 611**

Perceptions of Leaders

Session Moderator: **Yuyang Zhou**, *Florida International U.*

OB: Shall Leader Express Regret? Can Regret Expression Relate to Perception of Leadership Effectiveness 

Author: **Yuyang Zhou**, *Florida International U.*

Author: **Chaitali Kapadia**, *Florida International U.*

Author: **Hock-Peng Sin**, *Florida International U.*

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

Paper is Available to Meeting Registrants Only.

OB: Employee Evaluations of Leaders' Stigmatized Disclosures: The Moderating Role of Appropriateness

Author: **Amanda J. Hancock**, *Memorial U. of Newfoundland*

Author: **Kara Anne Arnold**, *Memorial U. of Newfoundland*

The intersection of organizational leadership and concealable stigmatized identities has not received adequate scholarly attention. In practice, leaders seem to disclose minority identities at a rate that exceeds research and theory. Idealist and conceptual perspectives suggest such disclosures are met with positive outcomes, but emerging research suggests this is not always the case. The consequences of disclosing a leader's concealable stigmatized identity from the employee's perspective are investigated using a sample of employed adults (N = 487). The conditional effects of disclosure appropriateness on followers' leadership evaluations of effectiveness and liking through followers' perceptions of affective trust in leader and perceptions of leader vulnerability are examined. Leaders' concealable stigmatized identity disclosures did not make a difference to how much employees liked their manager/supervisor, but leader disclosures of substance abuse disclosure were directly detrimental for employee ratings of leadership effectiveness - especially when the disclosure was perceived as inappropriate. When perceived as appropriate, leader disclosures of mental disorder/disease and minority sexual orientation produced positive effects on leader evaluations through affective trust in their leader. These results suggest a hierarchy of leaders' stigmatized disclosures may predict outcomes of leader disclosures from the employee perspective in organizational settings. Theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

OB: Constructing a Leader Identity: A Video Study of Teams in Interaction

Author: **Lyn Lanka**, *Cranfield School of Management*

Many leadership researchers now conceptualize leadership as a process of mutual social influence which is bound neither by formal roles nor hierarchy structures. This framing of leadership as inherently social and multi-directional in nature provides rich possibilities for new ways of understanding the interactional and relational processes which in turn lead to the construction of leader and follower identities. This qualitative study attempts to investigate the leader identity construction process through the use of video data. Teams of young adults engaged in an entrepreneurship program were video recorded during their team meetings in order to analyze the leader and follower identity construction process as it took place in real time. Leadership Identity Construction Theory was utilized as the theoretical lens with which to interpret the leader identity construction process, while interaction analysis was used to analyze the video data. Findings suggest that followers play critical roles in the leader identity construction process both as sources of support for leader identity construction as well as acting as challengers to this process. The findings also bring critical new insights regarding how individuals might resist unwanted identities. The paper also outlines how individuals make use of multimodal resources in the construction of their leader identity.

Paper is Available to Meeting Registrants Only.

OB: Examining when Targets of Downward Hostility See Their Leader as an "Abuser" 

Author: **Robert B. Lount**, *Ohio State U.*

Author: **Woohee Choi**, *Ohio State U.*

Author: **Bennett J. Tepper**, *Ohio State U.*

We invoke leader categorization theory and labeling theory to examine the circumstances under which individuals come to perceive their managerial leaders as "abusers," as well as the consequences that the abuser label engenders. Results from field survey and laboratory studies suggest that the label, "abuser," is more likely to be triggered when targets of downward hostility perceive their managerial leaders to be lower performers. We also found that when performance was lower, the abuser label mediated the relationship between downward hostility and upward hostility. We discuss the studies' implications for theory, future research, and practice pertaining to downward hostility.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Symposium**
Program Session: **1452** | Submission: **14743** | Sponsor(s): **(OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 2:30PM - 4:00PMPT (UTC-7)** at **The Westin Seattle** in **Cascade I-B**

Racial Inequality and Status in Contemporary Organizations: A Supply- and Demand-Side Perspective
Racial Inequality and Status in Organizations



Organizer: **Jenny Oh**, *Carnegie Mellon U. - Tepper School of Business*
Organizer: **Oliver Hahl**, *Carnegie Mellon U. - Tepper School of Business*
Discussant: **Matthew James Bidwell**, *U. of Pennsylvania*
Presenter: **Noah Askin**, *INSEAD*
Presenter: **Jenny Oh**, *Carnegie Mellon U. - Tepper School of Business*
Presenter: **Letian Zhang**, *Harvard Business School*
Presenter: **Wyatt Lee**, *U. of Toronto*
Participant: **Trevor Daniel Young-Hyman**, *U. of Pittsburgh*

Among contemporary organizations that purportedly support an equal and equitable workplace, we often see mixed evidence involving employees' own experiences, particularly those of minority individuals, in response to issues involving racial inequality, such as racial discrimination and bias, that remain persistent in the workplace. These issues also point to the relevance of status of individuals and organizations on both the supply- and demand-sides of the labor market. While studies attempt to address the consequences of such issues, further work that focuses on current and more recent efforts to address issues of racial inequality, particularly from the vantage point of individuals of minority racial groups, needs to be explored. This symposium not only aims to provide further contribution to these areas with an empirical oversight of the interplay of organizational status, diversity, and racial stratification, but it also uniquely hones in on the salience of Asian Americans as a racial group that moves beyond the scope of a traditional focus on a Black/White dichotomy that has often been the subject of relevant literature. At the end of the presentation, Matthew Bidwell, a leading scholar on status and inequality in organizations, will facilitate an interactive group discussion about these papers with the audience and presenters with key commentary. Keywords: race, inequality, status, diversity, racial stratification, labor markets

Threading the Diversity Needle: Minority Group Presence and Perceptions of Organizational Status

Author: **Noah Askin**, *INSEAD*

Seeking Only the Best: How Hometown Pressures Influence (East-) Asian Americans' Status Aspirations

Author: **Oliver Hahl**, *Carnegie Mellon U. - Tepper School of Business*
Author: **Jenny Oh**, *Carnegie Mellon U. - Tepper School of Business*
Author: **Trevor Daniel Young-Hyman**, *U. of Pittsburgh*

Racial Inequality in Organizational Environments

Author: **Letian Zhang**, *Harvard Business School*

Creativity Ceiling: Stereotypes and Underrepresentation of Asian Americans in Corporate Leadership

Author: **Wyatt Lee**, *U. of Toronto*

KEY TO SYMBOLS

-  Teaching-oriented
-  Practice-oriented
-  International-oriented
-  Theme-oriented
-  Research-oriented
-  Diversity-oriented
-  Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1453** | Submission: **18909** | Sponsor(s): **(OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 2:30PM - 4:00PMPT (UTC-7)** at **The Westin Seattle in Cascade I-C**

Materiality, Visuality, and Temporality In Institutional and Organizational Processes



Session Moderator: **George Kuk**, *Nottingham Trent U.*

OMT: **Interstitial Spaces, Practices, and Boundaries: How Street Arts Transform a World Heritage Site**   

Author: **George Kuk**, *Nottingham Trent U.*

Author: **Stephanie Giamporcaro**, *Nottingham Trent U.*

Author: **Rui Zhao**, *Nottingham Business School, Nottingham Trent U.*

Research on linking interstitial spaces with practices has foregrounded the significance of creating boundaries for new modes of social interaction. However, an oft-overlooked in-between aspect of interstitial spaces raises the question: how do in-between spaces contribute to the emergence of new practices without first fixing boundaries? By drawing on the notion of spacing, we conduct a 12-year longitudinal qualitative study of how the appropriation of interstitial spaces transformed a UNESCO world heritage site (WHS) into a city of street arts in the capital city of the Malaysian state of Penang. Our findings underscore several interstitial conditions and events that lead to three spacing trajectories – interstitial reconditioning, boundary crossing, and interstitial spreading. Interstitial reconditioning brings field actors in heritage management, museum, and tourism to exploit the heritage status by introducing the installation of 2-D wired sculptures on streetwalls. This transposed practice from museum to displaying arts outdoor reconditions the material and spatial-cultural contexts for unexpected allies including artists to experiment new interstitial practices, which trigger boundary crossing that interrupts existing boundaries, and interstitial spreading to other interstitial spaces. This study contributes to an ongoing multi-disciplinary conversation about two contrasting views of space, and more broadly to the knowledge of interstitial organizing.

Paper is NOT Available. Please contact the author(s).

OMT: **Magic Numbers, Figures, and Digits: The Power of Tricks and Wonder-full Quantifications**

Author: **Elena Giovannoni**, *Royal Holloway School of Business and Management*

Author: **Paolo Quattrone**, *Alliance Manchester Business School, U. of Manchester*

We draw on the history of magic and rhetoric to explore the interplay between the visible and the invisible underpinning calculative practices for management and organizing: the desire for order through quantification on the one hand, and the necessary uncertain jump required by the absent, the unknown, and the mysterious underpinning these practices, on the other hand. We intend to move the understanding of calculative practices from the emphasis on cognition (and therefore on positive, visibly present, realities), to the senses, illusion and mystery, and their drawing on the negative, the absent, the invisible and the ‘spells’ in between words, lines and numbers. We do so by offering distinct but related snapshots in the history of calculative practices. We start with accounting numbers and how the spread of double-entry bookkeeping intertwined with mathematical magic in the early Renaissance. We move to figures, and particularly to the analysis of data visualizations in modern financial reports and dashboards. We end with the current magical traits of cryptocurrencies and we discuss their promises for transparency, safety and speed, which rely on the magical appeal of technology. We show that, to understand the power of necessarily incomplete calculative practices, scholars have to research the opaque, mysterious and magical mechanisms through which these practices, despite or because of their imperfection, provide a pragmatic response to the uncertainty of management and organizing.

Paper is Available to Meeting Registrants Only.

OMT: **The Look and Feel of The Iron Cage: On The Material Design Features of Formalization** 

Author: **Pedro Monteiro**, *Copenhagen Business School*

This paper outlines a path for recovering the relevance of formalization in organization theory. I develop a new perspective by integrating streams of organization research and expanding them via insights from art, design, and technology. Specifically, I connect research on formalization, materiality, and technology to re-conceptualize formalization as an artifact. Then, drawing on art and design principles, I identify three dimensions of the “look and feel” of formalizations (shape, color, and scale) and explore how they allow us to better grasp the characteristics of different types of formalization. I illustrate this frame of analysis with the example of a formalization for knowledge sharing developed in a bureaucratic organization. I discuss how this new perspective—by highlighting key elements in the way individuals experience and relate to formalizations—sheds light on conflicting ideas on the role of formalization in organizational processes and the connections among formal organization elements in complex work settings. I conclude by outlining the implications of a renewed understanding of formalization for research on work and (new) organizational forms.

Paper is NOT Available. Please contact the author(s).

OMT: **(Per)forming Assemblages and Institutional Maintenance: The Case of Mastic Growing in Greece** 

Author: **Andreas Georgiou**, *U. Ramon Llull, ESADE Business School*

Author: **Maria Daskalaki**, *Oxford Brookes U.*

Author: **Daniel Arenas**, *ESADE Business School*

Materials are increasingly considered to play a significant role in institutional work. The degree of their involvement and agency remains, however, disputed. Scholars refer to them as tools that human actors mobilize, as objects that embody the outcomes of institutional work and, lately, as entities that actively contribute to institutional change and maintenance. The first two perspectives have been explored and their ontology appears to be straightforward, but the last stance is underdeveloped and builds on assumptions that need to be empirically tested, such as that human and non-human entities form sociomaterial assemblages and engage in collective performances. Although studies on this stream have referred to such assemblages, they have not fully explored their formation, their collective performances and their contribution to institutional work. This paper delves into 24 rural communities in the Greek island of Chios, where agricultural practices of mastic growing have remained intact for hundreds of years, and unpacks three types of entanglements among humans and non-humans: spatial, temporal and affective. In analyzing these entanglements, it reveals how each of them emerges, brings about collective performances and contributes to institutional maintenance. Implications for the role of materials in institutional work and maintenance are discussed, along with contributions to the broader performativity literature and community studies.

Paper is Available to Meeting Registrants Only.

Author: **Diego Coraiola**, *U. of Victoria*

Author: **Liv Egholm**, *Copenhagen Business School*

Our paper theorizes the process of intertemporal translation with implications for the management scholarship on temporality and materiality. We develop a historical case study of the South Bridge in Edinburgh that shows how the meanings and uses of objects, i.e. its affordances, change over time as groups of people situated in different temporal contexts enact the objects in novel ways. We describe the sedimentation process through which uses and meanings associated with the bridge are converted into an inventory of affordances that influences new interactions with the bridge. In addition, we show how changes in the temporal context and the materiality of the bridge stimulated the emergence of new bundles of practice associated with the development of new affordances. We describe how actors engage in processes of figuration, imagining new possible uses and meanings for the bridge as the present unfolding of action conflicted with descriptions of the past and expectations about the future. We then show how the interplay of figuration and sedimentation creates new affordances and new bundles of practices that may expand or contract the perceived affordances of an object.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1454** | Submission: **19489** | Sponsor(s): **(SIM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 2:30PM - 4:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 306 Duwamish**

Environmental Sustainability, Partnerships and Social Innovation

Session Moderator: **Maria Antonia Riegler**, *FHWien U. of Applied Sciences of WKW*

SIM: Antecedents of Business Engagement in Partnerships for Sustainability

Author: **Maria Antonia Riegler**, *FHWien U. of Applied Sciences of WKW*

Author: **Anna M. Burton**, *FHWien der WKW U. of Applied Sciences for Management and Communication*

Author: **Markus Scholz**, *FHWien der WKW U. of Applied Sciences for Management and Communication*

Author: **Katharina Jarmai**, -

This article refines and expands the debate on antecedents of company engagement in business partnerships for sustainability. It extends Stadler and Lin's (2017) proposed Awareness-Motivation-Capability framework by means of an analysis of an in-depth qualitative study. It refines the debate by providing a more nuanced account of the underlying elements constituting the main categories to advance a more holistic understanding of the underlying factors influencing company participation in business partnerships for sustainability.

Paper is Available to Meeting Registrants Only.

SIM: Can't See the Forest For the Trees: The Multivocality of the Zero-Deforestation Movement

Author: **Susan Cooper**, *King's College London*

Author: **Anakarina Pérez Oropeza**, *Forest Stewardship Council*

Author: **Juliane Reinecke**, *King's College London*

Author: **Gabriela Gutierrez Huerter O**, *Assistant Professor, King's Business School*

While scholars have argued that mobilizing collective action for grand challenges requires a level of multivocality to allow stakeholders with various interests to participate, mechanisms that facilitate multivocality such as over-simplification of complex issues may render multivocality impractical. In this paper, we examine this conundrum by focusing on the concept of zero-deforestation. Zero-deforestation captured the agenda of deforestation away from the existing field of sustainable forest management to become a standard for many private, public, and civil actors despite an initial lack of consensus around what the term means. This paper examines the emergence of the term and considers how the agenda was navigated by key field actors: environmental NGOs, multi-stakeholder initiatives, retailers, and manufacturers. Drawing from a longitudinal approach, we outline the timeline and dynamics of how this took place and unpack these findings to consider how multivocal concepts can lead to inter-field contests when organizing for grand challenges.

Paper is Available to Meeting Registrants Only.

SIM: Scaling Across Communities: A Configurational Approach

Author: **Jana Coenen**, *U. of Wuppertal / Jackstädt Center of Entrepreneurship and Innovation Research*

Author: **Bjoern C. Mitzinneck**, *Groningen U. (RuG)*

Author: **Florian Noseleit**, *U. of Groningen*

Author: **Christian Rupiotta**, *U. of Wuppertal*

While community social innovation has been suggested as an important means to overcome regulatory and market failures in the transition to renewable energy, it is by design limited in scale. To truly represent a solution to large-scale sustainability problems, community-based innovations need to be diffused and adopted across communities. Leveraging practice diffusion research and the empirical example of the bioenergy-village concept in Germany, we investigate how the interplay of fit (between the diffusing community social innovation and the adopting community) and opportunities for adaptation enables successful adoption. Conducting configurational analysis, we identify four equifinal combinations of conditions that contribute to successful adoption and thus diffusion of community social innovation. Across these combinations, our results highlight the importance of fit. Moreover, we find that an initial fit needs to be combined with opportunities for adaptation, while financial resources only play a minor role in adoption success.

Paper is Available to Meeting Registrants Only.

SIM: Cross-Sector Partnerships: Challenges and Opportunities of Partnering with the Informal Sector    

Author: **Kalyan Bhaskar**, *XLRI-Xavier School of Management*

Author: **Jennifer Griffin**, *Loyola U. Chicago*

Author: **Verena Radulovic**, *US EPA*

Hybridized cross-sector partnering can help solve complex issues. Informal sector partnerships, for example, have mitigated numerous negative health and environmental externalities mandated through India's extended producer responsibility (EPR) electronic waste (e-waste) rules. Yet, translating regulatory aspirations of recycling, selective reuse, and safe disposal of e-waste into effective on-the-ground results is particularly challenging due to the dominant and pervasive role of informal sector organizations in India's e-waste processes. Informal sector organizations, having no government authorization, cannot by law contribute to manufacturers' official waste reduction targets, yet, paradoxically, are efficient and effective partners, at scale, across all phases of recycling, sorting, distributing, and reclaiming wastes. In short, they could be true partners in creating a circular, extended recycling system in India. Using a mix-method approach, we augment extant theorizing on cross-sector partnerships by systematically examining partnerships within India's informal sector and e-waste management practices. We provide insights for engagement with efficient, yet unauthorized, informal sector organizations to meet compliance targets.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1455** | Submission: **19163** | Sponsor(s): **(OMI)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 2:45PM - 4:15PMPT (UTC-7)**

Paradox Studies: New Research 

Session Moderator: **Emily Truelove**, *Harvard Business School*

OMT: Technological Frame Tuning: How TMTs Give Sense to Employees about Radical Technological Change 

Author: **Emily Truelove**, *Harvard Business School*

Studies show that top management team (TMT) sensemaking influences technology adoption decisions, but less is known about how, once they have decided to adopt a new technology, TMTs give sense to employees about a new technology's relevance for organizational work. This is a critical step in implementing a strategy centered on a new technology, yet how it occurs is puzzling. The nature and meaning of new technologies is unknown ex ante; they evolve over time; and until they are used in organizational work, their precise relevance may be unclear to TMTs. In this paper, I draw on rare, real-time, multi-level ethnographic data collected over two years at an advertising firm to build theory on how TMTs give sense to employees about a new technology's relevance for organizational work when implementing a strategy intended to capitalize on it. My data show that TMT sensegiving in this condition is an iterative, dialectical process where the TMT introduces a narrative about a technology's relevance for organizational work for employees; senses tension between the narrative and the organization's ability to create value with it; then adjusts the narrative to accommodate this tension. I refer to this as technological frame tuning, and I observed three cycles of the TMT engaging in it at the firm. This study enhances our theoretical understanding of TMT sensegiving under conditions of uncertainty and offers a reconceptualization of the work of leading organizations through periods of radical technological change.

Paper is NOT Available. Please contact the author(s).

OMT: Recent Research on Paradox Theory: Emerging Themes and Mechanisms

Author: **Arjun Odedra**, *U. of Manitoba*

Author: **Parshotam Dass**, *U. of Manitoba*

Paradox theory is a burgeoning area of interest among organization and management scholars. In this paper, we explore two overlapping research questions: (a) What are the major emerging issues in research on paradox theory; (b) What are the fundamental mechanisms that individuals and groups use to navigate paradoxes. From the reviewed literature, first, we delineate six major research themes and highlight important issues that researchers have addressed in their studies. Second, we propose a $2 \times 2 \times 2$ matrix to categorize the mechanisms examined in the studies, and identify eight broad categories of mechanisms to navigate paradoxes in organizations. We hope our review will help integrate research findings and encourage theory testing in the future.

Paper is Available to Meeting Registrants Only.

OMT: A Multi-Lens Perspective for the Management of Contradictions in Organizations

Author: **Mostafa Safar**, *U. College London*

Author: **Stefano Miraglia**, *UCL*

We perform theoretical elaboration and extension of research on contradictions and draw insights from studies of power and sensemaking to develop a multi-lens perspective on the management of tensions in organizations. Specifically, we combine together either/or, both/and, and more/than lenses to identify and illustrate a wide range of contradiction-management scenarios, each characterized by a specific set of power-related conditions, constraints and requirements. We contribute to a more complete and nuanced understanding of organizational responses to tensions, and offer novel elaborations on the interrelationships between power dynamics, modes of sensemaking, and the management of contradictions.

Paper is Available to Meeting Registrants Only.

OMT: Has Institutional Theory Lost its Way? From the Perspectives of Co-citation and Regression Analyses 

Author: **Zuyi Cao**, *Huazhong Agricultural U.*

Author: **Rui Xiong**, *Huazhong Agricultural U.*

Author: **Huiying Jia**, *Wuhan Textile U.*

Institutional theory is an important mechanism to explain the phenomenon of institutional stability and transformation in the context of transitional periods and the COVID-19, as well as the practical problems in many social sciences. As an important theoretical perspective of management, economics, sociology, political science and other disciplines, although this theoretical paradigm has attracted extensive scholar attention, experienced an early initial and development period, and has now successfully been developed into a mature and legitimate mainstream management theory from the beginning of 21st century, it turns out that institutional theory seems to have lost its way. In order to address questions such as whether the institutional theory is "lost", whether it is too all-inclusive and whether it has already deviated from the original intention of the paradigm, this article, adopting 2957 literature data from Web of Science in recent 20 years, identifies and reveals the paradoxical structure originated from both centripetal forces and centrifugal forces as well as its evolution dynamics of institutional theory through co-citation analysis and regression analysis, and accordingly investigates the impact of the main knowledge clusters generated around the paradoxical forces on the academic legitimacy of institutional theory. Therefore, this paper has important academic value and practical significance concerning theoretical contribution, logical thinking, research methods and research findings, not only to the scientific development of institutional theory, but also to clearing a path through the "Management Theory Jungle".

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Networks and Creativity

Session Moderator: **S Wiley Wakeman**, *Stockholm School of Economics*

OMT: **Exploiting Bad Behaviors: Stigma and the Space for Innovation**  

Author: **S Wiley Wakeman**, *Stockholm School of Economics*
Author: **Mary Kathleen Burke**, *Stockholm School of Economics*
Author: **Gianluca Chimenti**, *Stockholm School of Economics*

Building on importance that peripheral niches play in the process of innovation, and incorporating the proposition that audiences perceive stigma as an aversive social condition, this paper suggests that understanding, maintaining, and developing stigma can help innovators effectively develop space for radical innovation. Three interdependent mechanisms explain this emergent process. First, innovators benefit from the dissociation inherent to stigma, allowing safe distance from homogenizing audiences, norms, and institutions that might undermine their radical ideas. Second, actors use diversity in stigma impressions to signal to supportive stakeholders who see past naïve interpretations of “bad” behaviors and recognize the value underlying second-order interpretations. Finally, underpinning the push and pull of relevant audiences is a process of engaging with moral emotions, using their ability to motivate behavioral change in support of radical innovation. An in-depth case study examining the rise of Punk music in the 1970s helps illustrate a process model where marginalized actors come to understand and profit from stigma’s divergent influence over both detractors and supporters. Together this research outlines the social functional benefits of stigma in oppressive contexts, suggesting disadvantaged actors can usurp control over pernicious evaluations to fashion a supportive niche for radical innovation.

Paper is Available to Meeting Registrants Only.

OMT: **Ties that Bind or Free? Core-Periphery Collaboration and Identity Shifting in US Film, 1985-2016**

Author: **Demetrius Lewis**, *Emory U., Gozuieta Bus Sch*
Author: **Ruo Jia**, *U. of Virginia*

A theme of networks research is that stronger relationships, including competitive ones, promote the stability of a system and its members. We argue that relationships, especially those involving exchange, are not necessarily stabilizing. This is because exchange introduces objects and elements that have the potential to disrupt the existing social order. Through an analysis of U.S. filmmaking, we find that collaborations between the core and periphery lead to core members taking on more distinctive identities within the network while pushing peripheral members further into the margins. These collaborations free core members to exhibit more unique identities, which results in the expansion of the market core. This encroachment reduces the viability of peripheral members, but also stimulates expansion of the creative frontier in search of less-mainstream ideas.

Paper is Available to Meeting Registrants Only.

 OMT: **The Benefits of Power Asymmetry on Creativity: The Moderating Effect of Simmelian Friendship Ties**

Author: **Martha Topete**, *Amsterdam Business School, U. of Amsterdam*
Author: **Nathan Betancourt**, *Amsterdam Business School, U. of Amsterdam*
Author: **Zuzana Sasovova**, *Vrije U. Amsterdam*

This paper examines the conditions under which power (measured with formal rank) positively influences dyadic creative performance. Previous research has shown that high levels of power are beneficial for individual creativity but detrimental for team creativity suggesting that the positive effect of power on creativity does not aggregate linearly. We propose that power asymmetry, or interactions between individuals of different ranks, can enhance the creative performance of dyads by facilitating the emergence of effective creativity-relevant processes derived from social cues for dominance and deference accrued to hierarchy. Two network studies conducted in a biopharmaceutical company (Study 1; 458 dyadic relationships) and a market research organization (Study 2; 650 dyadic relationships) revealed that power asymmetric dyads are associated with higher levels of creative performance than power symmetric dyads. Moreover, the effect of power asymmetry on dyadic creative performance was found to be negatively moderated by Simmelian friendship ties (i.e., ties embedded in friendship cliques) of the interacting individuals while the direct effect of Simmelian friendship ties was positive. These findings suggest that while hierarchy and communal mechanisms can boost dyadic creative performance the social norms derived from hierarchy may conflict with communal norms that emerge from Simmelian friendship ties reducing role clarity for power asymmetric dyads.

Paper is NOT Available. Please contact the author(s).

OMT: **The Dilemma of Hybrid Work for Creativity: Autonomy of Telework or Face-to-face Network in Office?** 

Author: **Inamizu Nobuyuki**, *U. of Tokyo*

This study conducts a survey from the perspective of synthesizing four research fields (telework research, office research, organizational behavior research on creativity, and social network research), to examine the dilemma of hybrid work and propose a solution for it. The subject of this study was the Y division of Company X, which introduced a new method of working when it moved to a new office. We conducted a questionnaire survey to measure creativity and perceived autonomy among the employees of the division, and collected and analyzed their location data in the office using sensing technology to understand their behavior and working style. As a result, certainly, the more time spent in the office, the more face-to-face networking occurred between employees, leading to creativity. At the same time, the more time spent teleworking, the greater the perceived autonomy, which too led to greater creativity. Thus, the dilemma of hybrid work was observed. The result of this study also shows that Activity-Based Working (ABW: a way of working that moves to the appropriate place according to activity) could be a solution to this dilemma for jobs that require extensive face-to-face networking (e.g., for managers).

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1457** | Submission: **19154** | Sponsor(s): **(OMI)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Monday, Aug 8 2022 2:45PM - 4:15PMPT (UTC-7)**

Organization Deviance and Stigma

Session Moderator: **Kaixian Mao**, *Hong Kong U. of Science and Technology*

OMT: [Winning a Prestigious Award and Unethical Behaviors of Chinese Pharmaceutical Firms](#)   

Author: **Kaixian Mao**, *Hong Kong U. of Science and Technology*
Author: **Bilian Ni Sullivan**, *Hong Kong U. of Science and Technology*

Building on institutional theories of legitimacy, this study explores the effect of winning a prestigious award on firms' unethical behaviors. We argue that enhanced legitimacy of a subgroup in an industry due to a prestigious award can lead firms in such a subfield to commit fewer bribery activities because increased legitimacy can bring more resources to these firms and the need for bribery as an alternative channel for acquiring resources is reduced. In the context of Youyou Tu's Nobel Prize win in 2015, where the use of traditional Chinese medicine (TCM) in her research was emphasized, we find empirical support for our theoretical hypotheses as our results reveal that compared with firms focusing on Western medicines, TCM firms tended to commit fewer bribery acts after the announcement of the Nobel Prize win. We also demonstrate that factors affecting the supply and demand of bribery, including state ownership, firm profitability, regional marketization, and regional memory of foreign influences, could moderate the impact of Nobel Prize winning on a firm's tendency to commit bribery. This study emphasizes the important role of legitimacy gained from winning a prestigious award in firms' choices of unethical actions. It makes significant contributions to the literature on legitimacy, prestigious awards, and firm ethics.

Paper is NOT Available. Please contact the author(s).

OMT: [Audience Diversity and the Transfer of Stigma: Evidence from the U.S. Luxury Hotel](#) 

Author: **Margarita Cruz**, *Ecole hôtelière de Lausanne, HES-SO / U. of Applied Science Western Switzerland*
Author: **Jan Goldenstein**, *Friedrich Schiller U. Jena*

Recent developments in the field of organizational stigma suggest that moral transgressions by an organizational actor can elicit stigma and thereby affect the way evaluators perceive organizations that appear somewhat similar or associated to the transgressing actor. However, this line of research assumes that evaluators share a unified assessment about the stigmatized organizational actor and attribute the same degree of stigma to other organizations that appear to be related or associated with the stigmatized one. To shed light in this direction, this study aims at exploring the role of diversity among evaluators and its impact on evaluators' attribution of stigma to organizations. Building on a dataset comprising over 20,000 guests' reviews of 129 luxury hotels in major U.S. cities and modelling Trump's election as president of the United States as an exogenous shock to the industry, we find that not only more negative ratings negative words are attributed to luxury hotels after the elections but also the evaluating population changed in regards of its demographical characteristics due to the transgression of having elected a President who was often associated with travel-bans and unwelcoming comments, and which violated the ideal of hospitality. Our results further show that because the reviewer population changed, stigma is attributed differently to Trump-associated hotels.

Paper is Available to Meeting Registrants Only.

OMT: [Doping as a Form of Institutional Maintenance in Professional Road Cycling](#) 

Author: **Tom McCrone Forbes**, *U. of Stirling*
Author: **Robin Fincham**, -

In this paper we explain the maintenance of a practice that departs from acceptable standards. Drawing on the case of professional road cycling we explore the use of doping as a kind of institutionalized practice. Sports doping in general has the potential to destroy public trust in sport and its wider positive effects. In cycling doping to enhance human performance became established in response to harsh working conditions and the demand for results, and despite disruption from anti-doping authorities, and many scandals, has hardly lessened. To explain this we use a model of institutional types that provides a critical account of this contested and contradictory activity. We confirm the importance of efforts both to normalize and conceal doping; we stress an often overlooked technical dimension of maintenance in the application of medical knowledge, and we show how doping across the sport relied on actor interactions and a system of institutional support.

Paper is Available to Meeting Registrants Only.

OMT: [A Lost Cause? A Process Perspective on How Outsiders Overcome Stigmatization](#) 

Author: **Karina Reif**, *Albert-Ludwigs-U. Freiburg*
Author: **Thomas Karl Gegenhuber**, *Johannes Kepler U. Linz*
Author: **Diemo Urbig**, *Brandenburg U. of Technology Cottbus-Senftenberg / Indiana U. Bloomington*
Author: **Robin Buerger**, *Fraunhofer Center for International Management and Knowledge Economy IMW*

While we have a great deal of scholarship on legitimacy, our understanding of how stigmatized actors seek to (re-)gain legitimacy remains quite limited. We seek to enhance our understanding of such processes through a qualitative, in-depth case study of a radical soccer fan community that, when faced an identity-threatening event, launched a crowdfunding campaign that ultimately succeeded in enhancing their legitimacy for their cause and enabling them to have a voice in a central strategic decision on the redesign of their club's soccer stadium. We leverage this case to develop a model on how stigmatized groups might be able to enhance their legitimacy in the eyes of certain audiences. We show that first, the crowdfunding campaign created a digital and temporal space allowing them to disassociate stigmatized and associate legitimate elements (i.e. artifact-based affiliation). Second, we theorize how various association tactics were drawn upon over time, facilitating an interrelated set of dynamics between what we label manual and forced association. We conclude with a discussion of the implications of our study for future research on legitimation processes related to stigmatized groups.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1458** | Submission: **18917** | Sponsor(s): **(OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 2:45PM - 4:15PMPT (UTC-7)** at **The Westin Seattle in Adams**

Shareholders, Ownership, and Organization Theory

Session Moderator: **Romain Boulongne, IESE**

OMT: **Productivity Gains and Firm Ownership: The Case of the French Worker Cooperatives** 

Author: **Romain Boulongne, IESE**

In this study, we examine how different forms of ownership structure (worker cooperatives vs. traditional firms) affect firm productivity and performance. In particular, we analyze multi-method data from the French worker cooperatives' movement (e.g., "SCOP") to interrogate the relationship between ownership structure and productivity. We theorize, and find, that size and maturity are major predictors of the productivity of worker cooperatives. In a series of between and within-firm comparisons, we find that smaller and older SCOPs are more productive than comparable traditional firms. By contrast, larger and younger SCOPs face productive inefficiencies that hamper their overall performance. A survey of, and qualitative evidence gathered with, SCOP directors revealed the mechanisms that explain why productivity gains are associated with smaller and mature worker cooperatives. Specifically, workers in a limited in size and mature SCOP are (1) more motivated, (2) more productive, (3) more easily find a purpose in their job, (4) benefit more from higher group cohesion due to lower income inequalities, and (5) more likely to have clear and well-defined roles within the organization.

Paper is Available to Meeting Registrants Only.

OMT: **Privilege and Prejudice: How Shareholder Primacy Affects the Role of Social Class in CEO Selection** 

Author: **Michelle K. Lee, Smith School of Business, Queen's U.**

Author: **Abhinav Gupta, U. of Washington, Seattle**

Prior research has found that contenders of upper-class backgrounds are favored for CEO positions in Corporate America over those of lower- and middle-class backgrounds. However, in the decades since the last study was conducted, Corporate America has undergone significant changes that have institutionalized shareholder primacy as the dominant organizing principle. This study examines the implications of these societal changes, theorizing that the upper-class bias in CEO selection has steadily become amplified since the 1970s. We further hypothesize that companies with concentrated institutional ownership are more likely to be beholden to the shareholder primacy principle and, as a result, exhibit a stronger preference for upper-class CEO contenders. In contrast, we posit that collective bargaining agreements with unions serve as a countervailing force to shareholder primacy, manifesting in a reduced class bias in CEO selection. Using a novel dataset that compares the social class backgrounds of 454 rival candidates who competed for 227 CEO selection events during 1970-2013, we find considerable support for our hypotheses.

Paper is Available to Meeting Registrants Only.

OMT: **Worker Earnings Mobility and the Conception of Value in Private Equity Leveraged Buyouts**

Author: **Dylan Nelson, Massachusetts Institute of Technology**

Over four leveraged buyout (LBO) waves since 1980, private equity firms restructured thousands of large U.S. businesses with tens of millions of employees. At the same time, earnings for most U.S. workers stagnated despite rising corporate productivity. While private equity proponents argue that LBOs increase corporate competitiveness and create shared value, LBO critics argue that workers often bear the cost of high LBO debt. I argue that two main conceptions of value in private equity leveraged buyouts - operational and financial - have different implications for worker earnings mobility. I use administrative data on hundreds of millions of U.S. workers to show that LBOs on average increase the earnings of more-educated workers and lower the earnings of less-educated workers. The large negative LBO effects appear in the riskier LBOs enacted at the peak of the LBO waves, when the cost of high-yield debt is low and creditors offer debt with lower restrictions on organizational behavior. Findings from worker-level difference-in-difference models support this argument. I show that the cost of high-yield debt predicts higher leveraged deals and I match LBO-acquired companies to non-acquired companies based on timing, capitalization, size, industry, stock market, earnings, and level of financial distress. This study develops the organizational theory of economic inequality by explaining how the different value conceptions of corporate restructuring have different impacts on worker opportunity. Management theorists should continue to study LBOs and other organizational restructuring processes that reassign corporate control to impact diverse stakeholder groups.

Paper is Available to Meeting Registrants Only.

OMT: **Do Executives Use Their Corporate Jets to Go Provide Private Information to Investors?** 

Author: **Yijia Ding, London Business School**

Author: **Freek Vermeulen, London Business School**

In this study, we use data on the flight paths of corporate jets to assess the likelihood that executives are engaging in private meetings to provide market-sensitive information to large investors ahead of key events, such as announcements of a share buy-back or earnings surprises. We find that shortly before making such market announcements, executives are indeed more likely to fly to places where their investors are located. Moreover, we find that investors seem to act on information provided to them: following the meetings, they tend to increase their shareholdings, in comparison to investors that have not been visited. Through these findings, we advance the literature that takes a socio-political perspective on corporate governance, including the relations between senior executives and company investors. We also contribute to the literature on corporate misconduct.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1459** | Submission: **18918** | Sponsor(s): **(OMI)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 2:45PM - 4:15PMPT (UTC-7)** at **The Westin Seattle** in **Blakely**

Adventures in Performance Feedback Theory



Session Moderator: **Xavier Sobrepera, XXX**

OMT: The Upside of Sugarcoating: Inaccurate Performance Reporting and Exploration in Organizations

Author: **Oliver Baumann**, *U. of Southern Denmark*

Author: **Franziska Lauenstein**, *U. of Southern Denmark*

Author: **Thorsten Wahle**, *Alliance Manchester Business School, U. of Manchester*

In this paper, we study how information asymmetries and specifically the opportunity to inaccurately report performance feedback in decentralized organizational structures influences exploration. In many organizations, exploration is characterized by a two-staged process, where a higher-level decision-maker selects a lower-level unit to engage in exploration efforts, and a lower-level unit reports back a performance outcome. Such decentralized structures are also prone to information asymmetries, which are generally seen as undesirable, and aimed to be reduced through monitoring. In this study, we provide experimental evidence that information asymmetries are not always undesirable for organizations and that monitoring can hinder exploration efforts in organizations. The key results from our two experimental studies are that, first, lower-level units that take advantage of information asymmetries and report performance outcomes inaccurately, explore more and experiment more with risky solutions. Second, at the higher level, monitoring, and the revelation of inaccurate reporting leads to the avoidance of particular units, less exploration and foregone gains of exploration in this domain. This is important as it enlarges our understanding on how decentralized structures can foster exploration – against the intuition – information asymmetries can be beneficial, and managers may rather accept them than trying to reduce them. These insights are particularly relevant considering recent interest in ‘flatter’ organizational structures with more decision-making authority to lower-level units and less control.

Paper is NOT Available. Please contact the author(s).

OMT: Organizational Response to Performance Shortfalls: The Role of Self-confidence and Time Slack

Author: **Xavier Sobrepere**, *XXX*

The behavioral theory of the firm (BTOF) states that performance shortfalls trigger organizational responses seeking to restore performance above the aspiration level. However, previous research has shown ambiguous support for this proposition. One explanation for this lack of support is subjective performance assessments: Performance shortfalls might not be perceived as problematic by decision makers, which leads them to underestimate the need for a response. In this paper, I argue that decision makers' self-confidence promotes optimistic interpretations of performance assessments when performance is ambiguous enough. However, when performance shortfalls are unambiguous, I predict that decision makers' self-confidence leads to the opposite consequence, strong organizational responses, due to risk-seeking behavior. In addition, in this paper I propose that organizational slack is a source of ambiguity in assessing performance feedback allowing for favorable interpretations. Particularly, I propose that decision makers prone to make optimistic performance assessments overestimate the value they can extract from slack, which leads them to underestimate the need for a response to performance shortfalls. I find support for my hypotheses by analyzing 101,146 first down decisions from the National Football League (NFL) between seasons 2009 and 2016.

Paper is Available to Meeting Registrants Only.

OMT: Towards a Multi-Dimensional Perspective of Performance Feedback and Risk Taking 

Author: **Junjie Zhou**, *National U. of Singapore*

Author: **David Lehman**, *U. of Virginia*

Author: **Jungpil Hahn**, *National U. of Singapore*

This study investigates how different conceptualizations of aspiration and risk taking affect performance feedback theory. We review recent literature and find that: 1) aspirations are conceptualized as current performance and cumulative wealth, and 2) risk taking is conceptualized as the propensity to take risks and the amount to put at stake. We conduct simulation experiments to explore the implications of these different conceptualizations. We find that different conceptualizations lead to inconsistent organizational outcomes, such as long-term performance and survival rate. We also used data from Texas holdem to study decision-makers' risk taking behavior. We find that decision-makers' reactions in propensity and amount are not always aligned for a given current performance and cumulative wealth. Taken together, this set of results points to a significant gap in the literature with potential for much fruitful future work.

Paper is Available to Meeting Registrants Only.

OMT: What Do Managers Change When Performance Falls Below Aspirations?  

Author: **David R. Clough**, *Sauder School of Business, U. of British Columbia*

Author: **Philipp Reineke**, *Stanford U.*

Author: **Henning Piezunka**, *INSEAD*

The theory of problemistic search has established that poor organizational performance can trigger organizational changes. However, the menu of possible changes is large. Prior theory provides limited guidance on how managers choose what to change when performance is unsatisfactory. We expand problemistic search theory by analyzing how managers generate causal interpretations of past events that attribute blame for poor performance amongst the organization's key inputs. We describe two heuristics—a recency heuristic and a contrast heuristic—that guide managers' causal interpretations. In an empirical study of Formula One motor racing, we find managers appear to attribute blame to input factors that they changed recently, especially when uncertainty over input quality is high. We also find that contrasting performance between two drivers helps guide managers' causal interpretations. Our research moves forward several key debates over the process and consequences of problemistic search.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1460** | Submission: **18942** | Sponsor(s): **(OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 2:45PM - 4:15PMPT (UTC-7)** at **The Westin Seattle** in **Puget Sound Room**

Individual Networks and Diversity

Session Moderator: **Tatiana Lluent**, *ESMT Berlin*

OMT: **Preference or Persistence? The Origins and Implications of Homophily in Entrepreneurial Networks**  

Author: **Ethan Poskanzer**, *U. of Colorado*

Author: **Fiona Murray**, *Massachusetts Institute of Technology*

Homophily in social networks is common across a range of social settings. However, the particular processes through which people construct homophilous social networks are not well understood. We theorize that two processes could lead to homophily in an individual's social networks and test them using data from an entrepreneurial mentoring program. In one possible model, people are more likely to initiate relationships with similar others because they prefer those relationships. Alternatively, people could find that of the relationships they begin, homophilous relationships are more valuable, leading homophilous relationships to persist longer. Entrepreneurs in this program were given the opportunity to request which mentors they worked with and did not request mentors of their gender more frequently, indicating that were not more likely to initiate homophilous relationships. However, relationships between entrepreneurs and mentors of the same gender become more persistent working relationships and lead to more referrals on the entrepreneurs' behalf, indicating that homophilous relationships were more valuable. Men mentors disproportionately made fewer referrals on behalf of female entrepreneurs. The results indicate that homophilous networks could emerge endogenously as entrepreneurs seek relationships that can offer valuable resources and provide insight into inequality in access to network-based resources.

Paper is Available to Meeting Registrants Only.

 OMT: **Befriend Thy Neighbor: Office Seating, Social Networks and Gender**    

Author: **Tatiana Lluent**, *ESMT Berlin*

Within organizations, women remain to this day underrepresented in leadership roles. One key explanation for this focuses on differences in the way men and women socialize at the office and build professional network. Women's networks are less likely to afford them early access to important and diverse information that would benefit their careers. In this paper, I investigate office spatial design as a managerial lever to shape employee networks, and its differential impact on male and female employees. Further, I study gender differences in the relationship between proximity in an office space, network tie formation, and network brokerage. Seating assignments that closely match the organization's functional groupings add spatial segregation to the pre-existing occupational segregation between men and women. I argue that breaking functional silos in seating assignments can allow women, to a larger extent than men, to diversify their ties and to access more advantageous network positions. I use data from a quasi-field experiment where the seating plan of a Mexican company's headquarters was manipulated with the aim to decrease work-interdependence between office neighbors. Following the office reconfiguration, I find that female employees are more likely than male employees to form friendship ties with their new desk neighbors and that women's friendship networks are more likely to become more brokerage-rich. I also find evidence that women whose networks see an increase of brokerage following the reconfiguration tend to see their wage increase.

Paper is NOT Available. Please contact the author(s).

OMT: **Organizations Role in Allocating Immigrants and Native-born Into Analytical versus Interactive Jobs** 

Author: **Mallika Banerjee**, *U. of Calgary*

Applying human capital and social networks-based explanations of the labor market matching framework, this study examines the role of organizational selection channels in allocating high-skilled immigrants and native-born into different types of jobs in the U.S. white-collar labor market. Specifically, it investigates the conditions under which academic organizations are likely to rely on strong versus weakly formalized recruitment channels to screen and hire candidates and its potential effect on sorting immigrants and native-born into analytical versus interactive jobs. Using a nationally representative pooled cross-section sample of PhD scientists and engineers, I demonstrate that when reliable performance records are not readily available such that organizational decision makers rely on faculty referrals to assess the potential of prospective candidates, no immigrant-native differences arise in the job matching process. However, when employment-relevant soft skills about candidates are hard to evaluate and organizations rely on peer referrals to screen applicants, a differential allocation of immigrants and native-born across analytical and interactive jobs are likely to arise because of the former's lower access to friendship ties than the latter. Thus, human capital-based explanations of labor market matching framework pertaining to the self-selection of immigrants and native-born into analytical versus interactive jobs may overstate individual preferences, knowledge and skills the extent to which employers' use of specific recruitment channels to hire candidates into specific types of position also contribute to this outcome. Implications of the finding for the representation of immigrant minorities at the upper echelons of organizations are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1461** | Submission: **16618** | Sponsor(s): **(OMT, PNP)**
Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**
Scheduled: **Monday, Aug 8 2022 2:45PM- 4:15PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 5**

**Professionals in Public: Challenges to Professional and Frontline
Work in Public Organizations**
Professionals in Public



Presenter: **Samantha Orlena Ortiz Casillas**, *EMLYON Business School*
Presenter: **Arvind Karunakaran**, *Stanford U.*
Presenter: **Jillian Chown**, *Northwestern Kellogg School of Management*
Presenter: **Rodrigo Canales**, *Yale U.*
Discussant: **Beth Bechky**, *UC Davis*

This symposium aims to present research that analyzes some of the current challenges professionals and frontline workers face in public organizations. Public organizations, from large organizations to small agencies, perform key tasks for the functioning of government and society. To do so, they employ workers with specialized skills and knowledge that face challenges on the way their work is understood, managed, and assessed. Some of these challenges involve interacting with different audiences; managing conflicting expectations, criteria, expertise, and mandates; interacting with citizens; and conducting expert work in bureaucratic settings. This symposium aims to identify common concerns and insights across this research and to provide avenues for future scholarship in this area. Presenters have conducted research on professional identity, expert work, accountability, and conflicting mandates in police departments, public hospitals, emergency management services, and regulatory agencies in different countries.

From Brave Enforcer to Trusted Protector: Role Evolution and Procedural Justice Training in Mexico

Author: **Rodrigo Canales**, *Yale U.*
Author: **Jessica Zarkin**, *Cornell U.*
Author: **Lluvia Gonzalez**, *Innovations for Poverty Action*

Routinization of Expertise: Experts and the Entry of Less-Credentialed Workers into Organizations

Author: **Jillian Chown**, *Northwestern Kellogg School of Management*
Author: **Carlos Inoue**, *U. of Illinois at Urbana-Champaign*

Social Media Scrutiny of Front-line Professionals in Emergency Management Organizations

Author: **Arvind Karunakaran**, *Stanford U.*

Managing Conflicting Mandates: Wielding Procedural Expertise in a Government Agency

Author: **Samantha Orlena Ortiz Casillas**, *EMLYON Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1462** | Submission: **11121** | Sponsor(s): **(OMT, SIM, STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 2:45PM - 4:15PMPT (UTC-7)** at **The Westin Seattle** in **Cascade I-A**

Governance of Institutions: Logics and Orders as Phenomena
Governance of Institutional Logics and Orders



Organizer: **Milo Shaoqing Wang**, *W. P. Carey School of Business, Arizona State U.*
Organizer: **Shipeng Yan**, *U. of Hong Kong*
Discussant: **Michael Lounsbury**, *U. of Alberta*
Presenter: **Juan Almandoz**, *IESE Business School*
Presenter: **Brooke Harrington**, *Copenhagen Business School*
Presenter: **Marya Besharov**, *Oxford U., Saïd Business School*
Presenter: **Daniel Erian Armanios**, *Oxford U., Saïd Business School*
Presenter: **Shon R. Hiatt**, *U. of Southern California*
Presenter: **Patricia H. Thornton**, *Texas A&M U. and HEC, Paris*
Presenter: **Bjoern C. Mitzinneck**, *Groningen U. (RuG)*
Presenter: **Amr Adly**, *American U. of Cairo*
Presenter: **Ryan Scott Coles**, *U. of Connecticut*
Presenter: **Wesley Sine**, *Cornell U.*

To understand institutional logics as complex, dynamic phenomena, we propose a research agenda that focuses on studying the governance dynamics of logics. This focus could be especially timely for both theoretical and empirical reasons. Theoretically, instead of assuming institutional logics as relatively stable and unchanging influences on organizations and fields, a focus on governance will redirect our attention toward an underexamined theme of how various actors may (or may fail to) maintain the coherence and durability of logics and their associated orders. Empirically, the market's encroachment upon communities, the decline and stigmatization of professions, and the rise and fall of states in different parts of the world, among other grand challenges, all point to the importance and urgency of studying how different institutional logics and orders may be governed and maintained—especially during societal crises. This symposium aims at developing this research agenda by exploring the governance practices and mechanisms that sustain institutional logics as ongoing efforts as well as the various actors who are motivated or affected by the unfolding of logics.

Cross-institutional Governance: Logics, Orders, and Society

Author: **Juan Almandoz**, *IESE Business School*
Author: **Patricia H. Thornton**, *Texas A&M U. and HEC, Paris*

The Crisis of Governance in the Professions and Its Impact on Other Institutional Logics

Author: **Brooke Harrington**, *Copenhagen Business School*

Sustaining Values in Inter-Organizational Partnerships: The Case of Local Food Hubs

Author: **Marya Besharov**, *Oxford U., Saïd Business School*
Author: **Bjoern C. Mitzinneck**, *Groningen U. (RuG)*

How Revolutions Detach Institutional Carriers from Governing Logics: Insights from the Arab Spring

Author: **Daniel Erian Armanios**, *Oxford U., Saïd Business School*
Author: **Amr Adly**, *American U. of Cairo*

Refugees at the Door: Institutional Logics and New Venture Performance in a Changing Emerging Market

Author: **Shon R. Hiatt**, *U. of Southern California*
Author: **Ryan Scott Coles**, *U. of Connecticut*
Author: **Wesley Sine**, *Cornell U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Symposium**
Program Session: **1463** | Submission: **11346** | Sponsor(s): **(OMI, STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 2:45PM - 4:15PMPT (UTC-7)** at **The Westin Seattle** in **Vashon II**

Revisiting Reference Groups: Antecedents and Processes of Social Comparison and Peer Aspiration *Reference Groups: Antecedents and Processes*

Organizer: **John Kim**, *U. of California, Irvine*
Organizer: **John Joseph**, *U. of California, Irvine*
Speaker: **Pino G. Audia**, *Dartmouth College*
Discussant: **Vibha Gaba**, *INSEAD*
Presenter: **John Kim**, *U. of California, Irvine*
Presenter: **Hyeun Lee**, *U. of Toronto*
Participant: **Anne Bowers**, *U. of Toronto*
Participant: **Siddharth Sharma**, *Indian School of Business*
Presenter: **Thomas P. Moliterno**, *Vrije U. Amsterdam*

Reference groups are a central source of feedback and vicarious learning, and an important source of firm heterogeneity. Despite its importance, we have a limited understanding of reference groups and whom do organizations learn from. This symposium centers on the theme of reference groups, focusing on antecedents and processes of reference groups selection and social comparison by organizations. The symposium aims to extend existing research underscoring the importance of reference groups and provide directions for future research.

Effect of Reputation on Reference Group Selection: Evidence from a Regression Discontinuity Approach

Author: **John Kim**, *U. of California, Irvine*

Evaluator search costs and gender differences in risk-taking in careers

Author: **Hyeun Lee**, *U. of Toronto*
Author: **Anne Bowers**, *U. of Toronto*

Riders on the Storm: Individual Risk-Taking and Organizational Resource Disadvantages

Author: **Siddharth Sharma**, *Indian School of Business*
Author: **Thomas P. Moliterno**, *Vrije U. Amsterdam*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

OSCM Division Chan Hahn Best Paper Award

Session Moderator: **Kai Dominik Foerstl**, *EBS U. für Wirtschaft und Recht*

OSCM: Go Bold or Go Home: Measuring the Effect of Industry 4.0 Implementation on Firm Performance

Author: **Kevin Lau**, *Westfälische Wilhelms-U. Münster*
Author: **David Bendig**, *Westfälische Wilhelms-U. Münster*

OSCM Division Chan Hahn Best Paper Award

Despite one decade of intense research across various disciplines, the Industry 4.0 research field is still in its infancy. Particularly, the unclear return on Industry 4.0 technology investments remains one of the core barriers for an at-scale realization of this vision of future manufacturing. While early research on this IT-triggered phenomenon has found a positive association between Industry 4.0 technology and firm performance, recent practitioner reports indicate that many corporates remain in an Industry 4.0 piloting state and don't necessarily see these direct performance effects in industrial practice. This paper examines the impact of Industry 4.0 technology adoption on financial and operational firm performance based on a novel secondary data approach that systematically identifies Industry 4.0 technology events in the MD&A sections of large public U.S. firms. Drawing on digital options theory, our results indicate a 'renaissance' of the productivity paradox, the observation that IT investments do not always lead to increased performance. To the best of our knowledge, we are the first to demonstrate non-linear relationships between Industry 4.0 technology adoption and firm performance, which sheds new light on the current debate on returns on Industry 4.0 technology investments.

Paper is NOT Available. Please contact the author(s).

OSCM: Give me a Choice! A Field Experiment on the Performance Effects of Smartwatch-Based Task Assignment

Author: **Daniel Kwasnitschka**, *Swiss Federal Institute of Technology Zurich, ETH*
Author: **Henrik Franke**, *Swiss Federal Institute of Technology Zurich, ETH*
Author: **Torbjorn H. Netland**, *Swiss Federal Institute of Technology Zurich, ETH*

We examine a switch of alternative digitalized task assignment systems that are based on a novel smartwatch-based technology. The established task assignment system delegates tasks directly to workers and should optimize productivity, assuming that workers act fully rational. However, the production faces challenges that are rooted in human agency and lack of autonomy. Combining theories on transparency in operational systems and psychological theory of self-determination, we alter the production system to stop “pushing” work to employees but enabling them to “pull” work independently from a pool of available work tasks. We observe changes in a 4-week long field experiment among 8,529 work tasks completed in a real manufacturing plant in central Europe. We find that the combination of increased operational transparency and individual autonomy improves workers' effectiveness and operational performance but yield a decrease in task responsiveness—against our assumptions. We find no differences in workers' efficiency. With these findings, we derive implications for production managers and intersect the theory of self-determination with operational theory on transparency.

Paper is Available to Meeting Registrants Only.

OSCM: Supply Chain Awareness Increases Revenue Generation in Nonprofits

Author: **Sebastian Garcia-Dastugue**, *Florida International U.*
Author: **Horacio Enrique Rousseau**, *Florida State U.*

A pillar of supply chain orientation (SCO) is the level of awareness of implementing supply chain management (SCM) practices. However, the development of the 'awareness' dimension of SCO is scant. We propose the notion of supply chain awareness (SCA) to represent the degree to which management focuses on developing a SCO across the organization. We theorize that SCA helps organizations achieve strategic goals and use a mixed-methods study to test this contention in the context of nonprofits which do not necessarily have to demonstrate SCA. To unobtrusively capture SCA, we employ a novel procedure to obtain data from websites of 397 US-based nonprofits to perform a text analysis over the 10 years for which archival data were available. Overall, we find that SCA correlates positively with revenue generation – central to financial independence of nonprofits. Also, we tested two moderators relevant to nonprofits management. We found that the positive effect of SCA on revenue is stronger for nonprofits collocated in cities with headquarters of large corporations but weaker for those with larger boards. We discuss theoretical and empirical implications of SCA. Finally, we discuss managerial implications for nonprofits and examine ways in which SCA can inform policymakers.

Paper is Available to Meeting Registrants Only.

OSCM: Pragmatism and Abductive Reasoning in Operations Management: Insights from Design Science

Author: **Akhil Bhardwaj**, *Tilburg U.*

To address managerially relevant problems, scholars in operations management are increasingly adopting a design science based approach, that is, a pragmatic problem solving approach undergirded by abductive and inductive reasoning. Despite its increased adoption, the full potential of the design science approach and range of its application remains underappreciated by operations management scholars. To elaborate on how the design science approach can usefully be employed by operations management scholars, the current study examines five studies that adopted it. Treating these studies as exemplars in the Kuhnian sense, this study identifies six analytic moves that can enhance the rigor and relevance of scholarship in operations management. The study concludes with some reflections on the implications of adopting the design science approach in OM scholarship.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Plenary Session**
Program Session: **1465** | Submission: **10388** | Sponsor(s): **(CAR)**
Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**
Scheduled: **Monday, Aug 8 2022 3:00PM - 4:30PMPT (UTC-7)** at **Seattle Convention Center in Chelan 2**

Stephen R. Barley Delivers the Everett C. Hughes Award Speech
Barley on Hughes Award

Program Chair: **Denise Mary Jepsen**, *Macquarie Business School, Macquarie U.*

Speaker: **Maury Peiperl**, *George Mason U.*

Distinguished Speaker: **Stephen Barley**, *U. of California, Santa Barbara*

Participant: **Jos Akkermans**, *Vrije U. Amsterdam*

Participant: **Richard Cotton**, *U. of Victoria*

The Hughes Award for Careers Scholarship recognizes work that has made a significant contribution to the task of linking careers theory with the broader field of organizational studies. It is the Career Division's premier award, a way of honouring those who have worked to build bridges between careers and other areas of organizational enquiry.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1466** | Submission: **18866** | Sponsor(s): **(CTO)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 3:00PM - 4:30PMPT (UTC-7)** at **Seattle Convention Center in Room 203**

Remote Work and Work-life Conflict

Session Moderator: **Jian Shi**, *Vrije U. Amsterdam*

CTO: **Distant But Engaged: The Impact of Remote Leadership Communications on Work Engagement** 

Author: **Jian Shi**, *Vrije U. Amsterdam*

As a result of the COVID-19 pandemic, over 50% of the working population in Europe, the United States, and China ever turned overnight into mandatory working-from-home employees. This led to a massive change in workplace dynamics, and particularly a shift towards remote leadership as the physical distance between supervisors and subordinates suddenly increased. We investigated the impact of remote leadership communications on employee's work engagement during this prolonged pandemic in both China and the U. S., with 641 full-time employees in total. Drawing on leader distance theory, we hypothesized that the frequency of regular communications from supervisors overcome the increased physical distance, positively affected work engagement among remote employees. This finding was supported in two field survey studies and a daily diary study. In addition, the frequency of remote communications enhanced the supervisor's prestige (yet not their dominance), which positively influenced employee's work engagement. Finally, interaction frequency was particularly important for employees who had a high level of social distance (i.e., low-quality LMX) with the supervisors, suggesting that regular contact offset both the physical and social distance between supervisors and subordinates in remote workplaces during the pandemic. We discuss the implications for increasing the effectiveness of remote leadership during and beyond the pandemic.

Paper is NOT Available. Please contact the author(s).

CTO: **Life Interrupted: The effects of IT-Mediated Interruption Overload After Hours on Work-Life Conflict** 

Author: **Feifei Yang**, *East China Normal U.*

Author: **Jiayi Zhang**, *East China Normal U.*

Author: **Xiting Wu**, *East China Normal U.*

With the ubiquity of information technologies (IT) such as phones, emails, and instant communication media, employees frequently receive work-related interruptions during non-work time. Sometimes, the interruptions can be excessive for individuals to handle, which impose significant consequences on their personal life. Drawing on conservation of resources (COR) theory, we examine IT-mediated work-related after-hours interruption overload on work-life conflict. We predict that after-hours interruption overload causes work-life conflict through the mechanism of psychological transition. Further, preemptive processing method will positively moderate the mediation relationship while sequential method will negatively moderate it. Empirical evidence is based on two time-lagged surveys from a final sample of 336 full-time employees. Our study extends the research focus to work-related interruptions during non-work time and add knowledge to the mechanism and boundary conditions of after-hours interruption overload.

Paper is Available to Meeting Registrants Only.

CTO: **Exploring the Links Among Nondomicile Violence Against Women, Virtual Mobility, and Capabilities**

Author: **Ramesh Dangol**, *Youngstown State U.*

Author: **Deepa Iyer**, *Youngstown State U.*

Author: **Patrick J. Bateman**, *Youngstown State U.*

This study examines the role of virtual mobility in helping women develop employment capabilities when they face high levels of nondomicile violence. We hypothesize that nondomicile violence limits women's spatial mobility, reducing their ability to develop employment capabilities by limiting spatial mobility. Traditionally, spatial mobility is required for commuting to work, schools, colleges, and job training centers (capability development centers). Job training and education women receive at work and capability development centers, respectively, play a critical role in developing employment capabilities. However, nondomicile violence prevents women from accessing capabilities development centers and, consequently, reduces women's ability to develop employment capabilities. In addition, we hypothesize that, in the context where women face high levels of nondomicile violence, virtual mobility can allow women to develop employment capabilities by supplanting spatial mobility. We find that nondomicile violence against women negatively impacts women's employment capabilities. We also find that virtual mobility positively moderates the adverse effects of nondomicile violence on women's employment capabilities. Based on our findings, we recommend governments invest in virtual mobility infrastructures to help women living in high levels of nondomicile violence develop employment capabilities.

Paper is Available to Meeting Registrants Only.

CTO: **Adaptations and Tensions in Remote Work: A Longitudinal Study of the Covid-19 Environmental Jolt**

Author: **Liana Razmerita**, *Copenhagen Business School*

Author: **Armin Peroznejad**, *Copenhagen Business School*

Author: **Dan Karreman**, *Copenhagen Business School Department of Management, Society and Communication*

Abstract Remote work provides alternative methods of working which in turn became the norm during the Covid-19 pandemic. In this, paper, we study adaptation practices introduced by both individuals and organisations as a way for managing the enforced remote work. The study draws upon 51 interviews of knowledge workers collected over two years during different phases of the Covid 19 pandemic. We apply adaptation theory and the concept of environmental jolt as lenses to examine the transformation of work as an adaptation process towards new digital working practices. We approach adaptation as a way of coping with a radical change or dynamic situation and building resilience. Based on the data analysis, we expand the adaptation theory in relation to different forms of adaptation to digital work practices (e.g. at technological, organisational, and behavioural level). We also find that remote work overall was a positive experience among knowledge workers, and it has increased their autonomy and accountability at the cost of a number of emerging tensions. Findings emphasize phases of adaptation and tensions that emerge over time in remote work at both individual and organizational level.

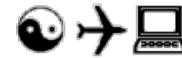
Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Physiological and Genetics Basis to Studying Organizational Actors



Session Moderator: **Fernando A R Serra**, *U. Nove de Julho - UNINOVE - São Paulo*

NEU: **The Influence of the Structure on the Attention of Organization Managers**    

Author: **Nairana Radtke Caneppele**, *Centro U. Unihorizontes*
Author: **Fernando A R Serra**, *U. Nove de Julho - UNINOVE - São Paulo*
Author: **Luis Pinochet**, *U. Federal de São Paulo (UNIFESP)*

We aim to understand the aspects of the structural distribution of attention that influence the attention of individuals in organizations. We performed two distinct and interlinked studies considered experiments using an eye tracking tool. In the first study, we evaluated the effect of training (as a proxy for the function) on managerial care and the individual characteristics of future managers (n=151). In the second study, we evaluated the effect of function/position on managerial care and the individual characteristics of professionals (n=140) working in organizations. We conclude that the professional profile and the organizational environment (internship) influence the choice of information in the areas of interest (AOI) of future managers. About managers, we concluded that the professional profile influences the choice of information (AOI) for the allocation of care. The initial training of decision-makers (managers) becomes less relevant than their professional profile, which is shaped based on their professional experiences and practices.

Paper is Available to Meeting Registrants Only.

NEU: **Job Attainment Characteristics: Genetic Basis Shared with Other SES Indices** 

Author: **Zhaoli Song**, *National U. of Singapore*
Author: **Wen-Dong Li**, *Chinese U. of Hong Kong*
Author: **Hengtong Li**, *National U. of Singapore*
Author: **Xin Zhang**, *Chinese U. of Hong Kong*
Author: **Nan Wang**, *Lingnan U.*
Author: **Qiao Fan**, *Duke-NUS Medical School Singapore*

Job attainment is an important component of socioeconomic status (SES). There is currently a paucity of genomic research on an individuals' job attainment, as well as how it is related to other SES variables and overall well-being. By incorporating O*NET occupational information into the UK Biobank database, we performed GWAS analyses of six major job attainment characteristics – complexity, autonomy, innovation, information demands, emotional demands, and physical demands – on 219,483 individuals of European ancestry. The job attainment had moderate to high pairwise genetic correlations, manifested by three latent factors: cognitive, emotional, and physical functions. The latent job function underlying job attainment traits represented a critical genetic path from educational attainment to income ($P < 0.001$). The higher job attainment was genetically correlated with better health outcomes (i.e., subject well-being, overall health rating, number of non-cancer illnesses etc. ($|rg|$: 0.14 to 0.51), similar to other SES indices; however, the genetic correlations exhibited opposite directions for physical demands ($|rg|$: 0.14 to 0.51) and were largely negligible for emotional demands. By adopting a fine-grained approach to capture specific job attainment phenotypes, our study represents an important step forward in understanding the shared genetic architecture among job attainment characteristics, other SES indices, and potential role in health outcomes.

Paper is Available to Meeting Registrants Only.

NEU: **Physiological Synchrony in Virtual Teams: Prediction of Team Emergent States**

Author: **Sixiong Peng**, *U. of Tokyo*

NEU Best Student Paper Award

William H. Newman Award Nominee

A wide range of organizations has increasingly adopted virtual teams, particularly after the outbreak of COVID-19. Due to the limitations of virtual communication, such teams face challenges to cooperation. This calls for new tools to support teamwork through dynamic analysis. Physiological synchrony is a promising indicator for representing the real-time state of a team, but its application in organizational science is minimal, even less so for virtual teams. In order to verify physiological synchrony's relationship with teamwork and team emergent states in virtual teams, I formed 10 virtual teams of 4 members each. I asked each team to generate business ideas for post-COVID19 society, following a process based on design thinking, while measuring their electrodermal activities. The results show that three indicators of physiological synchrony, directional agreement, instantaneous derivative matching, and windowed cross-lagged correlation significantly differ between teamwork and resting. The indicators also differ between the real teams and hypothetical teams, but only for some teams. Also, physiological synchrony indicators during different periods correlate with psychological safety, collective efficacy, and cohesion. Psychological safety shows more strong correlation than the others. Among physiological synchrony indicators, windowed cross-lagged correlation most strongly correlates with emergent states. I discussed implications and future studies.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1468** | Submission: **19398** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 3:00PM - 4:30PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 2**

Gender, Race, and Wage Discrimination and Work Stratification

Session Moderator: **Julia D. Hur**, *New York U.*

OB: **The Look of a Good Pitcher: Role Prototypicality Contributes to Wage Discrimination**    

Author: **Julia D. Hur**, *New York U.*

Author: **Xu Han**, *New York U.*

Race or gender is a key component of determining role prototypicality in organizations. The current work examines the effect of role prototypes on one of the most critical social and organizational challenges: income inequality. We suggest racial minority members who occupy a less prototypical role would face more wage discrimination compared to racial minority members who occupy a more prototypical role. We analyzed the salaries of Major League Baseball (MLB) players from 1988 to 2019 and found that minority players are at disadvantage in salaries when they occupy a less prototypical role (i.e., pitcher), compared to other more prototypical roles. This effect was specific to minority players and was further moderated by status and centrality of the role. The current findings demonstrate how role prototypicality not only affects perception or evaluation of minority members but also influences how much money they make when they simply look less prototypical for their role.

Paper is NOT Available. Please contact the author(s).

OB: **Organizationally Imprinted Networks and Gender Disparities in the Labor Market**  

Author: **Thomas Lyttelton**, *Copenhagen Business School*

Author: **Lasse Folke Henriksen**, *Copenhagen Business School*

Author: **Emil Begtrup-Bright**, *Copenhagen Business School*

How do organizations gender network hiring? There is ample research suggesting that network hiring contributes to gendered outcomes for workers and organizations and that the hiring organization is key to this process. However, the hiring firm is not the only relevant organizational context for labor market networks, since workers' past labor market experiences are likely to have shaped the networks they carry forward as they search for new employment opportunities. The settings in which workers originally formed connections may therefore also influence the value of job movers' contacts. This paper uses administrative data on job moves across the Danish labor market from 2014-2016 and an innovative matching strategy to examine how the gender composition of two organizations - hiring establishments and the establishments in which a mover and their contact previously worked together - influences the value of contacts. We find that ties to male managers are particularly useful overall, and in both organizational settings, ties are most useful when employees are in the gender majority. Our findings show how successfully managing a diverse workforce is important for the long-term careers of workers and suggests that access to authority figures should be a priority of organizational networking and mentorship programs.

Paper is Available to Meeting Registrants Only.

OB: **Race, Incivility, and Perceptions of Racial Discrimination** 

Author: **Maria Kraimer**, *Rutgers U., School of Management and Labor Relations*

Author: **Lawrence Houston**, *Rutgers U. SMLR*

Author: **Cheng-Huan Liu**, *Rutgers U., School of Management and Labor Relations*

Author: **Scott Seibert**, *Rutgers U., School of Management and Labor Relations*

We integrate selective incivility theory (Cortina, 2008) and attributional ambiguity theory (Crocker & Major, 1989) to examine the relationships among race, experienced incivility, perceived racial discrimination, and social integration. Based on the core tenet of selective incivility theory, we expect employees of color to experience higher levels of incivility than White employees. We further propose that social integration in the workgroup decreases experienced incivility, but only for employees of color as it minimizes social categorization processes. Based on attributional ambiguity theory, we then propose race to moderate the positive relationship between experienced incivility and perceived racial discrimination such that the relationship is stronger for employees of color than for White employees. To test these hypotheses using specific incidents of incivility, we collected weekly data from 150 staff at a U.S. university for six consecutive weeks. The results indicated no race differences in the experience of incivility. Further, social integration in the work unit decreased experienced incivility for employees of color only. Finally, for employees of color, but not White employees, there was a strong positive relationship between experienced incivility and perceived racial discrimination. These findings advance our understanding of selective incivility theory and connect incivility to perceptions of racial discrimination. We offer practical recommendations for reducing perceived discrimination and building more inclusive work environments for racial minorities.

Paper is Available to Meeting Registrants Only.

Author: **Adam Storer**, *UC Berkeley*

How does the experience of workplace stratification affect well-being? The effect of social comparisons that result from the experience of stratification have typically been measured with respect only to pay. However, the workplace is a core site of stratification, and research has shown that workers consider a wide variety of job characteristics beyond pay in evaluating their jobs. This paper evaluates work schedule quality in low-wage foodservice and retail as a job characteristic that workers draw upon as a source of comparison, by analyzing an original employer-identified survey of 1,049 respondents from 10 large, national companies. I first establish through free-text responses that frontline workers have multiple pathways to access information regarding coworkers' schedules. Next, I find that frontline workers are more likely to compare schedule quality to their coworkers, and compare wages between employers. I hypothesize that this difference may be in part due to the visibility of schedules in the workplace, and develop a theoretical distinction between context-specific and context-agnostic positional goods. Further, I find evidence of steep declines in schedule satisfaction, overall job satisfaction, and increases in turnover intentions when frontline workers feel they have worse schedules than their coworkers. In contrast, I find limited evidence for small to modest improvements when workers feel they are treated better than average. These findings demonstrate a clear inflection point around feelings of being treated worse than the average coworker, rather than the linear, incremental effect that is typically assumed in measurements of relative deprivation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

-  Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
-  Selected as a Best Paper

□

Session Type: **Plenary Session**
Program Session: **1469** | Submission: **12303** | Sponsor(s): **(ONE)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 3:00PM - 4:30PMPT (UTC-7)** at **Seattle Convention Center in Yakima 1**

**ONE Plenary (Hybrid): Resilience in Organizational Scholarship -
Lessons Learnt from COVID-19 and Future Forms of Resilience to Large-
Scale and Disruptive Change**
ONE Plenary (Hybrid Plenary Session)

Host: **Martina K. Linnenluecke**, *Macquarie U.*

Even a few years ago, the possibility of a large-scale infectious disease outbreak would have seemed highly unlikely and hypothetical at best. Fast forward to August 2022, and we are finding ourselves back at the first AOM conference with in-person attendance after the outbreak of COVID-19, while the world is still grappling to find pathways for managing the short- and long-term impacts of the pandemic on individuals, businesses, and society. But are we prepared for the next shock? Is our scholarship providing adequate guidance? Or are we again hoping that these risks will remain unlikely and hypothetical? Join us in this Plenary session to discuss future forms of resilience to large-scale and disruptive change.

This Plenary Session will explore the ‘lessons learnt’ from COVID-19, and new insights that have been gleaned into the resilience of organizations and institutions to large-scale and disruptive change. Resilience can be defined as the “inherent characteristics of those organisations that are able to respond more quickly, recover faster or develop more unusual ways of doing business under duress than others” (Linnenluecke, 2017: 4). Large-scale disruptive change refers to unexpected change that affect entire socio-economic systems. Hällgren et al. (2018) define this type of change as a “disrupted context”, involving change that occurs “outside the core activities of organisations or communities”, thus “catching organizations and/or communities off-guard” (pg. 135). The pandemic will likely and unfortunately not remain an isolated global occurrence of large-scale and disruptive change. We already know that society faces an increasing risk of exposure to a range of economic, social, and environmental risks. The latest edition of the Global Risks Report, released by the World Economic Forum in 2022, lists climate action failure, extreme weather events, as well as biodiversity loss and ecosystem collapse amongst the top three of the top 10 global risks by severity. The report points out that it is indispensable for businesses across sectors to formulate longer-term resilience strategies that allow flexibility in responding to a range of future threats. Our panelists will come together to explore scholarship around risk and resilience issues and will discuss related research from their various areas of expertise.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **1470** | Submission: **19637** | Sponsor(s): **(PUBS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 3:00PM - 4:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 4C1**

Conversations With The Editors AMJ *Conversations With The Editors*

Organizer: **Michael Malgrande**, *Academy of Management*
Participant: **Marc Gruber**, *Ecole Polytechnique Fédérale de Lausanne*

Meet the editor of AMJ and the team of associate editors to learn their vision for the journal and tips on how to write a successful paper. All are welcome!

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1471** | Submission: **19181** | Sponsor(s): **(RM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 3:00PM - 4:30PMPT (UTC-7)** at **Seattle Convention Center in Room 612**

The Craft of Conducting Qualitative Research



Session Moderator: **Anne D. Smith**, *U. of Tennessee, Knoxville*

 **RM: Harnessing the Positive Side of Negative Cases: Exemplars and Queries for Qualitative Researchers** 

Author: **Christina Hymer**, *U. of Tennessee, Knoxville*
Author: **Anne D. Smith**, *U. of Tennessee, Knoxville*

A negative case refers to an alternative storyline that emerges during the data analysis process and challenges the dominant theoretical model. Scholars engage in negative case analysis by identifying, analyzing, and theoretically integrating alternative storylines within their theoretical model. Despite expansive instruction around negative case analysis within qualitative guides, we were frankly shocked at the limited discussion of negative case analysis within a 20-year review of empirical articles published in top management journals. The objective of this article is to open up discussion of negative case analysis and further sensitize researchers and journal editors alike to the value of negative case analysis. We provide a review of methodological guidance on negative case analysis and highlight insights from seven exemplary article that utilize negative cases in their theory development. We develop four questions and some preliminary responses that we hope will generate more rigorous, trustworthy, and refined theoretical insights from inclusion of negative cases.

Paper is Available to Meeting Registrants Only.

RM: Where Is Time in Longitudinal Qualitative Research? 

Author: **Nele Langebraun**, *U. della Svizzera Italiana*
Author: **Michael Gibbert**, *U. della Svizzera Italiana*
Author: **Bareerah Hafeez Hoorani**, *Nijmegen School of Management*
Author: **Gizem Kadioglu**, -
Author: **Peter Seele**, *USI Lugano*

Time plays an integral part in the day-to-day running of organizations, and recently there were several calls for more theorizing based on qualitative longitudinal research. Despite these calls, what constitutes 'longitudinal' qualitative research can be interpreted in different ways, e.g. from a process perspective or a variance perspective. As such, while the academic community is under pressure to produce longitudinal research, the plurality of approaches often leaves us at a loss as to what to report and how to report it. Rather than curtailing this plurality by providing guidelines or templates, we focus on how time itself is used by analyzing all qualitative longitudinal papers published in *Academy of Management Journal*, *Administrative Science Quarterly*, *Organization Science*, and *Journal of Business Ethics* between 2016 and 2020. To provide analytical clarity we distinguish between two uses of time, either in the research design and/or the research process. This distinction allows us to reveal a taxonomy of existing practices including three levels of engagement with time, with only a minority of the papers effectively using time for theory-building, and some resorting to what we call longitudinal-washing. To rectify this, we use insights from the best practices in our sample to enhance the theoretical heft and mutual intelligibility of longitudinal research by reporting transparently on the usage of time.

Paper is Available to Meeting Registrants Only.

RM: A Paradox Approach to Navigating the Tensions of Ethnographic Research  

Author: **Angela Greco**, *U. of Groningen*
Author: **Katrin Heucher**, *U. of Michigan*

Ethnographers embedded in organizational settings are confronted with competing expectations and tensions. By building on the scholarly work on paradox theory, we draw from our experiences conducting ethnography and from the narratives of other organizational ethnographers and offer insights on what we call "paradoxes of ethnography". Additionally, we offer a guiding framework to aid organizational ethnographers, by increasing current understanding of the challenges and opportunities of ethnographic research. Thereby, we contribute to methodological conversations around ethnography and highlight coping mechanisms known in paradox research.

Paper is Available to Meeting Registrants Only.

RM: Existential Ethnography: What I Learned About Life While Studying Death – a Confessional Tale  

Author: **María Dolores Del Río**, *U. Austral*

Organizational ethnography, although a well-suited method to "touch" humanity in organizational contexts, needs to be rethought to grasp the wholeness of human experience. An oppositional and, thus, a dualistic conception of what I am going to refer to as the subject of, the subject in, and the subject by fieldwork was sustained in time in the ethnographic tradition. I propose an existential ethnography -deeply rooted in phenomenology- as a way to achieve the opposite effect of re-integrating the self in a new and perhaps unfamiliar way, but one in which we begin to reconstitute our humanity through the research process. This paper contributes to a deeper understanding of how philosophical foundations influence methodological choices and thus the topics that research can reach when we turn to focus on our humanity in organizations, taking into account that increasingly we spend most of our working lives in organizations and that we will die in organizations as well.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Showcase Symposium**
Program Session: **1472** | Submission: **11386** | Sponsor(s): **(RM, CAR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 3:00PM - 4:30PMPT (UTC-7)**

Extending the Benefits of Mixture Modeling Approaches in Career and Organizational Behavior Research

Extending the Benefits of Mixture Modeling

Session Chair: **Domingo Valero**, *Lucerne U. of Applied Sciences and Arts*
Session Chair: **Madeleine Haenggli**, *U. of Bern*
Presenter: **Yixuan Li**, *U. of Florida*
Presenter: **Madeleine Haenggli**, *U. of Bern*
Presenter: **Domingo Valero**, *Lucerne U. of Applied Sciences and Arts*
Presenter: **Anne Mälikangas**, *Tampere U.*
Discussant: **Daniel Spurk**, *U. of Bern*

Studying careers and organizational behavior using person-centered approaches like cluster analysis or more modern mixture modeling approaches like latent class/profile analysis is of great theoretical value for career and organizational research. The idea is that the responses contained in a sample consist of a “mix” of responses stemming from various subpopulations. After years of proliferation of mixture modeling research in our field, we now need to broaden our focus and ask ourselves: What more can be achieved using mixture modeling in careers and organizational research? How can mixture modeling be used beyond “internal” latent profile analyses by extending the latent profile analyses or using less common mixture modeling techniques? In this symposium, we present a selection of works using such more elaborate applications of mixture modeling. Our goal is to show attendees of our symposium how to go beyond internal latent profile analyses by adding covariates to their analyses and using less well-known mixture modeling approaches like mixture regression analysis to enhance the empirical and theoretical benefits of mixture modeling.

Conflict Culture Profiles and Organizational Innovation: A Configural Approach

Author: **Yixuan Li**, *U. of Florida*
Author: **Yiduo Shao**, *U. of Iowa*
Author: **Zhefan Huang**, *U. of Florida*
Author: **Guiyao Tang**, *Shandong U.*

How Do Resources Combine to Achieve Career Goals: Using Latent Profile Analysis to Predict Outcomes

Author: **Madeleine Haenggli**, *U. of Bern*

A Multiple-Group Latent Profile Exploration of Work Value Profiles across Cultures

Author: **Domingo Valero**, *Lucerne U. of Applied Sciences and Arts*
Author: **Chunyu Zhang**, *Shaanxi Normal U.*
Author: **María José González López**, *U. of Granada*
Author: **Noemi Nagy**, *U. of South Florida*

Does Job Crafting Always Boost Work Engagement?

Author: **Anne Mälikangas**, *Tampere U.*
Author: **Asko Tolvanen**, *U. of Jyväskylä*
Author: **Soile Juutinen**, *Tampere U.*
Author: **Kirsi Sjöblom**, *Tampere U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **1473** | Submission: **16522** | Sponsor(s): **(RM, OB, OMT)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 3:00PM - 4:30PMPT (UTC-7)** at **Seattle Convention Center in Room 606**

A Junior Scholar's Guide to Navigating the Trials & Triumphs of Qualitative Research



Qualitative Research Symposium for Junior Scholars

Moderator: **Alexandra Rheinhardt**, *U. of Connecticut*

Moderator: **Anna Elise Roberts**, *School of Management, U. of Bath*

Panelist: **Sarah Wittman**, *George Mason U.*

Panelist: **Tiffany Dawn Johnson**, *Georgia Institute of Technology*

Panelist: **Eliana Crosina**, *Babson College*

Panelist: **Kam Phung**, *Simon Fraser U.*

This symposium seeks to bring together a panel of junior (pre-tenure) faculty members to discuss the trials and triumphs of qualitative research. The panel discussion will focus on the personal, qualitative journeys that the panelists have embarked upon, uncovering personal processes for engaging in and managing qualitative research, the various challenges that have arisen in this process and individual approaches to dealing with these challenges, as well as the benefits and rewards of engaging in such research. The primary goals of this panel symposium are to: 1) provide a platform for sharing personal struggles and valuable insights related to qualitative research; 2) provide an opportunity for other junior scholars – at the doctoral, post-doctorate, and Assistant Professor stages – to seek advice and ask questions that are not typically answered in a classroom setting, and; 3) create a community of practice for junior scholars beyond the AOM Annual Meeting. By bringing together a group of junior scholars with different research interests and backgrounds, but who have spent the majority of their academic careers engaging in qualitative research, this panel is uniquely positioned to provide a diverse set of perspectives, tips, and tricks to other scholars in the early stages of their qualitative careers.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **1474** | Submission: **11713** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 3:00PM - 4:30PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Metropolitan A**

STR 2022 Best Dissertation Finalists' Presentations
STR Best Dissertation Finalists

Division Chair-Elect: **Michael J. Leiblein**, *Ohio State U.*
Organizer: **Michael J. Leiblein**, *Ohio State U.*
Participant: **Daniel Sands**, *New York U.*
Participant: **Aldona Kapacinskaite**, *Department of Management and Technology, Bocconi U.*
Participant: **Agnes Guenther**, *U. of Utah, David Eccles School of Business*
Participant: **Christopher Albert Sabel**, *WWU Münster*
Participant: **Anparasani Mahalingam**, *U. of Utah, David Eccles School of Business*

In this session the 2022 finalists for the STR Dissertation Award will present their dissertations. This year's winner of the STR dissertation award will be announced at the STR business meeting straight after this session

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**

Program Session: **1475** | Submission: **19707** | Sponsor(s): **(TLC)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 3:00PM - 4:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 302**

TLC Debrief Meeting (Invite Only)
TLC Debrief Meeting (Invite Only)

This is an invite only session for the TLC Committee

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1476** | Submission: **17436** | Sponsor(s): **(IM, ONE)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 10:00AM - 11:30AMPT (UTC-7)** at **Seattle Convention Center in Room 308**

The Role of Multinationals in the Energy Transition

Multinationals in the Energy Transition



Participant: **Birgitte Grogaard**, *BI Norwegian Business School*
Participant: **Randi Lunnan**, *BI Norwegian Business School*
Participant: **Erin Bass**, *U. of Nebraska, Omaha*
Participant: **Joao Albino Pimentel**, *U. of South Carolina, Darla Moore School of Business*
Participant: **Helene Loe Colman**, *BI Norwegian Business School*
Participant: **Andrew Inkpen**, *Thunderbird School of Global Management at ASU*
Participant: **Michael Nippa**, *Free U. of Bozen-Bolzano*
Participant: **Markus David Taussig**, *Rutgers Business School*
Participant: **Thao Vo**, *BI Norwegian Business School*

The primary aim of the proposed symposium is to discuss research questions focused on the implications of climate change for international business and on the role IB scholars can play in addressing climate change through a multi-level perspective. Building on seminal and own work of the organizers and presenters, the symposium will highlight important aspects at the intersection of climate change and IB as well as possible directions for future research and knowledge generation. It offers a platform for discussion and mutual learning among participants and should ideally 'produce' follow-up activities.

Public policy, non-market capabilities and energy transition through foreign investments

Author: **Joao Albino Pimentel**, *U. of South Carolina, Darla Moore School of Business*

Leveraging dynamic capabilities for the energy transition: balancing energy sources

Author: **Birgitte Grogaard**, *BI Norwegian Business School*
Author: **Helene Loe Colman**, *BI Norwegian Business School*
Author: **Thao Vo**, *BI Norwegian Business School*

The oil and gas industry and its role in the energy transition

Author: **Andrew Inkpen**, *Thunderbird School of Global Management at ASU*

Interorganizational networks in energy transition collaboration

Author: **Randi Lunnan**, *BI Norwegian Business School*

MNE-specific responses to energy transition regulations

Author: **Michael Nippa**, *Free U. of Bozen-Bolzano*
Author: **Markus David Taussig**, *Rutgers Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1477** | Submission: **18580** | Sponsor(s): **(CAR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 3:30PM - 5:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 607**

Job Search and Transitions

Session Moderator: **Alison M. Dachner**, *John Carroll U.*

In-person, on-site in Seattle. NO virtual component. Content will become available on the virtual platform as an on-demand session at the scheduled time of the in-person session.

CAR: Social Class Differences in Job Search Process and Employment Success 

Author: **Xuan Liu**, *U. of Minnesota - Twin Cities*

Author: **Le Zhou**, *U. of Minnesota*

Author: **Abdifatah Ahmed Ali**, *U. of Minnesota*

Author: **Songqi Liu**, *Georgia State U.*

Author: **Shenjiang Mo**, *Zhejiang U.*

This study examines the impact of a job seeker's social class on their job search and employment success. We draw from a social cognitive perspective of social class to propose two dynamic mechanisms during job search process through which social class influences employment outcomes: goal persistence and compromising strategy. We followed 126 new job market entrants for up to 12 weeks when they searched for their first full-time jobs. We found that parent education was positively related to goal persistence, such that job search salary goal was more likely to fluctuate as perceived job search progress changed among job seekers whose parents had lower education whereas there was no significant relationship between perceived job search progress and job search salary goal among those whose parents had higher education. Goal persistence was, in turn, positively related to the number of job offers received. We also found that family income was negatively related to using a compromising strategy when making decisions about opportunities received in the job search process, such that job seekers from richer (versus poorer) families were less likely to accept job opportunities that they were dissatisfied with. Job seekers who used less compromising strategy were more likely to be employed in a satisfying job rather than stay unemployed until the end of their job search. Overall, our findings suggested that social class origins could influence new job market entrants' employment success through their social cognitive tendencies during the job search process.

Paper is NOT Available. Please contact the author(s).

CAR: Profiling "Occupational Changers": A Longitudinal Study 

Author: **Ivana Igic**, *U. of Bern*

Author: **Andreas Hirschi**, *U. of Bern, Work and Organisational Psychology*

Author: **Katja Dlouhy**, *U. of Mannheim*

Author: **Guri Medici**, *ETH Zürich*

Author: **Gudela Grote**, *ETH Zürich*

Occupational change is a common and impactful career transition, but previous research has not yet clarified how employees' job satisfaction, health, and well-being develop after such a change, and which factors contribute to their favorable or unfavorable development. Addressing these issues, we analyzed panel data of young employees in Switzerland covering the first four years of entering the labor market after completing vocational education and training (N = 352). We examined different trajectories of changes in job satisfaction, health, and well-being indicators after an occupational change across four years, from one year before the occupational change to two years after the change. We also examined levels and changes in job demands, job resources, and personal resources over the same period as potential explanatory factors for these trajectories. Longitudinal growth mixture analyses (LGMA) revealed four trajectories of job satisfaction, health, and well-being variables: (1) favorable development—particularly in mental health, (2) favorable development—particularly in physical health, (3) unfavorable development, and (4) stable favorable. Different trajectories after changing occupation were explained by changes but not by levels in job demands, job resources, and personal resources in the new occupation. We discuss the implications of the results at the occupational and individual levels.

Paper is Available to Meeting Registrants Only.

CAR: Early Emergence of Career Self-Management Skills among Adolescents: A Dynamic Perspective 

Author: **Madeleine Haenggli**, *U. of Bern*

In times of changing labor market and rapid technological development, career self-management is becoming increasingly important for individuals to manage the frequent and complex transitions within and between learning and work. This is particularly important in the earliest stages of career development, namely the career preparation phase, where career self-management skills need to be developed and applied. Drawing on different career theories, this six-wave longitudinal study investigates the dynamic link between motivational aspects (i.e., career clarity), knowledge (i.e., job market knowledge), and career self-management actions (i.e., environmental exploration) at an intra-person level and over time. Based on a sample of 1297 students of 7th-9th grades, I tested a random intercept cross-lagged panel model (RI-CLPM) to examine within-person dynamics across six time-points while accounting for stable between-person differences. The findings support the assumed dynamics in these variables in that increases in environmental exploration predicted subsequent increases in career clarity and job market knowledge. Moreover, increased career clarity and job market knowledge, in turn, predicted subsequent increases in environmental exploration. I discuss the findings taking into account a dynamic intra-person approach to understand key career preparation constructs.

Paper is Available to Meeting Registrants Only.

CAR: Coming Home to Authentic Self: An Autoethnographic Study of Multiple Career Transitions 

Author: **Ajoy Kumar Dey**, *Birla Institute of Management Technology, Greater Noida, Uttar Pradesh India*

Author: **Shreya Mishra**, *Birla Institute of Management Technology, Greater Noida, Uttar Pradesh India*

Career studies on multiple transition that include transitions at early, mid and late life career are scarce. Further, there is little understanding on the intersection of Basic Values and Career Anchors in multiple career transitions. The purpose of this study is thus to provide a holistic view on multiple career transition through the lens of Schwartz's Basic Values and Schein's Career Anchors, during the life course of 30 years including. The study reveals how foundational Values and Career Anchors led the author to finding authentic self. The study concludes with a conceptual framework for multiple career transition, including transition at old age. The framework integrates career theories which resonated with the findings to give a bird's eye view of the phenomenon. We found, that strong values and career anchors, helps individual navigate through transitions without compromising, if the person stays career conscious to boundary situation and authentic to personal values. In addition, we found that although Dominant Career anchor may change in time, however, the original dominant anchor may emerge in late career transition if the dominant value remains the same throughout. Keywords: Autoethnography, Career Transition, Career Anchors, Values

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Caucus**
Program Session: **1478** | Submission: **17967** | Sponsor(s): **(CAU)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 3:30PM - 5:00PMPT (UTC-7)**

Student-Written Cases as Self-Determined Learning: Exchanging Experiences, Perspectives and Questions
Student-Written Cases as Self-Determined Learning



Organizer: **C. Ken Weidner**, *Saint Joseph's U.*
Organizer: **Elena Lvina**, *Saint Joseph's U.*

Teaching with student-written cases is among the most engaging student-centered strategies that also emphasizes their autonomy and capability. We invite scholars who have used – and those who are curious about – self-determined learning and student cases to join us for conversation about their experiences and what we can learn together.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1479** | Submission: **19437** | Sponsor(s): **(ENT)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 3:30PM - 5:00PMPT (UTC-7)**

Corporate Entrepreneurship 4

Session Moderator: **Giovanna Campopiano**, *U. of Bergamo*

ENT: Configuration Effect of Driving Corporate Digital Entrepreneurship 

Author: **Wei Li**, *Chongqing U. of Technology*
Author: **Wei Chen**, *Chongqing U. of Technology*
Author: **Xiaolin Zhu**, *Chongqing U. of Technology*

Corporate digital entrepreneurship (CDE) is an inevitable choice for incumbent companies to obtain and maintain competitive advantages in the digital economy era, and is an innovative activity for companies to seize digital opportunities; However, the current research on corporate entrepreneurship and digital entrepreneurship lacks integration, and there is still insufficient study on the promoting mechanism of CDE. From the matching perspective of organization and environment, this paper uses fuzzy set-qualitative comparative analysis (fsQCA) methods to explore the multiple factors and configuration mechanisms that lead to differences in the degree of CDE; The analysis of survey data from 367 companies shows that the TMT reflexivity is the necessary condition that drives CDE, while the lack of technology spillover is a necessary factor to inhibit the CDE; there are three paths that drive high-level CDE, and the three configurations of the six factors can drive high-level CDE; meanwhile there are two paths to inhibit CDE, and the two configurations of the five factors will inhibit CDE, and have an asymmetric causal relationship with the driving mechanism. These conclusions provide managerial implications for incumbent companies to carry out innovative activities and stimulate entrepreneurial vitality in the digital economy era.

Paper is Available to Meeting Registrants Only.

ENT: Navigating the Opportunities and Threats in Constructing Corporate Entrepreneurs' Role Identity 

Author: **Aracely Soto-Simeone**, *Aalto U., Department of Industrial Engineering and Management*
Author: **Marina Biniari**, *Aalto U. School of Science*

Established organizations increasingly rely on employees who span work boundaries to engage in entrepreneurial activities on their behalf. However, the ambiguity and uncertainty entailed by corporate entrepreneurial activities may challenge employees' work-related identity once they act autonomously. We draw on the identity and emotion work literature to understand how employees navigate their role as corporate entrepreneurs in developing a positive work-related identity. Based on the narratives of 25 corporate entrepreneurs, our qualitative analysis reveals that employees' entrepreneurial role simultaneously generates a threat as well as being an asset in constructing a positive work-related identity. Corporate entrepreneurs combine emotion and identity work to fashion a distinct and sometimes unfamiliar role—both to themselves and others—while reducing the downsides of its enactment. Our grounded theoretical model contributes to the extant corporate entrepreneurship and identity work literature by explaining how emotion and identity work can help employees cope with the threats and opportunities that permeate entrepreneurial roles in organizational settings.

Paper is Available to Meeting Registrants Only.

ENT: Distant Reach, Focused Investing: An Examination of CVC Portfolio Configuration 

Author: **Zhuo Chen**, *China Europe International Business School (CEIBS)*
Author: **Anthea (Yan) Zhang**, *Rice U.*

While prior research has focused mainly on the consequences of firm CVC activities, little attention has been paid to how firms configure their CVC portfolios. We conceptualize firm CVC portfolio configuration in two dimensions – technological distance between a firm and its CVC portfolio and technological heterogeneity of the portfolio. We theorize that when a firm looks for new investment targets, a larger technological distance between the firm and its CVC portfolio directs the firm to choose an investee that will narrow its portfolio's technological heterogeneity while a smaller technological distance encourages the firm to increase its portfolio's technological heterogeneity. We further examine how CVC portfolio configuration may affect the firm's learning from its CVC portfolio. We propose that a firm learns more from a more technologically heterogeneous portfolio, however this effect is reduced if the firm has a larger technological distance from its portfolio. Using a sample that consists of 106 U.S. firms with CVC arms and their CVC investments, we find support for these hypotheses.

Paper is NOT Available. Please contact the author(s).

ENT: A Behavioral Perspective on External Corporate Venturing in Family Firms

Author: **Giovanna Campopiano**, *U. of Bergamo*
Author: **Mara Brumana**, *U. of Bergamo*
Author: **Massimo Bau**, *Jönköping International Business School*
Author: **Andrea Calabrò**, *IPAG Business School*

This study investigates the propensity of family firms to engage in external corporate venturing, namely investments, aimed at exploratory search, in ventures at their early stage of development. Relying on behavioral perspectives, we build hypotheses on the effect of family control on the likelihood to engage in such risky and unconventional initiatives. We also consider how key organizational contingencies (i.e., performance feedback and financial slack) shift socioemotional wealth preservation as reference point. We test our hypotheses on a sample of 12,320 firm-year observations gathered from 2,548 European listed firms in the period 2011-2018. We discuss the joint effect of the type of decision and the contingencies to explain family firms' risk attitudes and, thus, contribute to family business and corporate entrepreneurship literature.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1480** | Submission: **19436** | Sponsor(s): **(ENT)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 3:30PM - 5:00PMPT (UTC-7)**

Corporate Entrepreneurship 3

Session Moderator: **Shelby Meek**, *Kennesaw State U.*

ENT: A Rewarding Ride? How CVC Experience Influences New Venture's Dominant Design Establishment 

Author: **Xiumei Li**, *Asper School of business, U. of Manitoba*

Author: **Tianxu Chen**, *West Virginia U.*

Author: **Vadake Narayanan**, *Drexel U.*

New ventures often emerge based on disruptive technologies and enter dominance battles where one single technology among competing technological variants sponsored by different firms will become the dominant design (DD). The establishment of a technology as the DD is associated with enormous benefits to the sponsoring venture, but no study has explored factors that determine a new venture's chance of success in establishing its technology as the DD. In this study, we examine the role of corporate venture capitalist (CVC) experience. We distinguished between CVC generic industry experience and CVC standard-setting experience, and found that CVC standard-setting experience has a larger impact (positive impact) than CVC generic industry experience (negative impact) in new ventures' DD establishment. Further, we distinguished between two types of DD—DD based on end-user products and on intermediate technologies, and examined the moderating effect. Our study has important implications for the entrepreneurship literature, the DD literature, and the CVC literature.

Paper is Available to Meeting Registrants Only.

ENT: What Role do Founder Experience, IP, and CVC Play in Creating Unicorn Ventures? A Process Model

Author: **Xi Zhang**, *New Jersey Institute of Technology*

Author: **Shanthi Gopalakrishnan**, *New Jersey Institute of Technology*

Author: **Raja Roy**, *New Jersey Institute of Technology*

Research suggests that the access to resources, experience of founders, and new ventures' innovation contribute to the entrepreneurship success. However, it is somewhat unclear how some startups go above and beyond being regular startups and receive unicorn status, i.e., at least one-billion-dollar valuation. In this study, we examine how founders' prior entrepreneurial experience, venture's intellectual property (IP), and access to corporate venture capital (CVC) influence a startup's likelihood of becoming a unicorn venture. We uncover that IP partially mediates the relationship between the founders' prior entrepreneurial experience and the likelihood of becoming a unicorn venture and that the presence of CVC investors negatively moderates the effect of founders' prior entrepreneurial experience on the venture's IP. Surprisingly, we find that the presence of CVC does not moderate the relationship between founders' prior entrepreneurial experience and the likelihood of becoming a unicorn venture.

Paper is Available to Meeting Registrants Only.

ENT: Widening The Lens: Antecedents to Perspective Taking Among Corporate Entrepreneurs

Author: **Shelby Meek**, *Kennesaw State U.*

Author: **Matthias Alfred Tietz**, *U. of St. Gallen Institute of Management in Asia*

Taking the perspective of others is a crucial ability to identify the best entrepreneurial opportunities. In corporate entrepreneurship, constant effort goes into training and motivating employees to participate in entrepreneurial activities. What makes employees in corporate entrepreneurship better at perspective taking? How can employees widen their lens to better see others' viewpoints? Here I complement the cognitive work on perspective taking by focusing on possible antecedents to perspective taking in corporate entrepreneurship. I specifically focus on employee cognitive adaptability and beneficiary contact to provide the knowledge and motivation, respectively, that has been suggested as crucial to initiating entrepreneurial action. Additionally, I suggest that perspective taking is hindered when employees experience job burnout. I also investigate whether perspective taking among corporate entrepreneurs enhances their opportunity identification. I collect primary data in two separate samples, employing survey techniques with a randomized intervention to investigate these questions. The results of my study start important conversations about the central role that perspective taking can play in corporate entrepreneurship.

Paper is Available to Meeting Registrants Only.

ENT: Employee Mobility: Leaver Vulnerability to Enforcement of Restrictive Covenants 

Author: **Sepideh Yeganegi**, *Wilfrid Laurier U.*

Author: **Andre O. Laplume**, *Ted Rogers School of Management, Ryerson U.*

Author: **Bradley Bernard**, *Ted Rogers School of Management, Ryerson U.*

Prior research suggests that the turnover of higher-ranking employees poses a greater threat to parent firms. This is expected especially when high-ranking leavers start a spinout company, rather than go to work for an established competitor. In this study, we examine the enforcement of restrictive covenants as recorded in 306 Canadian court decisions involving spinouts or mobility to competitors. Our analysis results point to a higher rate of enforcement of restrictive covenants in cases involving leavers in higher-ranking roles, especially when they leave to form spinouts as opposed to going to work for a competitor. Restrictive covenants are more potent enforcement tools when leavers threaten to replicate parent firm complementary assets; that is, when higher-ranking leavers form spinouts.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1481** | Submission: **19454** | Sponsor(s): **(ENT)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 3:30PM - 5:00PMPT (UTC-7)**

International 2

Session Moderator: **Dibyendu Sharma**, *Indian Institute of Management, Ahmedabad*

ENT: **The Role of FMK and HCI in Entrepreneurial Internationalization-Performance : A Meta Analysis** 

Author: **Dibyendu Sharma**, *Indian Institute of Management, Ahmedabad*
Author: **Sai Chittaranjan Kalubandi**, *Indian Institute of Management, Bangalore*
Author: **Saneesh Edacherian**, *Indian Institute of Management, Ahmedabad*
Author: **Amit Karna**, *Indian Institute of Management, Ahmedabad*

We study the influence of foreign market knowledge (FMK) and home country institutions on the entrepreneurial internationalization-performance relationship. The sample for the current study comprises peer-reviewed journal articles published between 1996 to 2020. Our sample consists of 115 independent samples having 101,475 firms. We extend the previous meta-analysis (Schwens et al., 2018) on international entrepreneurship, which studied the moderating role of knowledge intensity for the same relationship. As per our results, FMK positively moderates the relationships between degree and scope of internationalization and performance. Whereas home country institutions positively moderate the scope of internationalization and performance relationship.

Paper is Available to Meeting Registrants Only.

ENT: **Do Country-level Institutions Influence YouTubers as Digital Entrepreneurs?** 

Author: **Sebastian Aparicio**, *U. Autònoma de Barcelona*
Author: **Maria Noguera**, *U. Autònoma De Barcelona*
Author: **Stephanie A. Scott**, *Durham U. Business School*
Author: **Juan Carlos Muñoz-Mora**, *U. EAFIT*
Author: **David Urbano**, *U. Autònoma De Barcelona*

Digital platforms have brought opportunities for individuals to undertake different initiatives and become entrepreneurs. For example, we observe YouTubers as digital entrepreneurs capable of creating content while making money. Their activity is inherent to creativity and digital skills. Yet, little is known about YouTubers' response to the external environment, hence, we analyze the effect of both the entrepreneurial and pro-market contexts on this type of entrepreneurship. To this end, we use information from three different sources: statistics from the Social Blade and Heritage Foundation websites, as well as the world development indicators (WDI) from The World Bank. We estimated nested models through OLS to observe that the entrepreneurial environment is positively associated with YouTubers' activity, whereas the pro-market environment negatively affects the number of YouTubers' views and subscribers. Our findings advance knowledge about the role of institutions in a different form of entrepreneurial activity and the potential substitution between traditional entrepreneurship and digital entrepreneurship. Thus, theoretical and policy implications are discussed.

Paper is Available to Meeting Registrants Only.

ENT: **Start-up Context, Social Ties, and Growth Strategies of Second-Generation Immigrant Entrepreneurs**  

Author: **Sarika Pruthi**, *San Jose State U.*
Author: **Misagh Tasavori**, *Sharif U. of Technology*

Second generation immigrant entrepreneurs (SGIEs) in developed economies have contributed to the emergence of new areas of business activity. An understanding of their growth strategies can shed light on the role of individual immigrants in the founding of potentially global firms competing with large multinational enterprises. Based on eleven case studies of SGIEs of Indian origin in the UK, our findings reveal that SGIEs are heterogeneous in their growth strategies contingent on their start-up context and use of social ties. Founder SGIEs combining non-co-ethnic ties with non-family co-ethnic ties geographically expand outward to other foreign countries, including their country of origin. In contrast, successor SGIEs combining non-co-ethnic ties with family ties expand their product/ service scope within the UK; they exploit foreign market links, including their country of origin, to source supplies or customers through inward internationalization. These findings contribute to the immigrant entrepreneurship, international business and international entrepreneurship literatures.

Paper is Available to Meeting Registrants Only.

ENT: **Embedded Action in Disembedded Markets: Restoring Balance Through Indigenous Entrepreneurship**  

Author: **Sebastián Andrés Barros**, *U. del Desarrollo*
Author: **Ignacio Pavez**, *U. del Desarrollo*

Previous research has shown the positive impacts on nature and society of indigenous venturing from remote contexts. However, tensions might emerge when social and ecological indigenous values drive entrepreneurs within market-based, disembedded settings. These tensions may compromise the maintenance of social and ecological well-being through venturing. To explore this, we conducted a qualitative study with urban Mapuche entrepreneurs from Chile. Key patterns and themes were identified using thematic analysis. We found a mutually reinforcing relationship between entrepreneurship and well-being. This reciprocal interaction allowed for defining entrepreneurship in terms of Mapuche Good-living (and vice versa), as they both sought to balance human, natural and spiritual well-being. Implications on relational worldviews, well-being and spirituality are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Emotion, Intention, Motivation 2

Session Moderator: **Eduardo Meléndez**, *U. of Oklahoma*

ENT: **Shame of Business Failure and Entrepreneurs' Psychological Well-being: A Moderated Mediation Model**

Author: **Heqi Jia**, *Central U. of Finance and Economics*
Author: **Jing Li**, *Kunming U. of Science and Technology*
Author: **Song Lin**, *Central U. of Finance and Economics*

The shame of entrepreneurial failure is a very common emotion for entrepreneurs, but its consequences have been limited to study. Based on the cognitive appraisal theory, this study investigates how the shame of entrepreneurial failure influence entrepreneurs' psychological well-being, as well as the mechanism. This paper collects the data by tracking 96 entrepreneurs in Shandong Province, China who have experienced business failures by questionnaire. The results show that the shame of entrepreneurial failure is positively related to perceived stress, which then decreases an entrepreneur's psychological well-being. Further, the indirect relationship between the shame of business failure and entrepreneurs' psychological well-being (via perceived stress) will be moderated by the number of ventures started, such a relationship is less positive for those entrepreneurs who have more experience. This study contributes to the research of shame of failure in entrepreneurship, entrepreneurs' well-being, and cognitive appraisal theory in entrepreneurship. In addition, this study also contributions to entrepreneurs, policymakers, and social media in practice.

Paper is Available to Meeting Registrants Only.

ENT: **Good Soldiers and Good Generals: Organizational Citizenship Behaviors in Startups**

Author: **Eduardo Meléndez**, *U. of Oklahoma*

The first three years after launch are critical to the existence of startups. This is a turbulent period in which startups, as new and small organizations with limited resources, must compete under conditions of uncertainty and complexity against larger and established firms with already deployed resources. In this context, startups need employees who are willing to go beyond the call of duty. Management researchers have largely focused on the relationship between organizational citizenship behavior (OCB) and performance outcomes in established firms, and entrepreneurship scholars have mostly studied the characteristics and functions of entrepreneurs. However, little attention has been paid to the role of employees and OCB in startups. To fill this gap, this paper assesses OCB within a specific organizational setting to propose a conceptual framework that explains why nascent startups require early employees who demonstrate high levels of OCB and how these emerging organizations, through higher OCB levels, can increase their likelihood of survival.

Paper is Available to Meeting Registrants Only.

ENT: **Exploring Entrepreneurial Affect From a Regulation Perspective: A Review and Research Agenda**

Author: **Lynn Schmodde**, *Heinrich-Heine U. of Dusseldorf*
Author: **Marius Wehner**, *Heinrich-Heine U. of Dusseldorf*

In entrepreneurship research, the entrepreneurial journey is commonly described as an emotional rollercoaster. At the same time, the question of how entrepreneurs can most effectively deal with the emotional “downs” to maintain their entrepreneurial activities has received limited attention so far by scholars and is investigated using different lenses and concepts, generating a fragmented state of the literature. Employing the umbrella term of affect regulation, we conduct a systematic review, and integrate research on emotion regulation, emotion-focused coping, and emotional intelligence. With a comprehensive framework, we synthesize the literature on the perspectives of affect regulation as an ability, trait, and strategy, as well as the accompanying surrounding conditions, antecedents and consequences. Drawing on that, we highlight existing gaps and point to future directions for affect regulation in entrepreneurship research.

Paper is Available to Meeting Registrants Only.

ENT: **A Cross-National Study of Entrepreneurial Intent: The Effect of Social Trust and Trust in Government**

Author: **Amir Hossein Maleki**, *Northeastern Illinois U.*
Author: **Charles Funk**, *Northeastern Illinois U.*
Author: **Kaveh Moghaddam**, *U. of Houston, Victoria*
Author: **Edwin Sanusi**, *SolBridge International School of Business*

This multilevel, cross-national study examines the influence of social trust and trust in government on latent entrepreneurs' intention to start a business. Building upon theory of institutional hierarchy and social relations, this research shows the negative impact of fear of business failure on entrepreneurial intention varies across countries. Results find such negative relationship is weaker in countries with higher levels of social trust and trust in government. In other words, in a trusting environment, a sense of uncertainty and lack of control of startup issues may be mitigated by conflict compromise and efficient exchange of information among agents.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Small and Medium Enterprises 1

Session Moderator: **Tae Jun Bae**, *Hanyang U.*

ENT: Perceived Selective Incivility and Relational Trust for BAME SMEs during the COVID-19 Pandemic

Author: **Tolu Ifedapo Adebayo Olarewaju**, *Keele Business School, Keele U., U.K*
Author: **Jagannadha Tamvada**, *U. of Southampton*

The purpose of this article is to examine if perceptions of selective incivility reported by BAME SME owners were associated with a different relational trust preference compared to White SME owners, as they all engaged in external bricolage to navigate the uncertainty of the COVID-19 pandemic. Qualitative data were collected through in-depth interviews and an online questionnaire to 27 Black, Asian and Minority Ethnic (BAME) and 55 White small and medium-sized enterprises (SME) owners in the United Kingdom. The research finds that in comparison to perceptions of White SME owners in the sample during the same period, perceptions of selective incivility reported by many BAME SME owners were associated with a different preference of relational trust as they all engaged in external bricolage. Thus, this research indicates how perceived selective incivility could affect the relational trust preferences of BAME SME owners in times of crisis and support from such institutions might not get to SMEs during periods of crisis.

Paper is Available to Meeting Registrants Only.

ENT: Reflective Analysis of Failure and the Performance of Subsequent Ventures

Author: **Tae Jun Bae**, *Hanyang U.*
Author: **Chong Kyoong Lee**, *James Madison U.*
Author: **Sharon Simmons**, *Jackson State U.*

Learning is a process that begins with the occurrence of concrete experiences that are reflectively analyzed and transformed into new knowledge that is tested using active experimentation. Although the notion that business failure provides an opportunity for learning is widely accepted, existing studies have not sufficiently paid attention to the entrepreneur's learning behavior. This study investigates learning with a focus on the relationship between the reflective analysis of prior business failure and the subsequent venture performance. We examine the efficacy of the entrepreneur's reflective analysis of the cause-and-effect of failure events. We also examine the boundary conditions of disruptive visions and industry changes, which may affect this relationship. Our sample is 286 entrepreneurs enrolled in a support program for reentry after business failure in Korea. We find that efficacious reflective analysis of failure increases the subjective positive perception of subsequent venture performance and that this relationship was weakened when entrepreneurs had disruptive visions for subsequent ventures or when there was low industry similarity between the failed and subsequent venture. These results inform entrepreneurship research on failure attribution, entrepreneurial learning, and reentry decision-making.

Paper is Available to Meeting Registrants Only.

ENT: SME Survival Amidst Economic Crisis: The Role of Behavioral Logic

Author: **Oleksiy Osiyevskyy**, *U. of Calgary*
Author: **Galina Shirokova**, *National Research U. Higher School of Economics*
Author: **Mehrsa Ehsani**, *U. of Calgary*

Economy-wide crises create major challenges for small and medium enterprises (SMEs). Existing studies emphasize the crucial role of contrasting behavioral logics, effectuation, and causation, in SMEs' adaptation to crisis conditions. Yet, prior literature concentrated predominantly on exploring the impact of effectuation and causation on firm performance rather than survival. We present a theoretical model explaining how behavioral logics affect SME survival during an economy-wide crisis under different levels of environmental dynamism. The empirical results reveal that causation reduces the probability of firm survival in dynamic environments, while effectuation increases the chance of survival irrespective of the state of the environment.

Paper is Available to Meeting Registrants Only.

ENT: Age and Size Effect on SME Performance: The Role of Structure, Legitimacy, and Formalization

Author: **Luiz Guerrazzi**, *U. of Algarve*
Author: **Fernando A R Serra**, *U. Nove de Julho - UNINOVE - São Paulo*
Author: **Manuel Anibal Portugal Ferreira**, *Nove de Julho U.*
Author: **Vanessa Vasconcelos Scazzioti**, *CEFAGE - U. of Évora*

The purpose of this paper is to extend the knowledge on the threats of age and size to the literature on small and medium enterprises' performance (SME). We used formalization, legitimacy, and organizational structure to test mediation between size and age in performance. These variables are pointed as factors associated with vulnerabilities of small and young firms. This paper combines meta-analysis with structural equation modeling, using empirical findings of 62 studies and a sample of 241 effect sizes covering 20 years of research. The results provide evidence that organizational structure and mainly formalization and legitimacy play a key role in mitigating the liabilities of newness and smallness. The findings provide information on how managers should act to keep their firms alive. This paper contributes to the entrepreneurship and small business literature by clarifying that firms must build legitimacy, formalize processes, and build organizational structures to improve performance throughout their life cycle. Besides, we make a methodological contribution by integrating the literature using a method that is not commonly used to test a theory from evidence systematically collected from previous studies.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1484** | Submission: **19363** | Sponsor(s): **(ENT)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 3:30PM - 5:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **305 Chelais**

Technology Transfer 2

Session Moderator: **Dirk Libaers**, *U. of South Florida*

ENT: The Resource-Related Determinants of Academic Entrepreneurship: A Structural Equation Modeling Meta-  

Author: **Dirk Libaers**, *U. of South Florida*
Author: **Sergio Canavati**, *Sonoma State U.*
Author: **Andreea Noemi Kiss**, *Lehigh U.*
Author: **Martin Meyer**, *U. of Vaasa*
Author: **Donald William Hislop**, *Loughborough U.*

In this study covering 156 articles representing 76,835 observations, we meta-analyze the relationship between three distinct groups of resources and four outcomes of academic entrepreneurship. Using a resource orchestration perspective, we find that TTO resources have the strongest relationship with the number of licenses executed and academic startups created. Regional resources have a stronger relationship with the number of licenses executed than university resources. In addition, certain configurations of resources have a complementary effect on licensing revenues, while one combination has a substitutive effect on startup performance. We contribute to the literature by offering a robust resource-based account of academic entrepreneurship

Paper is Available to Meeting Registrants Only.

ENT: An Evolutionary Approach To Academic Entrepreneurship: Foundings & Failures Among UK Spinoffs 

Author: **Konstantinos Pitsakis**, *London Metropolitan U.*
Author: **Aleksios Gotsopoulos**, *SKK Graduate School of Business*

We take an evolutionary approach to analyze competition and failure among university spinoff firms in the complete sample of all 1,731 spinoffs founded in England and Scotland between 1977-2017. We specifically aim to answer the question of whether too many or too few spinoffs have been formed by universities over the years. To do so, we juxtapose the effects of legitimacy and competition for resources at the level of the aggregate industry to similar effects within each individual university's spinoff portfolio. We find some evidence of crowding in the industry and discuss implications for technology transfer strategies.

Paper is Available to Meeting Registrants Only.

ENT: When Do Technology Transfer Offices Enter Into Association? Evidence From U.K. Universities 

Author: **Konstantinos Pitsakis**, *London Metropolitan U.*
Author: **Tobias Goessling**, *Kedge Business School*

Scholars have called for greater attention to intermediary organizations in the innovation and technology transfer processes. Despite some progress towards that front, there has been limited empirical attention to industry associations, key intermediaries that coordinate the actions of their members in order to advance a field. In this paper, we develop theory by focusing on the resource-dependence, social judgments and institutional determinants of an organization's decision to join an association. Using panel data on 83 Technology Transfer Offices (TTOs) in England and Scotland between 1994-2008, we test empirically whether TTOs are more likely to join the PraxisAuril association if a) they depend on government funding, b) they experience legitimacy-threatening events, c) they have little proven performance-driven reputation and d) based on mimetic institutional pressures, i.e. contagion. Although we find some surprising results, our paper contributes towards creating a research paradigm to study association entry and towards understanding the importance of associations as intermediaries in the technology transfer process. We also discuss practical and managerial implications for university commercialization managers and we suggest further avenues for research.

Paper is Available to Meeting Registrants Only.

ENT: Pathways of Opportunity Development: The Role of Identity Work Among Academic Entrepreneurs 

Author: **Xiaohua Li**, *Northwest U., China*
Author: **Jizhen Li**, *Tsinghua U.*

Identity transformation is of great importance to the technology commercialization of academic spin-offs and, more broadly, to entrepreneurial opportunity development. This importance may be attributed to individuals adhering to a specific role identity and conforming to relevant standards that might trigger resistance toward opportunity development. While extant literature has emphasized the importance of identity in predicting a venture's strategic choice, many of the studies have overlooked the dynamic process of one's role identity management and how identity work interacts with opportunity development. Through an inductive, qualitative study for 27 academic entrepreneurs in China, we highlight the differences of identity management approaches (i.e., decoupling, aggregating, deleting) in predicting one's opportunity development strategies and how such strategies inversely affect one's identity transformation. Our findings contribute to existing theory by uncovering that academic entrepreneurs' capability to explore opportunity is not only constrained by the field-level institutional logic but also by their role identities.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1485** | Submission: **19346** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 3:30PM - 5:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **407 Satsop**

Self-employment 1

Session Moderator: **Rebel Cole**, *Florida Atlantic U.*

ENT: **Performing and (not) Surviving? The Roles of Founder Social Identity & Entrepreneurial Satisfaction**  

Author: **Ilija Braun**, *U. of Bern*
Author: **Philipp Sieger**, *U. of Bern*

Common sense would suggest that stronger financial performance increases the likelihood of new venture survival – but is that really true, and if yes, under which conditions? We suggest that while the main relationship between financial performance and new venture survival should indeed be positive, it crucially depends on two main factors. First, we argue that the strength of a Darwinian, Communitarian, or Missionary founder social identity moderates this relationship; and second, we theorize that entrepreneurial satisfaction mediates it. The analysis of a two-wave dataset of 107 entrepreneurs reveals that the relationship between financial performance and new venture survival is positive and weaker when the Darwinian or Missionary founder social identity are strong. In addition, it confirms the mediating role of entrepreneurial satisfaction. This study offers significant contributions to the literature on the relationship between financial performance and new venture survival and to the burgeoning stream of research on founder social identity.

Paper is NOT Available. Please contact the author(s).

ENT: **FinTech Loans, Self-Employment, and Financial Performance**

Author: **Douglas Cumming**, *Florida Atlantic U.*
Author: **Ahmed Sewaid**, *Prince Mohammad Bin Salman College of Business & Entrepreneurship - MBSC*

Leveraging data from a leading FinTech peer-to-peer lending platform in the United States, this study investigates the effect of an unsuccessful FinTech loan application on subsequent self-employment decisions. Our analysis shows that a failed loan application increases the probability of a transition out of self-employment by 22%, this effect is stronger for individuals in the lowest income decile. Additionally, securing a FinTech loan enhances self-employed individuals' future financial performance. This enhancement is asymmetric, income enhancement is 3.11 larger for individuals in the lowest income decile, and credit-access enhancement is 1.85 times larger for individuals in the lowest credit-access decile.

Paper is Available to Meeting Registrants Only.

ENT: **Examining Relation among Entrepreneurial Leadership, Innovative Work Behavior, & Innovation Support**  

Author: **Muhammad Salman Shabbir**, *UBD School of Business and Economics*
Author: **Rabia Imran**, *College of Commerce and Business Administration, Dhofar U.*

Due to the increased competition in today's business world and industrial revolution 4.0, many small and medium enterprises (SMEs) undergo swift and vigorous changes. For this reason, SMEs were expected to pay their attention to innovative work behaviors (IWB) to ensure survival in the competitive world. This research evaluates the effect of entrepreneurial leadership (EL) dimensions (including communicative, motivational, strategic, and personal) on innovative work behavior (IWB) of people employed in SMEs of Oman. Moreover, mediating role of innovation support (IS) is examined on the relationship of entrepreneurial leadership (EL) and innovative work behavior (IWB). Data were collected through personally administered survey questionnaires from the population of SME sector employees and managers in Oman. A total of 211 usable responses were collected and then further analyzed through SmartPLS 3.3.3 (PLS-SEM) software while a two-stage reflective-formative analysis of higher-order and lower-order constructs was conducted. The results exhibit that entrepreneurial leadership and innovation support have a significant positive impact on innovative work behavior (IWB). Additionally, a mediating role of innovation support was also confirmed on the relationship between EL and IWB. All four dimensions of entrepreneurial leadership (EL) were reported with a substantial direct and indirect effect on innovative work behavior (IWB) of people employed in SME sector in Oman. This is a pioneer study in Oman that examined the influence of entrepreneurial leadership (EL) dimensions on innovative work behavior (IWB) and mediating role of innovation support using a reflective-formative higher order analysis. Finally, practical and theoretical implications along with future research directions were suggested at the end of this research.

Paper is Available to Meeting Registrants Only.

ENT: **How Do Firms Choose Legal Form of Organization?**

Author: **Rebel Cole**, *Florida Atlantic U.*
Author: **Tatyana Sokolyk**, *Brock U.*

: In this study, we analyze the firm's choice of legal form of organization ("LFO"). We find that only about one in three firms begins operations as a proprietorship, while almost as many begin as limited liability companies and as corporations. Moreover, this distribution is remarkably stable over the first seven years of the firm's life. Fewer than one in ten firms changes LFO during its first seven years. Those that do change LFO disproportionately move to a more complex form, primarily from proprietorship to a form with limited liability. Our analysis of the firm's initial choice of LFO reveals that a firm chooses LFO based upon factors that include access to capital markets, tax consequences, and personal liability and risk exposure. At start-up, the entrepreneur chooses a LFO that can accommodate the expected future complexity of her firm.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1486** | Submission: **19333** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 3:30PM - 5:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **602 Nooksack**

Leadership, Mentorship and Human Resources 2

Session Moderator: **Scott Taylor**, *Babson College*

ENT: **Pivotal Mentorship: How the Type of Mentoring Feedback Influences Entrepreneurial Pivoting**

Author: **Miranda Welbourne Eleazar**, *U. of Iowa*
Author: **Toyah L. Miller**, *George Mason U.*

Mentoring can play a vital role in entrepreneurship, particularly in helping entrepreneurs realize the need to pivot, or make a fundamental change. As a result, many entrepreneurial development experiences like accelerators use mentoring relationships to help entrepreneurs understand the need to pivot to avoid potential blind spots. However, what makes some entrepreneurs more likely to pivot in response to mentoring feedback while others do not? We integrate the literature on feedback with entrepreneurial cognition to theorize how the interrelationships between the way feedback is provided, entrepreneurial experience, the amount of time to implement the feedback, and the mentor's area of expertise affect entrepreneurs' likelihood to follow pivoting feedback. Specifically, we hypothesize that entrepreneurs are more likely to pivot in response to concrete feedback, but that effect can be moderated by entrepreneurial experience, timing to implement the feedback, and mentor expertise distance. We test our hypotheses using a conjoint analysis of 277 early-stage entrepreneurs that recently participated in accelerators or incubators making 2216 decisions as to their likelihood to pivot. This study contributes to the literature on entrepreneurial mentoring, pivoting, and entrepreneurial cognition by demonstrating how the way mentors provide feedback affects entrepreneurs' decisions whether to pivot.

Paper is Available to Meeting Registrants Only.

ENT: **Mentorship Processes within Startup Accelerators**

Author: **Eyal Rechter**, *Ono Academic College*
Author: **Gil Avnimelech**, *Ono Academic College*

The last decade has seen the development of a new support infrastructure in the entrepreneurial ecosystem: the startup accelerator. Accelerators offer a structured developmental process that includes an educational component, networks, and intensive mentoring. Despite the central place of mentoring in accelerators, current studies do not explicitly include mentors contribution to programs' impact. Moreover, there are no comprehensive descriptions of mentor types, roles and practices within accelerators, and how these should be integrated in their operation. This paper aims to fill this gap by presenting a comprehensive description and classification of mentors in accelerators and their roles, goals, characteristics and practices. Building on these characteristics, we suggest best practices in terms of mentoring style and mentor-mentee fit. Our review and suggestions are based on 45 in-depth interviews with accelerator managers and 269 structured interviews with mentors that participated in accelerator programs in Israel during the years 2011-2019. We believe this study has important implications for practitioners, researchers in the field and policy makers.

Paper is Available to Meeting Registrants Only.

ENT: **An Integrated Conceptual Model of Entrepreneurial Leadership: New Frontiers for Research**

Author: **Scott Taylor**, *Babson College*
Author: **Danna Greenberg**, *Babson College*
Author: **Andrew C. Corbett**, *Babson College*
Author: **Keith Rollag**, *Babson College*
Author: **Jeffrey Shay**, *Babson College*
Author: **Wendy Marcinkus Murphy**, *Babson College*

We offer an integrative, multidisciplinary conceptual model of entrepreneurial leadership (EL) to explain the motivational dynamics of EL that enable follower entrepreneurial activity. We define entrepreneurial leaders as individuals who possess a growth mindset and demonstrate high levels of emotional, social, and cognitive competence to facilitate follower intrinsic motivation to act entrepreneurially. Drawing upon self-determination theory (SDT; Deci & Ryan, 2002a; Ryan & Deci, 2017), we propose EL is demonstrated when a leader, moderated by his or her entrepreneurial mindset, satisfies three inherent human needs in followers (autonomy, relatedness, and competence) to enable follower ability to recognize and exploit entrepreneurial opportunities. With our conceptual model of EL, we seek to establish new frontiers for scholars to advance scholarly work on entrepreneurial leadership.

Paper is NOT Available. Please contact the author(s).

ENT: Mentors' Motives and Mentoring Functions: Comparing Social and Commercial New Ventures

Author: **Ayna Yusubova**, *Tilburg School of Economics and Management (TiSEM), Tilburg U.*

Author: **Francois Pichault**, *U. of Liege*

Author: **Virginie Xhaufclair**, *U. of Liege-HEC*

While entrepreneurial mentoring research points to the potential advantages of mentors for new ventures, they have received little or no academic attention. The present study employed a qualitative research strategy to explore why and how new venture mentors help founders to grow and succeed. A total of eighteen mentors supporting social and commercial ventures from ten accelerator and incubator programs located in Belgium participated in in-depth interviews regarding their experience as a mentor. Based on Social Exchange Theory and the norm of reciprocity, we identified (1) mentors' motives, including gaining back that refers to mentors' self-interest in benefits from their relationship, and paying back that refers to altruistic reasons toward new ventures, factors that drive mentors to help new ventures, (2) and mentor functions that include career-related supports provided to new ventures. Further, we found interesting similarities and differences in mentors' motivations and mentoring functions between social and commercial ventures.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Entrepreneurial Decision-making 1

Session Moderator: **Marie Madeleine Meurer**, *EBS U. of Business and Law*

ENT: **Voluntary Retirement by Founder-Owners**

Author: **Lea Wang**, *Transmission Lab*
Author: **Jung Eung Park**, *Institut Supérieur de Gestion*
Author: **Benoit F. Leleux**, -

Stable business run by a founder-owner are often disrupted at the moment of transferring its control. Preparing the necessary steps while the going is good is crucial for smooth transition. This qualitative study investigates an inner psychological journey of elderly business owners in initiating their retirement plans. We collected evidences from small and mid-size enterprises (SMEs) owners in France. We identified key factors that either advance or thwart the owners' attachment to the organizations.

Paper is NOT Available. Please contact the author(s).

ENT: **Configurations of Optimal Identity Distinctiveness Among Entrepreneurs as Drivers of Legitimacy**

Author: **Marie Madeleine Meurer**, *EBS U. of Business and Law*

How can entrepreneurs achieve legitimacy from audiences? A growing literature stream on the legitimacy of entrepreneurial identities has identified a trade-off regarding "optimal distinctiveness": entrepreneurs need to claim distinctiveness to stand out from others, but also claim similarity to not break with social conventions. In this paper, we theorize how the interplay of individuals' distinctiveness and similarity claims creates "optimal identity distinctiveness", allowing entrepreneurs to gain legitimacy from audiences. Using a configurational (fsQCA) approach, we analyze conversation data (around 760'000 posts) from seven popular entrepreneurial online communities. Our results highlight three configurations that foster high levels of legitimacy and balance similarity as well as distinctiveness claims (creativity complements invention focus, purpose compensates unpopular high-performing, optimal similarity needs no additional attention). Hence, this paper contributes to the understanding of how entrepreneurs can achieve legitimacy and extends knowledge on outcomes of entrepreneurial identity at the sociocultural level.

Paper is Available to Meeting Registrants Only.

ENT: **Will the COVID-19 Pandemic Hinder Your Entrepreneurial Footsteps? The Effect of Uncertainty**

Author: **Qingxiong Weng**, *U. of Science and Technology of China*
Author: **Ting Ting Niu**, *U. of Science and Technology of China*

Although scholars believe that entrepreneurial persistence may be weakened under the impact of COVID-19, this hypothesis has not been tested, and the underlying mechanism is unknown. Using environmental uncertainty as an entry point, we test this hypothesis based on Lazarus' appraisal theory (1991) and a two-wave survey of Chinese SME entrepreneurs. The results show that the sharp rise in environmental uncertainty during the epidemic prompted entrepreneurs to evaluate it as a threat and generate fear of failure, which in turn had a negative impact on entrepreneurial persistence. Psychological resilience modulates these relationships and can reduce the threatening assessment level of environmental uncertainty, thereby alleviating the negative emotions that will weaken entrepreneurial persistence and improving the possibility of entrepreneurial persistence. Implications for theory and research are provided.

Paper is Available to Meeting Registrants Only.

ENT: **A GATE-d Perspective on Age in Entrepreneurship - Heterogeneous Types of Older Entrepreneurs**

Author: **Sabine Richter-Trummer**, *Bundeswehr U. Munich*
Author: **Sonja Sackmann**, *U. Bundeswehr, Munich*

Due to demographic change older adults are increasingly considering self-employment as an active aging endeavor. Though chronological age has been central in exploring the age-entrepreneurship link, predictions from age have yielded inconsistent conclusions for entrepreneurship intention and behavior. Based on a recent perspective of the Organizational Behavior literature enhancing predictions for the aging workforce, this research focuses on the value of actively aging individuals in entrepreneurship. First, it clarifies the age-entrepreneurship relationship on the basis of an integrative literature review. Second, it suggests age-related predictors for providing more consistent conclusions for key entrepreneurship outcomes based on different bodies of literature within entrepreneurship. These constructs include entrepreneurial Generation, life stage-related Age, Tenure in prior self-employment and Experience in the same industry of the entrepreneurship endeavor. While the first two constructs refer to age-based self-identification, the latter relate to the accumulated human capital. Third, this research highlights considerable heterogeneity exemplified by diverse profiles of potentially older entrepreneurs. The implications address existing concepts of age, socio-demographic intersectionality research and a time-sensitive perspective in entrepreneurship. Furthermore, avenues for future research and limitations are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Ethics and Entrepreneurship 1

Session Moderator: **Jan Keim**, *Bern U. of Applied Sciences*

ENT: Dark Sides of Entrepreneurship and Innovation: A Conceptual Typology and Research Agenda

Author: **Jan Keim**, *Bern U. of Applied Sciences*

Previous research on entrepreneurship and innovation has mainly focused on the positive aspects and neglected the negative ones. Moreover, the research that addresses the negative aspects of entrepreneurship and innovation is spread across different research streams, so the research findings are fragmented, and we do not have a clear idea of what we already know and what we do not know about the dark sides, downsides, and destructive sides of entrepreneurship and innovation (i.e., the Triple Ds). However, without a comprehensive understanding of the Triple Ds, entrepreneurs, businesses, and society are unprepared and without strategies to deal with the predicaments they will face during and after business creation and/or product/service innovation. Based on the literature we identified through extensive backward and forward snowballing, we develop a conceptual 3x3 typology of the Triple Ds of entrepreneurship and innovation. The typology illustrates the lack of knowledge about the antecedents, manifestations, consequences, possible interrelationships, and co-occurrence of the Triple Ds. Based on the typology, entrepreneurship and innovation researchers are provided with seven avenues for future research and recommendations on methodological approaches that will help generate valuable knowledge to advance the emerging research field. The proposed conceptual typology of the Triple Ds of entrepreneurship and innovation supports the development of an independent line of research that addresses the negative sides of entrepreneurship and innovation.

Paper is Available to Meeting Registrants Only.

ENT: The Speed Ethic: Accelerated Entrepreneurship, Frenetic Standstill and Start-Up Deceleration.

Author: **Andre Spicer**, *City U. London*

Author: **Dan Kärreman**, *Copenhagen Business School*

Author: **Rasmus Koss Hartmann**, *Copenhagen Business School Department of Management, Society and Communication*

There is a widespread assumption that a valuable characteristic of entrepreneurs is speed. Entrepreneurs are good when they are quick at spotting opportunities, nimble in exploiting them, rapid in scaling their operations, and speedy in admitting failure. In short entrepreneurs are supposed to embody what we call the speed ethic. This is the valuation of hastefulness as a good in and of itself. Drawing on the work of Hartmut Rosa, we argue that this speed ethic is created by a wider process of social acceleration. We argue that speed ethic has a number of positives such as capturing first mover advantage and confirming to stakeholder pressure (particularly from investors). However, the speed ethic can lead to frenetic standstill. This happens when entrepreneurs become stuck in patterns of hyperactivity which leads to no significant change. An important part of frenetic standstill is ethical fragility, whereby entrepreneur's values seem increasing provision and empty. To address the problems with the speed ethic, we explore an alternative entrepreneurial ethic: slowness. We argue this involves nurturing a craft, long term commitment to an industry, and creation of substantive innovations. We illustrate this by drawing on some examples from the emerging 'slowpreneurship' movement. The paper concludes by suggesting that slow entrepreneurship could be nurtured by the creation of start-up decelerators.

Paper is Available to Meeting Registrants Only.

ENT: How Do Entrepreneurs Respond to a Crisis? Approach-Avoidance and Broaden-and-Build Perspective

Author: **Inseong Jeong**, *Lingnan U.*

Author: **Yaping Gong**, *The Hong Kong U. of Science and Technology*

In the face of a crisis, some entrepreneurs seek opportunities to thrive, whereas others strive to protect themselves from threats to survival. Curiously, there has been little examination of when and how entrepreneurs respond differently to an entrepreneurial crisis, defined as an unanticipated, impactful, and urgent event in an entrepreneur's business operations. We posit that entrepreneurs respond in either a positive manner through creatively combining resources at hand (i.e., bricolage) or a negative manner through violating ethical values to protect the venture's short-term interest (i.e., unethical pro-organizational behavior or UPB). Drawing upon approach-avoidance motivation and broaden-and-build theory, we examine when and how an entrepreneurial crisis leads to these different responses. We conducted a five-month longitudinal study of 100 entrepreneurs (482 observations). We found that when entrepreneur's approach motivation was high rather than low, entrepreneurial crisis was related to an increase in bricolage and a decrease in intention to quit via increased interest. On the other hand, when entrepreneur's avoidance motivation was high rather than low, entrepreneurial crisis was related to an increase in UPB and intention to quit via increased anger. Our study advances research on entrepreneurial responses to crisis by showing when entrepreneurs respond creatively or unethically and the associated mechanisms of these responses.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Initial Public Offerings 1

Session Moderator: **Maximilian Kremer**, *TUM School of Management, Technical U. of Munich*

ENT: University Venture Capital – The Promise and Pitfalls of University Direct Investments

Author: **Maximilian Kremer**, *TUM School of Management, Technical U. of Munich*
Author: **Reiner Braun**, *Technical U. of Munich*
Author: **Ann-Kristin Achleitner**, *TUM School of Management, Technical U. of Munich*

Over the past three decades, universities in industrialized countries have become increasingly active as venture capital financiers. Here, we analyze if investments in university-affiliated portfolio companies, in the form of an institutional-personal relation between the university and the founders, are a commercially successful investment proposition. We use a hand-collected data set of 706 university portfolio companies in the United States and the United Kingdom to extend previous case-based evidence that investments in faculty and student-led start-ups are an elusive promise that rarely pays off commercially. Furthermore, we provide evidence that geographic proximity to a top venture capital ecosystem is a highly performance-relevant characteristic for university investors.

Paper is Available to Meeting Registrants Only.

ENT: Why Unicorns Exist: Venture Scaling and the Valuation and Timing of Startup IPOs

Author: **Deepak Somaya**, *U. of Illinois at Urbana-Champaign*
Author: **Jingya You**, *U. of Illinois at Urbana-Champaign*

The number of “unicorns” worldwide—private VC-funded startups valued at a billion dollars or more—has risen dramatically in recent years. Since the main alternative to becoming a highly valued private company is to undertake an initial public offering (IPO), we relate the growth in unicorns to startups’ decisions to delay IPOs and only undertake them at high valuations. We focus on highly scalable ventures as an explanation for unicorns and examine how scalability, in combination with VC funding availability, affects IPO valuation and timing. We posit that becoming a public firm may have significant drawbacks for highly scalable ventures in executing their growth strategies, which may induce them to undertake IPOs later and at higher valuations, especially when more VC funding is available. Among U.S. VC-backed IPOs during 2010-2019, we find evidence that is largely supportive of our propositions. We contribute to the emerging literature on venture scaling and provide an explanation for the recent rapid growth of unicorns.

Paper is Available to Meeting Registrants Only.

ENT: Who is Entrepreneurial? Evidence from Late Bloomer Firms with M&A strategies

Author: **Magnus Blomkvist**, *Audencia Business School*
Author: **Nebojsa Dimic**, *U. of Vaasa*
Author: **Sofia A. Johan**, *Florida Atlantic U.*
Author: **Milos Vulcanovic**, *EDHEC Business School*

The literature considers firms seeking finance through an initial public offering (IPO) as entrepreneurial. But are they? We hypothesize that firms in the latter stage of industry life-cycle, or late bloomer firms as less innovative, proactive, and risk-taking, signal entrepreneurial orientation with competitively aggressive M&A strategies. They strategically time an IPO to mitigate adverse selection. Analyzing U.S. data, we find that late bloomer firms are 37.5% more likely to engage in M&As four years following an IPO and acquire 38% faster following the IPO. This M&A pattern is more pronounced at the time of, and among firms with, capital constraints.

Paper is Available to Meeting Registrants Only.

ENT: Growth as a Double-Edged Sword: Long-Term Performance of High Growth Initial Public Offerings

Author: **Mahdi Shahriari**, *Erasmus U. Rotterdam*
Author: **Yu Liu**, *Erasmus U. Rotterdam*

This study investigates the long-term performance of pre-initial public offering (IPO) high growth firms. Despite the extensive knowledge on drivers of high growth, we know little about the market outcomes and boundaries of such strategy. Our findings suggest a negative relationship between pre-IPO high growth and long-term performance. We also find that while growth-orientation and scalability reduce the negative reaction of investors to pre-IPO high growth, profitability-orientation and intensity of acquisition intensify their negative reactions. We use a sample of US IPOs during 2002-2015 to empirically test our hypotheses.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Personality

Session Moderator: **Fuli Li**, *Xi'an Jiaotong U.*

HR: **Proactive Personality, Flexible Work Arrangements, and Work- Family Conflict**

Author: **Yu-Shan Hsu**, *John Molson School of Business, Concordia U.*
Author: **Yu-Ping Chen**, *John Molson School of Business, Concordia U.*

Despite the prevalence of flexible work arrangements (FWAs), such as flextime and flexplace, offered by organizations around the world, there is still much to learn regarding who is more likely to use FWAs to alleviate work- family conflict (WFC) and under what conditions the use of FWAs actually reduce WFC. Drawing on conservation of resources theory and boundary theory, we developed a moderated mediation model regarding the relationships between proactive personality, FWA use, work-to-non work boundary permeability, and WFC. We tested the model using survey data collected at two time points from 217 employees. Results demonstrate that, regardless of their level of boundary permeability, proactive employees are more likely to use flextime to alleviate WFC. However, proactive employees' use of flexplace can exacerbate WFC. Only when proactive employees have a low work-to-nonwork boundary permeability does their use of flexplace alleviate WFC.

Paper is Available to Meeting Registrants Only.

HR: **Newcomer Proactive Personality and Creative Behavior**

Author: **Fuli Li**, *Xi'an Jiaotong U.*
Author: **Jane Jiang**, *Nanjing U. School of business*
Author: **Jingyu Dong**, *Xian Jiaotong U.*
Author: **Hua Li**, *Xi'an Jiaotong U.*
Author: **Mike Crant**, *U. of Notre Dame*

Organizational socialization may have unintended outcomes for newcomers. To extend this line of research, we integrate the proactive process model and trait-activation theory to explore whether and when newly-graduated proactive newcomers express or suppress their creative behavior during the socialization processes. We hypothesize that this positive relationship between newcomer proactive personality and creative behavior is weaker during the early socialization stage, but it becomes positive and stronger during the later socialization stage. Further, we examine demands-abilities fit perception as a critical boundary condition in activating proactive newcomers to express more creative behavior during the early socialization stage. Based on 290 newly-graduated newcomers with data collected at four critical transition stages, including one month before entry, during the first month after entry, three months after entry (the early socialization stage), and six months after entry (the later socialization stage), the results supported our hypotheses. Our findings provide theoretical and practical implications on how and when newcomers' trait proactivity will be suppressed or released into creative outcomes during the socialization processes.

Paper is Available to Meeting Registrants Only.

HR: **What can we Learn from Facets? A Comprehensive Meta-Analysis of Personality and Leadership Outcomes**

Author: **Nathan Baker**, *Michigan State U.*
Author: **William Scott**, *Michigan State U.*
Author: **Christopher D. Nye**, *Michigan State U.*
Author: **Olexander Chernyshenko**, -

Personality traits are key individual differences with validity for predicting a variety of leadership outcomes such as leader performance and emergence. Narrow personality facets have also shown predictive validity, often even above that of traits, but little systematic research integrated work on facets to identify their role in predicting leadership. This meta-analysis utilizes recent research on personality facets of the Big 5 to examine their relationship with leadership outcomes. We explored how these relationships differ across leadership levels within organizational hierarchies, as the responsibilities of leaders differ in important ways across these levels. The analyses are focused on other-report measures of leadership across leadership performance, emergence, and both transformational and transactional leadership for a range of personality facets. A final set of $k = 135$ studies were analyzed and corrected for unreliability and range restriction to identify relationships between personality traits and facets with leadership. This work expands existing understanding of personality facets and different leadership outcomes. The theoretical and practical implications of our findings inform future leadership and personality research, as well as applied issues such as selection and assessment.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1491** | Submission: **18883** | Sponsor(s): **(HR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 3:30PM - 5:00PMPT (UTC-7)** at **Seattle Convention Center in Chelan 5**

Cross-cultural and Global HRM

Session Moderator: **Joey L. Soehardjo**, *Hitotsubashi U.*

HR: [Can Multiple Equilibria Increase the Prevalence of Cooperation Within the MNC?](#)  

Author: **Zhi Wang**, *Glasgow Caledonian U. London*

Although the indispensable feature of Social Exchange Theory (SET) is believed to induce cooperation, expatriate turnover in repatriation suggests several limitations of the theoretic concept. Taking a step advance, this paper introduces an equilibrium approach and exams how it impacts employee turnover intention (TI) on their reentry to the home Multinational Corporation (MNC). In this context, we develop an analysis by drawing on sample data 163 employees from over 31 MNCs who worked on company-sponsored international assignments for one or more years. The results show: 'multiple equilibria' through shared beliefs and preferences bring a positive association with social exchanges, thus, increasing the prevalence of cooperation within the MNC.

Paper is Available to Meeting Registrants Only.

HR: [Dominance and Societal Effects in Human Resource Practice Transfer](#)  

Author: **Joey L. Soehardjo**, *Hitotsubashi U.*

This paper investigates how meso-level actors (MeLAs) contribute to human resources (HR) practice transfer in diffusion and adaptation processes, drawing on the System-Society-Dominance-Corporate Effects (SSDC) theoretical framework to interpret the role of MeLAs in the transfer of the Japanese management model to the Indonesian automotive industry. We focus on two issues: i) the way Japanese MeLAs' training regimes in Japan contribute to the understanding and diffusion of the model and ii) the coordinated strategy of both Japanese and Indonesian MeLAs in seeking procedural influence through intelligence-sharing and lobbying activities over how the Japanese model is adapted in Indonesia. Our research adds to our limited understanding of the significance of MeLAs in processes of diffusion-adaptation in emerging market economies characterized by weak regulatory regimes and asymmetric economic power relations. Drawing on interviews with 75 key informants in Japan and Indonesia, we explore the significance of MeLAs from corporate and labor spheres alongside those of non-corporate MeLAs such as non-governmental and quasi-governmental organizations. The study elaborates the SSDC framework by highlighting MeLAs' influence in both diffusing conceptions of dominant management 'best practice' (dominance effects) and their role – and that of dominance effects – in shaping societal effects that inform how the model is adapted. We theorize the complex processes through which the effects identified in the SSDC framework are experienced by local actors, showing that they are neither monolithic nor mechanical in nature and thereby elaborating the inter-relationship in how dominance effects inform societal effects.

Paper is Available to Meeting Registrants Only.

HR: [Whatever IT Takes: Exploring HRM and Leadership Practices in Emerging Market SMEs](#)   

Author: **Ashish Malik**, *Newcastle U. Business School*

Author: **Pawan S. Budhwar**, *Aston U.*

Recent reviews of the literature on human resource management (HRM) on small-and-medium enterprises (SMEs) highlight several gaps including the impact of owner-manager or leader's philosophy of managing people in shaping HRM practices and on employee outcomes. This research addresses the above gaps and presents an in-depth qualitative case study analysis of two SMEs from India's IT and healthcare products industry that are serving a range of global clients. Using the theoretical lenses of empowerment-focussed HRM practices, ambidextrous leaders, contextual ambidexterity and strategic agility, semi-structured interview data of leaders, managers and employees of the two case organizations were analysed. We abductively developed a novel conceptual framework that is at the intersection of the above theoretical lenses through a two-staged analytical process. Our findings suggest that the SME's strategic agility, ambidexterity and empowerment-focussed HRM approach was influenced by the owner-manager or leader's ambidextrous leadership style and their philosophy towards managing people and had a positive impact in creating a culture of trust, participation, risk-taking and openness, and led to delivering innovative products and services as well as several positive employee-level outcomes. Implications for theory and practice are also discussed.

Paper is Available to Meeting Registrants Only.

HR: [HRM Practices and Agendas for Equality in Global-South Contexts](#)    

Author: **Chidozie Umeh**, *U. of York*

Author: **Ashique Ali Jhatial**, *U. of Sindh*

Author: **Eric Pezet**, *Ecole Polytechnique / U. Paris Ouest Nanterre La Défense*

Author: **James Wallace**, *U. of Bradford*

Author: **Nelarine Cornelius**, *QMUL*

Although macro-social influences on managerial and international HRM practices have been extensively reported in the literature, the alignments and contentions between these practices in post-colonial states are, however, poorly understood. This paper examines the HRM role and practices of traditional and Western-informed, non-traditional, elite managers in introducing and progressing universal HRM practices and agendas, under a Praetorian regime in post-colonial Pakistan. In-depth interviews were conducted with HRM professionals, union representatives, and managers working in the Pakistani public and private sectors and multinational organisations. Through the lens of Foucauldian discourse, analyses of the interviews revealed the coexistence of managerial global-HRM orientated elite and Praetorian post-colonial elite managers and how their HRM practices impacted employees' experience of equality and inequality within their organisations. This intertextual 'union' is predicated on the dynamics of hierarchical and heterarchical relations of power and resistance within the organisation, and the imbrication, or interleaving, of local history and culture, global culture, and influential HRM practices. Our findings suggest the need for greater consideration of social practices, including forms of subjectivity, meanings, and power relations, when managing human resources to achieve equality in organisations within post-colonial countries.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Employee Well-being

Session Moderator: **Paul Lund**, *Swin*

HR: The Grief-Work Interface: How Employees Navigate Work After Losing a Loved One

Author: **Yu Tse Heng**, *U. of Virginia*

Winner of HR Division Best Student Paper Award

William H. Newman Award Nominee

In the United States, employees receive an average of four days of bereavement leave following the death of a family member. When they return to work, their grief is unlikely to be checked at the office door, and is instead carried over into the workplace. Grief research, however, has largely been limited to the clinical and social psychological sciences, thus leaving unaccounted for work-related considerations of the grief experience. In this research, I address this gap by examining what the grief-work experience entails and how it impacts bereaved employees. Using a mixed-methods approach, I first conducted 31 interviews (inductive Study 1) to understand the bereaved employee experience. Based on these insights, I developed a theoretical model delineating the positive and negative impact that work experiences have on the bereaved employee. Then, I conducted a three-wave field study (deductive Study 2) with a broader sample of 500 recently bereaved employees to test this theoretical model. Across both studies, I find that work experiences may be helpful (grief diversion, experienced compassion) or harmful (grief intrusion, experienced callousness), and have the potential to replenish or exacerbate positive states (sense of normalcy, purpose, connection) that facilitate employee well-being (lower work impairment, lower distress). In sum, this research sheds light on the nuances of the bereaved employee experience.

Paper is Available to Meeting Registrants Only.

HR: Dynamics of Organizational Responsiveness and Employee Dignity

Author: **Baniyelme D. Zoogah**, *DeGroote school of business*

Generally, employees are valuable to organizations' strategic objectives. However, they are often not treated with dignity. As a result, they often question not only work meaningfulness but also the ethicality of such treatment and the responsiveness of organizations to their needs. One major question in the literature is how responsiveness of organizations influences employee dignity. In this paper we attempt to answer that question based on data from one emerging economy. Specifically, we use the humanistic perspective to theorize that employee dignity will be determined by responsiveness and dynamic mechanisms of ethicality, worthiness, and generosity. In Study 1 we show that organizational responsiveness relates to perceived dignity through two paths – ethicality and benevolence (meaningful work practices). In Study 2, we examine the curvilinear interaction of ethicality, moral worthiness, and generosity in relating to organizational benevolence. The inverted u-shape effects show that organizational benevolence is optimal when ethicality is moderate; at low and high levels of ethicality, organizational benevolence is low. We discuss the implications of our findings for theory and practice.

Paper is Available to Meeting Registrants Only.

HR: The Effects of Hybrid Work Choices and Worker Needs on Employee Wellbeing

Author: **Paul Lund**, *Swin*

Author: **Timothy Colin Bednall**, *Swinburne Business School, Swinburne U. of Technology*

Author: **Benedict Williams**, *Swinburne U. of Technology*

The COVID-19 pandemic has challenged many aspects of workers' lives including employee wellbeing and working from both home and the office, referred to as a hybrid work model. This study investigates whether employees' choice of work location influences wellbeing and how job role, specifically seniority and leadership responsibilities, are related to work location choice. Research was conducted within two technology and operations domains of a large Australian financial institution (n = 349) with 94% of participants under COVID-19 work from home lockdown restrictions. Our findings indicate that employees tend to experience decreased wellbeing if they desire to return to the office and that autonomy frustration contributes in part to decreased wellbeing if employees feel constrained in their ability to work from the office. In addition, our study shows that senior employees and people leaders tend to desire greater opportunities to work in the office during COVID-19 lockdown restrictions. We recommend that hybrid working arrangements, as a predictor of wellbeing, be tested outside workplace lockdown conditions, when employees have greater choice over work location. This study provides the baseline comparison for such research.

Paper is Available to Meeting Registrants Only.

HR: Thriving is Not All Good: The Influence of Supervisor Thriving on Employees' Well-Being and Behavior

Author: **Xiaoyu Guan**, *School of Government, Beijing Normal U.*

Author: **Stephen J. Frenkel**, *U. of New South Wales*

Can the positive experience of thriving transfer from supervisor to subordinates in the workplace? Our study focuses on the supervisors' thriving experience in Chinese police organizations. Drawing on crossover research and job demands-resources theory, we explore the transfer process between supervisors and subordinates and consequences for subordinate behaviors and well-being. Using matched supervisor-subordinate longitudinal survey data, our multi-level analyses reveal surprising and disquieting results. We find that supervisor thriving leads to role overload among subordinates, which in turn results in subordinate burnout and supervisor-directed deviance behavior. In addition, arising from role overload, supervisor thriving diminishes subordinate thriving. Overall, our study shows how supervisor thriving exerts a negative rather than positive effect on subordinates with adverse consequences for supervisors and the organization. This dark side of workplace thriving serves as a foundation for future work.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Internal Labor Markets and Promotions

Session Moderator: **Pablo Doucet**, *U. of Salamanca*

HR: Business Groups' Internal Labor Markets and the Value of Human Resource Slack

Author: **Pablo Doucet**, *U. of Salamanca*
Author: **Ignacio Requejo**, *U. of Salamanca*
Author: **Isabel Suarez-Gonzalez**, *Salamanca U.*

Whether holding human resource (HR) slack creates or destroys value for firms is a hot topic, given that labor shortages and record high attrition rates are disrupting businesses everywhere. Our study adds to this conversation by exploring the so far neglected impact of the embeddedness in business groups on the HR slack–performance relationship. We find that HR slack lowers firm performance at diminishing rates. Further, we show that HR slack has a more negative effect on performance when the focal firm has an increasing number of other group firms in the same sectoral/geographical area—i.e., when the flexibility to share HR with other group companies increases. Our findings expand previous works by highlighting the role of interfirm networks in determining the performance consequences of HR slack for organizations.

Paper is Available to Meeting Registrants Only.

HR: Advancement Opportunity in the Context of Workgroup: A Social Network Perspective

Author: **Farid Jahantab**, *Pennsylvania State U., Worthington-Scranton*

Drawing upon social exchange theory, I contend that a focal employees' centrality in the friendship network is associated with his/her advancement opportunity, which in turn relates to employees' organizational citizenship behaviors (OCB). Furthermore, I extend the theory to the workgroup context and assert that the workgroup structural attribute of task interdependence influences the indirect relationship between friendship network centrality and OCB via advancement opportunity. Multi-level modeling using multi-source data from 251 employees nested in 36 workgroups showed a positive relationship between friendship network centrality and advancement opportunity with advancement opportunity mediating the relationship between friendship network centrality and OCB. Moreover, moderation analysis revealed that workgroup task interdependence strengthened the relationship between friendship network centrality and advancement opportunity. Finally, moderated mediation path analysis showed that the indirect effect of friendship network centrality on OCB via advancement opportunity was stronger in workgroups with high task interdependence. Implications and directions for multi-level and social network research are discussed.

Paper is Available to Meeting Registrants Only.

HR: How Promotion and Salary Decisions are Influenced by Evaluator Gender and Human Resource Status

Author: **Viva Nsair**, *Western Michigan U.*
Author: **Sebastian M Ugarte**, *U. of Chile School of Business and Economics*
Author: **Angel Martin**, *Alliance Manchester Business School, U. of Manchester*
Author: **Lyonel Laulié**, *U. of Chile*
Author: **Raúl Berrios**, *U. de Santiago de Chile*

Many scholars have explored the relationship between employee performance and promotion, concentrating on the employee's knowledge, skills, and abilities needed to successfully climb the career ladder. Less attention has been given to how managers likely recommend promotion components – upward mobility and pay raise – differently given the context of the industry they are in and their own characteristics. Drawing on social exchange theory, we investigate how evaluator characteristics including gender and human resource manager status interact to shape the relationship between performance and promotion decisions. Through a policy capturing design, recommendations from 93 line and human resource managers are collected for 23 different scenarios that range in contextual and task performance along with job type and applicant gender. Results show that human resource manager status of evaluators leads to a stronger relationship between task performance and pay raise recommendations compared to line manager evaluators and a weaker relationship between contextual performance and upward mobility recommendations compared to line manager evaluators. We find that these relationships are stronger when the human resource managers are men. We discuss implications of these findings for understanding the role of promotion decision-makers in and the performance indicators used to make those decisions.

Paper is Available to Meeting Registrants Only.

HR: Helping But Also Deviance! Why Does Promotion-Oriented Job Crafting Lead to Two Distinct Behaviors?

Author: **Qiqi Wang**, *Wuhan U.*
Author: **Yiwei Yuan**, *School of Business, Renmin U. of China*
Author: **Jun Liu**, *Renmin U. of China*

Although the positive effects of job crafting on task performance have been documented, we know little about its detrimental impacts. Drawing from the cognitive-affective processing system framework, we propose an integrative model that simultaneously considers the beneficial and detrimental effects of promotion-oriented job crafting on employee outcomes. We test this model using a multi-wave data collected from 288 employees. We find that employees' promotion-oriented job crafting is positively related to positive affect, but it also incurs the perception of psychological entitlement. Positive affect then mediates the influence of promotion-oriented job crafting on helping behavior. And psychological entitlement mediates the impacts of promotion-oriented job crafting on workplace deviance. The implications of this study for the job crafting literature are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **1494** | Submission: **16600** | Sponsor(s): **(HR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 3:30PM - 5:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **402 Chilwack**

Advancing Interdisciplinary Teamwork: Processes Supporting High-Quality and Innovative Performance
Advancing Interdisciplinary Teamwork



- Organizer: **Zhanna Novikov**, *Stanford U.*
- Organizer: **Karleen F. Giannitrapani**, *Stanford U. / VA Palo Alto*
- Organizer: **Esther Olsen**, *Stanford U.*
- Discussant: **Sara Singer**, *Stanford U.*
- Presenter: **Karleen F. Giannitrapani**, *Stanford U. / VA Palo Alto*
- Participant: **Bhagvat Maheta**, *Center for Innovation to Implementation, VA Palo Alto Health Care System*
- Participant: **Nainwant Singh**, *Stanford U. / VA Palo Alto*
- Participant: **Sydney Dy**, *Johns Hopkins Bloomberg School of Public Health*
- Participant: **Jonathan Bergman**, *Oliver View UCLA Medical Center / VA Los Angeles*
- Participant: **John Leppert**, *Center for Innovation to Implementation, VA Palo Alto Health Care System / Stanf*
- Participant: **Karl Lorenz**, *Stanford U. / VA Palo Alto*
- Presenter: **Tal Katz-Navon**, *Arison School of Business, Reichman U. (IDC), Israel*
- Participant: **Eitan Naveh**, *Technion Israel Institute of Technology*
- Participant: **Noa Ebenstein-Ziv**, *Technion – Israel Institute of Technology*
- Presenter: **Micah Aaron**, *Harvard Medical School*
- Participant: **Maike Vanessa Tietschert**, *Vrije U. Amsterdam*
- Participant: **Anna Sinaiko**, *Harvard T.H. Chan School of Public Health*
- Participant: **Russell Phillips**, *Harvard Medical School*
- Presenter: **Zhanna Novikov**, *Stanford U.*
- Participant: **Wiljeana Jackson Glover**, *Babson College*
- Participant: **Esther Olsen**, *Stanford U.*
- Participant: **Sara Singer**, *Stanford U.*

To advance our understanding of interdisciplinary teamwork in complex organizations, we present four papers that leverage diverse methods to identify processes that bridge the gaps across disciplines and support quality and innovation. The papers include a broad range of specific healthcare settings, countries (e.g., United States, Israel), and using different research methodologies and analyses (e.g., systematic literature review, qualitative, quantitative, multi-sourced surveys, multilevel models). We identify multiple teamwork processes (e.g. problem solving, mechanized patient follow-up, professional cooperation, and cooperation with patients) that are common across interventions and settings. Specifically, we begin with the current state of empirical evidence by presenting a systematic review that identifies roles and teamwork processes that improve quality outcomes in the peri-operative period. We follow with a paper exploring the paradox of lean management and innovation and if hospitals differ from R&D in their association with quality and innovation. We continue with a paper covering the different impacts of social compared to functional team processes to improve quality of care. We end with a qualitative investigation of individual compared to collective improvisation. Together these studies help advance the science of interdisciplinary teamwork towards supporting high-quality care and innovative performance.

Team Processes to Improve Quality in Perioperative Cancer Care: A Systematic Review

Author: **Karleen F. Giannitrapani**, *Stanford U. / VA Palo Alto*

The Paradox of Lean Management and Innovation: Are Hospitals Different than R&D?

Author: **Tal Katz-Navon**, *Arison School of Business, Reichman U. (IDC), Israel*

The association between social and functional integration and care quality

Author: **Micah Aaron**, *Harvard Medical School*

Improvisation as Defense Under Crisis: Applying A Mixed-Level Approach in Response to Covid-19

Author: **Zhanna Novikov**, *Stanford U.*

KEY TO SYMBOLS

- Teaching-oriented
- Practice-oriented
- International-oriented
- Theme-oriented
- Research-oriented
- Diversity-oriented
- Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1495** | Submission: **18972** | Sponsor(s): **(HR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 3:30PM - 5:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **501 Chivawa**

HR Managers, Line Managers, and HR Implementation

Session Moderator: **Anna Sender**, *U. of Lucerne*

Author: **Hannah Mormann**, *U. of Lucerne*

Author: **Anna Sender**, *U. of Lucerne*

Organizational decision-makers are inherently confronted with paradoxical tensions because they need to simultaneously address contradictory strategic goals and stakeholder demands. Although research indicates that responding to paradoxes is challenging for decision-makers, some findings indicate that helpful strategies can include the adoption of paradoxical thinking, the involvement of supporting actors, and the use humor. In medieval times, it was the court jester, the paradoxical figure of a wise person and a fool, who operated with humor, exposing paradoxes and expressing alternative perspectives to the king and the court. Because human resource management (HRM) professionals have been identified as important actors in navigating paradoxes in organizations, in this study, we explored how court jester figure can inspire HRM professionals to reflect on their role as supporting actors in navigating organizational paradoxes. Using data from qualitative interviews with HRM professionals and decision-makers at senior levels, we identify effective techniques used by HRM professionals and other supporting actors to promote paradoxical thinking. We explore how these techniques are used by supporting actors to influence the decision-making process at three distinct levels: creating space at behavioral level, expanding horizon on cognitive level and providing relief and building up tension on emotional level.

Paper is Available to Meeting Registrants Only.

HR: Answerable for What? The Role of Accountability Focus in Line Manager HR Implementation 

Author: **Rebecca Hewett**, *Rotterdam School of Management, Erasmus U.*

Author: **David Sikora**, *Georgia Southern U.*

Author: **Jeremy Ray Brees**, *Northern Arizona U.*

Author: **Rowan Moelijker**, *Rotterdam School of Management, Erasmus U.*

Consistent implementation of HR practices is important to provide clarity about organizational goals and ensure fair treatment of employees. So why do some line managers implement HR practices as intended but others do not? We draw on the concept of accountability focus to highlight that what managers feel accountable for drives their HR implementation behavior and examine how this accountability focus is shaped by managers' HR role. We test our theoretical model across two field studies: a three-wave survey with managers and a study with dyads of managers and employees. When managers experienced autonomy in their HR role, they felt more accountable for outcomes and were less likely to implement HR practices, but this was mitigated when managers felt competent in their HR responsibilities. More competent managers felt more accountable for processes and in turn were more likely to implement HR practices, which positively related to employees' discretionary effort at work. We offer theoretical insights about the motivational mechanisms which drive HR implementation, and the implications of this for employees. We also further research on managerial accountability by elaborating the nomological net of accountability focus and, by developing a measurement scale through several pilot studies, provide opportunities for further research.

Paper is Available to Meeting Registrants Only.

HR: Implementing HR Practices: Line Manager's Cost Reduction HR Attribution and Extrinsic Motivation  

Author: **Fubin Jiang**, *Central U. of Finance and Economics*

Author: **Zhen Wang**, *Central U. of Finance and Economics*

Although substantive research has devoted increasing attention to effectiveness of HRM practices, the critical role of line managers' attribution and motivation has been overlooked. Drawing from social information processing theory, we investigate the content and process of HRM implementation and explore how employee attitudes and behavior are affected through perception. HRM content refers to the practices implemented by line managers. The process of HRM implementation entails line managers' cost reduction attribution and extrinsic motivation. This study further propose that line managers' cost reduction HR attribution and extrinsic motivation weaken the associations between implemented and perceived HR practices. Analyzing the matched data from 151 department managers and 996 employees, we found that employees who perceive high levels of implemented HR practices are more likely to commit to the organization and engage to work. Further, when line managers' cost reduction attribution and extrinsic motivation is higher, employees will perceive lower levels of implemented HR practices. These findings contribute to the strategic HRM literature by demonstrating the significant role of line managers' attribution and motivation in HRM implementation and explain why HR practices implemented may not achieve the expected effectiveness. Implications, limitations and future directions are discussed.

Paper is Available to Meeting Registrants Only.

HR: HPWS Implementation and HR Strength on Relationship between Employability and Intention to Stay:

Author: **Huadong Yang**, *U. of Liverpool*

Author: **Beatrice Van Der Heijden**, *Radboud U. Nijmegen*

Author: **Budy Purnawanto**, *U. of Liverpool*

Employability helps organizations to sustain the supply and demand for talent, yet, it also encourages employees to move to a job with another employer. The purpose of this study is to understand the relationship between employability and intention to stay from a human resource management (HRM) perspective by focusing on team-level HRM and taking account of both HR content in the format of the implementation of High Performance Work Systems (HPWS) by team leaders and HR process in the format of team perceptions of HR strength. Building on the situational strength hypothesis, we propose that the relationship between employability and intention to stay will be stronger in the so-called weak situations where HPWS implementation and HR strength are not aligned with each other in comparison with the strong situations where they are aligned with each other. Using a sample including 158 employees and 48 team leaders working in five companies in Indonesia, the results largely confirmed our theoretical assumptions: While in the conditions where HPWS implementation is aligned with team perceptions of HR strength, the relationship between employability and intention to stay is non-significant, under the conditions in which HPWS implementation misaligned with team perceptions of HR strength, employability shows a significantly positive effect on intention to stay. Our study proposes an alternative view to understand the relationship between employability and intention to stay from HRM perspective, confirms the value of a HR process approach, and expands our knowledge on how HRM can help organizations to retain employees.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Pay Dispersion and Pay Inequality

Session Moderator: **David R. Hekman**, *U. of Colorado, Boulder*

HR: **How Illegitimate Pay Inequality leads to worse performance via aggression and coworker devaluing**  

Author: **David R. Hekman**, *U. of Colorado, Boulder*
Author: **Russell Cropanzano**, *U. of Colorado, Boulder*
Author: **Elsa Chan**, *Hong Kong Metropolitan U.*
Author: **Jessica Kirk**, *U. of Memphis*
Author: **Mark Lamb**, *U. of Colorado, Boulder*

This set of studies examines whether and how pay illegitimate pay inequality might motivate workers to perform worse. In a field sample of leaders, we found that illegitimate pay inequality predicted workplace aggression (peer-rated), which then predicted worse job performance ratings (boss-rated). We then conducted a second study of actual work teams in a highly controlled laboratory context to gain greater insight into why illegitimate pay inequality might motivate workplace aggression and worse performance. In this second study, we found that the linkage between manipulated illegitimate pay inequality and workplace aggression (peer-rated) was the degree to which individuals valued the contributions of their coworkers. Specifically, individuals in the illegitimately unequal pay condition tended to devalue the contributions of their coworkers. This, in turn, led both the advantaged and disadvantaged workers to express more workplace aggression toward their teammates. Ultimately, this aggression reduced these individuals' job performance (objectively measured). We discuss how our findings contribute to the pay inequality and workplace aggression literatures, and also consider how our findings help provide insight into solving the most pressing management "grand challenge" – reducing the harmful effects of workplace pay inequality.

Paper is Available to Meeting Registrants Only.

HR: **The Peril of Paycheck Dispersion: When Fluctuations in Compensation Jeopardize Worker Retention**

Author: **Lindsey Cameron**, *The Wharton School, U. of Pennsylvania*
Author: **Jirs Meuris**, *U. of Wisconsin-Madison*

Winner of HR Division Best Conference Paper Award

As employers sought to abdicate their role as the primary risk bearer in employment relationships, they increasingly relied upon variable compensation systems to shift market risks onto individual workers. In doing so, a substantial proportion of the current labor force became prone to experiencing paycheck dispersion, defined as variance in earnings from paycheck to paycheck. Here, we combine multiple sources of qualitative and quantitative data to explore the organizational consequences of paycheck dispersion. Exploratory interviews and surveys from a sample of ride-hailing drivers (N = 63) revealed that workers are broadly averse to paycheck dispersion and constantly look for strategies that could effectively mitigate it. Combining the insights from this data with cognitive appraisal theory, we subsequently proposed that paycheck dispersion will increase voluntary turnover, but only to the extent that workers appraise it as a threat to their welfare. Accordingly, we anticipated two boundary conditions to this relationship: (a) workers' perceived ability to manipulate their earnings through their own actions and (b) the economic composition of their household. Using matched individual-level survey and archival data from a sample of truck drivers (N = 711) employed by a national transportation company, we found that paycheck dispersion is positively associated with the likelihood of turnover, though this relationship varied along the predicted boundary conditions. Taken together, our findings demonstrate that shifting market risk onto workers through variable compensation can compromise organizations by jeopardizing the retention of human capital.

Paper is Available to Meeting Registrants Only.

HR: **Does it Pay to Stand Out? Examining the Effect of Gender Dissimilarity on Women's Pay in Tech**   

Author: **Felice Klein**, *Boise State U.*
Author: **Kristie Lynne McAlpine**, *Rutgers U.*
Author: **Elizabeth McClean**, *Cornell SC Johnson College of Business*

In this paper, we examine how managers within firms respond to external pressures for gender equity, with a focus on women's pay in technology firms. While prior research has shown that firms respond to institutional pressure for gender equity, what remains unclear is what leads managers within firms to act on these pressures and how their actions may contribute to pay inequity within firms. We argue that the extent to which managers respond to external gender equity pressures will depend on their subordinates' gender dissimilarity from the workgroup. Specifically, we theorize that women who are more dissimilar from their workgroups will receive higher pay compared to those who are less dissimilar. We further theorize that this positive effect will be stronger for women in technical roles and is driven by managers' impression management concerns and perceptions of women's work-related capabilities. Using a multi-method approach with archival data on executives in large publicly-traded technology firms, experimental data, and field data from a public technology firm, we find support for our hypotheses. Our results have implications for the study of organizational responses to institutional pressure, relational demography, and the gender pay gap.

Paper is NOT Available. Please contact the author(s).

HR: The Effects of Merit Pay Increases via Organization-Based Self-Esteem 

Author: **Tae-Youn Park**, *Cornell U.*

Author: **David Jinwoo Chung**, *ILR at Cornell*

Author: **Aino Tenhiälä**, *IE Business School*

Although merit pay increase is a pay-for-performance practice that organizations popularly use, its effectiveness has often been questioned. Prior studies have primarily explored merit pay increase outcomes by adopting the idea that merit pay is a form of compensation that makes employees see a conspicuous link between pay and performance. Diverting from this approach, we investigate merit pay increase's effect on employee satisfaction and motivation using organization-based self-esteem as a key mechanism. We conducted two empirical studies that investigated the interactive indirect effect of merit pay increase and perceived pay dispersion on satisfaction and motivation via organization-based self-esteem. Study 1 analyzed 131 employee observations from two South Korean organizations. Results showed that merit pay positively affects satisfaction and motivation via organization-based self-esteem when perceived pay dispersion is low. In Study 2, 818 employee observations from six Finnish organizations were analyzed, and the findings were comparable to Study 1.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1497** | Submission: **19004** | Sponsor(s): **(HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 3:30PM - 5:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 505 Queets**

Work Attitudes and Behaviors

Session Moderator: **Alexander Emmanuel Eng**, *National U. of Singapore*

HR: [Deliberate Bedtime Procrastination Can Have Surprising Recovery Effects](#)

Author: **Alexander Emmanuel Eng**, *National U. of Singapore*

Author: **Kai Chi Yam**, *National U. of Singapore*

As a society that romanticizes busyness and working long hours, we do not have sufficient time to get enough sleep and engage in leisure activities which help us detach psychologically from work. In this paper, we explore the possibility that people can deliberately procrastinate their bedtimes to create more time for themselves. We propose that this can potentially increase the experience of psychological detachment, leading to positive outcomes despite a reduction in sleep. In an archival study (Study 1), we apply modern topic modelling techniques to Twitter data to demonstrate that deliberate bedtime procrastination is a prevalent phenomenon which differs from traditional conceptualizations of mindless bedtime procrastination. We then developed a theoretical model to examine possible benefits associated with deliberate bedtime procrastination and tested it with an experience sampling study (Study 2). Controlling for objective sleep hours, results suggest that deliberate bedtime procrastination increases the experience of psychological detachment and reduces cyberloafing. Combined, our results extend the literatures on sleep and work recovery by providing empirical evidence for the existence of deliberate forms of bedtime procrastination and showing that sleeping less does not always lead to negative outcomes if it means that people can create a temporal barrier between their work and personal time.

Paper is Available to Meeting Registrants Only.

HR: [Workforce Trust in Leveraged Buyouts](#)

Author: **Nick Bacon**, *Cass Business School, City U. London*

Author: **Muhammad Umar Boodoo**, *Warwick Business School*

Author: **Kim Hoque**, *Warwick Business School*

Wealth transfer theory predicts that hostile takeovers such as leveraged buyouts (LBOs) will result in the abrogation of contracts with workers, which in turn will lead to a deterioration in trust in management, and thus have harmful long-term organizational consequences. Developing the alternative entrepreneurial perspective of value creation in LBOs, we propose an innovation-participation-trust (IPT) model whereby LBOs introduce operational innovation, enhancing employee participation, which in turn increases employee trust in management. Empirical analysis of nationally representative matched data supports hypotheses stemming from the IPT model, with higher trust in LBOs than non-LBOs being explained by operational innovation, which in turn is associated with higher employee participation. This suggests LBOs may enhance the ability of firms to contract efficiently with workers, and thereby develop relationship-specific capital for ex ante value creation.

Paper is Available to Meeting Registrants Only.

HR: [Forgive and Forget? How Ease and Desirability of Movement Impact Layoff Victim Goodwill](#)

Author: **Yuna Cho**, *HKU Business School, The U. of Hong Kong*

Author: **Rebecca M. Paluch**, *Sauder School of Business, U. of British Columbia*

With employee layoffs becoming a pervasive practice utilized by organizations to cope with environmental changes, layoff victims represent a growing class of ex-employees for organizations that deserve renewed attention. Existing research has assumed that layoffs essentially represent a permanent termination of the relationship between the employee and the organization, yet empirical evidence suggests that layoff victims may exhibit a willingness to recommend their former employer to others (organizational endorsement) and even an interest in returning for re-employment with the firm (boomerang intentions). We draw on and integrate March and Simon's voluntary turnover framework and concepts from boundaryless careers theory (physical and psychological mobility) to argue that perceived ease of movement and desirability of movement (person-organization fit) will differentially affect victims' willingness to endorse or return to a former employer. Specifically, we expect both perceived ease of movement and PO fit will be positively related to boomerang intentions, but only desirability of movement will influence organizational endorsement. Using three-wave longitudinal data collected from individuals laid off from multiple organizations, we find strong support for our hypotheses.

Paper is Available to Meeting Registrants Only.

HR: [Work Effort: A Conceptual and Meta-Analytic Review](#)

Author: **Chad Van Iddekinge**, *U. of Iowa*

Author: **John D. Arnold**, *U. of Missouri*

Author: **Filip Lievens**, *Singapore Management U.*

Work effort has been a key concept in management theories for more than a century. However, there is little clarity and consensus regarding what effort is and how to measure it. We addressed these challenges by conducting a conceptual and meta-analytic review that synthesizes research on work effort. First, we reviewed conceptualizations of effort and provided an integrated definition that builds upon and subsumes existing ones. Second, we developed a taxonomy of operationalizations of effort that clarifies different measures and their nature. Third, we developed a nomological network to gain a better understanding of antecedents and outcomes of effort, as well as constructs that overlap with effort. Fourth, we conducted a meta-analysis that provides information regarding the nature and size of relations between effort and its proposed antecedents (e.g., conscientiousness, intrinsic motivation, self-efficacy, goal-setting) and outcomes (i.e., performance and results), as well as overlapping constructs (i.e., work engagement and grit). Finally, we delineated an agenda for future research on the measurement and effects of effort. We hope our work will be useful to researchers, as well as to organizations interested in implementing interventions aimed at enhancing work effort.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1498** | Submission: **18645** | Sponsor(s): **(IM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 3:30PM - 5:00PM PT (UTC-7)** at **Sheraton Grand Seattle in Juniper**

Global R&D Strategies

Session Moderator: **Jill Juergensen**, *Henley Business School, U. of Reading*

IM: Learning Beyond Technology: When do R&D Alliances Foster Organizational Innovation?

Author: **Jill Juergensen**, *Henley Business School, U. of Reading*

Author: **Rajneesh Narula**, *Henley Business School, U. of Reading*

Author: **Irina Minodora Surdu**, *Warwick Business School*

We continue to witness the growing importance of R&D alliances, mainly in the pursuit of technological innovation. In parallel, we are witnessing firms' efforts to constantly alter their internal practices and routines in order to enhance competitiveness. Yet relatively little is known about whether and how R&D alliances influence a firm's organizational routines and practices by triggering organizational innovation (OI). We draw on panel data from the Mannheim Innovation Panel to examine how different types of (international and domestic) R&D alliances affect a firm's propensity to engage in OI. Our findings show a nuanced relationship between R&D alliances and OI, in that: firms with a diverse international R&D alliance portfolio are not significantly more likely to engage in OI efforts; firms with vertical international R&D alliances (i.e., alliances with customers and suppliers) are more likely to engage in OI; and firms with horizontal international R&D alliances (i.e., alliances with market rivals) are less likely to engage in OI. Taken together, our findings offer a finer-grained and more realistic depiction of the likely organizational learning potential that arises from participating in inter-firm R&D cooperation, shedding light on the behavioural gains and biases associated with different types of R&D alliance partners.

Paper is NOT Available. Please contact the author(s).

IM: Exploring Motivating Moderators in The Government RD Support-Innovation-Export Mediated Relationship  

Author: **Priit Tinitis**, *Aalto U. School of Business*

Author: **Jingtao Yi**, *Renmin U. of China*

Author: **Carl Fey**, *Aalto U. School of Business*

Author: **Shuang Meng**, *Central U. of Finance and Economics*

How and under what conditions does government R&D support lead to innovation and in turn increased export activities? We examine the relationship between government R&D support and export intensity, mediated indirectly by innovation, in a balanced panel of 289 innovative exporters in China. Leveraging the knowledge-based view, we also explore the role of moderator variables in relation to bonus incentives (extrinsic motivators) and employee suggestions (intrinsic motivators). We extend our knowledge of the motivators in the government R&D support-innovation-export mediated relationship, where we found that extrinsic motivators facilitate the R&D support-innovation link, and intrinsic motivators turned out to be effective in innovation-export link. These results have relevance for both innovation and export literature.

Paper is Available to Meeting Registrants Only.

IM: The Dark Side of the Boom: The Impact of Foreign Competition on R&D and Technology Upgrading

Author: **Lee Branstetter**, *Carnegie Mellon U.*

Author: **Ricardo Laverde**, *Inspira Institute of Education and Research*

The natural resource boom of the 2000s spurred growth in income and consumption in commodity-exporting nations. However, this paper brings together a previously unused combination of data sets from Colombia to document evidence of a downside – the currency appreciation associated with this boom led to a significant decline in R&D and technological upgrading of Colombian manufacturing firms. Our empirical strategy exploits differences in firms' sales across products and export destinations to create firm-specific measurements of exchange rate appreciation that gauge firms' exposure to exchange rate shocks both abroad and at home. We link these new measurements of exposure with Colombian micro data on R&D investment and technology upgrading. The key finding is that real exchange rate appreciation drives significant reductions in firm-level R&D investment and a broader measurement of technology upgrading that includes expenditure on machinery, equipment, and ICTs. The estimated effects are quite large: a one-standard deviation increase in the real exchange rate (a shift that lies well within the experience of some firms over our sample period) induces a R&D investment reduction of 12% to 43% and a technology upgrading reduction of 18.8% to 37.6%, depending on the specification. Currency appreciation generally exposes Colombian manufacturing firms to greater foreign competition, but we find the firms that experienced greater exposure to Chinese competition saw even greater declines in R&D. Our estimated effects suggest that the resource boom and associated appreciation could have a significant and persistent negative effect on the productivity growth and technological development of Colombian manufacturing firms. Similarities between Colombia and other commodity-exporters suggest that these effects may be widespread.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **1499** | Submission: **14082** | Sponsor(s): **(MED, HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 3:30PM - 5:30PMPT (UTC-7)** at **The Westin Seattle** in **Whidbey**

Fostering Leadership in Academia To Create a Better (Scientific) World Together

Fostering Leadership in Academia

Presenter: **Irmgard Mausz**, *Ludwig Maximilian U. of Munich (LMU)*
Presenter: **Sonja Kugler**, *TUM Institute for LifeLong Learning, Technical U. of Munich*
Facilitator: **Dieter Frey**, *Ludwig Maximilian U. of Munich (LMU)*

To create a better world together, we need value-based and visionary leaders. This kind of professional leadership and teamwork is essential for academic success. Surprisingly, leadership development to foster these essential skills is still rare in academia. Thus, we want to address this shortcoming by offering a PDW on leadership development in an academic context. The aim of the PDW is twofold: firstly, participants will reflect on their own leadership skills, and secondly, participants will receive knowledge and practical tools on how to conduct leadership training themselves. Hereby this year's topic on 'Creating A Better World Together' as more effective management scholars as well as educators will be taken into account. Participants are around 40 people across divisions and career stages. The PDW consists of a well-proven personnel development approach combining short input sections on leadership concepts and practical tools as well as interactive parts, such as self-reflection and roundtable discussions to foster transfer of learning. Participants gain insights and reflect on their own self-leadership as well as task- and person-oriented leadership skills. And finally, on a meta-level, recommendations and hands on tools on how to plan and conduct management training will be passed on.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **1500** | Submission: **19224** | Sponsor(s): **(MOC)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 3:30PM - 5:00PMPT (UTC-7)** at **Seattle Convention Center in Skagit 5**

Groups and Teams Research: New Perspectives

Session Moderator: **Laura Fritsch**, *U. of Oxford*

MOC: Meaning as Use: Linguistic Foundations for the Behavioral Theory of the Firm 

Author: **Laura Fritsch**, *U. of Oxford*

Author: **Alan D. Morrison**, *Oxford U., Saïd Business School*

The Behavioral Theory of the Firm has generated deep insights into the ways that individual actions shape, and are shaped by, organizational structures. But, almost sixty years after the theory was introduced by Cyert and March (1963), there is still no agreed-upon unified microfoundation that bridges the gap between the internal workings of the firm and its engagement with the external environment. This article suggests that, in order to find that bridge, researchers should take a linguistic turn. The argument starts from Wittgenstein's (1953) insight that linguistic meaning derives from social use rather than from private mental models or from more foundational algorithms. We deploy this insight to explain, first, how organizations build categorical models of their environments, and, second, how they attach use-meanings to those categories. We present a process model in which those activities can become decoupled and, hence, organizational routines naturally deviate from classical means-end rationality. Organizations may need to deliberate over categories and their meanings. We model the associated language work. In our framework, firms search their environments when they feel to meet their aspirations; their searches start locally and cease when they are able to meet their aspirations; such searches are "problemistic." Our model yields a natural characterization of technological adjacency that is organization-specific and also historically contingent. We show how our model explains two case studies involving social and technological change.

Paper is Available to Meeting Registrants Only.

MOC: Can Social Capital Unlock Diversity? Examining How External Relations Enhance Task-related Diversity 

Author: **Tingting Lang**, *School of Business, Renmin U. of China*

Author: **Jason D. Shaw**, *Nanyang Technological U.*

Author: **Haoyuan Li**, *U. of International Business and Economics*

Author: **Ravi S. Kudesia**, *Fox School of Business, Temple U.*

The benefits of task-related diversity on team performance are both intuitive and theoretically justified, but empirical work reveals only a weakly positive relation. Much of the extant literature focuses on how diversity affects the internal functioning of the team and the presumed contextual moderators tend to focus on task-related and situational characteristics. But teams are not isolated units. We advance the notion that the theorized benefits of task-related diversity are not fully realizable in and of themselves, but rather are contingent on the social-relational context in which teams are embedded. In this study, we integrate team diversity and social-capital research to theorize that task-related diversity within teams can be "unlocked" by external social capital, that is, by the structure of relations a team has throughout the broader organization and the resources embedded in those relations. Using data from 36,488 analyst reports by a leading brokerage house from 2011 to 2019, we find that obtaining heterogeneous external social capital amplifies the positive relationship between team task-related diversity and forecast accuracy. We further establish structural boundary conditions around this moderation effect, whereby the benefits of heterogeneous social capital diminish as the number and strength of a team's external relations increase.

Paper is Available to Meeting Registrants Only.

MOC: Team Reflexivity, Team Adaptive Behavior, and the Role of Tensions in Agile Teams 

Author: **Anastasia Grass**, *LMU Munich*

Author: **Julia Backmann**, *U. College Dublin*

Engaging in reflective practices and consequently adapting their behavior is essential for agile teams to be successful. However, the mechanisms and contextual factors on how team reflexivity translates to team adaptive behavior are still rather unexplored. Building on social cognitive theory, we argue that transactive memory systems (TMS) might have an explanatory impact, i.e., that team reflexivity positively affects team adaptive behavior through TMS, and that this effect is contingent on the level of agile tensions that the teams experience. We draw on a multi-respondent, time-lagged quantitative team study with 100 agile teams working in large German organizations. We find that team reflexivity enhances teams' TMS, which consequently has a positive effect on team adaptive behavior. Moreover, our results reveal that the relationship between team reflexivity and TMS and the indirect effect are moderated by the level of agile tensions that the studied agile teams experience such that a lower level of agile tensions is more beneficial for agile teams than a higher level.

Paper is NOT Available. Please contact the author(s).

MOC: Gratitude Disparity, Team Psychological Safety Climate, Performance & Customer Satisfaction    

Author: **Ussama Ahmad Khan**, *U. of Washington, Seattle*

Author: **Ryan Fehr**, *U. of Washington, Seattle*

Author: **Eli Awtrey**, *U. of Cincinnati*

Author: **Ameer A. Basit**, *GIFT U.*

Research on expressions of gratitude has shown that they have many positive effects for both the expresser and the receiver. However, most of the literature has focused on individuals and dyads while overlooking the broader team-level contexts in which many workplace gratitude expressions occur. We examine this team context and argue that high levels of received gratitude expression disparity—wherein a small number of people receive most gratitude expressions within the team—is associated with low psychological safety climate, ultimately hurting team performance and customer satisfaction. We further propose that these effects are strongest when friendship disparity in the team is also high. We tested our model in a sample of teams from a large microfinance organization, employing a cross-lagged, multisource design. Our results supported our hypotheses, emphasizing the nuanced impact of received gratitude expressions within teams and highlighting the importance of patterns of affective expression on team outcomes. Implications for theory and practice are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **1501** | Submission: **10733** | Sponsor(s): **(MOC, OB, OMT)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 3:30PM - 5:00PMPT (UTC-7)** at **Seattle Convention Center in Skagit 3**

In Pursuit of (Sometimes Opposing) Values: Exploring the Intersection of Values and Paradox

Values and Paradox



Organizer: **Derron Bishop**, *U. of Delaware*

Organizer: **Wendy K. Smith**, *U. of Delaware*

Panelist: **Ann Langley**, *HEC Montreal*

Panelist: **Marc Hoffman Lavine**, *U. of Massachusetts, Boston*

Panelist: **Marianne W. Lewis**, *U. of Cincinnati*

Panelist: **Lilach Sagiv**, *Hebrew U. of Jerusalem*

Panelist: **David A. Waldman**, *Arizona State U.*

Discussant: **Wendy K. Smith**, *U. of Delaware*

Values serve as life-guiding principles for individuals, groups, and organizations as they address persistent challenges to survive and thrive. Given this complexity, the values landscape is fertile ground for uncovering and theoretically identifying and exploring fundamental paradoxes—persistent contradictions between interdependent elements. Seeking insights from leading scholars, this symposium aims to unpack the relationship between values and paradox and explore the mutual implications of these concepts for one another and for various applicable domains (e.g., organizational governance, leadership, organizational change, technology commercialization, identity, ethics).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1502** | Submission: **15548** | Sponsor(s): **(MSR, INDAM, MH)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Monday, Aug 8 2022 3:30PM - 5:00PMPT (UTC-7)**

**Transcending Materiality: Flourishing Collaborative
World with Spirituality**
Transcending Materiality with Spirituality



Session Chair: **R Ray Gehani**, *Akron U.*
Session Chair: **Anil K. Maheshwari**, *Maharishi U. of Management*
Discussant: **Vikram Gulati**, *Maharishi International U.*
Participant: **Ellen L. West**, *Portland State U.*

A persistent COVID pandemic has shaken and disrupted many organizations around the world by laying bare naked many systemic disparities and inter-personal disputes. We will share with participants how world-wide contagion and global supply chain interdependencies and delays have made us realize that the world is spiritually an interconnected family. We will explore how this is demanding a ‘new normal,’ by creating a better and flourishing world interconnected in innovative unprecedented ways. We will explore how some materially driven leaders and organizers stunned and shaken from ‘coping’ with COVID related requirements, responded with more material greed, isolation, and segregation. On the other hand, we will highlight that COVID pandemic has also enthused some other progressive leaders ‘hoping’ for new innovative collaborations and cooperations across diverse populations using spirituality and consciousness. Many organizations and their leaders in the United States in particular, and around the world in general, have primarily focused their attention and efforts on their materiality as they maximized their own and their stockholders’ returns. We will share, exchange, and explore how spirituality and consciousness can provide us new and innovative lenses for creating a flourishing a better agile world with peace and prosperity for all strata of an organization and society.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **1503** | Submission: **18326** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 3:30PM - 4:30PMPT (UTC-7)** at **Seattle Convention Center in Room 308**

OB Division Making Connections Committee Meeting
OB Making Connections Committee Meeting

Organizer: **Margaret M. Luciano**, *Penn State U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leadership Effectiveness

Session Moderator: **Hanna Aileen Genau**, *U. of Bonn*

OB: Fearless Dominance and Leader Effectiveness: Lykken's Socialization Hypothesis (WITHDRAWN) 

Author: **Hanna Aileen Genau**, *U. of Bonn*
Author: **Gerhard Blickle**, *U. of Bonn*
Author: **James A. Meurs**, *Kennesaw State U.*

We tested Lykken's (1995) hypothesis that fearless dominance can lead to both adaptive and antisocial behaviors. According to Lykken, the direction of the career path of individuals high on fearless dominance is mainly influenced by their level of socialization, and prior research has found encouraging results for this hypothesis. However, research also shows that the presence of fearless dominance increases at higher levels of an organization's hierarchy. Therefore, our goal was to test Lykken's socialization hypothesis in a leadership context. By linking Lykken's hypothesis to socioanalytic theory and a recent process model of leadership, we suggest that fearless dominance and successful socialization (i.e., higher educational level) influence leadership outcomes via political skill. Our sample comprises 239 leaders, their superiors (N = 239), and a total of 457 subordinates. Using moderated mediation analyses, we show that leaders high on both fearless dominance and educational level possessed greater political skill, mediating improved job performance, transformational leadership, and team performance. However, with low educational level, this mediated relation is negative. We discuss these results regarding Lykken's hypothesis and provide an outlook for future research.

Paper is NOT Available. Please contact the author(s).

OB: A Dual-Specificity Model of Leader-Associated Relational Identification 

Author: **Jie Li**, *U. of Southern Maine*
Author: **Suzanne S. Masterson**, *U. of Cincinnati*

In the leader-follower role context, a follower's leader-associated relational identification exists at two levels of specificity. One is the particularized level often represented by leader identification. The other is the generalized level reflecting one's identification with the self-authority role-relationships in general. Past research almost exclusively focused on the particularized level, with little research facilitating an understanding of this broader concept that includes both levels. Using a dual-specificity leader-associated relational identification model, operationalized as the interplay of leader identification and the individual value of traditionality, we examine how different types of leader-associated relational identifications predict supervisory social and economic exchange relationships, which in turn affect organizational citizenship behavior benefiting the supervisor (OCBS). Data were collected at three time points from 664 working adults across the United States. Polynomial regression and response surface analyses showed that followers of four different types of relational identification enacted supervisory social and economic exchange in distinct patterns that were consistent with their respective relational identification. Supervisory social and economic exchange mediated the effects of dual-specificity relational identification on OCBS in opposing directions.

Paper is NOT Available. Please contact the author(s).

OB: The Direct and Indirect Effects of Leader-Star Exchange on Nonstar Individual and Team Performance

Author: **Jingfeng Yin**, *U. of Illinois at Chicago*
Author: **Sandy J. Wayne**, *U. of Illinois at Chicago*
Author: **Ying Wu**, *U. of Science and Technology of China*
Author: **Rui Guo**, *China U. of Geosciences (Wuhan), Wuhan, China*

Current research highlights the importance of workplace relationships (e.g., leader-member exchange and team-member exchange) on individual and team performance. However, there is a lack of understanding of the effects of leader-star exchange relationship (LSX), defined as the dyadic relationships between team leader and team star performer. Drawing on theories of justice, we empirically examine both direct and indirect effects of LSX on nonstar individual and team performance in a three-wave multi-source, multi-level study of 190 teams, consisting of 190 leaders and 798 employees. Our findings suggest that through impacting the collective justice climate (CJC), LSX is positively related to both nonstar individual and team performance. In addition, through CJC, LSX moderates the relationships of leader-member exchange (LMX) and leader-member exchange differentiation (LMXD) on nonstar individual performance such that it significantly influences the direction of these relationships. Specifically, LSX strengthens the positive relationship between nonstar LMX and nonstar individual performance. On the other hand, LMXD is positively related to nonstar individual performance when there is high LSX between the leader and star performers and negatively related to nonstar individual performance when LSX is low. Implications of the effects of the leader's relationship with star performers are discussed.

Paper is NOT Available. Please contact the author(s).

OB: Brokerage and Leadership Emergence: A Mediating Role of Individual Work Performance 

Author: **Jegoo Lee**, *U. of Rhode Island*
Author: **Kiho Jun**, *Beijing Normal U.-Hong Kong Baptist U. United International College*

The question of why some people emerge as leaders has been one of the main topics in organization studies. In this study, drawing from recent literature on leadership emergence and social networks, we propose a mechanism whereby actors with brokerage positions are perceived as leaders through their work performance. The core hypotheses in the present study are: (1) An individual who bridges various subgroups emerges as a leader in the eyes of others; and (2) The individual actor's work performance mediates the relationship between her or his brokerage and leadership emergence. We empirically test proposed hypotheses, using a unique dataset from 176 musicians from four amateur orchestras in South Korea. Overall, the results support all proposed hypotheses, indicating that individuals with brokerages across subgroups tend to be perceived as leaders by others when they present a desirable work performance. We will discuss the theoretical implications provided by this study.

Paper is NOT Available. Please contact the author(s).

Author: **Daria Naieli Hernandez Ibar**, *Sheffield U. Management School*

Author: **Anna Topakas**, *U. of Sheffield*

Author: **Sam Farley**, *Leeds U. Business School*

Although leader behavioral adaptability is generally considered a strength, there may be situations where abrupt changes in behavior send the wrong signal to followers, resulting in diminished perceptions of leader effectiveness. We draw on social information processing and signaling theory to argue that within-person behavioral inconsistency following nonleader to leader role transitions will be interpreted negatively by followers. We hypothesize that overt changes in relationship- and task-oriented behaviors when transitioning into a leader role will negatively influence follower perceptions of leader effectiveness and that this effect would be stronger when followers have a heightened behavioral awareness. To test our hypotheses we conducted a randomized controlled experiment with 191 student teams split into a control group and an intervention group. Results from multilevel polynomial regression showed that significant behavioral deviation negatively affected leader effectiveness ratings and that increasing relationship-oriented behaviors as a leader is more detrimental to effectiveness ratings than increasing task-oriented behaviors. Interestingly, behaviors observed prior to taking the leader role were more significant in predicting leader effectiveness ratings once in role, than the person's behavior while in the role. Implications of these findings for research theory and practice are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **1505** | Submission: **19596** | Sponsor(s): **(OB)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 3:30PM - 5:00PM PT (UTC-7)** at **Seattle Convention Center in Tahoma 4**

Impact of Leadership

Session Moderator: **Qaisar Iqbal**, *Sichuan U. of Science & Engineering, China*

OB: Understanding Effective Shared Leadership from a Task Interdependence Network Perspective

Author: **Thao Phan Hanh Nguyen**, *Cornell U.*

Extant research has recognized the moderating effect of task interdependence on the applicability of shared leadership. Much of such work, however, has implicitly assumed that work resources and constraints within a team are distributed in an undifferentiated manner among members while it is not always the case. In reality, members of the same team are likely to experience varying degrees of interdependence by design, making the interplay between task interdependence and shared leadership potentially more complex than it has been theorized. Drawing from a resource-based approach and the social network literature, I view task interdependence as a network and utilize it to address questions regarding how leadership responsibilities should be shared and how shared leadership as a whole should be structured. Specifically, I first propose that an individual's position in the team workflow determines the extent to which they are well-positioned to become leaders. I then discuss the implications of different task interdependence configurations for shared leadership. While examining these research questions, I emphasize the need to treat shared leadership as a multidimensional construct and illustrate the nonuniform implications of task interdependence for the dimensions.

Paper is NOT Available. Please contact the author(s).

OB: Sustainable Leadership, Justice Climate And Organizational Citizenship Behavior Towards Environment

Author: **Qaisar Iqbal**, *Sichuan U. of Science & Engineering, China*

Author: **Katarzyna Piwovar-Sulej**, *Wroclaw U. of Economics & Business*

Drawing upon the social exchange theory, this study aims to explore how sustainable leadership at team level triggers employees OCBES by fostering procedural justice climate and affective commitment to supervisor. Authors used online survey form to collect multi-wave and multi-level data from 251 employees, clustered into 47 teams, from 17 Pakistani large manufacturing firms. Authors employed multilevel-modelling via Mplus to test the multilevel teams to individual-level hypotheses. This study has empirically confirmed that procedural justice climate functions as the upper-level mediator of the cross-level relationship between sustainable leadership and employees OCBE. Moreover, it was found that cross-level effect of sustainable leadership on employees OCBE was mediated by affective commitment to the supervisor. Sustainable leadership has also significant cross-level direct impact on employees' OCBE. This article is first in its nature to assess the role of both cross-level mediation-lower mediator (affective commitment to the supervisor) and cross-level mediation-upper mediator (procedural justice climate) on the relationship of sustainable leadership at team level with OCBE simultaneously.

Paper is NOT Available. Please contact the author(s).

OB: Leader-Follower Emotional Entrainment and Daily Interaction Quality: The Role of Follower Attachment

Author: **Jakob Stollberger**, *VU Amsterdam*

Author: **Wladislaw Rivkin**, *Trinity Business School, Trinity College Dublin*

Followers' high-quality interactions with their leader are a cornerstone of leadership research. Despite a growing understanding of leader emotions as static predictors of high-quality leader-follower relationships, research has yet to pay attention to the micro-level, dynamic interplay of leader and follower emotions for the emergence of daily interaction quality. We develop an episodic emotional entrainment perspective stating that leaders' expressions of positive (joy, calmness) and negative emotions (fear, sadness) serve as affective events influencing corresponding follower emotions. Over the course of a day, this manifests in affective entrainment patterns (i.e., the leaders' and followers' affective states fluctuating in a common rhythm), which in turn predict followers' perceived interaction quality with their leaders. The strength of the entrainment process, however, is influenced by the follower's attachment style. We conducted a daily diary study across ten workdays with four measurements each day (N=72 employees; N=497 daily responses). Results of within-day multilevel latent growth models support an emotional entrainment process such that followers' felt emotions oscillated with the observed leader emotional expression over the course of the day. Within-day changes in followers' felt high-activated emotions (i.e., joy, fear) predicted perceived end-of-day interaction quality, whereas changes in low-activated emotions (i.e., calmness, sadness) did not. The relationship between leaders' expressions of joy (fear) and corresponding follower felt emotions at the end of the day via emotional entrainment was weaker (stronger) for followers with high attachment avoidance (attachment anxiety), which in turn was positively (negatively) associated with end-of-day interaction quality.

Paper is NOT Available. Please contact the author(s).

OB: Double-edged Sword of Leader Workaholism: Subordinate Cognitive Appraisals and Work Outcomes 

Author: **Sang-Hoon Lee**, *U. of Illinois at Urbana-Champaign*

Author: **Sunjin Pak**, *California State U., Bakersfield*

Author: **Yaqing He**, *U. of Illinois at Urbana-Champaign*

Author: **Amit Kramer**, *U. of Illinois at Urbana-Champaign*

Grounded on the challenge-hindrance stressor framework, this study examines how subordinates appraise work stressors, hence shaping their behaviors toward the organization. We especially argue that leader workaholism is a double-edged sword for employees, such that they may appraise leader workaholism as both a challenge and hindrance, and in turn, leader workaholism will be positively associated with organization-directed organizational citizenship behaviors (OCBO) and negatively related with organization-directed counterproductive work behaviors (CWBO), respectively. Further, we contend that prototypical leader traits, namely trait agency and communion, will moderate the positive relationship between leader workaholism and subordinate challenge appraisal, while moderating the positive association between leader workaholism and subordinate hindrance appraisal. Results suggest that leader workaholism has a positive indirect association with subordinate OCBO via subordinate challenge appraisal, while leader workaholism did not have a significant indirect effect on subordinate CWBO. In addition, the indirect relationship between leader workaholism and subordinate OCBO via challenge appraisals was conditional on both leader agency and communion, while the indirect relationship between leader workaholism and subordinate CWBO via hindrance appraisals was moderated by leader communion.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Symposium**
Program Session: **1506** | Submission: **18103** | Sponsor(s): **(OB, SIM, MOC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 3:30PM - 5:00PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 1**

Barriers to Addressing Social Issues in Organizations and How to Overcome Them

Barriers to Addressing Social Issues



Discussant: **Scott Sonenshein**, *Rice U.*
Organizer: **Julia Lee Cunningham**, *U. of Michigan*
Organizer: **Laura Sondag**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Organizer: **Madeline Ong**, *Texas A&M U.*
Organizer: **Izzy Gainsburg**, *Harvard Kennedy School*

Organizations are increasingly involving themselves in social issues such as sustainability, racial justice, and COVID-19 safety measures. But in order to engage in a formal effort to help such causes, someone must first raise awareness of these social issues within the organization. Two relevant processes through which this can be done is issue selling and allyship. Issue selling refers to employee efforts to raise awareness of and direct attention of higher-ups toward issues that the organization can address (Dutton & Ashford, 1993). Initial research on issue selling focused on employees selling issues that were more directly relevant to organizational performance, but as employees have gained comfort advocating for issues in the workplace, issue selling research has expanded to include employees' selling of social issues that are not directly related to an organization's core business (Mayer, Ong, Sonenshein, & Ashford, 2019; Sonenshein, 2006, 2009). Allyship refers to dominant group members taking actions to order improve the experiences of nondominant group members (e.g., reducing experiences of discrimination; promoting diversity, equity, and inclusion). Allyship can take many forms, including advocacy of relevant issues in the organization, providing social support to nondominant group members, and educating oneself on issues connected to allyship. Collectively, issue selling and allyship are important because they both capture important ways that people make progress on social issues in organizations, broadly speaking. People interested in issue selling and allyship, however, often face many barriers, such as fatigue, a lack of self-confidence, local norms discouraging these behaviors, and competing workplace demands. These barriers prevent individuals from taking actions to address social issues they care deeply about and prevent organizations from addressing social issues that they have taken a purported interest in undertaking. Therefore, it is critical that research continues to understand the barriers that people face when advocating for social issues and the factors that allow them to overcome these barriers. The proposed symposium brings together interdisciplinary and multimethod research that collectively identifies new barriers to people's advocacy for social issues and/or new individual-level and institutional-level considerations for promoting social issues in organizations. The four papers use a variety of methodologies to understand how people advocate for social issues: ethnography, interviews, surveys, and archival sources. In addition, they focus on a number of pressing issues that our society faces today: sustainable development, climate change, diversity and inclusion.

The Unintended Consequences of Meaning Well – The Interplay between Paradox and Issue Selling

Author: **Katrin Heucher**, *U. of Michigan*

An Exploration of How Dominant Group Members Evaluate and React to their Own Allyship Failure

Author: **Melanie Prengler**, *U. of Virginia, Darden School of Business*

Building Motivational Resilience in Issue Sellers

Author: **Sara B. Soderstrom**, *U. of Michigan*
Author: **Todd Schifeling**, *Fox School of Business, Temple U.*
Author: **Madeline Ong**, *Texas A&M U.*

Disagreement between Issue Sellers and Buyers about Expectations of Seller Risk and Success

Author: **Izzy Gainsburg**, *Harvard Kennedy School*
Author: **Laura Sondag**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Author: **Madeline Ong**, *Texas A&M U.*
Author: **Julia Lee Cunningham**, *U. of Michigan*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1507** | Submission: **19259** | Sponsor(s): **(PNP)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 3:30PM - 5:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 302 Beckler**

Public Service Motivation: Psychological Effects

Session Moderator: **Wisanupong Potipiroon**, *Prince of Songkla U.*

This panel on public service motivation (PSM) explores links between managerial and/or worker PSM and adverse outcomes such as burnout, emotional exhaustion, and psychological distress.

PNP: **Testing A Curvilinear Effect of Leader Public Service Motivation on Employee Emotional Exhaustion** 

Author: **Wisanupong Potipiroon**, *Prince of Songkla U.*

Past research has shed light on the dark sides of individuals' public service motivation (PSM) in relation to their well-being. This study draws attention to this important construct and proposes that it could have a curvilinear (U-shaped) effect on employee emotional exhaustion. It further argues that this curvilinear relationship will be linearly moderated by employee PSM and mediated by perceptions of fit with the leader (i.e., person-supervisor [P-S] fit). In both the field and experimental vignette studies, the results showed significant curvilinear effects of leader PSM and employee emotional exhaustion. In particular, higher levels of employee emotional exhaustion were observed at low and high levels of leader PSM, whereas a moderate level of leader PSM was associated with the lowest level of employee emotional exhaustion. The results further revealed that this curvilinear effect was mediated by P-S fit. Moreover, in the experimental study, the results showed that those with high PSM, in comparison with those with low PSM, were less negatively affected by leaders who are perceived to have moderate to high levels of PSM. Theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

PNP: **Ethical Leadership, PSM, Witnessing Workplace Bullying, and Psychological Distress**  

Author: **Diep Nguyen**, *Northumbria U.*
Author: **Nhung Nguyen**, *U. of Economics Ho Chi Minh City*
Author: **Stephen Teo**, *Northumbria U.*

Witnessing workplace bullying could result in negative perceptions of work and increase psychological distress among bystanders. This study contributes to the scarce literature on bystanders of workplace bullying in public administration by examining the interplay of ethical leadership (EL) and public service motivation (PSM). In line with the Conservation of Resources (COR) theory, we argue that EL and PSM are critical organizational and personal resources in bolstering meaningful work (MNW) and the psychological well-being of public servants. A two-wave study involving 246 public sector employees in the United States supports our hypotheses. We find that witnessing workplace bullying is negatively associated with MNW while positively relating to psychological distress. This study also shows that MNW has a negative association with psychological distress. Interestingly, high PSM is found to strengthen the impact of high EL on the negative relationship between witnessing workplace bullying and MNW, consistent with the COR perspective. We discuss the theoretical contributions and managerial implications for the specific public sector and general organizations.

Paper is Available to Meeting Registrants Only.

PNP: **Burnout & Work Engagement on the Front Lines: Public Service Motivation & Law Enforcement Officers** 

Author: **Daniel Baker**, *Appalachian State U.*
Author: **Shahidul Hassan**, *Ohio State U.*
Author: **Kevin Teaford**, *State of Ohio?*
Author: **Bradley E. Wright**, *U. of Georgia*

Drawing on job demands-resources theory, our study investigates the role of public service motivation can play maintaining high engagement and lowering the likelihood of burnout among frontline officers. Although there is extensive literature on how PSM affects public sector employees generally, less research looks at PSM and law enforcement officers especially in the U.S. As enforcement organizations continue to respond to calls for improvements in accountability and expand their community engagement efforts, they must also take steps to guard officers against the emotional exhaustion and burnout associated with serving the public in difficult jobs and under high pressure and scrutiny. Using survey data collected from large state-level law enforcement organization at multiple time periods, we find consistent evidence supporting the expected positive association between PSM and officer work engagement. Contrary to our expectation, we also observe a weak positive relationship between PSM and reports of burnout among frontline officers in 2019 and no evidence of a relationship in 2021. These findings suggest that PSM can serve as a lever to improve officer engagement and that there may be potential conditions under which PSM may exacerbate rather than mitigate employee burnout.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1508** | Submission: **19250** | Sponsor(s): (PNP)
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 3:30PM - 5:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 303 Bogachiel**

Issues in Health Care Governance

Session Moderator: **Yevgen Bogodistov**, *Management Center Innsbruck*

This session explores the issues facing the healthcare industry from multiple perspectives—including different sectors, structures, and national contexts.

PNP: **Flying with Clipped Wings: Dynamic Capabilities of Publicly Owned Health Care Providers**   

Author: **Yevgen Bogodistov**, *Management Center Innsbruck*
Author: **Daniel Beimborn**, *U. of Bamberg*

To implement change effectively and efficiently, private firms require strong dynamic capabilities, consisting of sensing, seizing, and reconfiguration capacities. In the public sector, however, the concept of dynamic capability might be of less use because opportunity recognition (sensing) and strategic decision making (seizing) are taken over by the government. In this work, we discuss the only part of the dynamic capability left to highly regulated non-profit organizations: the reconfiguration of the resource base in order to meet the expectations of the regulator. Using a sample of general practitioners from public hospitals in Ukraine (n = 237; 81 per cent of the entire population of general practitioners from two Ukrainian cities), we apply structural equation modelling to legitimize the construct of reconfiguration-centred dynamic capability (reconfiguration capability) and test its impact on hospitals' performance. First, we show that reconfiguration capability explains the effects of the lack of resources even at the local level. Second, we show that reconfiguration capability is a strong predictor of performance.

Paper is Available to Meeting Registrants Only.

PNP: **Blending Individualistic and Collective Leadership in a University-Healthcare Partnership**   

Author: **Roman Kislov**, *Manchester Metropolitan U.*
Author: **Gill Harvey**, *U. of Adelaide*
Author: **Michael Bresnen**, *U. of Manchester*

This paper reports a qualitative longitudinal study conducted in a large-scale UK-based collaborative research partnership to examine how collective leadership develops over time, what implications this evolution has for the tension between production and implementation of research, and how the transition from individualistic to collective leadership can be supported. It shows that this transition can be both enabled and constrained by the asymmetrical power relationships within a leadership team, whereby upward, downward and lateral directions of agency are exercised by multiple actors. It also demonstrates that the development of collective leadership can provide a clear direction for the partnership as a whole, whilst allowing for a plurality of approaches to enact this direction at the level of individual programmes of work. Finally, it argues that the development of collective leadership can be enabled by a combination of process-focused, reflection-focused and action-focused interventions.

Paper is Available to Meeting Registrants Only.

PNP: **Public Health Care in Pakistan: A People Management Solution?**

Author: **Muhammad Faisal**, *School of Management, College of Business, RMIT U.*
Author: **Pauline Stanton**, *RMIT U.*
Author: **Michael Muchiri**, *RMIT U.*

An efficient and effective public health care is critical in developing and underdeveloped countries. Pakistan, a developing and populous country is under severe pressure to provide such health care to its population due to inadequate financial and human resources and limited management capabilities. This study explores the role and practice of human resource management in two tertiary care public hospitals in Punjab, Pakistan by adopting a case study design method. Using qualitative methods, twenty-two key informants were interviewed in both hospitals to gain a better understanding of the context, challenges, and opportunities for HRM. Our findings indicate that there were no specialised HR departments at the two hospitals, and many HRM functions and practices were centralised and carried out at the provincial level. Our informants also expressed a lack of autonomy from the provincial government over decision making. However, the informants believed that HR could play a significant role in influencing employees' attitudes and behaviours to provide quality care and services to more patients. These findings are discussed, and we draw conclusion which highlight theoretical, and practical and managerial implications for the public health care sector in Pakistan. Keywords: High-performance work systems, human resource management, attitudes and behaviours, public health care system, Pakistan.

Paper is Available to Meeting Registrants Only.

Author: **Alberto Peralta**, *U. of Alcalá & Abu Dhabi U.*

Author: **Luis Rubalcaba**, *U. of Alcalá (Spain)*

The characteristics approach of the service innovation studies underpinned the new concept of public service innovation networks (PSINs). From there, we theorize a novel conceptual framework for health PSINs based on three dimensions: social characteristics, multiple actors, and functioning mode. This comprehensive approach supported a partial least squares structural model and an empirical experiment. Its results, from a sample collected in the first wave of the COVID-19 pandemic, confirm the adequacy of the proposed dimensions for better understanding health PSINs. Health PSINs positively correlate with nontechnical innovations and conventional innovation outcomes. Additionally, the model reveals significant criteria for the meta-governance of networked innovation strategies. Finally, both the theoretical framework and the accompanying empirical model support the voices for an extended use of the networked strategy for collaborative policy and service innovation.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1509** | Submission: **19268** | Sponsor(s): **(PNP)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 5:00PM - 6:30PMPT (UTC-7)** at **Hyatt Regency Seattle in 306 Duwamish**

Individual Behavior and Organizational Outcomes

Session Moderator: **Robin Schimmelpfennig**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*

This session employs economic, behavioral, and sociological lenses to explore the relationships between individual behavior and organizational outcomes.

PNP: **The Evolution of Behavioural Science in Public Policy**  

Author: **Robin Schimmelpfennig**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*

Author: **Michael Muthukrishna**, *London School of Economics and Political Science*

Interventions are to the social sciences what inventions are to the physical sciences—an application of science as technology. Behavioural science has emerged as a powerful toolkit for developing policy interventions and public programs for changing behaviour. Such behavioural change intervention can support societies in creating a better world together. However, the translation from principles to practice is often moderated by contextual factors—such as culture—that thwart attempts to generalize past successes. Here we discuss cultural evolution as a framework for addressing this contextual gap. We describe the history of behavioural science in public organisations and the role that cultural evolution plays as a natural next step. We review research that may be considered cultural evolutionary behavioural science in public policy, illustrating concrete applications in fields such as public health, corruption, and sustainable development. We synthesize the promises and challenges for designing cultural evolution informed interventions and assess their impact. Finally, we discuss the value of applied research as a crucial test of basic science: if theories, lab, and field experiments don't work in the real world, they don't work at all.

Paper is Available to Meeting Registrants Only.

PNP: **Avoidance As Recover to Self: Exploring Why and When Feedback Avoiding Behavior Promote Volunteering** 

Author: **Yu Zhu**, *Jinan U.*

Author: **Meilan Nong**, *Jinan U.*

Author: **Wenjuan Mei**, *Jinan U.*

Author: **Yanfei Wang**, *South China U. of Technology*

Feedback avoiding behavior has been endorsed as destructive behavior. However, how the employees respond to such behavior remains unclear. Drawing upon conservation of resources theory, we explore why and when participating in feedback avoiding behavior may benefit employees. Results from a three-wave survey study illustrate that engaging in feedback avoiding behavior was associated with decreased emotional exhaustion, and ultimately, increasing employee volunteering behavior. Moreover, prevention focus moderated the observed effects. Specifically, the negative relation of feedback avoiding behavior with emotional exhaustion and the positive indirect effect of feedback avoiding behavior on volunteering behavior via emotional exhaustion will be stronger when employee prevention focus is high. Theoretical implications, practical implications, and future research directions are discussed.

Paper is Available to Meeting Registrants Only.

PNP: **Relationship of Appraisal, Coping, and Personal Resources on Four Outcomes of COVID Related Stressor**

Author: **Laura Riolli**, *California State U. Sacramento*

Author: **Victor Savicki**, *Western Oregon U.*

Author: **Joseph Richards**, *California State U. Sacramento*

The COVID-19 pandemic thrust a wide variety of stressors on people. We looked at four possible measured outcomes to those stressors across three different groups: individuals continuously employed, individuals whose employment was disrupted by the COVID-19 pandemic, and non-employed university students. No significant differences were found between those groups on the outcomes of negative affect, positive affect, subjective wellbeing, and thriving. However, unique patterns of association were found for the different outcomes in perceived stress, personal resources (psychological capital (PsyCap) and loneliness), stress appraisal, and coping styles. Both bivariate correlations and multiple regression analyses showed significant results. PsyCap and loneliness were significant for different outcomes. An approximate mirror image of coping styles was evident between negative affect and subjective wellbeing. Threat appraisal was the only stress appraisal to rise to the level of significance. Although different patterns of appraisal and coping were significant for most outcomes, thriving only correlated with the internal resource of PsyCap. The different patterns of perceived stress, personal resources stress appraisal and coping indicate that the four outcomes measure different constructs and have different patterns of association following the cognitive-phenomenological framework of stress and coping.

Paper is Available to Meeting Registrants Only.

PNP: **When Unproductive Employee Behaviors are Ignored: Effects on Job Satisfaction**  

Author: **Gustavo Tavares**, *Inspere Institute of Education and Research*

Author: **Bradley E. Wright**, *U. of Georgia*

Author: **Filipe Sobral**, *EBAPE/FGV*

Management's failure to address performance problems is often the reality in public organizations and the costs of that may not be restricted to the lost productivity of poor-performing employees. In this article, we investigate the extent to which the job satisfaction of public employees may be negatively affected by the perception that unproductive employee behaviors (such as low productivity, poor quality of work, absenteeism, lateness, missing deadlines, etc.) are systematically ignored in their organizations. We propose that this effect is mediated by both perceived rewards and recognition received and employee-organization value congruence (a parallel mediation model). To test our hypotheses, we surveyed 256 government employees from varied public organizations in Brazil. In line with our predictions, we find that perceived organizational failure to address unproductive employee behaviors is negatively related to job satisfaction and that both perceived rewards received and value congruence mediate this effect.

Paper is Available to Meeting Registrants Only.

PNP: **Price-Cap Regulation, Price Elasticity of Demand, And Quality of Service** 

Author: **Mu-Yen Hsu**, *National Chengchi U.*

Author: **Shu - Hua Li**, *National Chengchi U.*

Price-cap regulation is aimed at limiting price increases by the significant market powers and prevent the decrease in consumer surplus. Therefore, studies on price-cap regulation have implicitly neglected the theoretical possibility that firms might lower their prices to increase revenue when the price elasticity of demand exceeds 1. Using Chunghwa Telecom (CHT), the largest mobile phone service provider in Taiwan, as a case study, we estimated the price elasticity of residual demand faced by CHT and found that it was higher than 1. Therefore, CHT's continual lowering of price, which improved its revenues during 2010–2013, was reasonable. Because telecommunication service providers are characterized by high fixed costs and low variable costs, these firms have the incentive to increase revenue and subsequently maximize their profit. However, lowering the prices attracts more subscribers while the capacity remains unchanged, thereby congesting communication channels and reducing service quality. For public utility regulators, our results reiterate that price-cap regulation should be combined with quality control, particularly when the price elasticity of demand exceeds 1.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Showcase Symposium**
Program Session: **1510** | Submission: **10393** | Sponsor(s): (SAP, ENT, OMT)
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Monday, Aug 8 2022 3:30PM - 5:00PMPT (UTC-7)**

Practicing Strategy and Entrepreneurship: Two Sides of the Same Coin?



Practising Strategy and Entrepreneurship

Organizer: **Neil Aaron Thompson**, *Vrije U. Amsterdam*
Organizer: **Anna Saies Jenkins**, *U. of Queensland*
Organizer: **Sara R. S. T. A. Elias**, *U. of Victoria*
Organizer: **A. Paul Spee**, *U. of Queensland*
Distinguished Speaker: **Paula Jarzabkowski**, *U. of Queensland*
Distinguished Speaker: **Dimo P. Dimov**, *U. of Bath*
Distinguished Speaker: **Chris Steyaert**, *U. of St. Gallen*
Distinguished Speaker: **Melissa Graebner**, *U. of Illinois at Urbana-Champaign*
Distinguished Speaker: **Joep Cornelissen**, *Erasmus U. Rotterdam*

Contemporary strategy and entrepreneurship research are typically seen as occupying distinct domains. Yet, the distinction between distinct domains blurs when considering the premise and promise of adopting practice theory to investigate what and how practices underpin and explain taken-for-granted and yet consequential actions of strategizing and entrepreneuring. This Symposium explores the intersection of the two by linking the strategizing of entrepreneurship with the entrepreneuring of strategy. The symposium discusses the potential of practice theory to examine how strategizing practices may be critical to the formation and scale up of entrepreneurial firms, and also how even large or stable firms may show entrepreneuring practices in their quests to keep their strategies relevant. We invite leading scholars in both fields to put their point of view, engage in a dialogue, and/or reflect upon the pros and cons of a joint or separate trajectory for strategy-as-practice and entrepreneurship-as-practice over time.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **1511** | Submission: **18402** | Sponsor(s): **(TIM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 3:30PM - 5:00PMPT (UTC-7)** at **Seattle Convention Center in Chelan 4**

TIM Emerging Scholar Award *TIM Emerging Scholar Award*

Division Chair: **Janet E.L. Bercovitz**, *U. of Colorado, Boulder*

This session highlights the work by the winner of the 2022 TIM Emerging Scholar Award. Please join us in celebrating this achievement! Untenured scholars are encouraged to attend to learn more about applying for this award.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1512** | Submission: **19063** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 3:30PM - 5:00PMPT (UTC-7)** at **Sheraton Grand Seattle in Columbia**

Ecosystems and Platforms Track: Addressing Grand Challenges in and Through Ecosystems

Session Moderator: **Lukas Falcke**, *U. of St. Gallen*

TIM: Tackling the Grand Challenge of Climate Change with Ecosystem Innovation   

Author: **Lukas Falcke**, *U. of St. Gallen*
Author: **Ann-Kristin Zobel**, *U. of St. Gallen*
Author: **Stephen Comello**, *Stanford Graduate School of Business*

Reflected in the United Nation's Sustainable Development Goals (SDGs), global climate change is one of the grand challenges faced by humanity. While substantially more progress is required, technological developments in renewable electricity generation and complementary digital technologies in the electricity sector are opening up a path towards reaching climate-related SDGs. Yet, how heterogeneous actors innovate and coordinate to translate these interdependent technological developments into value propositions at the necessary speed and scale remains elusive. To make sense of this puzzle we introduce an ecosystem innovation perspective incorporating multiple interdependent dimensions at both the technology and strategy level, enabling us to better capture the complex structural changes within the electricity sector. We calibrate our analysis through the study of 57 different collaborative pilots between 10 large international incumbent electric utilities and startups over a four-year period, in which they collaboratively experiment with different alignments of technologies and strategic roles adopted by incumbents, startups and customers (i.e. ecosystem configurations). Using Qualitative Comparative Analysis and additional interviews we identify three ecosystem configurations that contribute highly to climate-related SDGs: (1) digital platform innovation enhancing resource efficiency, (2) physical complementor innovation enabling renewable generation scaling, and (3) new orchestrator innovation allowing actors to share, trade and leverage information and resources. In a complementary analysis we further illuminate trade-offs that incumbents face between allocating resources towards ecosystem innovation for grand challenges versus linear value chain enhancements for capturing short term economic value. This study contributes to the literature by elaborating on (1) how ecosystem innovation may help to tackle the inherent interdependencies of grand challenges (2) the role of incumbent firms and their approach to innovation for managing grand challenges, and (3) the management of platform-based ecosystems in infrastructure-intensive settings. For managers we offer insights regarding how to innovate ecosystems for tackling grand challenges.

Paper is Available to Meeting Registrants Only.

TIM: Profile Gating? Addressing Congestion to Improve Women's Wellbeing on Online Matching Platforms  

Author: **Sabari Rajan Karmegam**, *George Mason U.*
Author: **Anand Gopal**, *Nanyang Business School*
Author: **Jui Ramaprasad**, *U. of Maryland*

The problem of worsening gender skew is particularly damaging in the context of dating and matrimonial matching platforms since it affects the wellbeing and user experience of women participants. Gender skew could result in an odd-based approach by men, resulting in search frictions, congestions, and thus disempowerment for women participating on these platforms. If platforms do not ensure the equitable participation of women, it could lead to the unraveling of the platforms. In this paper, we look at how a platform-level intervention could reduce the congestion for women and thus improve their overall user experience on the platform. We specifically look at a form of "gender gating" intervention in a leading matrimonial platform within one of their sub-domains. The intervention restricts the profile visibility of women users based on age, education, income, and marital status related to social norms. The intervention provides a quasi-experimental setup comparing the treatment sub-domain with a control sub-domain. Our analysis shows that the platform-level intervention had the desired effect – women in the treatment group received fewer unwanted requests for contacts, experienced more matches, and initiated more contacts themselves, representing a better user experience. Our work highlights the challenges women face on online platforms because of existing social norms and platform design. Furthermore, our work extends the platform literature by studying how platform owners through market design have to take a larger role in reducing online harassment and thus ensuring that women can exercise their choice to improve their wellbeing on online dating and matrimonial platforms.

Paper is Available to Meeting Registrants Only.

Author: **Ozgur DedeHayir**, *Queensland U. of Technology*

Author: **Jack Adams**, *Queensland U. of Technology*

Author: **Saku Mäkinen**, *U. of Turku, Finland*

Author: **Roland Ortt**, *Delft U. of Technology*

The evolution of innovation ecosystems is an important topic for scholars and practitioners alike, as externalities such as market changes, competitive landscapes, and regulatory pressures demand the delivery of new customer-facing value propositions. In this paper we aim to enhance our conceptual understanding of ecosystem evolution by shining a socio-technical lens upon the innovation ecosystem. Through this perspective we understand ecosystem evolution as a socio-technical transition resulting from the emergence and resolution of development-retarding social or technical components referred to as 'reverse salients'. Our case study of a food innovation ecosystem in regional Australia identifies numerous reverse salients that inhibit ecosystem reconfiguration and transition from its current state delivering high-quality agricultural produce, to a new state marked by greater output capacity and higher number of value-added offerings. We categorise these reverse salients as 'actors', 'connections' between actors, and 'resources' flowing between actors. While these categories align with the ecosystem-as-structure perspective, our findings additionally underscore the role of ecosystem 'leadership' and 'rules of engagement' within the ecosystem as further sources of reverse salience. We subsequently present a conceptual model that integrates our study findings along with a set of propositions to guide future empirical research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented

 Selected as a Best Paper

TIM: **Bounded to the Buy Box: Entrepreneurial Strategies and Power within Platform-based Ecosystems**

Author: **Anna Elise Roberts**, *School of Management, U. of Bath*

Contemporary entrepreneurs operate in a consumer culture mediated by a growing number of platform ecosystems. Furthermore, platform survival is dependent upon attracting such entrepreneurial complementors to their ecosystems. Yet, scholars are only recently beginning to grapple with the fundamental differences between traditional and platform-dependent entrepreneurship, particularly the fundamental power asymmetry between platform owners and platform dependent entrepreneurs. To explore power within platform ecosystems, I conducted a field-level ethnography of Amazon seller conferences, complemented by "zooming into" interview and archival data of platform-dependent entrepreneurs. Qualitative analysis revealed ambiguous understandings by all ecosystem members about the domains of actions and interests between the seller, Amazon as the platform owner, and other members of the ecosystems, such as third-party Amazon couriers and overseas manufacturers who often operate on other platforms such as Alibaba. Seller strategies for coping with the ambiguity required manipulation of the boundaries of the platform ecosystem to create a domain for action and shared interest. This research is particularly relevant because the impact of entrepreneurial firms' embeddedness in platform ecosystems is largely unknown from a sociological perspective.

Paper is Available to Meeting Registrants Only.

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Session Type: **Paper Session**
Program Session: **1513** | Submission: **19047** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 3:30PM - 5:00PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Madrona**

Innovation and Entrepreneurship Track: Corporate Entrepreneurship and Growth

Session Moderator: **Jukyeong Han**, *U. of Kansas*

TIM: Growth Dilemma: When Should Startups Pursue Rapid Growth?

Author: **Jukyeong Han**, *U. of Kansas*
Author: **Minyoung Kim**, *U. of Kansas*

Startups face growth dilemma: rapid growth helps startups to gain visibility and legitimacy, while it can also force them to face diseconomies of time compression. We maintain that the nature of the macro-level temporal forces or the speed of time in industries constitutes an important contingency to reconcile the dilemma of startup rapid growth. Results of empirical analysis using 537 US-based startups corroborate the main thesis of this study that startups pursuing rapid growth are more likely to succeed in high-velocity industries, while the opposite is true for startups operating in low-velocity industries.

Paper is NOT Available. Please contact the author(s).

TIM: Internal Corporate Venturing - A Systematic Review and Theoretical Framework of Salient Dimensions

Author: **Mert Merde**, *Rennes School of Business*
Author: **Hamid Mazloomi Khamsheh**, *Rennes School of Business*
Author: **Dirk Schneckenberg**, *Rennes School of Business*
Author: **Gerald Retali**, *Rennes School of Business*

Internal corporate venturing (ICV), an essential form of corporate entrepreneurship, has recently gained scholarly attention. While strategy and innovation research extensively covered corporate diversification and entrepreneurship, few studies address the main dimensions of ICV. To address this gap in the literature, we systematically review ICV top journal articles from 1977 to 2020 to explore the past, present, and future research avenues by investigating two complementary questions: How has ICV literature evolved throughout the years, and which predominant themes does it comprise? Our systematic review surfaces two main findings. First, we summarize the various ICV definitions and their evolution over time. Second, we organize three dominant themes of ICV strategy, organization, and process in a theoretical framework.

Paper is Available to Meeting Registrants Only.

TIM: Entrepreneurial Renewal through Corporate Moonshot Design and Acceleration

Author: **Cristobal Garcia Herrera**, *Imperial College Business School*
Author: **Nicolas Rebolledo-Bustamante**, *Royal College of Arts, London*

Using an action-research case study of a prominent telecom incumbent that established a moonshot factory, whose one of three missions was to explore distant and uncertain transformational bets to re-think digitally-enabled massive mental healthcare provision, we uncover and address the epistemological limitations of the lean startup heuristic in addressing such 'wicked problems' and related bets, involving heterogeneous, multiple stakeholders, operating at different time scales. We derived a novel epistemologically grounded and design-led framework for entrepreneurial renewal through corporate moonshot design and acceleration, i.e., wicked acceleration that might be applicable in different industrial contexts. In so doing, we extend the design science-based lean startup heuristic and contribute to the streams on design and entrepreneurship, experimentation vs. transformation, and corporate innovation acceleration to address wicked challenges.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1514** | Submission: **19051** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 3:30PM - 5:00PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Seneca**

Open Innovation Track: Understanding Organizational Openness

Session Moderator: **Milena Leybold**, *U. of Innsbruck*

TIM: Organizing Openness in (Response to) Grand Challenges: The Case of the Medicines Patent Pool     

Author: **Milena Leybold**, *U. of Innsbruck*

Author: **Leonhard Dobusch**, *U. of Innsbruck*

Tackling grand challenges requires collaborative efforts among diverse actors. In the case of Covid-19, public health relies on innovative medical products that are developed by the pharmaceutical industry and accessible worldwide. Increasing organizational openness in an environment that is biased by closure poses an organizational challenge. Investigating the case of the Medicines Patent Pool (MPP), we explore how organizations constitute openness collaboratively. Analyzing decision-making processes within the collaborative architecture of the MPP, we show how organizations create a system to increase organizational openness to address issues of broad societal importance.

Paper is Available to Meeting Registrants Only.

TIM: The tensions between Openness Dimensions in Explaining Innovation Performance

Author: **Stefano Li Pira**, *Warwick Business School*

Author: **Anna Cabigiosu**, *Cà Foscari U.*

Author: **Diego Campagnolo**, *U. of Padova*

While there is growing importance attributed to open innovation collaborations, the existing framework does not provide clear directions on how firms should distribute their attention to the depth and breadth of their external search strategy. To navigate this tension, we extend the open innovation framework to explore how the value of external search depth on customers for the firm innovation performance may be contingent on two key factors that generate relational and informational benefits: how firms coordinate their activities with clients and the external search breadth of their open innovation strategies. In a sample of Italian firms operating in knowledge-intensive business sectors (N = 358), the study shows that excessive involvement of clients can weaken the benefit of the external search depth yielding an inverted U-shaped relationship with innovation performance, but also that coordination mechanisms and the breadth of the external search strategy can, both separately and jointly, provide informational and relational opportunities that might help to deal with an excessive reliance on customers. This article proposes a novel perspective on open innovation that, exploring the tension between integration with a single source and differentiation with a variety of sources, suggests how firms can leverage multiple types of external collaborations, combining the depth and breadth components of the openness in their external search strategies, and situating them in an integrated relationship with customers.

Paper is Available to Meeting Registrants Only.

TIM: The Timing to Go Open: Evidence from Startups' Open Source Innovation Activities before Acquisition

Author: **Yuping Li**, *U. of Colorado, Boulder*

Prior studies on firms' motivation to participate in open innovation have primarily paid attention to established firms, this study complements prior studies by investigating when startups will be motivated to go open. We propose that selecting the correct timing to go open is critical in startups' open innovation strategy, as it shapes both the costs and benefits of going open. Leveraging IT startups' participation in the open source collaboration platform GitHub in their pre-acquisition period as our empirical context, we show that startups first increase and then decrease their technology disclosure and collaborations on GitHub in the pre-acquisition period, and such changes are moderated by both the complexity and novelty of the technological knowledge.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1515** | Submission: **19107** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 3:30PM - 5:00PMPT (UTC-7)** at **Sheraton Grand Seattle in University**

Technology and Competitive Strategy Track: Patents and R&D Strategy

Session Moderator: **Christian Sternitzke**, *Sternitzke Ventures*

TIM: **Unclear Patent Boundaries and Patent Infringement**

Author: **Christian Sternitzke**, *Sternitzke Ventures*
Author: **Sascha G. Walter**, *U. Wuerzburg*

Legal scholars have long speculated that unclear boundaries of patents lead to patent infringement. However, the debate in economics on improving patent quality has mostly ignored this. This study is one of the first to explore how claim clarity, per se and together with claim limitations (a driver of patent scope), affect the likelihood of patent litigation and of winning a litigation lawsuit. Our findings suggest that clearer patents are litigated significantly less, in particular if they are narrow in scope, and that claim clarity increases the chances of winning in court.

Paper is Available to Meeting Registrants Only.

TIM: **Continuation Patents and Litigation**

Author: **Cesare Righi**, *U. Pompeu Fabra*

Continuations allow patentees in the United States to modify the scope of previous patents, leading to concerns about patent disputes generated by changes in patent boundaries. I show that continuations are litigated more often than original patents, even after controlling for patent and invention characteristics. I also exploit the pre-grant publication of patent applications and the timing of continuation grant to show that continuation grant increases litigation. The effect is stronger when the textual distance between the claims of a continuation and those of its original patent is greater, suggesting larger changes in scope lead to more disputes.

Paper is NOT Available. Please contact the author(s).

TIM: **Intellectual Property Rights Enforcement and Firm Performance of International New Ventures in China**

Author: **Liangxing Shi**, *Tianjin U.*
Author: **Yuemei Ren**, *Tianjin U.*
Author: **Feng Guo**, *Tianjin U.*

How does intellectual property rights (IPR) enforcement influence innovation and performance of international new ventures (INVs)? According to the literature on IPR enforcement, innovation, and internationalization, we predict that IPR enforcement directly and indirectly (via innovation speed and innovation quality) impacts firm performance of INVs, and international intensity (INT) moderates the indirect effects. Based on both primary data and secondary data, the empirical results indicate that IPR enforcement promotes firm performance. In addition, innovation speed and innovation quality partially mediate the relationship between IPR enforcement and firm performance. Moreover, the relationship between IPR enforcement and innovation quality is weakened with high levels of INT. Theoretical contributions, practical implications, limitations, and future research avenues are discussed.

Paper is Available to Meeting Registrants Only.

TIM: **Measuring the Value of Patents Where it Matters Most**

Author: **Giacomo Marchesini**, *IESE Business School*
Author: **Giovanni Valentini**, *IESE Business School*

The ability to measure patent quality is essential to evidence-based innovation strategy and public policy, to contrast costs with benefits. Traditionally, a patent's quality has been proxied by the number of its forward citations. More recently, Kogan et al. (2017) proposed a more direct (and immediately available) measure of patent quality based on stock-market reactions. In this paper, we show that forward citations and Kogan et al. (2017) measure, while being largely correlated around the median as assumed by prior literature, are only marginally overlapping around the tails of the distribution, i.e. for breakthroughs and for failures. Arguably, these are the most interesting outcomes for organizational scholars. We then theorize regarding the potential origin of this lack of overlap at the extremes of the two distributions, and find evidence consistent with the idea that this divergence is not driven by a misvaluation from the financial market, but rather from the fact that forward citations and market-based measures of patent value proxy for different and complementary dimensions of patent value. Our results present important implications for the literature. Specifically, we show that a firm could rarely develop an innovation that is highly impactful from both an economic and a technological perspective. Managers and public policy makers need to recognize and acknowledge an inherent trade-off between the private and the public benefits of innovation. What improves the chances of reaching an innovation breakthrough in terms of economic value can also hamper the likelihood of reaching highly relevant technological and scientific advancements.

Paper is Available to Meeting Registrants Only.

Author: **Maria Kurakina**, *U. of Utah, David Eccles School of Business*

Strategic patents have been defined as patents whose sole objective is neither to foster technological innovation and protect said innovation from imitation, but to block competitors from innovating in the same technological area. In this paper we provide empirical evidence on a negative impact of strategic patenting on a firm's competitors. Consistent with theoretical implications of strategic patenting, we find that when firms strategically patent to defend their market position, overall market competition declines, as shown by the increase in HHI and significant drop in market entry. Additionally, we observe that strategic patenting reduces total factor productivity and patenting activity of firm competitors, especially in more technological and product-similar cases. Our results thus confirm that strategic patenting helps protect a firm's market niche by preventing competitors' entry. These findings in turn lend further support to the theories regarding a generalized impact of strategic patenting on competition.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1516** | Submission: **19072** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 3:30PM - 5:00PMPT (UTC-7)** at Sheraton Grand Seattle in Virginia

People and Innovation Track: Institutions, Markets and Innovation

Session Moderator: **Sarah Cheah**, *National U. of Singapore*

TIM: Translating New Scientific Knowledge from Public Research Institutes into Innovation

Author: **Sarah Cheah**, *National U. of Singapore*
Author: **Yuen-Ping Ho**, *National U. of Singapore*
Author: **Shiyu Li**, *National U. of Singapore*

Both Open Science (OS) and Open Innovation (OI) espouse broad participation and effective collaboration in the process of converting new scientific knowledge into innovation. Despite their growing importance in enhancing the societal impact of science and innovation, the extant literature on their collaborative processes in science remains fragmented. This study therefore aims to examine the characteristics of these processes in the context of collaboration between public research institutes (PRI) and firms that seek to commercialise the former's new scientific knowledge. Based on an empirical study of 153 PRI-firm knowledge and technology transfer collaboration through IP licensing in Singapore, we establish a firm's prior licensing experience is negatively related to its innovation outcome. Our findings demonstrate that among firms with high levels of prior licensing experience, those having high levels of reliance on basic R&D and commercial officer resource from PRIs are more likely to report high levels of innovation outcome.

Paper is Available to Meeting Registrants Only.

TIM: The Process Mechanism and Effectiveness of the Indigenous Innovation Policy in China

Author: **Si Zhang**, *Associate Professor, U. of Chinese Academy of Sciences*
Author: **Yang Peipei**, *U. of Chinese Academy of Sciences*
Author: **Xielin Liu**, *Chinese Academy of Sciences*

On the way of China striving to become an innovative country, the National Middle and Long-Term Plan for Science and Technology Development 2006-2020 (MLP) released in 2006, in which "indigenous innovation" initiative was promulgated, is recognized as the most influential policy that contributes substantially. However, there is no consensus as to whether the institution is the root cause of technological and economic growth. A top-down strategy such as the MLP for a spontaneous indigenity is inundated with discrepancy, the mechanism of which is unclear to policy-makers and puzzles researchers. Based on an integrated perspective of institutional logics and agency theory, we develop a framework to elucidate the conduction process of the indigenous innovation initiative and the intrinsic mechanism where policy interacts with organizational strategies and individual interests within its bounded actors. By combing primary data that was collected during the past 15 years with secondary data, case analysis and patent analysis are performed, the results of which capture the chain of changes provoked by the transmission, interpretation, distortion, and adaptation to the policy during their responses to multiple institutional logics and agency issues.

Paper is Available to Meeting Registrants Only.

TIM: Mapping Markush

Author: **Stefan Wagner**, *ESMT Berlin*
Author: **Christian Sternitzke**, *Sternitzke Ventures*
Author: **Sascha G. Walter**, *U. Wuerzburg*

Markush structures are molecular skeletons containing not only specific atoms but also placeholders to represent broad sets of chemical (sub)structures. They allow a vast number of compounds (e.g., 10^{16} different compounds within patent EP 0810 209) to be claimed in a patent application without having to specify every single chemical entity. While Markush structures raise important questions regarding the functioning of the patent system, innovation researchers have been surprisingly silent on the topic. This paper summarizes the ongoing policy debate about Markush structures and provides first empirical insights into how Markush structures are used in patent documents in the pharmaceutical industry and how they affect important outcomes in the patent prosecution process. While not causing frictions in the patent prosecution process, patent documents containing Markush structures have an increased likelihood to restrict the patentability of follow-on inventions and to hamper the entry of generic competition in the product market.

Paper is Available to Meeting Registrants Only.

TIM: Leading in Experimental Markets: Market and Institutional Infrastructure in the UAV Industry

Author: **Dian Yu**, *Engineering & Public Policy (EPP), Carnegie Mellon U.*

We study the infrastructure that can help explain the emergence of experimental markets (e.g., markets with both unclear institutional and technological trajectories). China's rise as the commercial drone industry leader is an indicative example of such a market. We find that market-input infrastructure that clarifies know-how needed for inputs has a greater association with upstream founding (component firms). Market-output infrastructure that clarifies market fit for resulting products has a greater association with downstream founding (end product firms). These effects are substitutive; local governments focus only on one of these forms of market infrastructure to reduce the risks involved in such experimentation and to reduce competition with other cities. Finally, the institutional infrastructure that clarifies the rules increase founding, especially in cities with more market infrastructure.

Paper is Available to Meeting Registrants Only.

Author: **Gaurav Dilip Tikas**, *Institute of Management Technology Ghaziabad, India*

Abstract Academic research-driven organizations (ARO) are increasingly building capabilities for advanced research, innovation, commercialization and entrepreneurship, with a vision to translate their scientific findings into 'societal impact'. Such organizational capabilities can help them in consistently transforming their scientific knowledge into innovations which can be translated from academic labs to industrial markets. However, their definition, composition and the process to build such organizational capabilities appears to be nebulous at multiple levels within organizational settings. To overcome these shortcomings, we attempt to develop a theoretically-grounded multilevel framework to measure, compare or predict 'academic research translation capability' of academic research-driven organizations. Our framework consists of five independent constructs, two mediating constructs and one dependent construct along with relevant theoretical evidences. Empirical validation of this multilevel framework can help academicians as well as practitioners in identifying those antecedents which tend to significantly influence academic research translation capability (ARTC). Top Management Teams (TMTs) can use this framework for developing strategies to improve their innovation performance.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1517** | Submission: **19082** | Sponsor(s): **(TIM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 3:30PM - 5:00PMPT (UTC-7)** at **Sheraton Grand Seattle in Willow A**

AI and Emerging Technologies Track: Web 3.0

Session Moderator: **Esko Hakanen**, *Aalto U.*

TIM: Forming Digital Commons: The Role of Signaling and Sociology of Translation in Decentralized Systems 

Author: **Esko Hakanen**, *Aalto U.*

Author: **Ville Eloranta**, *Aalto U. School of Business*

Author: **Claire Shaw**, *Aalto U. School of Business*

Decentralization technologies, such as those based on blockchain technology, provide exciting possibilities to coordinate cooperative actions and contributions of multiple, independent actors, and facilitate the emergence of digital commons. This new organizational form faces unique challenges in the formation of trust and a shared identity, as digital commons are largely asocial ecosystems. We draw on signaling theory and sociology of translation to explain how narratives and protocols are formed in decentralized communities. We illustrate our main arguments by presenting the case of Tracey, a blockchain-based application for incentivizing sustainable tuna fishing and trade in the Philippines. We articulate how digital storytelling, as a mechanism of translation, supports in setting a preliminary shared set of protocols and identity for the digital commons. We explain why signals between the members further amplify and evolve the identity of the digital commons. Our conceptual paper contributes to discussions on decentralized technologies, digital commons, and ecosystem research.

Paper is NOT Available. Please contact the author(s).

TIM: Theoretical Considerations Concerning the Adoption of Blockchain as a Competitive Strategy

Author: **Mark Ronald Grambo**, *UNC Greensboro*

With an increasing focus on blockchain technology, this paper synthesizes competitive dynamics and the resource-based view of the firm to consider the impacts of blockchain technology on strategic decision-making. This paper offers an expanded and reconceptualized version of the AMC framework to propel both management considerations for and academic research on blockchain. Additionally, the paper considers potential drivers and barriers to blockchain technology adoption and usage. It presents three propositions detailing how a combination of a firm's specific internal resources and external competitive environment influences strategic managerial decision-making surrounding blockchain.

Paper is Available to Meeting Registrants Only.

TIM: Can Blockchain based Supply Chain Create a Stock Market Reaction? Evidence from an Event Study  

Author: **Alyaa Saleh**, *The American U. in Cairo*

Author: **Sherwat Elwan Ibrahim**, *American U. in Cairo*

Author: **Chunguang Bai**, *U. of Electronic Science and Technology of China*

Author: **Joseph Sarkis**, *Worcester Polytechnic Institute*

This study investigates Blockchain based Supply chain (BC-SC) announcements impact on the stock market. Using a sample of 104 announcements between 2016 and 2021, we conduct an international event study to determine the market reaction. We find that an overall positive market reaction of 1.45% to all BC-SC announcements on the announcement day. In addition, we find that the stock market reaction slightly differs when different SC challenges are targeted by the announcing firm. When blockchain is used for traceability purposes, the market response is less positive when compared to other SC challenges like resolving disputes, maintaining cargo integrity and data security. We further find that firms that are part of BC industrial collaborations experience a more positive stock market response, when compared to firms using private or public BC networks. When looking into firm characteristics, we find that innovative firms experience greater positive reaction to BC-SC announcements. Interestingly, we find that smaller firms do not experience a strong positive market response. Leveraging the diverse industries in our sample, we investigated the effect of early adoption of BC-SC with respect to the industry. The late BC-SC adoption in the manufacturing sector only received a significantly positive market reaction. Overall, it seems that the market views many BC initiatives as adding to the competitiveness and long-term profitability of organizations. It also shows that BC, as a multi-stakeholder technology should be evaluated from both a strategic and operational perspective. Other implications and research directions are also identified; especially given the limitations of the study and the relatively early BC-SC supply chain developments.

Paper is Available to Meeting Registrants Only.

TIM: Transaction Costs, Institutions and Blockchain Technology: Toward A New Paradigm

Author: **Rui Torres de Oliveira**, *Queensland U. of Technology*

Author: **Daniel Rottig**, *Florida Gulf Coast U.*

Author: **Marta Indulska**, *U. of Queensland*

Blockchain technology has the potential to disrupt many of the assumptions that we currently hold about market transactions, the role of institutions and the nature of the firm. As a result of this new technology, market transactions may be conducted between decentralized, autonomous economic actors at much lower costs, with less uncertainty, and without central control by governments in the form of formal institutions. The latter aligns with the vision of Adam Smith two and a half centuries ago (Smith, 1776 [1976]) and so, possibly for the first time, markets could become true price-driven exchanges between suppliers and consumers. Blockchain technology also challenges the key assumptions underpinning the existence of the firm (Coase, 1937) as it has the potential to reduce the cost of search, contracting, coordination and the establishment of trust. When realized, this potential may lead to the emergence of new ways to organize economic activities. Accordingly, blockchain technology may be the next wave of disruption for intermediated transactions in many contexts, by reducing and possibly eliminating the need for market agents. Due to its relative novelty, however, discussions about blockchain technology have so far predominately centered on technical aspects and its first application - the cryptocurrency bitcoin. This paper attempts to elevate the discussion beyond those confines and into the realm of organization and management theory by exploring how the diffusion and application of blockchain technology may advance well-established theories, namely transaction cost economics, agency theory, and institutional theory.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1518** | Submission: **19055** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 3:30PM - 5:00PMPT (UTC-7)** at **Sheraton Grand Seattle in Willow B**

Technology, Policy and Society Track: Stakeholder Governance and Regulation

Session Moderator: **KwangWook Gang**, *Salisbury U.*

TIM: Corporate Governance Reforms, Ownerships and Innovation Strategies  

Author: **KwangWook Gang**, *Salisbury U.*

Author: **Jihyun Eun**, *Salisbury U.*

Author: **Byungchul Choi**, *Hankuk U. of Foreign Studies*

Institutional changes such as market reforms transform concentrated governance structures, which prevail in emerging economies, to distributed governance structures, which are popular in developed economies. Within this context of transition, this study investigates how different types of ownership structures motivate distinctive technological capabilities and how increased ownership competition resulting from institutional changes influence firm performance. Our findings suggest that CEO, affiliated, and foreign types of ownership are negatively associated with technological exploration (i.e., positively associated with technological exploitation), whereas domestic institutional and individual ownership is positively associated with technological exploration (i.e., negatively associated with technological exploitation). Furthermore, we find that ownership competition has a U-shaped relationship with firm performance, showing that firm performance immediately decreases as more shareholders become involved because of potential goal conflicts. However, firm performance will eventually improve as the mechanism of checks and balances between major shareholders begins to work.

Paper is NOT Available. Please contact the author(s).

 **TIM: How does Regulatory Uncertainty Shape the Innovation Process? Evidence from the Case of Nanomedicine**

Author: **Seokbeom Kwon**, *Sungkyunkwan U.*

Author: **Jan Youtie**, -

Author: **Alan Porter**, *Georgia Institute of Technology*

Author: **Nils Newman**, *Search Technology Inc*

This study investigates the effect of regulatory uncertainty on the translation of scientific discovery on emerging research topics to technical applications in science-driven industry. Our empirical analysis using the case of the US Federal Drug and Food Administration's release of the report on the regulatory approach to nanomedicine in 2007 shows that; (1) the regulatory uncertainty decelerated the translation of nanomedicine research to technical applications, (2) this effect was particular for the nanomedicine research on emerging topics in the field. Our further analysis suggested that the effect of the regulatory uncertainty originated from the suppressed business activities in the field where the regulatory uncertainty presents. Contributions to the literature on the relationship between governmental regulation and innovation and the implication for science policymakers are discussed.

Paper is Available to Meeting Registrants Only.

TIM: Cooperating with the Opposition: The Influence of Skeptical Stakeholders on Urban Innovation Success   

Author: **Julia Kroh**, *Kiel U.*

Author: **Carsten Schultz**, *Kiel U.*

Cities are high consumers of energy and therefore, there is a need for innovations to develop sustainable cities. However, the development and implementation of such urban innovations require knowledge, behavioral changes, and resources from public and private stakeholders. As a result, stakeholder skepticism may influence urban innovations' success that is defined as high levels of innovativeness and implementation. The goal of this research is to analyze the under-researched influence of skeptical stakeholder involvement on the innovation success, and to show whether established stakeholder management capabilities are valid for skeptical stakeholder management. The results of this study rely on a unique combination of text mining, text analysis, and survey data drawn from 107 publicly funded, urban innovation projects in Germany and show that (i) skeptical stakeholder involvement positively influences innovativeness and implementation intention and that (ii) moderate levels of formal management and a rich resource base ease skeptical stakeholder involvement.

Paper is Available to Meeting Registrants Only.

TIM: Innovation, Institutional Development, and Insider Trading

Author: **Katrin Hussinger**, *U. of Luxembourg*

Author: **Lorenzo Palladini**, *U. of Luxembourg*

A positive stock market valuation of a firm's innovative assets grants the firm credibility as an innovator, facilitates the financing of future R&D, and is, therefore, an important step towards a firm's ability to create and sustain a competitive advantage. Using a dataset of publicly listed firms in China, we show that in weak institutional environments, characterized by weak property rights protection, insufficient law enforcement, and inefficient information disclosure and capital allocation, innovative assets face a lower market valuation. We, further, show that insider trading acts as a signal for the value of innovative assets. Insider trading mitigates the stronger information asymmetries in lesser developed institutional contexts and increases the stock market valuation of innovative assets.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1519** | Submission: **14943** | Sponsor(s): **(TIM, OMT, STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 3:30PM - 5:00PMPT (UTC-7)** at **Sheraton Grand Seattle in Dashpoint**

**Organizational Learning and Search Track: Technology Across
Organizational Boundaries**
Technology Across Organizational Boundaries



Organizer: **Elizabeth Hood**, *Boston College*
Organizer: **Stine Grodal**, *Northeastern U.*
Panelist: **Shahzad Ansari**, *Cambridge U.*
Panelist: **Callen Anthony**, *New York U.*
Panelist: **Paul Leonardi**, *UC Santa Barbara*
Panelist: **Alex Michael Murray**, *U. of Oregon*
Panelist: **Michael L. Tushman**, *Harvard U.*

Existing research has explored the profound impact technologies may have on individuals, organizations, and industries. Recently, scholars have emphasized that multiple groups of actors—many with varying perspectives—participate in the field surrounding a new technology. The existence of different perspectives on the technology influences outcomes for the technology and the involved individuals, organizations, and industries. As the actors that participate in technological fields often reside within different organizations, it becomes important to explore how technologies are used and understood across organizational boundaries. Therefore, we seek to facilitate a conversation around how organizational members and market participants understand and use technologies across organizational boundaries. This perspective across boundaries helps scholars to consider the broad implications of new technologies which span boundaries more frequently, such as digital technologies that gather data across organizations and individuals. In this panel symposium, we bring together experts in technology to facilitate discussions on the impact of technologies across boundaries.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1520** | Submission: **12975** | Sponsor(s): **(TIM, STR, MOC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 3:30PM - 5:00PMPT (UTC-7)** at Sheraton Grand Seattle in Aspen

**Innovation Processes Track: The Ambiguity of Failure: How
Innovation Failure Affects New Industry Emergence**
Innovation Failure and New Industry Emergence



Organizer: **Hee Yeul (Tom) Kwon**, *U. of Southern California*
Organizer: **Violina Rindova**, *U. of Southern California*
Panelist: **Chris B. Bingham**, *U. of North Carolina, Chapel Hill*
Panelist: **Nathan Furr**, *INSEAD*
Panelist: **David A. Kirsch**, *U. of Maryland*
Panelist: **Mahka Moeen**, *U. of North Carolina, Chapel Hill*
Panelist: **Tiona Zuzul**, *Harvard Business School*

Failure plays an undeniable role in shaping firms' innovation trajectories and the evolution of industries. Its impact is even more pronounced in the early period of industry emergence when new entrants and stakeholders experience extreme multidimensional uncertainty and ambiguity (Moeen, Agarwal, and Shah, 2020; Zuzul and Tripsas, 2020). This panel symposium aims to expand the theoretical conversation around the role of failure in new industry emergence. To this end, we have convened a panel of leading scholars in the field of new industry emergence to explore a set of directions for future research on the intersection between failures and new industry emergence based on various theoretical lenses, including technology management, entrepreneurship, learning and knowledge development, and entrepreneurial identity and cognition. It is intended to generate valuable discussions by highlighting a) the definition of failure at different levels of analysis, b) the ambiguity associated with the causes and consequences of failures, and c) temporal aspects of failures in industry emergence. Addressing these themes will fuel future inquiry into the role of failure in developing new technologies and creating new industries.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1521** | Submission: **18643** | Sponsor(s): **(IM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 9:00AM - 10:30AMPT (UTC-7)** at **Sheraton Grand Seattle** in **Chelan**

FDI in Emerging Markets

Session Moderator: **Keld Laursen**, *Copenhagen Business School - Department of Strategy and Innovation*

IM: **Increased Competitors' Presence and Speed of Abandoning Large-scale Investments in Emerging Markets**

Author: **Keld Laursen**, *Copenhagen Business School - Department of Strategy and Innovation*

Author: **Ram Mudambi**, *Temple U.*

Author: **Larissa Rabbiosi**, *Copenhagen Business School*

Taking the competitive dynamics approach, we study firms' exit in response to the threat of entry or expansion in the presence of sunk costs. We define firms' exit when firms abandon ongoing major investment projects. Due to their more limited access to financial, brand-related, technological and managerial resources, we argue that domestic firms are weaker than are foreign firms when facing increased presence by competitors. Specifically, domestic firms will exit faster when facing threats of increased presence by both domestic and foreign firms, while foreign firms only exit faster when facing increased presence by other foreign firms. However, due to the liability of foreignness the increased presence by foreign firms is more likely to lead to faster exit for both foreign and domestic firms when it happens as an extension of existing production capacity as compared to de novo entry. Finally, due to labor market dynamics, we posit that investments by foreign rivals within the same geographical cluster matters only for the speed of exit of domestic firms, not for the time to exit of foreign firms. Using survival model on a panel dataset of 3,325 investments in India from 1995 to 2015, we find overall support for our expectations.

Paper is NOT Available. Please contact the author(s).

IM: **Intellectual Property Court and Firm Innovation in China**

Author: **Aurora Genin**, *Indiana U. - Kelley School of Business*

Author: **Wenting Ma**, *U. of Massachusetts, Amherst*

Author: **Huijuan Cao**, *Hong Kong Polytechnic U.*

Author: **Xiaoning Song**, *Business School, Sun Yat-Sen U.*

As a notable reform of the intellectual property (IP) system in China, specialized IP courts enforce independent jurisdiction from local administration. We posit that IP court establishment fosters firm innovation by reducing judicial protectionism for misappropriation, which local governments may implicitly sanction. Using a natural experiment of the Guangzhou IP court that affects municipalities in Guangdong except Shenzhen, we find significant increases in firm R&D intensity and patent filing in response to IP court establishment, especially in municipalities with high ex ante judicial protectionism. Consistently, we find stronger innovation responses from firms with greater prior dependence on judicial protectionism—namely, state-owned firms (compared to private-owned firms) and non-high-tech firms (compared to high-tech firms).

Paper is NOT Available. Please contact the author(s).

IM: **Corporate Investment in the Context of Rising Populism: Domestic Firms, MNEs and Emerging Markets**

Author: **Alfonso Carballo-Perez**, *Bocconi U.*

Author: **Margherita Corina**, *Department of Management and Technology, Bocconi U.*

This paper analyzes the impact of growing populism on national and multinational investments. Combining insights from international business and political science, various hypotheses are developed about how a populist government and firm's geographic scope shapes corporate investment decisions. By testing these hypotheses on a global dataset of firms from 1994 to 2020, we show that firms in populist countries reduce investment more than those in non-populist countries. However, our findings highlight that the type of populism matters, as left-wing populism amplifies this negative effect on investment compared to right-wing populism. Furthermore, the effect of populism on business investment is exacerbated in emerging markets compared to developed economies. Finally, the investment activity of multinationals is less sensitive to the presence of populism in their own country than domestic firm's investment. However, multinationals withdraw their investments when a populist government arrives in the host country. This paper, in addition to considering institutional frameworks in the study of political uncertainty and firm's investments, also recognizes the ability of actors to exacerbate uncertainty by generating institutional volatility. Overall, our results provide new evidence in the literature on the influence of populism on corporate investment activities.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Pride, Meaning, and Resilience

Session Moderator: **Michael Darin McDaniel**, *Louisiana State U. Shreveport*

OB: **Measuring Resilience in Organizations: The Employee Resilience Scale**

Author: **Elisa Fattoracci**, *Rice U.*
Author: **Danielle D. King**, *Rice U.*
Author: **Shannon Cheng**, *Rice U.*
Author: **Frederick L. Oswald**, *Rice U.*

Resilience, or the ability to “bounce back” after adversity (King, 2016; Vogus & Sutcliffe, 2007), has become an important and popular topic to organizational researchers and practitioners alike. However, resilience research in the organizational sciences is still nascent, benefitting from questioning its foundations further. Specifically, multiple definitions of resilience have resulted in countless scales, to the detriment of developing a consistent body of research in this increasingly necessary area of study. Addressing these limitations, the current project describes the conceptual and psychometric development of the Employment Resilience Scale (ERS). Subject Matter Experts (N = 21) provided feedback on an initial pool of items, which were then pilot-tested on a subset of working adults (N = 29). In the final stage of this project, to be completed by June 2022, a large sample of working adults (N = 1,000) will be recruited via Prolific to assess and refine the psychometric properties of the scale via EFA (N = 500) and CFA (N = 500). Through the improved multidimensional assessment of resilience via the ERS, researchers and practitioners alike will contribute to the AOM theme to “create a better world together” by enhancing employee resilience.

Paper is Available to Meeting Registrants Only.

OB: **The Power of Purpose: How Perceptions of Purpose Influence Individual Outcomes**

Author: **Michael Darin McDaniel**, *Louisiana State U. Shreveport*
Author: **Doug Grisaffe**, *U. of Texas At Arlington*
Author: **Jeffrey E McGee**, *U. of Texas At Arlington*

Aligning human and financial resources to a compelling purpose can produce benefits for organizations and society. Thus, increased attention in the popular business press has focused on becoming a “purpose-driven” organization. Yet surprisingly, there is a notable absence of academic research on organizational purpose. We begin to address this gap by presenting the results of three studies focusing specifically on micro employee-level perceptions of organizational purpose. The first study improves upon previously unvalidated approaches to employee-level measurement of purpose. The second study demonstrates how corporate social responsibility (CSR) efforts influence purpose, making organizations more attractive to prospective employees. In the third study, we test a moderated mediation model with existing employees, emphasizing controllable ways organizations can instill purpose and demonstrating meaningful influences on individual outcomes. Using cross-sectional, experimental, and longitudinal methodologies, we establish organizational purpose as a central mediating construct through which antecedent forces like CSR and transformational leadership translate into positive employee outcomes, including organizational attractiveness, commitment, and decreased turnover intentions. We make several contributions to the organizational behavior and leadership literatures, advancing an emergent empirical focus on the power of purpose in organizations.

Paper is Available to Meeting Registrants Only.

OB: **Using Machine Learning to Advance Theory: Pride in Work as a Novel Antecedent of Job Satisfaction**

Author: **Abhishek Sheetal**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*
Author: **Yi Huang**, *Nanyang Technological U.*
Author: **Krishna Savani**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*

Management researchers typically identify new constructs by analyzing existing theories, generalizing from observations, and making connections with neighboring social sciences. We propose that machine learning methods can serve as yet another tool for generating novel hypotheses. We used lasso regression and deep learning to identify potential antecedents of job satisfaction in the World Values Survey. Both models identified pride in work as the top predictor. A literature review revealed that no management research to date has conceptualized pride in work as a construct. A three-wave survey found that pride in work predicted job satisfaction above and beyond meaning in work, a long-known predictor, and pride experienced at work. Further, the effects of skill variety, task identity, and task significance on job satisfaction were simultaneously mediated by pride in work and meaning in work. The findings suggest that pride in work is a missing construct in the literature, both as an antecedent of job satisfaction and as a mechanism through which core job characteristics influences job satisfaction. This research thus demonstrates that machine learning methods can be used to identify novel constructs and to extend theory in the organizational sciences.

Paper is NOT Available. Please contact the author(s).

OB: **Meaningful Work: A Review, Synthesis and Research Agenda**

Author: **Moumita Roy**, *XLRI-Xavier School of Management*
Author: **Rahul Chandra Sheel**, *XLRI-Xavier School of Management*

Changes in work and workplaces in a pandemic-stricken world, has increased the importance of finding meaningfulness in work and changed the understanding of what is meaningful. Although prior literature has focused on conceptual and empirical foundations of meaningful work, they did not seem to have given adequate effort towards a cohesive understanding of meaningful work. This paper consolidates the literature on meaningful work by providing a comprehensive review of its definitions, antecedents, and consequences. We review more than sixty definitions of meaningful work and offer ten specific approaches, that is further categorized under three broad operationalization of the concept. Next, we review the antecedents and outcomes that have been widely studied in the literature. We conclude by proposing an agenda for future research by offering five specific potential areas followed by theoretical contribution, that is likely to extend our understanding of meaningful work to create a better world together.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Symposium**

Program Session: **1523** | Submission: **14377** | Sponsor(s): **(AAT, GDO)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Monday, Aug 8 2022 4:00PM - 6:00PMPT (UTC-7)** at **Seattle Convention Center in Room 204**

Invisible Inequalities: Socioeconomic Disadvantages Affect Perception, Personality, and Motivation



Socioeconomic Status and Invisible Inequality

Session Chair: **Yi-ren Wang**, *Asia School of Business*

Session Chair: **Michael Thomas Ford**, *U. of Alabama*

Discussant: **Michael Frese**, *Asia School of Business*

Presenter: **Jun Won Park**, *Princeton U.*

Participant: **Michael W. Kraus**, *Yale School of Management*

Presenter: **Na Krystal Zhao**, *Lee Kong Chian School of Business, Singapore Management U.*

Participant: **Marko Pitesa**, *Singapore Management U.*

Participant: **Jared Nai**, *Singapore Management U.*

Macro-level changes such as globalization and outsourcing have motivated employers to search for more flexibility in their relationships with employees, increasing the prevalence of nonstandard, low-wage, or precarious employment (Kalleberg, 2009). It is now more crucial than ever that organizations and society understand how socioeconomic disadvantage influences the way workers think and behave. Research suggests that socioeconomic disadvantages such as low-income levels, low socioeconomic status, and precarious work arrangements can affect workers' perceptions, motivation, and behavioral patterns in ways that decrease others' judgment of their performance and promotability, further exacerbating pre-existing inequalities (e.g., Meuris & Leana, 2015; Pitesa & Pillutla, 2019; Wang & Ford, 2020). More notable is that inequality associated with one's socioeconomic status is often invisible to others at work (Bapuji et al., 2020), and both theory and practices targeting socioeconomically disadvantaged workers have been understudied and delayed. The invisibility of socioeconomic status may also lead some to neglect the situational burdens on workers, resulting in their disadvantageous outcomes and reinforcing the inequality stratified by workers' socioeconomic disadvantages. This symposium aims to make such invisible inequalities more visible, with particular attention to how socioeconomic disadvantages affect the ways workers think and act. To this end, three research papers are assembled, each illuminating the effect of socioeconomic environment on individuals' perceptions, judgment, personality, and behavioral patterns. Findings from these studies altogether shed important light on the mechanisms that maintain and reinforce workplace inequality and act as invisible barriers to workplace inclusion.

What is Enough Money to Live On? Examining Americans' Beliefs about a Living Wage

Author: **Jun Won Park**, *Princeton U.*

Author: **Michael W. Kraus**, *Yale School of Management*

Echoes of Upbringing among Leaders Versus Followers: A Psychological Resource Perspective

Author: **Na Krystal Zhao**, *Lee Kong Chian School of Business, Singapore Management U.*

Author: **Marko Pitesa**, *Singapore Management U.*

Author: **Jared Nai**, *Singapore Management U.*

Precarious Work and Belief in Delayed Pay-off Explain Workers' Temporally-Discounting Patterns

Author: **Yi-ren Wang**, *Asia School of Business*

Author: **Michael Thomas Ford**, *U. of Alabama*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **1524** | Submission: **10173** | Sponsor(s): **(CM, OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 4:00PM - 5:30PMPT (UTC-7)** at **Seattle Convention Center in Room 605**

Then and Now: Psychological Contracts *Then and Now: Psychological Contracts*

Distinguished Speaker: **Denise M. Rousseau**, *Carnegie Mellon U.*
Panelist: **Violet Ho**, *U. of Richmond*
Panelist: **Samantha D. Hansen**, *U. of Toronto*
Session Chair: **Craig D. Crossley**, *U. of Central Florida*
Session Chair: **Robert C. Ford**, *UCF & Roy E. Crummer School of Business, Rollins College*

Over the years, the management field has had many important contributors to its theoretical development and practical application of major concepts. As a relatively young academic discipline, we are fortunate to have access to many of the pioneers responsible for its foundation, history, and evolution. The “Then and Now” program actively involves these people and provides a forum to engage with those who are following in their footsteps. “Then and Now” is an annual symposium that appeals to new and seasoned scholars across the Academy. Prior sessions have centered on goal setting (Locke, Latham & Piccolo, 2011), expectancy theory (Vroom & Ellingson, 2012), leadership (Schriesheim, Gardner & Antonakis, 2013), positive OB (Luthans, Welsh & Peterson, 2014) organizational justice (Folger, Bies & Rodell, 2015), trust (Sitkin, Gillespie & de Jong, 2016), turnover (Lee, Kraimer & Halvorsen, 2017), job design (Oldham, Kulik, Wrzesniewski & Baer, 2018), and entrepreneurial orientation (Miller, Lumpkin, Wiklund & Wales, 2019). This year’s session focuses on Psychological Contracts. The symposium will begin with Denise Rousseau describing how she became interested in this topic, who collaborated/supports her, and how this construct developed. Dr. Ho will talk about her research on psychological contracts, and how it spans generations and extends ideas. The “Now” panelist Dr. Hansen will describe how her recent research on psychological contracts has evolved from the original body of work, and where it is likely to go next. The symposium concludes with audience discussion.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Social Event**
Program Session: **1525** | Submission: **18446** | Sponsor(s): **(CMS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 4:00PM - 6:00PMPT (UTC-7)** at **The Westin Seattle in Cascade II**

CMS Alternative Social Meeting *CMS Alternative Social Meeting*

Organizer: **Patrizia Zanoni**, *Hasselt U. & Utrecht U.*
Organizer: **Marcos Pereira Fernandes De Barros**, *Grenoble Ecole de Management*
Organizer: **Fernanda Filgueiras Sauerbronn**, *U. Federal do Rio de Janeiro - UFRJ*
Organizer: **Amon Barros**, *FGV EAESP Sao Paulo School of Business Administration*
Organizer: **Alison Pullen**, *Macquarie Business School, Macquarie U.*
Organizer: **Ozan Nadir Alakavuklar**, *Utrecht U., School of Governance*
Organizer: **Caroline Clarke**, *The Open U. Business School*
Organizer: **Richard Longman**, *U. of the West of England*
Organizer: **Alexandra Bristow**, *The Open U. Business School*
Organizer: **Ghazal Zulfiqar**, *Lahore U. of Management Sciences*
Organizer: **Paulina Segarra**, *U. Anáhuac México*
Organizer: **Liela A. Jamjoom**, *Dar Al-Hekma U.*
Organizer: **Kristin Samantha Williams**, *UEF Business School, U. of Eastern Finland*
Organizer: **Eina Riivari**, *U. of Jyväskylä*
Organizer: **Arturo E. Osorio**, *Rutgers U.*

An alternative social event for the hybrid conference

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1526** | Submission: **18873** | Sponsor(s): **(CTO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 4:00PM - 5:30PMPT (UTC-7)** at **Hyatt Regency Seattle in 301 Ashnola**

Innovating with Conversational AI Agents

Session Moderator: **Edona Elshan**, *U. of St Gallen*

CTO: Does Similarity Breed Connection? Examining the Role of Social Competencies in Conversational AI   

Author: **Shalini Chandra**, *S P Jain School of Global Management, Singapore*
Author: **Shirish C. Srivastava**, *HEC Paris*
Author: **Anuragini Shirish**, *U. Paris-Saclay, U. Evry, IMT-BS, LITEM, Evry-Courcouronnes, France*

COVID-19 pandemic has accelerated firms' interest in designing and implementing AI-based tools such as chatbots and conversational agents that allow seamless customer service without person-to-person contact. Despite its huge potential, the current uptake of conversational-AI for complex customer-service-related tasks is rather limited—primarily because organizations are unsure if the users will perceive conversational-AI tools to be of adequate quality and engage with them. Grounding our arguments in the IT mindfulness literature, we theorize the significant role of AI users' IT mindfulness in influencing their AI quality judgments. Next, situating our arguments in the I-Thou theory of communication and social competency literature, we posit that unlike the one-way instrumental use of traditional IT tools, the success of conversational-AI is dependent on users' perception of a two-way homophily. Building on this argument, we hypothesize the mediating role of social competencies of social awareness and social influence in the relationship between AI users' 'IT mindfulness' and 'AI quality judgments.' We test the theorized model through a sequential mixed-methods approach comprising a quantitative two-wave survey and qualitative interviews with a sample of conversational-AI users. Results from our study largely support the theorized model. We discuss the implications of our study for research and practice.

Paper is NOT Available. Please contact the author(s).

CTO: How Conversational Agents Relieve Teams from Innovation Blockages

Author: **Edona Elshan**, *U. of St Gallen*
Author: **Naim Zierau**, *U. of St. Gallen*
Author: **Andreas Janson**, *U. of St. Gallen*
Author: **Jan Marco Leimeister**, *U. of St. Gallen and U. of Kassel*

Innovation is one of the most important antecedents of a company's competitive advantage and long-term survival. Prior research has alluded to teamwork being a primary driver of a firm's innovation capacity. Still, many firms struggle with providing an environment that supports innovation teams in working efficiently together. Thereby, a team's failure can be attributed to several factors, such as inefficient working methods or a lack of internal communication that leads to so-called innovation blockages. There are a number of approaches that are targeted at supporting teams to overcome innovation blockages, but they mainly focus on the collaboration process and rarely consider the needs and potentials of individual team members. In this paper, we argue that Conversational Agents (CAs) can efficiently support teams in overcoming innovation blockages by enhancing collaborative work practices and, specifically, by facilitating the contribution of each individual team member. To that end, we design a CA as a team facilitator that provides nudges to reduce innovation blocking actions according to requirements we systematically derived from scientific literature and practice. Based on a rigorous evaluation, we demonstrate the potential of CAs to reduce the frequency of innovation blockages. The research implications for the development and deployment of CAs as team facilitators are explored.

Paper is Available to Meeting Registrants Only.

CTO: Consequences of AI Agents Communicating on One's Behalf for Impression Management 

Author: **Camille Endacott**, *U. of North Carolina Charlotte*

Artificially intelligent communication technologies (AICTs) that can operate autonomously with high degrees of conversational fluency can make communication decisions on behalf of their principal users and communicate with those principals' audiences on their behalf. In this study, I explore how the involvement of AICTs in communication activities shapes how principals engage in impression management and how their communication partners form impressions of them. Through an inductive, comparative field study of users of two AI scheduling technologies, I uncover three communicative practices through which principals engaged in impression management when AICTs communicate on their behalf: interpretation, diplomacy, and staging politeness. I also uncover three processes through which communication partners formed impressions of principals when communicating with them via AICTs: confirmation, transference, and compartmentalization. I show that communication partners can transfer impressions of AICTs to principals themselves and outline the conditions under which such transference is and is not likely. I discuss the implications of these findings for the study of technological mediation of impression management in the age of artificial intelligence and present propositions to guide future empirical research.

Paper is Available to Meeting Registrants Only.

Author: **J. Nan Wilkenfeld**, *UC Santa Barbara*

Author: **Bei Yan**, *Stevens Institute of Technology*

Author: **Jujun Huang**, *Stevens Institute of Technology*

Author: **Guirong Luo**, *Stevens Institute of Technology*

Author: **Kristina Algas**, *UC Santa Barbara*

Social chatbots are increasingly designed to offer companionship to humans to improve their psychological well-being. Can they develop social relationships with the technology? How are people influenced by chatbots? Studies testing whether humans will adapt their communication when interacting with a chatbot have provided somewhat mixed results. Applying Communication Accommodation Theory (CAT), this study takes a longitudinal, quantitative approach to answer these questions. It employs natural language processing (NLP) techniques to compare the linguistic patterns in 29,885 conversations between human users and their social companion chatbot, Replika, scraped from Reddit. The results showed that people's linguistic styles gradually converged with that of the chatbots. This convergence was positively related with the relationship development between the user and their Replika companion. These findings suggest that human behavior can be influenced by chatbots through interaction and people can develop relationships with their technological companions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Plenary Session**
Program Session: **1527** | Submission: **18357** | Sponsor(s): **(CTO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 4:00PM - 5:30PMPT (UTC-7)** at **Hyatt Regency Seattle in Elwha B**

CTO Plenary Session

CTO Plenary

Participant: **Michael Barrett**, *U. of Cambridge*

Plenary Presentation by Distinguished Scholar followed by Q&A

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **1528** | Submission: **12867** | Sponsor(s): **(ENT, OB, STR)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Monday, Aug 8 2022 4:00PM - 5:30PMPT (UTC-7)** at **Seattle Convention Center in Room 212**

The Why and How of Founding Teams: Key Theoretical and Methodological Directions

The Why and How of Founding Teams



Moderator: **Audra Grace Quinn**, *Ivey Business School*

Moderator: **Jason F. D'Mello**, *Loyola Marymount U.*

Panelist: **Rajshree Agarwal**, *U. of Maryland*

Panelist: **Denis A. Gregoire**, *HEC Montreal*

Panelist: **Eygeny Kagan**, *Johns Hopkins Carey Business School*

Panelist: **Andrew Pierce Knight**, *Washington U. in St. Louis*

Panelist: **Rebecca Preller**, *Technical U. of Munich*

Panelist: **Balagopal Vissa**, *INSEAD*

Academic research on entrepreneurial founding teams has experienced the proverbial hockey-stick-like growth that founding teams so often envision for their ventures, yet is still in an emergent state. This symposium takes a deep dive into two pivotal challenges facing the field: advancing relevant theoretical developments and mobilizing rigorous methods, with interactive panel discussions among six expert scholars. Participants will also have the chance to engage more closely with panelists through breakout sessions, offering a beneficial opportunity to build a community of multidisciplinary, collaborative, and innovative scholars working together to advance research on founding teams.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

How Do We Do Inclusion?

Session Moderator: **Chiara Trombini, INSEAD**

GDO: **Receiving Social Support Motivates Prosocial Behaviors Developing Diversity, Equity, and Inclusion**    

Author: **Chiara Trombini, INSEAD**

Author: **Zoe Kinias, INSEAD**

Extant research has focused on individual characteristics and contextual factors driving prosocial behaviors, mainly examining same or proximal context dynamics occurring within a brief period of time. Building on attachment theory and generalized exchange theory, we theorize that an interpersonal factor—receiving social support—can foster prosocial behaviors beyond the immediate environment and over years. Receiving social support enhances a sense of relational security which in turn increases motivation to engage in behaviors that benefit others, including attitudinal and behavioral backing of diversity and inclusion efforts. Across three studies, we test our hypotheses with cross-sectional, longitudinal, and experimental data. In Study 1, data from a culturally diverse sample of international business school alumni show a significant positive relationship between receiving social support and engaging in prosocial behaviors both within and outside organizations. Study 2 leverages data of US adults in a multi-wave study to show that receiving social support predicts prosocial activities nineteen years later. Study 3 experimentally manipulates social support with a sample of working US adults and finds that receiving social support fosters prosocial behaviors through boosting a sense of security which in turn increases prosocial motivation. Taken together, our findings suggest that receiving support in different forms and from various sources can have a long-term prosocial effect on organizations and society, with cross-cultural generalizability.

Paper is NOT Available. Please contact the author(s).

GDO: **Enhancing Employees’ Daily Inclusion at Work: A Multilevel Temporal Approach to Social Context**   

Author: **Yixuan Li, U. of Florida**

Author: **Chengquan Huang, U. of Florida**

Author: **Jessica Rae Methot, Rutgers U., School of Management and Labor Relations**

Author: **Guiyao Tang, Shandong U.**

The mission of inclusive organizations is to create a positive work environment that makes every employee feel like a valued part of the organization. Achieving this goal relies upon not only inclusion initiatives that reduce overall bias and conflict, but also, more importantly, the crafting of day-to-day social context that ultimately enhances employees’ inclusion experiences. Yet, we have a limited understanding about the nature of social context that engenders daily employee inclusion. Integrating the functions of positive work relationships model with inclusion research, we adopt a multilevel temporal approach to investigate how coworker social interactions at the daily level interact with inclusive climate at the unit level to impact employees’ daily inclusion, and subsequently their activities during and after work. We surveyed 97 employees from 31 pharmacies in China over 10 consecutive workdays (N = 911). Results showed that daily support-related coworker interactions enhanced employees’ daily inclusion, which translated into enhanced task proficiency at work and problem-solving pondering after work. The positive association between daily coworker interactions and perceived inclusion was stronger for employees working in stores with higher (vs. lower) inclusive climates, and employees’ socioemotional attribution of coworker interactions mediated the moderating effect of inclusive climate.

Paper is Available to Meeting Registrants Only.

 GDO: **Investigating Marketplace Accessibility Through A Service Provider Lens**    

Author: **Katharina Husemann, King's College London**

Author: **Anica Zeyen, Royal Holloway, U. of London**

Author: **Leighanne Higgins, Lancaster U. Management School**

Marketplace accessibility refers to the creation, maintenance, and experience of a barrier-free market environment for disabled consumers’ independent market participation. So far, extant research focused on capturing the experiences of disabled customers and their coping strategies. Yet, research on understanding the service provider view is limited. In this study, we address this gap through an ethnographic study of museums and their access programs for visually impaired visitors. By analyzing our findings through a post-human lens, we uncover that service providers facilitate three forms of access: autonomous, embodied, and social. Autonomous access refers to facilitating an independent marketplace experience at the customers’ own discretion. Embodied access refers to providing a safe market environment that allows customers to engage in multi-sensory experiences. Social access enables building and creating a sense of belonging in the marketplace. We further identify, inclusionary challenges that service providers employ to overcome challenges of exclusion inherent in each form of access

Paper is NOT Available. Please contact the author(s).

Author: **Sina Alessa Kraus**, *ESCP Business School*

Author: **Marion Festing**, *ESCP Business School*

Author: **Helen De Cieri**, *Monash U.*

We are in an era of massive global disruption, and individuals are often expected to navigate complex and volatile situations with diverse colleagues whilst at work. Despite decades of research on inclusion in workplaces, we know surprisingly little about how to identify and measure individuals' capability to relate and work in inclusive ways. Drawing on optimal distinctiveness theory and building a bridge between research in the fields of inclusion and intercultural management, by considering the concept of cultural intelligence, we introduce a definition and conceptualization of 'inclusion competence'. We build on this conceptualization by developing and validating a 20-item inclusion competence scale, using three interlocking studies with five samples (total N = 2051) across four countries (UK, Sweden, Australia, USA). We confirm the scale's dimensionality and measurement invariance as well as provide evidence for convergent and discriminant validity. We contribute to scholarship across the fields of inclusion and capability development by offering a theory-driven construct and scale that assesses individual capability for inclusion at work. Our scale could be applied in many organizational settings as a diagnostic tool or for self-reflection. Overall, our work offers new directions for scholars and practitioners to understand and foster employees' contributions to inclusion.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1530** | Submission: **18655** | Sponsor(s): **(GDO)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 4:00PM - 5:30PMPT (UTC-7)** at **Sheraton Grand Seattle in Jefferson A**

Effects of Being (Dis)Similar at Work

Session Moderator: **Zhu Feng**, *HEC Paris*

GDO: **I Trust You as a Colleague, but Maybe Not as a Friend- Multicultural Experiences on Trust**  

Author: **Zhu Feng**, *HEC Paris*

Existing literature has explored various intrapersonal outcomes of multicultural experiences but little in interpersonal consequences. The present paper aims to investigate how monocultural people perceive cultural in-group peers' multicultural experiences as an evaluative cue in trust decisions. Based on social cognitive theory, I argue that individuals' multicultural experiences positively influence cognition-based and affect-based trust. Based on social identity and similarity attraction theory, I also propose that individuals who highly identifies with their cultural group would affectively trust peers without multicultural experience more than those with such experiences. Two experiments with two different cultural group samples generally supported the hypotheses. Both theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

 GDO: **Political Dissimilarity Effects at Work during U.S. Elections: A Dynamic Perspective**  

Author: **Max Reinwald**, *LMU Munich*

Author: **Rouven Kanitz**, *Rotterdam School of Management, Erasmus U.*

Author: **Julia Backmann**, *U. College Dublin*

Author: **Peter Bamberger**, *Tel Aviv U.*

Author: **Martin Hoegl**, *LMU Munich*

Dissimilarity research has paid little attention to the consequences of political belief differences in the workplace. This oversight seems surprising, given the polarized political landscapes in many Western societies that may significantly alter organizational behavior. During the 2020 United States presidential election, we conducted an experience sampling study on 147 employees across ten consecutive workdays. We examined the relationships between political dissimilarity and trajectories of experienced interpersonal conflict at work using a discontinuous growth curve modeling approach. The findings revealed that an individual's perceived political dissimilarity had no significant impact on interpersonal conflict before the election day. However, the effect became significant on the election day, and remained present for six days of the observed post-election period. Moreover, post hoc analysis revealed that interpersonal conflict harmed next-day work engagement only when leaders were not perceived as collaborative in their conflict response. This indicates ways of mitigating the negative consequences of politics-induced conflict. Taken together, our study reveals political identity as a critical but under-explored dimension of workplace dissimilarity that becomes salient with political macro events. We also demonstrate spillover effects of political macro events on organizational behavior and advance dissimilarity research from a multilevel-dynamic perspective.

Paper is NOT Available. Please contact the author(s).

GDO: **Birds of a Feather Seek Help From Each Other: A Control-Motivated Account of Similarity Attraction**

Author: **Anyi Ma**, *Tulane U.*

Author: **Jessica Jee Won Paek**, *Fuqua School of Business, Duke U.*

Author: **Jae Yun Kim**, *Asper School of business, U. of Manitoba*

Author: **Fangzhou Liu**, *Huazhong U. of Science and Technology*

Research on compensatory control theory (CCT) has found that people who lack personal control are especially likely to seek coherent and structured environments. Drawing on CCT, we propose that seeking help from coworkers who employees perceive to be more similar (vs. dissimilar) to themselves affords help-seekers a greater sense of structure and predictability. Thus, when employees' sense of personal control is threatened, they would be more likely to seek help from similar others, and this behavioral pattern would be mediated by a higher need for structure. Given that the tendency to affiliate with similar others reduces the likelihood that employees would be exposed to diverse perspectives that are crucial for creativity, we also predicted that the increased similarity attraction (elicited by a lack of control) would be associated with reduced employee creativity. Six studies (N = 89, 273, four pre-registered), including field and experimental studies, support our predictions. Taken together, these findings have important implications for employees' abilities to harness the power of diversity and differences at work.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **1531** | Submission: **14697** | Sponsor(s): **(GDO, OMT, MOC)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 4:00PM - 5:30PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Jefferson B**

Beyond Structure: How Men and Women Perceive, Experience, and Utilize Their Professional Networks *Gender and Network Perception and Utilization*



Session Chair: **Elizabeth Lauren Campbell**, *Rady School of Management, U. of California San Diego*

Session Chair: **Catherine Shea**, *Carnegie Mellon U. - Tepper School of Business*

Presenter: **Roman V. Galperin**, *McGill U. - Desautels Faculty of Management*

Presenter: **Jennifer M. Merluzzi**, *George Washington U.*

Presenter: **Kristin Cullen-Lester**, *U. of Mississippi*

Presenter: **Meredith Lauren Woehler**, *Purdue U.*

Presenter: **Houston Floyd Lester**, *U. of Mississippi*

Presenter: **Pol Solanelles**, *U. of Mississippi*

Presenter: **Ren Li**, *The Hong Kong Polytechnic U.*

Presenter: **Kaylene McClanahan**, *U. of California, Los Angeles*

Presenter: **Raina A. Brands**, *UCL School of Management*

Discussant: **Adina D. Sterling**, *Stanford Graduate School of Business*

Social and professional networks are consequential for professional success because who individuals are connected to determines access to valuable resources and opportunities that facilitate career advancement. Problematically, there is evidence of gender differences in networks, which are thought to be a contributing factor to persistent gender gaps in the workplace. Evidence of inequality in the returns men and women experience even from equivalent network structures underscores the importance of going beyond structure to understand how men's and women's networks impact their experiences at work and their career trajectories. This symposium contributes to this growing area of research by bringing together four projects that speak to gender differences in how men and women perceive, experience, and utilize their social and professional networks.

Who do men and women go to for help at work? Advice network homophily and task-level organization

Author: **Roman V. Galperin**, *McGill U. - Desautels Faculty of Management*

Author: **Jennifer M. Merluzzi**, *George Washington U.*

The impact of a sponsor's goal: Gender, goals, and cognitive network activation in sponsorship

Author: **Elizabeth Lauren Campbell**, *Rady School of Management, U. of California San Diego*

Author: **Catherine Shea**, *Carnegie Mellon U. - Tepper School of Business*

Calling on ties when everyone is under siege: Gender, pervasive threat, and network utilization

Author: **Kristin Cullen-Lester**, *U. of Mississippi*

Author: **Meredith Lauren Woehler**, *Purdue U.*

Author: **Houston Floyd Lester**, *U. of Mississippi*

Author: **Pol Solanelles**, *U. of Mississippi*

Unintended consequences: #MeToo, salience of accusations, and women's exclusion from networks

Author: **Ren Li**, *The Hong Kong Polytechnic U.*

Author: **Kaylene McClanahan**, *U. of California, Los Angeles*

Author: **Raina A. Brands**, *UCL School of Management*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1532** | Submission: **19009** | Sponsor(s): **(HCM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 4:00PM - 5:30PMPT (UTC-7)** at **Seattle Convention Center in Room 610**

The Patient at the Center

Session Moderator: **Amber Stephenson**, *The David D. Reh School of Business, Clarkson U.*

HCM: Surrounded by Time: The Patient at the Center of Intersubjective Time Relationships 

Author: **Paul Gemmel**, *Ghent U.*
Author: **Bert Meijboom**, *Tilburg U.*
Author: **Melissa De Regge**, *Ghent U.*

The notion of time is frequently approached from an absolute perspective. Yet there has also been an increase in interest in subjective views of time. In this paper, we discuss the theories of temporal schemata (of individuals) and temporal structures (of organizations), and how the two interact—i.e., intersubjective time relationships. Empirically, we address this interplay in the context of oncology patients. Data was collected through interviews with patients and their relatives and from patients' diaries of their treatment journey. We contribute to the conceptual knowledge of subjective time by empirically studying how cancer patients experience multiple temporal structures in their care process. We find evidence that the interplay of the individual time schemata of the patient and informal caregiver on one hand, and the temporal structures of multiple organizations in which they are involved on the other, encompasses a complex network of intersubjective time relationships. This goes largely beyond the one-on-one patient–physician encounter. Moreover, this interplay is not only perceived and interpreted in current practice, but also in the past and an imagined future. The study further shows that some patients entrain to the hospital's temporal structure, whereas others resist it. We conclude that the design of temporal structures, such as appointment systems, should be based on a better understanding of the network of intersubjective time relationships in which a patient is embedded.

Paper is Available to Meeting Registrants Only.

HCM: Do Patient Engagement Functionalities impact Quality Outcomes? The Mediating Role of EHR Presence  

Author: **Soumya Upadhyay**, *U. of Nevada Las Vegas*
Author: **Neeraj Bhandari**, *U. of Nevada Las Vegas*

Engaging patients in their own care through information technology has the potential to improve healthcare quality. We examine how the intensity of adoption of EHR functionalities (“EHR presence”) mediates the direct effect of patient engagement functionalities on quality outcomes, represented by readmission rates. Our cross-sectional pooled study design employed hospital-level data (2014-2018) containing 3,547 observations for general acute care hospitals. The independent variable measured the breadth of patient engagement functionalities adopted at a hospital and the mediating variable measured the comprehensiveness of EHR implementation at a hospital. The dependent variables were mean time to readmission for Acute Myocardial Infarction (AMI), Pneumonia (PN), and Heart Failure (HF). We used Baron and Kenny method to test mediation effects. We found patient engagement is associated with reduced AMI readmission rates, both directly and via the EHR presence. EHR presence was found to mediate the effect of patient engagement on AMI readmission rates; a one-unit increase in patient engagement via EHR presence is associated with a 0.33% decrease in AMI readmission rate ($p < 0.05$). However, for other disease categories, findings were not significant (HF) or contradicted the hypotheses (PN). Patient engagement through IT in hospitals that have implemented comprehensive EHR has the potential to reduce readmission rates in some disease categories. Patient engagement functionalities work better through synergistic effects with EHR in influencing quality outcomes. Hospitals should leverage the investments they have made in EHR infrastructure, and use it towards engaging patients in their own care.

Paper is Available to Meeting Registrants Only.

HCM: Beyond Ingress: Analyzing and Extending the Meaning of Access to Healthcare 

Author: **Lynn Sudbury-Riley**, *U. of Liverpool Management School*
Author: **Philippa Hunter-Jones**, *U. of Liverpool Management School*
Author: **Ahmed Al-Abdin**, *U. of Liverpool Management School*

We argue that continuing to accept current views of healthcare access not only confines our appreciation of what access actually involves, but also restricts management understanding of what is required from healthcare organizations in order to tackle access barriers currently hindering the realization of health benefits for many people. Consequently, we proffer a new theoretical framework that conceptualizes healthcare access as a journey towards benefit realization. At each journey stage are myriad contrivances which enable or constrain progress. Illustrating our framework with data from an extensive multimethod mixed methods approach to the study of hospice and end of life care, we show how it overcomes the limitations inherent in current access frameworks, broadens our understanding of what healthcare access actually means, and provides a context that enables the identification of previously concealed barriers. As such, our framework offers a new way of considering healthcare access that can contribute to overcoming the numerous obstacles and spatial inequalities currently found when people attempt to access many healthcare services.

Paper is NOT Available. Please contact the author(s).

Author: **Sasmira Matta**, *The Wharton School, U. of Pennsylvania*

Author: **Yuna Lee**, *Columbia U.*

Author: **Mark Schlesinger**, *Yale U.*

Author: **Ingrid Nembhard**, *The Wharton School, U. of Pennsylvania*

Research suggests that using insights from patient narratives ? stories about care experiences in patients' own words ? has the potential to improve care. Qualitative reports, however, largely indicate that narratives have evoked mixed response among healthcare providers. Systematic study of which individuals and settings perceive narratives to be useful versus not to offer a clearer account of the variance in perceived usefulness has been lacking. Such analysis is critical because perception of value often dictates if and how information is used, which shapes the opportunity to leverage narratives for quality improvement. Our objective in this study was to assess perceived usefulness of patient narratives in primary care and identify individual- and clinic-related correlates of perceived usefulness. To do this, we conducted a cross-sectional study of 276 clinical and administrative personnel in nine primary care clinics affiliated with a health system in the United States. We collected their impressions of narratives, individual characteristics, and perceptions of some of their clinic's characteristics. We used multilevel regression to examine possible correlates of perceived usefulness suggested by prior qualitative research. Perceived usefulness of patient comments was high overall (3.92 out of 5). Of the individual-related characteristics examined: burnout ($\beta=0.128$, $p=0.045$) and professional role were associated with perceived usefulness. Care team roles (e.g., physicians) reported greater usefulness than administrative support roles ($\beta=0.242$, $p=0.027$) and similar usefulness as administrators/supervisors ($\beta=0.191$, $p=0.420$). Job dissatisfaction, tenure, and sex had no association with perceived usefulness. Of the clinic-related characteristics reported by participants, frequency of seeing patient comments was not associated with perceived usefulness ($\beta=0.003$, $p=0.948$), whereas greater belief that their clinic engaged in more improvement efforts linked to patient feedback ($\beta=0.225$, $p=0.001$) and had a learning orientation ($\beta=0.171$, $p=0.080$) were associated with higher perceived usefulness. Overall primary care staff perceive narratives to be useful. However, perception varies by individual characteristics and clinic-related perceptions. Therefore, organizations should continue collecting and sharing narratives with their personnel, and ensure that structures and resources are available to support initiatives to learn from and respond to patients' narrative feedback, as much of the variance is linked to organizational support.

KEY TO SYMBOLS

Paper is Available to Meeting Registrants Only.



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1533** | Submission: **10515** | Sponsor(s): **(HCM, CTO, ODC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 4:00PM - 5:30PMPT (UTC-7)** at **Seattle Convention Center in Room 608**

Relationships and Resilience in the COVID-19 Pandemic *Relationships and Resilience in the Pandemic*



Session Chair: **Jody Hoffer Gittel**, *Brandeis U.*
Presenter: **Lauren Hajjar**, *Suffolk U.*
Presenter: **Julius Yang**, *Beth Israel Lahey*
Presenter: **Ben Kragen**, *Brandeis U.*
Presenter: **Heba Naim Ali**, *Brandeis U.*
Presenter: **Ellis Dillon**, *Palo Alto Medical Foundation*
Participant: **Sien Deng**, *Palo Alto Medical Foundation Research Institute*
Participant: **Cheryl Stults**, *Palo Alto Medical Foundation Research Institute*
Participant: **Meghan Martinez**, *Palo Alto Medical Foundation Research Institute*
Participant: **Suzanne Pertsch**, *Palo Alto Foundation Medical Group*
Participant: **Lauren Weger**, *Palo Alto Foundation Medical Group*
Presenter: **Samer Faraj**, *McGill U.*
Presenter: **Anand Bhardwaj**, *McGill U. - Desautels Faculty of Management*
Presenter: **Kathy Malas**, *CHUM Research Centre*
Discussant: **Kathleen M. Sutcliffe**, *Johns Hopkins U.*
Discussant: **Timothy J. Vogus**, *Vanderbilt U.*

Society, organizations, and individuals inevitably face crises that threaten their functioning and even survival. As a result, crisis management scholars have sought to explain both the nature and impact of crises and how organizations effectively prepare for, respond to, and overcome various forms and degrees of challenges (Williams, Gruber, Sutcliffe, Shepherd, & Zhao, 2017). In response to a rise of grand challenges (e.g., Covid-19 pandemic), there have been a number of calls for management research to further explore the crisis-organization interaction, including how to develop resilience not only to respond to adversity but also to use it as an opportunity for future growth (van der Vegt, Essens, Wahlström, & George, 2015; Williams & Shepherd, 2016). Following this, our symposium aims to provide a unique and critical perspective that focuses on relational practices as the approach to address grand challenges as well as the relational capability to respond to and recover from adversity. In the context of crisis management, relational practice has been considered an important approach to shape immediate response to disturbances and ultimately enhance reliability to challenging events (Williams et al., 2017). For example, Gittel (2008) found that relational coordination—communicating and relating for the purpose of task integration—is critical in overcoming challenges. The coordinated collective response across multiple functions or roles create a relational system that enables and strengthens resilient responses to external pressures. Similarly, Shepherd and Williams (2014) and Colquitt et al. (2011) found that trust is an elemental capability to enable a more effective response to a disaster.

Use of Incident Command System to Improve Relational Capacity Among Providers

Author: **Lauren Hajjar**, *Suffolk U.*
Author: **Julius Yang**, *Beth Israel Lahey*

Telehealth for Coordinating Between Patients, Families, and Care Providers during COVID-19

Author: **Ben Kragen**, *Brandeis U.*

Clinician Resilience During COVID: The Role of Work-Life Balance and Relational Coordination

Author: **Heba Naim Ali**, *Brandeis U.*
Author: **Jody Hoffer Gittel**, *Brandeis U.*
Author: **Sien Deng**, *Palo Alto Medical Foundation Research Institute*
Author: **Cheryl Stults**, *Palo Alto Medical Foundation Research Institute*
Author: **Meghan Martinez**, *Palo Alto Medical Foundation Research Institute*
Author: **Suzanne Pertsch**, *Palo Alto Foundation Medical Group*
Author: **Lauren Weger**, *Palo Alto Foundation Medical Group*
Author: **Ellis Dillon**, *Palo Alto Medical Foundation*

Relationships and Resilience: How a Major Canadian Tertiary Care Center Responded to the Pandemic

Author: **Samer Faraj**, *McGill U.*
Author: **Anand Bhardwaj**, *McGill U. - Desautels Faculty of Management*
Author: **Kathy Malas**, *CHUM Research Centre*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**

Program Session: **1534** | Submission: **10265** | Sponsor(s): **(IM)**

Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**

Scheduled: **Monday, Aug 8 2022 4:00PM - 5:30PMPT (UTC-7)** at **Seattle Convention Center in Skagit 2**

International Management Division Hyundai Motor Eminent Scholar Award

IM Division Hyundai Motor Eminent Scholar Award

Session Chair: **Jaeyong Song**, *Seoul National U.*

Award Recipient: **Donald Lessard**, *Massachusetts Institute of Technology*

Discussant: **Bruce Kogut**, *Columbia Business School*

Discussant: **Alvaro Cuervo-Cazurra**, *Northeastern U.*

This award recognizes lifetime achievement in international management scholarship. In this session, we review and celebrate selected scholar's contributions to the theory and practice of international management.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Organizational Theories and E-management

Session Moderator: **Jiayin Qi**, *Shanghai U. of International Business and Economics*

MC: Untangling Organizational Change in a Chinese State-Owned Company: A Grounded Theory Case Study 

Author: **Tiantian Yan**, *Shanghai U. of International Business and Economics*
Author: **Jiayin Qi**, *Shanghai U. of International Business and Economics*
Author: **Sabine Khalil**, *ICD Business School*
Author: **Nataliia Korotkova**, *Norwegian U. of Science and Technology*
Author: **Elisabeth Joyce**, *Edinboro U.*

In its zeal for organizational change, a Chinese state-owned enterprise encountered a myriad of impediments. This inductive case study aims to examine and untangle the roots of those impediments through grounded theory. The research results suggest that employees' attitudes towards change, organizational aspiration for change, and change context affect the process of change. In particular, (1) employees with higher adaptive capability on change and lower professional status are inclined to have a more positive attitude towards change; (2) higher organizational performance and poor communication of reforms decrease organizational desire or inclination for change; (3) informal influence of internal information spread promotes acceptance of reform; and (4) external influence of consultants accelerates acceptance of change. As a result, S Group implemented corresponding unfreezing change strategies, which eventually won the support for change of a majority of employees. This engaged case study also provides new insights into Bourdieu's Practice Theory as applied in the context of Chinese state-owned companies.

Paper is Available to Meeting Registrants Only.

MC: e-Managers: Out of Sight, But Still in Mind - A New Era of Management     

Author: **Laura Khachan**, *U. Paul Valery, Montpellier*

The COVID-19 crisis has made telecommuting the answer to sustain the economic activity, preserve jobs, and keep organizations functioning remotely and scrambling to stay afloat. The pandemic's substantial impact has led to a new normal, hence fostering the digital e-Management era. But how do we manage at a distance? Little attention has been given to how distant management is requiring new-fangled e-skills and putting some old managerial practices on their deathbed. e-Managers need to overcome the hurdles engendered by the complementarity between human and digital collaboration. This paper explores the COVID-19-fueled trends inside organizations in a Socio-economic Approach to Management. Going from the dysfunctions and hidden costs detected during an Intervention Research in a company in the Middle East, this paper folds some managerial experience into an e-Manager Assistance Kit. It gives a shortcut to best managerial practices and draws on the important reskilling to reflect upon in the Work-From-Anywhere WFA era through a Management Consulting process. A successful e-Manager reinforces an Unbossed culture, empowers people, cuts them some slack, boosts Tech literacy programs, supports flexible and asynchronous schedules beyond the "Fordist" 9-to-5 culture, and helps people reach some work-life balance.

Paper is Available to Meeting Registrants Only.

MC: Bourdieu's Practice Theory as Framework for Grasping Organizational Change: A Case Study in China 

Author: **Elisabeth Joyce**, *Edinboro U.*
Author: **Tiantian Yan**, *Shanghai U. of International Business and Economics*
Author: **Jiayin Qi**, *Shanghai U. of International Business and Economics*
Author: **Nataliia Korotkova**, *Norwegian U. of Science and Technology*
Author: **Sabine Khalil**, *ICD Business School*

Efforts to enact organizational change in a Chinese state-owned group faced impediments. This study examines the roots of those impediments through Bourdieu's Practice Theory's attention to Habitus, Field, and Capital. In so doing, this case study finds that centers of Economic Capital are inhibitory to organizational change, while centers of Social and Cultural Capital embrace it. Those enmeshed in the Field are also more likely to support change, as are those who work to convince others about its benefits, through the action of Moves in the Habitus. As a result of these findings, the authors propose solutions, based on Bourdieu's principles, to ensure successful organizational change, including recognition of influencers with Social Capital and working more intensively with those low in Economic Capital.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1536** | Submission: **19582** | Sponsor(s): **(OB)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 4:00PM - 5:30PMPT (UTC-7)** at **Seattle Convention Center in Room 306**

The Experience of Nontraditional Work

Session Moderator: **Tina Saksida**, *U. of Prince Edward Island*

OB: Should I Stay or Should I Go? Ride-hail Driver Reactions to Uber's Covid-19 Response 

Author: **Tina Saksida**, *U. of Prince Edward Island*

Author: **Katarina Katja Mihelic**, *U. of Ljubljana School of economics and business*

Author: **Michael Maffie**, *Pennsylvania State U.*

Author: **Barbara Culiberg**, *U. of Ljubljana, School of Economics and Business*

Author: **Ajda Merkuž**, *School of Economics and Business, U. of Ljubljana*

While the COVID-19 pandemic has been a disruptive event for most workers, it has disproportionately affected low-skilled occupations; one such example are platform (gig) workers contracted by ride-hail companies (e.g., Uber, Lyft) to transport passengers. Grounded in psychological contract theory and platform labor research, the purpose of this study was to develop and test a conceptual model of ride-hail drivers' affective and cognitive reactions to Uber's (lack of) commitment to safe working conditions after the onset of the COVID-19 pandemic. Employing a sample of Uber drivers from the United States ($n = 202$), we show that when drivers' perceptions of Uber's commitment to safety were unfavorable, they were more likely to experience feelings of psychological contract violation, which in turn increased their cynicism toward Uber and decreased trust. But while trust in Uber was negatively related to drivers' intentions to withdraw from their occupation, organizational cynicism only predicted withdrawal intentions for those drivers who did not believe that they had many job alternatives available outside of platform work. We draw on the emerging literature on situational diversity and economic dependence among platform workers to discuss this unexpected finding.

Paper is NOT Available. Please contact the author(s).

OB: The Individual Differences and Competencies of Hybrid Workers: A Systematic Review

Author: **Samantha Jones**, *U. of Calgary*

Author: **Thomas Alexander O'Neill**, *U. of Calgary*

Author: **Cristina Gibson**, *Pepperdine Graziadio Business School*

Author: **Matthew McLarnon**, *Mount Royal U.*

Despite the significant increase in employees working away from the traditional office (i.e., hybrid work), our understanding of the individual differences that support hybrid workers' success remains fragmented, limiting theoretical development and practical applications. To remedy this gap in the literature, we conducted a systematic review of the individual differences and capabilities (i.e., traits, abilities, skills) related to hybrid work outcomes (e.g., job performance, job satisfaction). We identified 53 studies published in 49 published and unpublished sources. Then, to gain an understanding of common clusters of individual differences and capabilities, we inductively grouped the extracted study variables to identify three trait and ability clusters (e.g., Big Five Personality, other personality constructs, abilities) and four higher-order competency clusters (e.g., self-management, interpersonal-focused, leadership-specific, technology-based). To aid in practical applications and future research directions, we connected these trait and competency clusters to two computer-mediated work theories (e.g., media richness theory, social presence theory) and two organizational behavior theories (e.g., trait activation theory, role theory).

Paper is Available to Meeting Registrants Only.

OB: What Motivates Gig Workers? An Integrative Review and Research Agenda

Author: **Anjana Karumathil**, *Doctoral Student at Indian Institute of Management Bangalore*

Author: **Ritu Tripathi**, *Indian Institute of Management, Bangalore*

Shaped by transformations in technology, economic structures, and organization settings, gig work has received increasing scholarly attention for the past two decades. Our integrative review provides a synthesis of extant scholarship connected to the motivation of individuals in this new world of work. Through bibliometric analysis, we approach gig worker motivation from four perspectives: the traditional organization scholar perspective, the technocentric control perspective, the flexibility perspective, and the identity perspective. In doing so, our review article offers a landscape of extant scholarship on gig worker motivation in terms of theoretical frameworks, anomalies, and opportunities for future research.

Paper is Available to Meeting Registrants Only.

OB: Experiencing the Pull and Push: Influences on Independent Contractor Motivation and Job Satisfaction

Author: **Andrew Miller**, *James Madison U.*

Author: **Adam J. Vanhove**, *James Madison U.*

The number of individuals engaging in non-standard employment is increasing. Drawing on self-determination theory (SDT), this study examines the motivation and job satisfaction of independent contractors, a prominent alternative work arrangement subgroup. Specifically, we examine how the rationale for workers entering contracting work arrangements affects in-role contractor motivation and job satisfaction. Based on a sample of $N = 241$ adjunct instructors from two universities, we find that the positive relationship between those entering contracting because they perceived the work would offer autonomy, flexibility and the ability to pursue personally interesting work (pull factors) and their resultant job satisfaction is fully mediated by the level of autonomous motivation actually experienced in their work. The degree to which individuals entering contract work because of an inability to secure a desired work role or pursue their preferred career path (push factors) was inversely related to job satisfaction, which was not mediated by autonomous nor controlled motivation. Finally, the level of perceived supervisor and organizational support that contractors experienced did not moderate the relationship between either push or pull factors and autonomous motivation. This study demonstrates the importance of recruiting and selecting contractors that value the benefits of contract work (e.g., autonomy, flexibility). It also highlights the need for future research to understand the role of leadership in autonomous, alternative work arrangements.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **1537** | Submission: **14105** | Sponsor(s): **(OB, CM, HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 4:00PM - 5:30PMPT (UTC-7)** at **Seattle Convention Center in Room 4C2**

**Still in Search of a Just Workplace: Insights from Ongoing
Research on Organizational Justice**
Still in Search of a Just Workplace



Organizer: **Seoin Yoon**, *Texas A&M U.*
Organizer: **Joel Koopman**, *Texas A&M U.*
Discussant: **Joel Brockner**, *Columbia U.*
Presenter: **Fadel Khalil Matta**, *U. of Georgia*
Presenter: **Braydon Shanklin**, *U. of Georgia*
Presenter: **Midori Nishioka**, *U. of Waterloo*
Presenter: **Seoin Yoon**, *Texas A&M U.*

Despite decades-long efforts investigating organizational justice by researchers and practitioners—and the vast and vibrant literature that has developed accordingly—justice is a complex issue and the quest to achieve a perfectly just workplace remains elusive. To this point, recent studies discovered three challenges that remain to be addressed; 1) some managers tend to adhere to interpersonal justice rules sometimes but violate them at other times, which takes a toll on employees, 2) supervisors’ rule adherence does not quite align with employee’s fairness perceptions, implying that they are likely not on the same page, and 3) achieving a just workplace involves more than just the employee-supervisor dyad—specifically, both context and coworkers add additional complexity and nuance. The goal of this symposium is to draw insight and inspiration from each of these challenges to demonstrate the ways in which researchers can contribute to “creating a better world together.”

Antecedents and Consequences of Justice Variability: A Latent Profile Analysis Approach

Author: **Seoin Yoon**, *Texas A&M U.*
Author: **Joel Koopman**, *Texas A&M U.*
Author: **Nitya Chawla**, *Texas A&M U.*
Author: **Wayne Hochwarter**, *Florida State U.*
Author: **Samantha Jordan**, *U. of North Texas*

The Formation of Fairness Perceptions on the Part of Employees and Managers

Author: **Jason Colquitt**, *U. of Notre Dame*
Author: **Braydon Shanklin**, *U. of Georgia*
Author: **Fadel Khalil Matta**, *U. of Georgia*

COVID Made Your High LMX Unfair

Author: **Fadel Khalil Matta**, *U. of Georgia*
Author: **Emma Laier Frank**, *U. of New Hampshire*

Overall Justice Perceptions Can Undermine Support for Victims of Unfairness

Author: **Midori Nishioka**, *U. of Waterloo*
Author: **Ramona Bobocel**, *U. of Waterloo*
Author: **James W. Beck**, *U. of Waterloo*

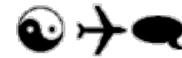
KEY TO SYMBOLS

-  Teaching-oriented
-  Practice-oriented
-  International-oriented
-  Theme-oriented
-  Research-oriented
-  Diversity-oriented
-  Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **1538** | Submission: **12441** | Sponsor(s): **(OB, CM, HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 4:00PM - 5:30PMPT (UTC-7)** at **Seattle Convention Center in Room 609**

New Adversities, New Strategies?: How to Create a Better World During Adverse Times
New Adversities, New Strategies?



Session Chair: **Rashi Dhensa-Kahlon**, *Birkbeck, U. of London*
Session Chair: **Jacqueline A-M Coyle-Shapiro**, *London School of Economics*
Discussant: **Sally Maitlis**, *U. of Oxford*
Participant: **Cody Bradley**, *U. of Arkansas*
Participant: **Adam C. Stoverink**, *U. of Arkansas*
Participant: **Marilla Kingsley**, *U. of Arkansas*
Participant: **Maureen L. Ambrose**, *U. of Central Florida*
Participant: **David X.H. Wo**, *Iowa State U.*
Participant: **Jake Telkamp**, *Iowa State U.*
Participant: **Ellen Ernst Kossek**, *Purdue U.*
Participant: **Tammy D. Allen**, *U. of South Florida*
Participant: **Todd Bodner**, *Portland State U.*
Participant: **Benjamin R. Pratt**, *U. of Central Oklahoma*
Participant: **Matthew Piszczek**, *Wayne State U.*
Participant: **Anthony Misisco**, *Michigan State U.*

Adversity is a common occurrence in organizational life. Challenging, unexpected events can undermine organizational functioning and disrupt performance. A large portion of research on this topic, within management literatures, focuses on adversity faced by organizations as an entity. However, adversity also has a significant, debilitating impact on employees, hindering their ability to go about their daily work. Yet surprisingly few efforts are made to identify how employees face, manage, prepare for, and potentially grow from their adverse work experiences. In supporting the conference theme of “Creating a Better World” this symposium brings together international experts to build and test new theoretical insights about how experiences of adversity are managed at work. Four presentations introduce novel contexts for the study of adversity at work (teams and team performance, employee perceptions of customer-related safety behavior, work-life inclusion inequality and perceptions of unfairness), exploring sources of adversity both outside (e.g., COVID-19) and within (e.g., work-life inequality) organizations. Reactions to adversity are captured at individual, team, customer and climate level, with each paper integrating research on adversity with theories from wider management literatures (e.g., self-expansion theory, Conservation of Resources theory, regulatory theory) and empirically testing propositions based on these theories. We aim to contribute to a more comprehensive understanding of this topic so that our findings can be of value to employees who have endured harm, to organizations who can be better positioned to support their human capital, and to scholars within organizational behavior, conflict management and human resources through fostering new avenues of research.

The Effects of team Disclosure and Team Cohesion on Resilient Team Performance

Author: **Cody Bradley**, *U. of Arkansas*
Author: **Adam C. Stoverink**, *U. of Arkansas*
Author: **Marilla Kingsley**, *U. of Arkansas*

Regulatory Focus and Employee Reactions to Unsafe Customer Behavior

Author: **Maureen L. Ambrose**, *U. of Central Florida*
Author: **David X.H. Wo**, *Iowa State U.*
Author: **Jake Telkamp**, *Iowa State U.*

U.S. Faculty Work-Life Inclusion and Blurring Boundaries in the Overwork University

Author: **Ellen Ernst Kossek**, *Purdue U.*
Author: **Tammy D. Allen**, *U. of South Florida*
Author: **Todd Bodner**, *Portland State U.*
Author: **Benjamin R. Pratt**, *U. of Central Oklahoma*
Author: **Matthew Piszczek**, *Wayne State U.*
Author: **Anthony Misisco**, *Michigan State U.*

The Nature and Consequences of Talking about Injustices at Work

Author: **Rashi Dhensa-Kahlon**, *Birkbeck, U. of London*
Author: **Jacqueline A-M Coyle-Shapiro**, *London School of Economics*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **1539** | Submission: **12108** | Sponsor(s): **(OB, HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 4:00PM - 5:30PMPT (UTC-7)** at **Seattle Convention Center in Room 4C3**

Tuning into the Life Cycle of Voice: Voice Emergence, Adoption, and Decline into Silence

The Life Cycle of Voice



Organizer: **Nathan Black**, *U. of Iowa*
Organizer: **Daniel Newton**, *U. of Iowa*
Discussant: **Elizabeth Wolfe Morrison**, *New York U.*
Presenter: **Jing Wu**, *BI Norwegian Business School*
Participant: **Subrahmaniam Tangirala**, *U. of Maryland*
Participant: **Pengcheng Zhang**, *School of Management, Huazhong U. of Science and Technology*
Presenter: **Nathan Black**, *U. of Iowa*
Participant: **Stephen Reid**, *U. of Iowa*
Participant: **Jennifer Nahrgang**, *U. of Iowa*
Participant: **Daniel Newton**, *U. of Iowa*
Presenter: **Wayne Johnson**, *Cornell SC Johnson College of Business*
Participant: **Elizabeth McClean**, *Cornell SC Johnson College of Business*
Presenter: **Junchao Li**, *Rutgers Business School*
Participant: **Lin Wang**, *Sun Yat-Sen U.*
Participant: **Chengquan Huang**, *U. of Florida*
Participant: **Crystal I Chien Farh**, *U. of Washington*

Voice—employees' discretionary communication of ideas or identification of potential problems—is a key driver of innovation, enhanced productivity, and greater status for voicers. With the benefits of voice well-documented, nascent inquiry has begun to elucidate essential elements of the voice lifecycle—i.e., its emergence, adoption and implementation, and eventual decline into silence. The proposed symposium features four empirical papers that address novel and theoretically interesting aspects of the voice lifecycle. Related to voice emergence, we examine the effects of power dynamics in leader-follower dyads on constructive and destructive forms of voice, as well as the relationship between misfit and voice. Related to the adoption of voice, we consider the effects of the perceived novelty and usefulness of creative ideas on their perceived cost and adoption by managers. Related to the decline of voice into silence, we consider the potentially detrimental effect of silence on employees' ruminative thinking and subsequent negative behavior. Taken together, our symposium offers an expanded view of the voice lifecycle.

When Voice Takes Constructive Rather Than Destructive Forms in Leader-Follower Dyads

Author: **Jing Wu**, *BI Norwegian Business School*
Author: **Subrahmaniam Tangirala**, *U. of Maryland*
Author: **Pengcheng Zhang**, *School of Management, Huazhong U. of Science and Technology*

Here's to the Misfits: Investigating Whether Misfit Magnifies or Mutes Employee Voice

Author: **Nathan Black**, *U. of Iowa*
Author: **Stephen Reid**, *U. of Iowa*
Author: **Jennifer Nahrgang**, *U. of Iowa*
Author: **Daniel Newton**, *U. of Iowa*

The Paradox of Creative Ideas: How Novelty and Utility Affect Adoption Differently

Author: **Wayne Johnson**, *Cornell SC Johnson College of Business*
Author: **Elizabeth McClean**, *Cornell SC Johnson College of Business*

Keep It Unsaid but Can't Let It Go: A Rumination Perspective on the Daily Effects of Silence

Author: **Junchao Li**, *Rutgers Business School*
Author: **Lin Wang**, *Sun Yat-Sen U.*
Author: **Chengquan Huang**, *U. of Florida*
Author: **Crystal I Chien Farh**, *U. of Washington*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: **1540** | Submission: **11473** | Sponsor(s): **(OB, HR, MOC)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 4:00PM - 5:30PMPT (UTC-7)** at **Seattle Convention Center in Room 305**

Aligning the Stars: Theoretical and Empirical Advancements in Star Performer Research



Advancements in Star Performer Research

Organizer: **Alexander Hamrick**, *Auburn U.*

Organizer: **Pauline Schilpzand**, *Oregon State U.*

Presenter: **Alexander Hamrick**, *Auburn U.*

Presenter: **Haibo Liu**, *U. of California, Riverside*

Presenter: **Christopher Winchester**, *U. of Minnesota Carlson School of Management*

Presenter: **Daniel Tzabbar**, *Drexel U.*

Presenter: **Jonathan Hendricks**, *U. of Nebraska, Lincoln*

The papers included in this symposium aim to shed light on some of the current theoretical advancements and knowledge creation related to star performers. The papers draw from a diverse set of theories (e.g., self-conscious emotions, trait-activation, conservation of resources, etc.) and deploy a broad set of methodologies (e.g., field-based, experimental, qualitative, archival, conceptual) to investigate novel research topics related to how stars behave towards their peers, how stars' presence within work teams impact team members, what factors influence the decline of stardom, and the performance implications of star mobility. Additionally, these papers investigate these topics in a diverse set of samples, such as real estate agents, NBA players, students and project teams, and lead portfolio fund managers to garner holistic insights related to star phenomena. Through the presentations and discussions associated with this symposium we hope to feature some of the current advancements and findings within the star literature while also illuminating the need for extending this growing constellation of research.

Light the Way or Keep Others in the Dark? How Pride Influences Stars' Helping vs. Knowledge-Hiding

Author: **Alexander Hamrick**, *Auburn U.*

Author: **Pauline Schilpzand**, *Oregon State U.*

Author: **Michael Wesson**, *Auburn U.*

The Decline of Star Performers

Author: **Haibo Liu**, *U. of California, Riverside*

The Impact of Stars in our Orbit: How and Why High Performers Shape Peer Proactivity

Author: **Christopher Winchester**, *U. of Minnesota Carlson School of Management*

Author: **Elizabeth Margaret Campbell**, *U. of Minnesota*

Author: **Matt Call**, *Texas A&M U., College Station*

Can They Risk It? Departing Star Manager Ownership Structure and Fund Performance

Author: **Thomas Miller**, *Union Square Capital Partners*

Author: **Daniel Tzabbar**, *Drexel U.*

Author: **Donghwi Seo**, *Central Connecticut State U.*

When Do You Have a Friend in Me? Age, Tenure, and Team Ability as Boundary Conditions of Star OCBs

Author: **Jonathan Hendricks**, *U. of Nebraska, Lincoln*

Author: **Jia Yu**, *U. of Nebraska, Lincoln*

Author: **Matt Call**, *Texas A&M U., College Station*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **1541** | Submission: **18374** | Sponsor(s): **(ODC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 4:00PM - 5:00PMPT (UTC-7)** at **Seattle Convention Center in Ballroom 6B**

ODC Business Meeting & Awards
ODC Business Meeting & Awards

Program Chair: **Richard W. Stackman**, *U. of San Francisco*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1542** | Submission: **18531** | Sponsor(s): **(SAP)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 9:00AM - 10:30AMPT (UTC-7)** at **Sheraton Grand Seattle in Grand Ballroom A**

Strategy Practice in Novel Organizational Contexts

Session Moderator: **Pernille Smith**, *Aarhus U., Department of Management*

SAP: Serendipitous Learning in Collaborative Innovation in the Fight Against Severe Hypoglycemia

Author: **Pernille Smith**, Aarhus U., Department of Management
Author: **Susan Hilbolling**, Aarhus U., BSS

SAP Best Paper Award

In the past decades we have witnessed an increase in collaborative innovation projects in the healthcare industry, and more recently some of these projects are of a broad pre-competitive nature where universities, research institutions, pharmaceutical, biotech and device companies work together to solve grand challenges in health. In this paper we investigate what organizations learn from participating in these non-commercial collaborations. Studies on open innovation, when assessing the benefits from such collaborations, have thus far focused on purposeful knowledge creating activities that lead to the achievement of planned objectives. However, in complex innovation where problems are often ill-defined, a focus on planned objectives and final outcomes, we risk ignoring important learnings that were not planned, but that instead emerged in the process. This paper argues that underneath the intentional knowledge building mode there is a more subtle ‘dwelling’ mode where intent is immanent in adaptive action and where new knowledge emerges in a non-deliberate way through everyday practices. To better understand the non-deliberate emergence of knowledge we apply a serendipity lens, suggesting that innovation and new knowledge creation can be seen as emerging and as accidental, unrelated side effects in collaborative processes leading to unexpected and beneficial discoveries. To investigate how organizations can embrace such serendipitous learnings emerging in inter-organizational collaborations, we carried out a 3-year study of an inter-organizational R&D project in the healthcare industry. We found several instances of distributed serendipitous learning and relate them to four organizational features (organizational setup, future-oriented mindset, sustained involvement, and heterogeneity in participants) that appeared to foster knowledge transfer from the inter-organizational settings to the focal company. The paper contributes to prior research on the roles and practices in knowledge absorption from inter-organizational innovation activities.

Paper is Available to Meeting Registrants Only.

SAP: Constructing a New Organizational Form: One is not Born an Institutional Entrepreneur, but Becomes One 

Author: **Romain Slitine**, IAE Paris - Sorbonne Business School
Author: **Didier Chabaud**, IAE Paris - Sorbonne Business School

The consequences of the crisis are particularly felt at the local level, and the Covid 19 pandemic has accentuated this trend. Accordingly, we observe the emergence of new collective organizational forms in response to local crisis and to ‘create a better world’. We conducted a longitudinal case study of the Archer Group located in Romans-sur-Isère (France) based on a life story of the CEO and various additional data gathered during 10 years. We scrutinized how the founder and leader of the group gradually transformed a work integration social enterprise (WISE) into a ‘territory enterprise’ whose ambition is to mobilize the entire community to serve sustainable local development. Our findings revealed how an organizational form mutates under the activity of an institutional entrepreneur. Using a practice-based perspective, we explain how an actor becomes progressively equipped for institutional action. We identified the different constellations of practices that an institutional entrepreneur develops over time to bring about this new organizational form. Our practice-driven lens makes it possible to propose a new approach of institutional entrepreneurship. Contrary to the view of a ‘hypermuscular institutional entrepreneur’ we show that his skills are not given at the outset, but are built over time.

Paper is Available to Meeting Registrants Only.

SAP: Collective Strategy, Industry Legitimation, and Discourse: Institutional Work of Trade Associations 

Author: **Thomas Greckhamer**, Louisiana State U.
Author: **Katelynn M. Sell**, West Texas A&M U.

SAP Best Practice-Oriented Paper Award

The importance of building and sustaining legitimacy for firms and industries alike is well established. An industry’s legitimacy is a collective good that accrues to all firms in the industry, thus firms commonly pursue collective industry interests through trade associations. However, our understanding of how trade associations work to manage their industry’s legitimacy is limited. Thus, in this study we investigate a trade association’s process of legitimating an industry’s core product, and by extension the industry itself, through discursive institutional work over 45 years. Our findings from discourse analysis identify key discursive moves used (and reused) by the focal industry association in their institutional work toward legitimacy and we delineated three key phases in the process of legitimation (i.e., building, maintaining, and defending legitimacy). We discuss the implications of our findings for understanding discursive processes of legitimation, the institutional work of trade associations, and industry legitimacy.

Paper is NOT Available. Please contact the author(s).

SAP: Advancing Knowledge Creation in Collaborative R&D: Counterintuitive Dynamics of Individual Strategy

Author: **Pernille Smith**, Aarhus U., Department of Management
Author: **Andrea Carugati**, Aarhus U.

How can knowledge be efficiently exchanged in an inter-organizational R&D collaboration where people have to work towards shared goals and simultaneously safeguard individual interests? In this article we present the results of a longitudinal case study of an inter-organizational innovation team in which new knowledge was developed despite collaborative issues and individual strategic behaviors. Our analysis identified five interrelated practices at the individual level (interpreting, assessing, strategizing, expanding, and tolerating), that are enacted in the ‘trading zone’ (Galison, 1997) facilitating collaboration and knowledge exchange despite their different objectives, interests, and work practices. The study contributes to the trading zone and knowledge exchange literature by showing how highly strategic behavior of individuals can lead to collective knowledge creation. We thereby show how cognitive processes affect shared practices in the trading zone and how the trading zone practices affect the cognitive processes.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1543** | Submission: **18731** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 4:15PM - 5:45PMPT (UTC-7)** at **Seattle Convention Center in Room 310**

Lobbying and Political Connections

Session Moderator: **Qiao (Stella) Wei**, *Nankai U.*

STR: Political Connections Formation as A Mixed Gamble: Evidence from Family Firms in China 

Author: **Qiao (Stella) Wei**, *Nankai U.*

Author: **Weiting Zheng**, *U. of New South Wales*

Author: **Salih Zeki Ozdemir**, *U. of New South Wales*

The pursuit of potential benefits is an important motivation for firms to form connections with political actors, however, such connections may also create costs and risks for firms, dampening firms' motivation in forming such connections. We extend the political strategy literature and conceptualize the formation of political connections as a mixed gamble wherein firms would selectively form political connections to pursue the potential gains while avoiding the potential losses to their endowment. We apply the mixed gamble model on family firms and propose that compared with their nonfamily peers, family firms will likely avoid connections that may result in a loss of their most important endowment (i.e., socioemotional wealth [SEW]) even if such connections may bring them potential financial gains. Instead, family firms are more likely to form the type of connections that are expected to bring future SEW gains despite limited potential financial gains from such connections. These relationships are amplified when family-based goals become more important for firms, and weakened if firms' financial performance is threatened. Our analysis of listed non-state-owned firms in China between 2004 and 2016 lends support to our theory. This study extends research on political strategy and family business.

Paper is NOT Available. Please contact the author(s).

STR: Janus-faced Effects of Political Connections on Corporate Insider Trading

Author: **Danyang Chen**, *National U. of Singapore*

Author: **Jiatao Li**, *Hong Kong U. of Science and Technology*

Author: **Bin Liu**, *School of Management, Xiamen U.*

Whether political connections trigger or inhibit financial misconduct is yet to be concluded. We contend that politically connected firms do evil and good simultaneously. Based on the status attainment perspective, we propose that those firms are Janus-faced in respect of insider trading such that they commit illegal insider trading (substantial misconduct) and voluntarily report the legal insider trading (symbolic compliance) simultaneously. Contextualized in a panel dataset of Chinese private listed firms, we found strong support for Janus-faced effects. Moreover, those organizational substantial misconducts become restrained under a greater stringency of anti-corruption whilst symbolic compliance tends to be stronger given more government subsidies. Overall, the study advances the literature of financial misconduct by unveiling the Janus-faced effects of political connection. It also presents new evidence of the contextualized view of corporate governance while unveiling that government subsidies exacerbate the inclinations of symbolic compliance.

Paper is Available to Meeting Registrants Only.

STR: Global Supply Chains and Domestic Lobbying: Evidence from the U.S.-China Trade War  

Author: **Bo Yang**, *U. of Southern California*

This study integrates the political lobbying and market strategies in the setting of protectionism. I argue that multinational firms are incentivized to employ political lobbying to address disruptions to their global supply chains caused by domestic protectionist policies. I further theorize that the lobbying strategy critically hinges on firms' market strategies including the use of specialized inputs and level of commitments to foreign markets. Empirically, I examine the U.S.-China trade war using a novel firm-level panel dataset and a difference-in-differences design. In addition, I investigate how firms benefit from lobbying and find that lobbying firms gain greater access to policy formulation and more favorable regulatory enforcement in the exclusion process.

Paper is NOT Available. Please contact the author(s).

STR: Caring but Sharing Unintentionally: Lobbying for Innovations and the Leakage of Knowledge 

Author: **Michael Park**, *U. of Minnesota*

When firms engage in lobbying, their intended outcome is a regulatory change that benefits them. However, prior literature suggests that there may also be an unintended outcome of lobbying---the leakage of knowledge to competitors. In this paper, I explore when the intended and the unintended outcomes are more likely by theorizing about the relationship between lobbying and innovation. I predict that innovations that are novel are more likely to benefit from the intended regulatory changes. However, innovations that use knowledge uniquely possessed by a few firms are more likely to be compromised by the leakage of knowledge that happens during lobbying. I use new data from 1999-2013 on public U.S. firms that engaged in lobbying to federal agencies, the regulatory changes made by federal agencies, and the 16,000 patents applied for by those firms. I employ unsupervised machine learning (Doc2Vec) to measure knowledge leakage and an instrumental variable 2SLS mediation analyses to test the theory. The results suggest that the intended regulatory changes that follow lobbying can benefit innovations by facilitating wider adoption. However, unique technological knowledge that only a few firms possess may be expropriated by competitors during the process of lobbying. Overall, this paper demonstrates that fundamental aspects of innovation---such as institutional change, knowledge transfer, and technology adoption---are closely related to lobbying, a form of nonmarket activity.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1544** | Submission: **10386** | Sponsor(s): **(CAR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 4:30PM - 5:30PMPT (UTC-7)**

Careers Division Business Meeting *CAR Business Meeting*

Program Chair: **Denise Mary Jepsen**, *Macquarie Business School, Macquarie U.*
Division Chair: **Jos Akkermans**, *Vrije U. Amsterdam*
Division Chair-Elect: **Richard Cotton**, *U. of Victoria*
Professional Development Workshop Chair: **Serge P. Da Motta Veiga**, *EDHEC Business School*
Participant: **Gina Dokko**, *U. of California, Davis*

Please join our CAR business meeting. All current, past and future members of the Careers Division are very welcome to attend. During the meeting we will share updates about the Division. We hope you will join and participate.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1545** | Submission: **18878** | Sponsor(s): **(CTO)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 4:30PM - 6:00PMPT (UTC-7)** at **Seattle Convention Center in Room 615**

Social Movements, Digital Platforms and Boundary Work

Session Moderator: **Elena Raviola**, *U. of Gothenburg*

CTO: Online Boundary Work: Performing Participatory Practices in News Production

Author: **Elena Raviola**, *U. of Gothenburg*

Author: **Kajsa Lindberg**, *U. of Gothenburg*

In modern democracies, the journalistic profession has traditionally been organized to maintain an exclusive jurisdiction over the mandate to watch democratic processes in the service of citizens, hold the powerful accountable and inform citizens. This exclusivity has been possible by upholding a solid boundary between journalists and readers through mass news production and distribution and in practice exercising every citizen's freedom of expression. Over the last 25 years, digitization has made possible for many to take part in news production, in different ways questioning the role and boundaries of the journalistic profession. This paper analyzes the online boundary work performed by journalists and readers in the development of an online participatory news practice. The ethnographic study of the French news website Rue99 shows the role of digital technologies as boundary infrastructures where organizational, professional and political boundaries between journalists and users are configured, collaborated across and contested in an ongoing and recursive process. The analysis of this case shows how the participatory digital infrastructure lasted over a long period of time and was made transparent, but never finished nor invisible. We thus suggest the notion of boundary infrastructuring to capture the performative role of digital technologies in online boundary work.

Paper is Available to Meeting Registrants Only.

CTO: Can We Change the Climate? A Study of Issue Boundary Spanning and Digital Action Outcomes

Author: **Carol Lee**, *Northeastern U.*

Author: **Pratyush Bharati**, *U. of Massachusetts, Boston*

This paper investigates digital issue boundary spanning dynamics in social movements and their impact on digital action outcomes. The issue boundaries in social movements are fluid and depend on the actors' identities and the themes pertaining to the social movement. This study adapts the theoretical lenses of boundary spanning and conflict dynamics from social movement literature to address a knowledge gap in understanding the impact of social dynamics on movement outcomes over social media. An inductive data analysis approach with natural language processing is employed to analyze messages from Twitter related to nine climate-focused SMOs. This study also identifies the issue boundary spanning activities, such as norms support and awareness spread, that impact the dynamics and digital activism in social movements. This paper contributes to the understanding of issue-based boundary spanning by identifying the association and contention dynamics and the impact on digital action outcomes.

Paper is NOT Available. Please contact the author(s).

CTO: Promoting Cross-Boundary Collaborations for Breakthrough Discoveries

Author: **Neelam Modi**, *Northwestern U.*

Author: **Alina Lungeanu**, *Northwestern U.*

Author: **Leslie A. DeChurch**, *Northwestern U.*

Author: **Noshir Contractor**, *Northwestern U.*

This study examines the factors determining which cross-boundary collaborations in science are successful at obtaining funding and whether and how funding investments shift in favor of cross-boundary collaboration over time. We use research on groups and teams and social network theories to address these issues in the context of a NIH Clinical and Translational Science Award Pilot Grant Program, which allows us to observe heterogeneity among researchers along gender, ethnicity, race, knowledge, and network position. Among our findings, we show that teams with higher proportions of female investigators are generally more likely to be awarded grant proposals, and that the number of female investigators in teams both submitting and awarded proposals increases over time. On the other hand, a higher proportion of Hispanic investigators does not lead to being awarded a grant. Interestingly, although teams with higher proportions of White investigators are more likely to be successful, we find that such teams typically do not receive a high score in the first stages of the review process. Finally, teams with high knowledge diversity and brokerage positions in the ecosystem of prior collaboration are more likely to be successful. We discuss the policy implications of this work.

Paper is NOT Available. Please contact the author(s).

Author: **Christina Yong Jeong**, *U. of Minnesota*

Author: **Jason Chan**, *U. of Minnesota*

Author: **Yue Guo**, *southern U. of science and technology*

Increasing number of firms are adopting enterprise social media (ESMs) for their day-to-day communication. Despite the spending made on these IT tools, participation levels on ESM are not high. Under this background, it would prove to be helpful to understand the impact of basic features on ESM affect usage. Thus, we investigate the role of social groups on participation levels in workgroups on ESMs. Social groups can be considered a psychologically safe environment, where users are allowed to make mistakes and take risks. In addition, casual conversations within social groups make it easier for users to start conversations with other employees that they do not know. The study results provide guidelines to companies and developers on how to use and design social features in an environment where personal and professional lines would become blurred. To empirically test this, we relied on the usage data of users from thousands of companies. A difference-in-difference estimation approach was used to contrast users who participate in social groups to those who do not. We used the matching methods to alleviate endogeneity concerns and constructed various control groups to difference out the selection effects in the DID technique. To conclude, we found evidence of a positive impact of social groups on user participation in workgroups on ESMs. The comfort levels and shared experience gained from social groups spilled over to the workgroups, particularly for lower-ranked employees as uncertainty and concerns of being criticized are reduced. Study implications are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1546** | Submission: **14798** | Sponsor(s): **(GDO, OB, MOC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 4:30PM - 6:00PMPT (UTC-7)** at Sheraton Grand Seattle in Cedar A

Motivating and Enacting Effective Allyship

Motivating and Enacting Effective Allyship



Organizer: **Hannah Birnbaum**, *Northwestern Kellogg School of Management*
Organizer: **Kaylene McClanahan**, *U. of California, Los Angeles*
Discussant: **Margaret Shih**, *U. of California, Los Angeles*
Presenter: **Lyangela Gutierrez**, *U. of Virginia*
Presenter: **Riana Brown**, *New York U.*
Presenter: **Lucy De Souza**, *U. of British Columbia*

This symposium considers how to motivate and sustain effective allyship, while recognizing some of the potential shortcomings of some types of allyship. In the first two talks of the symposium, the authors will present evidence on barriers and motivators of allyship. The first paper will provide evidence that advantaged group members consistently underestimate the appreciation of allyship behaviors. The second paper will examine how individual differences in motivation drive people to engage in different forms of allyship. In the second two talks of the symposium, the authors will touch on the effectiveness of different forms of allyship. One paper will explore the unintended negative consequences of one form of allyship—ally presence in affinity groups designed for minority group members. The final paper will demonstrate how different types of allyship are seen as more or less effective in creating long-term change in organizations. Following the talks, Professor Shih will integrate the findings, comment on their contributions, and suggest future research for practitioners in diversity management.

Advantaged Groups Misperceive How Allyship Will Be Received

Author: **Hannah Birnbaum**, *Northwestern Kellogg School of Management*
Author: **Desman Wilson**, *Northwestern Kellogg School of Management*
Author: **Adam Waytz**, *Northwestern Kellogg School of Management*

Acting Against Racial Inequality: Typology and Perceptions of Actions for Allyship and Social Change

Author: **Riana Brown**, *New York U.*
Author: **Vivienne Badaan**, *American U. of Beirut*
Author: **Maureen Craig**, *New York U.*
Author: **Benjamin Saunders**, *Long Island U. -- Brooklyn*

Taxonomizing strategies for EDI: Differentiating and Comparing Reactive and Proactive Action

Author: **Lucy De Souza**, *U. of British Columbia*
Author: **Toni Schmader**, *U. of British Columbia*

Minorities' Perceptions of Majority Members' Participation in Affinity Groups

Author: **Lyangela Gutierrez**, *U. of Virginia*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Supporting Teams to Support Health Care Delivery

Session Moderator: **Yufan Deng**, *Florida State U.*

HCM: Multidisciplinary Teams and Quality of Care: The Experience of Breast Units During COVID-19 ➔

Author: **Roberta Laurita**, *Catholic U. of Rome*
Author: **Federica Morandi**, *Catholic U. of Rome*
Author: **Americo Cicchetti**, *U. Cattolica Sacro Cuore*

In the last two years, health care organizations worldwide have faced many challenges due to the COVID-19 pandemic. In the area of breast cancer, multidisciplinary teams, involved in the management of breast cancer patients, suffered disruptions due to changes in work organization and in membership composition. Moreover, the entire health care workforce—including Breast Unit team leaders—has been impacted by a high degree of stress. To understand how these challenges affected the perceived quality of care received by BU patients, the present study tested several research hypotheses using a sample of 366 patients within 68 breast units. The level of stress experienced by the Breast Unit team leaders positively affected the quality of care, while changes in team composition and social distancing among team members negatively affected the perceived quality of care. Given these results, healthcare managers should develop new training paths useful to help professionals to adapt to new ways of working. Moreover, managers should ensure teams to develop repository tools to share knowledge and practices, to avoid the loss of these contents in the chance of team members changes. Finally, from a policy-making perspective a higher interest for mental health of healthcare workers should be paid.

Paper is NOT Available. Please contact the author(s).

HCM: Building Palliative Care Quality Improvement Team Cohesion

Author: **Karleen F. Giannitrapani**, *Stanford U. / VA Palo Alto*
Author: **Natalie Connell**, *Stanford U. / VA Palo Alto*
Author: **Sophia Zupanc**, *Stanford U.*
Author: **Sushma Bhatnagar**, *All India Institute of Medical Science*
Author: **Soraya Fereydooni**, *Yale School of Medicine*
Author: **Raziel Gamboa**, *Stanford U. / VA Palo Alto*
Author: **Archana Ganesh**, *All India Institute of Medical Science*
Author: **Aanchal Satija**, *All India Institute of Medical Science*
Author: **Nainwant Singh**, *Stanford U. / VA Palo Alto*
Author: **Odette Spruijt**, *U. of Melbourne Victoria*
Author: **Karl Lorenz**, *Stanford U. / VA Palo Alto*

Background: The Palliative Care: Promoting Access in International Cancer Experience initiative (PC-PAICE) partnered with seven regionally diverse Indian palliative care (PC) sites to foster locally initiated quality improvement (QI) projects by training local teams on QI methods. We aimed to identify facilitators of QI team cohesion around team goals. Methodology: A quota sampling approach captured the perspectives of 44 stakeholders across 3 strata (organizational leaders, clinical leaders, and clinical team members) through a semi-structured interview guide informed by the Consolidated Framework for Implementation Research (CFIR). We used a combination of inductive and deductive approaches informed by theory to identify themes. Results: Theme 1: Allow a process to formalize and re-negotiate team roles and coordinate transfer of roles within the interdisciplinary PC team. Theme 2: Foster cross-disciplinary role agreement around shared and bounded QI project goals. Theme 3: Prioritize a non-hierarchical organizational climate of equity and respect for all PC team member involvement and input in the QI project work. Implications: Leveraging CFIR with role and team theories allowed us to identify facilitators of team cohesion, such as promoting a culture of equity and setting clear project goals. These insights demonstrate the value of team and role theories in implementation evaluation.

Paper is Available to Meeting Registrants Only.

HCM: Does Interdisciplinary Care Team Care Management Demonstrate Cost Effectiveness 🗨️ 🖨️

Author: **Frank Cardwell Feagin**, *U. of Alabama, Birmingham*
Author: **Larry R. Herald**, *U. of Alabama, Birmingham*
Author: **Nathan Carroll**, *Virginia Commonwealth U.*
Author: **Stephen O'Connor**, *U. of Alabama, Birmingham*
Author: **Bisakha Sen**, *U. of Alabama, Birmingham*

Interdisciplinary care team care management programs hold great potential to improve quality, yet relatively little research has examined if these programs are cost effective. Using program and administrative claims data from a large health plan, this study evaluated an interdisciplinary care team (IDCT) care management program that utilized a data-driven algorithm to identify 400 high-risk enrollees out of 48,235 Medicare Advantage beneficiaries. Due to a lack of IDCT resources available to manage these members, 252 members were enrolled in the IDCT care management program, while the remaining 148 members were not enrolled and constituted the control group. Multivariable analyses found that quality improved, with a 56 percent reduction in inpatient admissions, and healthcare costs were reduced by \$1,121.76 per member per month. Moreover, the healthcare cost reduction from the program generated enough savings to cover the program's cost and a return on investment of \$1.9MM (\$614.88 per member per month).

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Caring for Those Who Care for Patients

Session Moderator: **Derrick Paul Bransby**, *Harvard Business School*

HCM: Breaking the Cycle of Silence: The Role of Emotion Awareness on Turnover / Future Silence

Author: **Anya Madeleine Johnson**, *U. Of Sydney*

Silence is endemic in organizations and is particularly consequential in contexts such as healthcare. In this paper, we examine whether and how different types of silence (disengaged, defensive, prosocial) are associated with employees' turnover behavior. For those who stay with the organization, we also examine whether these types of silence can create a cycle, with employees repeating their silence, in the same context. Finally, we examine whether emotion awareness (an individual difference) helps to break these cycles. We investigate these questions with two waves of linked survey data from nurses, in addition to hospital turnover data. As expected, we found that disengaged silence leads to increased turnover, and prosocial silence to reduced turnover. For those who stay, previous disengaged, defensive and prosocial silence is associated with the same pattern of future silence and more overall silence. We also found that emotion awareness breaks some of these cycles: low emotion awareness strengthened the association with turnover for disengaged silence and, for those who stayed, led to stronger associations between silence types over time (for disengaged and prosocial silence).

Paper is Available to Meeting Registrants Only.

HCM: Is It Safe Yet? Perceptions of Psychological Safety Among Organizational Newcomers

Author: **Derrick Paul Bransby**, *Harvard Business School*

Author: **Michaela Kerrissey**, *Harvard U.*

Author: **Amy C. Edmondson**, *Harvard U.*

Healthcare delivery organizations face immense pressure to rapidly integrate new employees into their workforce. Because it facilitates learning, psychological safety may be essential to new employee integration, but little is known about how organizational newcomers perceive it. We leverage a sample of nearly 26,000 healthcare workers to measure and explore organizational newcomers' experience of psychological safety using multivariate regression. Counter to our expectations, we found that newcomers experienced significantly greater psychological safety than their more tenured counterparts ($b = 0.06, p < 0.001$); particularly, we found that moderately tenured staff with between six months and five years of service perceived significantly less psychological safety than newcomers. We found some evidence that the longest-tenured employees, by contrast, experienced more psychological safety than newcomers, though the significance did not persist when including covariates. Among newcomers, role and demographics explained some variance in psychological safety. Overall, our findings suggest that psychological safety may decline as organizational newcomers adjust to the demands of their jobs, with particular vulnerability between six months to five years of tenure. Targeted efforts to promote psychological safety in these groups may help healthcare organizations maintain learning and performance after onboarding new staff.

Paper is NOT Available. Please contact the author(s).

HCM: Healthcare Personnel Mental Health During COVID-19: Lessons from Employee Occupational Health

Author: **Karleen F. Giannitrapani**, *Stanford U. / VA Palo Alto*

Author: **Cati Brown-Johnson**, *Stanford U. / VA Palo Alto*

Author: **Cheyenne DeShields**, *Case Western Reserve U.*

Author: **Matthew McCaa**, *VA Palo Alto*

Author: **Susan Giannitrapani**, *Wilmington VA Medical Center*

Author: **Wendy Thanassi**, *Stanford U. / VA Palo Alto*

Author: **Elizabeth M. Yano**, *VA Greater Los Angeles Healthcare System*

Author: **Karl Lorenz**, *Stanford U. / VA Palo Alto*

Background: Employee occupational health (EOH) in healthcare settings during the COVID-19 pandemic has been challenged with the near-impossible task of keeping healthcare personnel (HCP) safe and healthy in the face of real risks. In addition to physical risks, HCP mental health has been negatively impacted by COVID-19; this brought significant role demands on Employee Occupational Health (EOH) providers. Approach: To understand EOH perspectives on COVID-19 mental health impacts on HCP as well as role needs to address these impacts, we conducted semi-structured interviews with 43 Veterans Health Administration (VHA) EOH providers from 29 VHA sites throughout the US between July 2020 and May 2021. Results: 1) EOH found themselves needing to support HCP mental health concerns including home-related anxiety, fear, and family concern; work-related health concerns impacting mental health; COVID-19 bereavement; 2) New EOH roles included facilitating employee assistance and wellness programs, and enacting crisis management protocols, for instance for acute HCP suicidal ideation; 3) EOH mental health concerns revolved around burnout, work volume, and assuming responsibility for the health and welfare of HCP employees. Implications: A best practice for preparedness is to enhance interdisciplinary efforts between EOH and other departments (e.g. for access to chaplain for bereavement support).

Paper is Available to Meeting Registrants Only.

Author: **Preeadashnie Pillay**, *U. Pretoria Gordon Institute of Business Science*

Author: **Caren Brenda Scheepers**, *U. Pretoria Gordon Institute of Business Science*

Author: **Rick Diesel**, *U. Pretoria Gordon Institute of Business Science*

COVID-19 has burdened the healthcare system and exposed nurses to immense stress. The current study therefore investigates nurses' mental well-being who are working with COVID-19 positive patients. Burnout leads to decreased productivity and manifests as emotional exhaustion, depersonalization (cynicism) and low personal accomplishment (professional efficacy). Authentic leadership is built on a humanistic value system which is the core value of nurses and other healthcare professionals. The current study therefore, used authentic leadership as the independent variable. There were two objectives in this study; first, to determine whether there is a relationship between authentic leadership and the three sub-constructs of burnout. Second, to determine whether there is a relationship between authentic leadership and job stress; and job-stress-related presenteeism. A cross-sectional quantitative research method was adopted by distributing validated online questionnaires to 1334 nurses in a private pathology laboratory and 241 questionnaires were analyzed. Multiple regression analyses showed statistically significant negative correlations between authentic leadership and emotional exhaustion, cynicism, job stress, and job-stress-related presenteeism, and a positive correlation between authentic leadership and professional efficacy. The study provides empirical data to encourage organizations to focus on positive psychology by developing authentic leaders to decrease nurses' burnout, job stress, and presenteeism.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **1549** | Submission: **13392** | Sponsor(s): **(OB, MOC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 4:30PM - 6:00PMPT (UTC-7)** at **Seattle Convention Center in Room 2B**

Prompting and Punishing Transgressions: Interpersonal Causes and Consequences of Unethical Behavior

Prompting and Punishing Transgressions



Organizer: **Beth Anne Helgason**, *London Business School*
Presenter: **Beth Anne Helgason**, *London Business School*
Participant: **Daniel A. Effron**, *London Business School*
Presenter: **Jeremy Yip**, *McDonough School of Business Georgetown U.*
Participant: **Kelly Lee**, -
Presenter: **Timothy Kundro**, *U. of North Carolina, Chapel Hill*
Participant: **Samir Nurmohamed**, *The Wharton School, U. of Pennsylvania*
Participant: **Hemant Kakkar**, *Fuqua School of Business, Duke U.*
Participant: **Salvatore J. Affinito**, *Harvard Business School*
Presenter: **Kristin Smith-Crowe**, *Boston U.*
Participant: **Nicholas Burns**, *Boston U. Questrom School of Business*
Presenter: **Erin Frey**, *U. of Southern California -Marshall School of Business*
Participant: **Paul Isaac Green**, *U. of Texas at Austin*

Unethical behavior has disastrous consequences for organizations and society. Inspired by the conference theme “Creating a Better World Together”, this symposium brings together novel empirical insights on how people prompt and punish others’ unethical behavior. How does one person’s actions and emotions affect another’s unethical behavior? How do people react to others’ unethical behavior with constructive or counterproductive responses? The first two presentations examine how individuals intentionally or unintentionally prompt others to act unethically by giving advice (Helgason & Effron) and displaying anxiety (Yip & Lee). The next three presentations examine how people respond, often unfairly and counterproductively, to others’ unethical behavior with punishment (Kundro, Nurmohamed, Kakkar, & Affinito), ostracism (Smith-Crowe & Burns), and feedback (Frey & Green). By focusing on behaviors available to individuals regardless of their formal role, such as advice, feedback, and ostracism, this symposium provides implications for how ethically-conscious employees can not only behave ethically themselves, but also inspire ethical behavior from others in their organization.

Vice Advice: Taking Advice to Justify Unethical Behavior

Author: **Beth Anne Helgason**, *London Business School*
Author: **Daniel A. Effron**, *London Business School*

Fretting Invites Fraud: Expressing Anxiety Elicits Deceptive Behaviors by Perceivers

Author: **Jeremy Yip**, *McDonough School of Business Georgetown U.*
Author: **Kelly Lee**, -

Crime, Time, and Punishment: Time Lags Exacerbate the Severity of Third-Party Punishment

Author: **Timothy Kundro**, *U. of North Carolina, Chapel Hill*
Author: **Samir Nurmohamed**, *The Wharton School, U. of Pennsylvania*
Author: **Hemant Kakkar**, *Fuqua School of Business, Duke U.*
Author: **Salvatore J. Affinito**, *Harvard Business School*

Out with the Racists: Understanding Ostracism in Response to Racist Acts

Author: **Kristin Smith-Crowe**, *Boston U.*
Author: **Nicholas Burns**, *Boston U. Questrom School of Business*

Mistake or Misconduct: Type of Violation Influences Feedback Motivations and Content

Author: **Erin Frey**, *U. of Southern California -Marshall School of Business*
Author: **Paul Isaac Green**, *U. of Texas at Austin*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1550** | Submission: **18927** | Sponsor(s): **(OMI)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Monday, Aug 8 2022 4:30PM - 6:00PMPT (UTC-7)** at **Seattle Convention Center in Room 210**

Organizational Networks and Political Processes



Session Moderator: **Jue Wang**, *Penn State U.*

OMT: [How Contributions to the Common Good Help with Individual Goals](#)

Author: **Jue Wang**, *Penn State U.*

Author: **Virginia Herbst**, *Technical U. of Munich*

Most studies have shown that firms' collective efforts in nascent industries can help them achieve collective goals; however, few studies have explored whether firms' commitment to collective actions will contribute to their individual goals. This paper extends collective corporate political activity literature to theorize how a firm's commitment to collective actions fasten its process to get regulatory approvals. We argue that when a firm is more committed to collective actions, it learns more about regulators' expectations of the nascent industry. Such information enables the firm to adjust products and services so that they will be approved by regulators faster. However, a firm at high risk of competitive information leaks is less likely to benefit from committing to collective creation because of a hesitancy to share information during such creation, thereby limiting its ability to learn effectively from regulators. By examining firms' commitment in collectively creating regulations for the U.S. unmanned aircraft industry and their regulatory approvals from 2012 to 2020, we find general support for our theory.

Paper is Available to Meeting Registrants Only.

OMT: [The Activation of Social Networks: Evidence from Corporate Political and Family Connections](#)

Author: **Danyang Chen**, *National U. of Singapore*

Political connections are critical social capital to modern business, especially in emerging markets. Whether political connection triggers cost or benefits to connected firms is yet to be concluded. Instead, based on the theory of social status attainment, we propose that firms commit symbolic compliance (i.e., high-quality information disclosure) to activate the political rewards capital from political ties (i.e., state bank loans or government subsidies). We further theorize the complementary relationship between family and political capital in such an activation process. Contextualized in a panel dataset of Chinese private listed firms, we found solid supports for the compliance-exploitation actions by politically connected firms. Moreover, the political rewards become restrained whilst symbolic compliance tends to be stronger when the firm already has family capital. Overall, the study advances the literature on corporate political strategies by introducing the concept of political capital activation. It also presents new evidence of the complementary relationship between the political capital and family capital to corporate strategies.

Paper is Available to Meeting Registrants Only.

OMT: [How Goal-Based Categorization Shape Negative Spillovers Among Firms: The Role of Political Connection](#)

Author: **Yusen Dong**, *China Europe International Business School (CEIBS)*

Author: **Han Ming Daniel Chng**, *China Europe International Business School (CEIBS)*

This study advances and tests the notion that the phenomenon of negative spillovers—whereby bystander firms are penalized due to their similarity to perpetrator firms—is shaped by two distinct forms of categorization. We analyze how and why medias' interpretative process following instances of corporate crisis will likely include not only prototype-based categorization but also goal-based categorization. We highlight the role and relevance of this neglected distinction by extending negative spillover predictions to include two unique predictions based on goal-based categorization. First, we propose an amplifying effect: if the perpetrator firm has political connections, which may trigger media's goal-based categorization, then that bystander firm will suffer a more significant negative spillover effect. Second, we also posit a mitigating effect: if the bystander firms have political connections, then the negative spillover effect to bystander firms will be lessened. We find support for our hypotheses in analyses of the tenor of media coverage to corporate crisis for all China listed firms. We discuss the implications of our theoretical perspective and empirical findings for research on negative spillovers and political connections.

Paper is NOT Available. Please contact the author(s).

OMT: [Strategic Leadership and Multiple Networks: Theory & Evidence](#)   

Author: **Suyash Garg**, *U. of Texas at Dallas*

Author: **Zhiang Lin**, *U. of Texas at Dallas*

Author: **Haibin Yang**, *Chinese U. of Hong Kong*

Stakeholder norms originating in developed economies influence firms' board composition, including board diversity. However, less is known on firms in emerging economies, specifically India—a heterogeneous institutional context where firms' strategic choices are subject to unique institutional forces and social structures. In his study, we bridge the stakeholder theory with the institutional perspective to examine Indian firms' strategic choices regarding board caste diversity. Specifically, we contend that Indian firms' exposure to stakeholder norms from developed economies does increase board caste diversity in India. However, such adaptations can face constraints and opportunities embedded in multiple social structures of India. Our panel regression analyses of three large Indian datasets between 2010 and 2018 suggest that Indian firms' board caste diversity is indeed driven by their exposures to stakeholder norms from developed economies. Further, such adaptations are strengthened when firms occupy key positions—prominence (centrality) and brokerage—in a network with market-based affiliation (i.e., banks), but are weakened when firms occupy prominence (centrality) and brokerage in a network with a tradition-based affiliation (i.e., family and kinship). As one of the first studies to systematically investigate Indian firms' board caste diversity, our findings have important implications for corporate governance in emerging economies.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1551** | Submission: **18903** | Sponsor(s): **(OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 4:30PM - 6:00PMPT (UTC-7)** at **The Westin Seattle in Cascade I-A**

Understanding Emotions in Organizing, Occupations, and Work



Session Moderator: **Kerstin Rego**, *Assistant Professor, U. of Regensburg, Germany*

OMT: **Spaces of Compassion: Organizing Care at Good Samaritan Hospice** →

Author: **María Dolores Del Río**, *U. Austral*

Author: **Pablo Daniel Fernandez**, *IAE Business School Argentina*

Author: **Ignasi Lanuza Martí**, *ESADE Business School-Ramon Llull U.*

Author: **Alberto Willi**, *IAE - U. Austral*

Finding a balance between work-related emotional demands and protecting the self is a challenge for all organizations, but it is critical for organizations that face, in their everyday activities, suffering and death. Drawing on an ethnographic study at Good Samaritan Hospice, an end-of-life organization supporting poor, terminally ill patients, we investigate the creation and repair of spaces of compassion. In examining this case, we add to the literature of compassion by identifying four sets of practices contributing to the creation and reparation of such spaces. These practices are: embracing death, demarcating places, enacting spirituality, and reconfiguring time. Together they highlight how compassion and care of demanding others go beyond the individual, deviant or heroic episodes but is sustained in time within an organization.

Paper is Available to Meeting Registrants Only.

OMT: **Emotion Management and Professional Socialisation in the Medical Field**

Author: **Kerstin Rego**, *Assistant Professor, U. of Regensburg, Germany*

While a plethora of research has studied emotion management and its antecedents, the role socialisation plays in emotion management is underestimated in recent research. Additionally, scarce emotional socialisation research limits itself to the focal organisation. Therefore, this paper examines how emotion management is framed through a professional, cross-organisational socialisation process. Based on a qualitative study of the emotion management and socialisation of gynaecologists, I show how the professional socialisation phase of future gynaecologists comprises different organisations, of which each provides one important learning step towards the specific emotion management of gynaecologists. The profession-specific socialisation of gynaecologists places medical feeling rules in the foreground in such a way that these might shape every handling of emotions, although organisational feeling rules and individual decisions on how to deal with emotions are able to supplement it later. Finally, I discuss Bourdieu's nexus of field and habitus as a promising conceptualisation to further theorize on the phenomena.

Paper is Available to Meeting Registrants Only.

OMT: **Organizational Control and Altruistic Interest in Workers' Emotional Well-Being**

Author: **Minh Hoang Vo**, *INSEAD*

Much empirical research on organizational control argues to serve workers' psychological needs to the extent doing so induces their cooperation. Today, many organizations go beyond this extent to serve those needs as a fundamental goal of its existence. This sustains a context for workers' attempts at upward influence to be seen as legitimate and tolerated, an implication currently under-explored in organizational control theory. This paper explores the implications for control system design through a three-year in-depth study of a social enterprise that employs marginalized people to advance their well-being. My findings show how workers resist work demands through emotive storytelling ("dramatizing"), raising psychological risk ("catastrophizing"), and invoking a feeling rule of happiness-maintenance ("tone policing"). Further investigation reveals that most of those workers construe happiness to be an entitlement and the organization to violate this right when it directs them to handle stressful work. Others, however, construe happiness as an effortful accomplishment and take stressful responsibilities as occasions for competence building. The difference in their appraisals points to whether they had the intense experience being socialized to adopt a self-evaluative motive for going to work, as opposed to a self-protective motive. Given prevalent interests in how organizations simultaneously enable and control workers, this study develops a control system perspective and highlights the role of emotional socialization in sustaining a productive tension between the two actors.

Paper is Available to Meeting Registrants Only.

OMT: **Negotiating and Sustaining Temporary Organizing Through Affective Practices**

Author: **Christina Andrea Lüthy**, *Copenhagen Business School*

In this study I investigate how collaborative relations in temporary organizing are mobilized and aligned towards a creative vision using affective practices. Building on the current literature, I argue that affective relations are a central to understanding the tension ridden negotiations of collaborative relations in temporary organizing. I draw upon the notion of affective practices to conceptualize how collaborative relations are shaped through joyful and sad affects in organizational practices. These affective practices are then analyzed based on an affective ethnography of an artistic enterprise and one of its long-term participative art projects which creates a modular growing picnic blanket in public space with the support of a shifting configuration of partners, collaborators, volunteers and participants. The analysis carves out enticing, articulating, attuning and opposing as four affective practices that are used in the collaborative process to mobilize support and address resistance in temporary organizing and shows how these practices work with affecto-material presences to inflect collaborators affectively towards the collaborative process. With this study I advance the literature on temporary organizing, by theorizing how affective practices shape and sustain and collaborative relations through forging affective coalitions, and by discussing how affect theory creates inroads to a more embodied understanding of how temporary organizing is negotiated towards transformation.

Paper is Available to Meeting Registrants Only.

Author: **Harsh Kumar Jha**, *Cardiff Business School, Cardiff U.*

Author: **Vinayak Ram Tripathi**, *IMT Ghaziabad*

Author: **Neha Arora**, *IMT Ghaziabad*

Author: **Ankita Singh**, *U. of Graz, Austria*

In this study we address two important questions: (1) why professionals go beyond the technical jurisdictions of their profession to enter physically dangerous situations; and (2) how they resolve these dangerous situations through partnership building with the local communities. We explore these questions in the empirical context of dangerous and conflict ridden big cat rescue operations conducted by wild-life veterinary doctors in Northern India. These veterinarians lead rescue teams formed to safely catch and release leopards or tigers which stray into human settlements, leading a tense and conflict ridden situation, with inherent physical dangers for the animal, villagers and the rescue team. Our findings show that veterinary doctors are driven by their deep sense of moral calling, rooted in their ethics of environmental conservation and protection of these apex predators, to enter these dangerous crisis situations. In de-escalating the placial conflict, the veterinarians and rescue team engages with spatial, material and relational work. Further, we also find that the veterinarians deploy an array of transient moral emotions to build temporary partnerships with the local community, allowing them to resolve the crisis and prevent the killing of the animal. Our findings contribute to the literatures on ethics of encounters, professional calling and moral emotions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1552** | Submission: **18948** | Sponsor(s): **(OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 4:30PM - 6:00PMPT (UTC-7)** at **The Westin Seattle in Cascade I-C**

Understanding Organizational Identity From An Institutional Perspective



Session Moderator: **Anna Fahlgård-Lahache**, *Stockholm School of Economics*

OMT: **Organizational Identity Formation Under Hybridity Unawareness and Inelasticity**

Author: **Anna Fahlgård-Lahache**, *Stockholm School of Economics*
Author: **Magnus Mahring**, *Stockholm School of Economics*
Author: **Lotta Hultin**, *Stockholm School of Economics*

The formation of organizational identity for new types of government agencies are especially challenging due to their institutional context. Drawing on in-depth longitudinal data from the first 2.5 years of an agency for digital government, we induce an empirically grounded model of how organizational identity is formed when hybridity is pre-defined and inelastic due to strict institutional boundaries. In this process study, our findings run counter to prevailing models of organizational identity formation who proposes a convergent process of dual logics, that through the enactment of practice experimentation end up with a blended identity. Instead, we found an organization that was assigned hybridity from the start by mission duality, with no way to escape the tension it brought with it due to the inelasticity provided by the institutional context. Our findings showed a divergent process emerging from an initial unawareness of hybridity and ending with structural separation. Our theoretical model of organizational identity formation in unaware hybrids has a number of direct implications for ongoing research on elasticity in hybrid organizations and organizational identity formation.

Paper is Available to Meeting Registrants Only.

OMT: **When Symbols Matter: Uncertainty, Entrepreneurial Identity and Firm Performance in Mexico**  

Author: **Peter Polhill**, *Brigham Young U.*
Author: **Grady Wallace Raines**, *Cornell SC Johnson College of Business*
Author: **Wesley Sine**, *Cornell U.*

Extant research reveals conflicting empirical results on the performance implications of firm names. We propose that the inconsistent findings in the literature are due in part to prior studies not considering the role of environmental uncertainty in a firm's social environment. We argue that the symbolic value of a firm name on performance will be higher in uncertain conditions because these conditions encourage audiences to rely more on subjective symbols of a firm's internal identity. We test our hypotheses in the context of Mexico from 2001-2006 which corresponds with increasing rates of homicides of women, largely brought on by warring Drug Trafficking Organizations. We find that firm names that align with key institutionalized values are associated with higher firm performance in uncertain times, but that younger firms benefit to a great extent from this strategy. We contribute to the literature on cultural entrepreneurship and organizational identity.

Paper is NOT Available. Please contact the author(s).

OMT: **How Social Enterprises Present Their Identities in Entrepreneurial Narratives**

Author: **Yoojeong Shin**, *U. of North Carolina at Chapel Hill*

Social enterprise offers an interesting context for organizational identity research since social enterprise combines two contrasting institutional logics – social logic and economic logic – to construct its identity. This paper attempts to explore how social enterprises build and present their identities in entrepreneurial narratives by combining the contrasting identity elements from social and economic logics. Using Korean social enterprises as an empirical setting, the research finds that the social performance relative to aspiration and the resources received from the social sector influence the identity management of social enterprises. Specifically, the results show that when social performance is below aspiration, social enterprise reduces the presentation of social identity but increases the presentation of economic identity. In addition, the amount of resources received from the social sector has a positive relationship with the social identity presentation but has a negative relationship with economic identity presentation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1553** | Submission: **18926** | Sponsor(s): **(OMI)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 4:30PM - 6:00PMPT (UTC-7)** at **The Westin Seattle** in **Elliot Bay**

Hybrid Organizations and Logics

Session Moderator: **Robert Wayne Gregory**, *U. of Miami*

OMT: [A Productive Tension Decoupled: An Institutional Account of the Boeing 737 MAX Disaster](#)

Author: **Mark Keil**, *Georgia State U.*

Author: **Robert Wayne Gregory**, *U. of Miami*

Author: **Juan Almandoz**, *IESE Business School*

Author: **Sean Dougherty**, *Georgia State U., J. Mack Robinson College of Business*

Author: **Bob Walrave**, *Eindhoven U. of Technology*

Two fatal crashes of Boeing 737 MAX airplanes occurred on October 29, 2018 and March 10, 2019 killing 346 people, but what exactly were the forces that led to the commercialization of such an obviously flawed design? We provide an institutional logics perspective of this large-scale failure, which complements existing accounts of disaster. After Boeing's merger with McDonnell Douglas, and because of growing competitive pressure from Airbus, the corporate logic of managerial rationalism became dominant and the professional logic of scientific control became subordinated and decoupled from central organizational aims. Internal processes within Boeing reinforced this subordination as the professional logic simply became a means to obtaining the ends of corporate efficiency and cost control by obtaining regulatory approval and thus external legitimacy. We show how altering the balance of institutional logics may trigger a series of changes that accentuates the subordination, resulting in an increased likelihood of disaster. Complexity in this organizational context benefitted from a productive tension between logics, which was relaxed through a decoupling strategy with disastrous consequences. This story about organizational risk and large-scale disaster has implications for research on complexity, decoupling, and the architecture of institutional logics as means and ends.

Paper is Available to Meeting Registrants Only.

OMT: [Rhetoric Paradox in Organization's Logic Hybridization Process](#) 

Author: **Yijie Min**, *Guanghua School of Management, Peking U.*

Author: **Lujun Xie**, *Beijing Information Science and Technology U.*

Author: **Yuxiaoqian Cheng**, *Xi'an International Studies U.*

Many organizations were born in single institutional logic dominating forms, while later they incorporate extra logics and turn to hybrid (i.e., multiple institutional logic) forms. However, we know little about the challenges and managerial approach during organization-level logic hybridization process. In this study, we present a rhetoric paradox in lone-founder firm's familization process, during which an entrepreneurial logic dominating organization transit to entrepreneurial-family hybrid form. Our findings suggest lone-founder firm's familization transition leads to both internal (i.e., greater turnover rate of top managers) and external destabilizations (i.e., lower recommendation score rated by security analysts). Organization's socioemotional wealth rhetoric, which stand for typical family logic, plays paradoxical roles. It likely mitigates external destabilizations while intensifies the internal ones, vice versa. The above findings enable us to declare contributions to institutional logic (hybrid organization), entrepreneurship and family firm literature.

Paper is Available to Meeting Registrants Only.

OMT: [The Legal Infrastructure for Hybrid Organizations: The Case of Portugal, 1990-2019](#)   

Author: **Tomé Guerreiro De Oliveir Salgueiro**, *Nova School of Business and Economics, U. Nova de Lisboa*

Author: **Stephen Mezas**, *INSEAD Abu Dhabi*

Author: **Ricardo Zozimo**, *Nova School of Business and Economics, U. Nova de Lisboa*

Author: **Miguel Alves Martins**, *Nova School of Business and Economics, U. Nova de Lisboa*

In this study we present, measure, and test a theoretical model of how the legal infrastructure for hybrid organizations emerged from the parliamentary system of Portugal over three decades. To develop this model, we begin with an organized anarchy representation, describing the policy process as the confluence of four distinct streams: choice situations, participants, problems, and solutions. We suggest a theoretical distinction between anarchic policy processes, along the lines of the garbage can, where the streams remain relatively independent, and more structured policy processes, where institutional and political orders create more interdependence among the streams. We develop hypotheses that link the observed outcomes of legal deliberations, categorized as oversight, flight, or resolution, with a characterization of the policy process as more anarchic or more structured. Our findings suggest that the process is more structured than anarchic and show that mechanisms related to a dynamic mix of temporal, institutional, and political orders significantly affect legal outcomes. We close with a review of the findings and some implications for institutional theories of regulation and managers and advocates of hybrid organizations.

Paper is Available to Meeting Registrants Only.

OMT: [From Legitimation to Failure: The Downfall of a Temporary Hybrid Organizing in Smart City Project](#)

Author: **Hami Yousefdehi**, *PhD candidate*

Organizational hybridity refers to operating in a context of institutional plurality due to a combination of multiple, often conflicting elements of institutional logic. To be successful, organizations must develop strategies to combine logic and sustain their hybrid forms. Success, however, is not inevitable. The simultaneous pursuit of dissimilar and oftentimes conflicting logics causes hybrid arrangements to experience divergent pressures from various stakeholders and, in many cases, fail. This study illustrates that hybridity failure is not always the reverse of succeeding. Instead, failure may occur through a complex trajectory of de-settlement. Utilizing archival data, we empirically examine Toronto's new Quayside smart city projects as the case of temporary organizing in which a public-private partnership between Waterfront Toronto (public) and Google's affiliate Sidewalk Labs organization (private) has been failed. Drawing on an in-depth field study, we develop a framework to track distinct hybridity trajectories, including complementary, separation and contestation trajectories that all together led to the hybridity failure. We reveal mechanisms associated with each trajectory and show how the pathway led to the hybridity failure.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1554** | Submission: **18911** | Sponsor(s): **(OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 4:30PM- 6:00PMPT (UTC-7)** at **The Westin Seattle** in **Olympic**

Institutional Voids, Persistence, Complexity, and Repair

Session Moderator: **Juan Francisco Chávez R., U. of Victoria**

OMT: Unpacking Institutional Complexity: A Configuration Approach of Organizational Success

Author: **Juan Francisco Chávez R., U. of Victoria**
Author: **Matthew Murphy, U. of Victoria**
Author: **Belaid Moe, U. of Victoria**

This study investigates the conditions that influence organizational success in protecting the legitimacy of large capital investment projects in plural and complex institutional contexts. Following a bottom-up approach, we distinguish and measure the different components that characterize plural and complex institutional contexts. Then, we investigate under which context-specific conditions are different organizational responses linked to low organizational success? Our results show that contexts of volatile complexity lead to low success irrespective of the type of organizational response. Additionally, we find that incompatibility alone, a key feature of complex institutional contexts according to prior research, does not seriously compromise organizational success. Our dataset is comprised of the hearing transcripts of the regulatory review processes of 35 oil pipeline project proposals in Canada (1993 – 2018). Our research design combines topic modeling and fuzzy set Qualitative Comparative Analysis (fsQCA).

Paper is Available to Meeting Registrants Only.

OMT: Caught in a Trap: Media's Role in the Creation of a Paradox of Legitimacy Repair

Author: **Iris Seidemann, U. of Hamburg**
Author: **Daniel Geiger, U. of Hamburg**

The paper examines the role of media in (failing) legitimacy repair processes. It builds on an analysis of the media discourse that emerged around the legitimacy crisis of the State Office for Health and Social Affairs (LAGeSo) during the so-called German “refugee crisis”. Our findings reveal that the media were constructing three paradoxes impeding legitimacy repair: the transformation paradox, the alliance paradox, and the transparency paradox. These paradoxical tensions result from media’s framing of the solution as a new problem thereby simultaneously triggering and evaluating changes of the legitimacy object. Hence, our paper contributes first, to legitimacy theory by highlighting the role of media not as a passive spectator but as a failing agent that creates a vicious circle of legitimacy repair. Second, the paper contributes to the dark sides of paradox debate by showing why paradox management might fail even despite the best intentions of managers.

Paper is Available to Meeting Registrants Only.

OMT: Mobile Money as a Steppingstone: Addressing Voids in Institutions through Enabling Innovations

Author: **Aparajita Agarwal, The Wharton School, U. of Pennsylvania**
Author: **Valentina Assenova, The Wharton School, U. of Pennsylvania**

Technological innovations often emerge to meet the needs left unaddressed by underdeveloped or missing institutional infrastructure or voids in market-based institutions. Many of these innovations, particularly those based on digital technologies have an “enabling nature”, which allows them to spawn other innovations and have broader societal and economic benefits. We argue that such digital enabling innovations can address voids in market-based institutions not just by substituting for missing and underdeveloped institutional infrastructure and filling the unmet demand left by the voids but also by complementing the existing institutional infrastructure, thereby expanding the capacity of market actors to undertake more transactions. We study these effects and the underlying mechanisms in the context of mobile money in emerging economies with voids in credit-market institutions. Our findings suggest that enabling innovations like mobile money become steppingstones that bolster existing institutional infrastructure, rather than undermine or completely replace it.

Paper is Available to Meeting Registrants Only.

OMT: Hooked on a Thread: The Craft of Institutional Persistence in the Context of Koniaków Lacemaking

Author: **Monika Zebrowska, U. of Cambridge**
Author: **Jochem Kroezen, U. of Cambridge**

Through an in-depth, qualitative study of Polish folk craft of Koniaków Lacemaking, we investigate its surprising, long-term, institutional persistence. While most places have historically developed rich, folk craft traditions, economic development and related societal changes have led to incremental vanishing of such practices. Yet, community of Koniaków remains faithful to its traditional craft that is still vividly practiced for almost 150 years. Our findings suggest that persistent institutions, such as Koniaków Lacemaking, require a collective of dedicated and caring actors that are personally invested in the institution and deeply committed to its persistence. Such collective is then capable to “flexibly control” the institution, which involves effectively protecting the essence of the institution while enabling for adaptive change. Based on our case analysis, we conceptualize the recurring relation between, what we call, “institutional caring” and “dynamic grounding” as an important precondition to long-term institutional persistence.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1555** | Submission: **18943** | Sponsor(s): **(OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 4:30PM - 6:00PMPT (UTC-7)** at **The Westin Seattle in Pike**

Market Development, Evolution, and Regulation

Session Moderator: **Anthea (Yan) Zhang**, *Rice U.*

OMT: **Get into Uncharted Waters: The Asymmetric Imitation Between State-Owned and Non-State-Owned Firms** 

Author: **Anthea (Yan) Zhang**, *Rice U.*

Author: **Yu Li**, *U. of International Business and Economics*

Prior literature has documented that firms tend to imitate each other in entering new product/geographic markets. We advance this line of research by examining how the nature of the risk that firms aim to address may affect the pattern of inter-firm imitation. We examine this question in the context of Chinese firms' foreign direct investment (FDI) location choices. First, we argue that the number of investments made by Chinese firms in a country is positively related to the likelihood that a Chinese firm will make a new investment in that country, especially that country has a higher level of political risk. Based upon this baseline argument, we propose that state-owned enterprises (SOEs) and non-SOEs will differ in their imitation behaviors, in terms of both tendency of imitation and imitation targets. Regarding tendency of imitation, we propose that non-SOEs' location choices are more sensitive to the number of Chinese investments in a country than SOEs' location choices since the former are more vulnerable to the host country's political risk than the latter. Regarding imitation targets, we propose that non-SOEs tend to follow SOEs than following non-SOEs in their location choices whereas SOEs may follow SOEs but do not care about non-SOEs in their location choices. With data on Chinese firms' FDI location choices in 90 countries during or period of 2001 to 2013, we find strong empirical evidence to support our arguments.

Paper is Available to Meeting Registrants Only.

OMT: **Architects of Markets: The Creation and Diffusion of the Bus Rapid Transit Market, 1969-1999** 

Author: **Leandro Rodrigo Canto Bonfim**, *John Molson School of Business, Concordia U.*

Author: **Diego Coraiola**, *U. of Victoria*

Author: **Andréa Paula Segatto**, *Federal U. of Parana*

Delivering quality public services to cities' inhabitants is an increasingly pressing issue. With limited resources to address citizens' needs, local governments increasingly find the need to engage in entrepreneurship to develop novel solutions for old urban problems. However, we lack an understanding of the entrepreneurial efforts of local governments. Specifically, we lack an understanding of how local governments embrace urban entrepreneurialism to foster private market participation in urban development. We investigate this question through the case of the creation of the bus rapid transit market in Brazil. We develop a process model that explains how local governments architect the creation and diffusion of new markets through relational, material, and symbolic practices, and clarifies the connection between specific micro-institutional practices and market development over time. Our research contributes to the study of state entrepreneurship and market formation.

Paper is Available to Meeting Registrants Only.

OMT: **The Impact of Institutional Logic: Intensified Significance of Technology Independence and VC firms** 

Author: **Tan Li**, *Tsinghua U.*

Author: **Delin Yang**, *School of Economics and Management Tsinghua U.*

Before evaluating the performance of government venture capital firms, we need to understand how their behaviors are different from private venture capital firms and why. Based on institutional logic perspective, government venture capital firms' behavior would be deviant from private ones because of the additional state logic they embody. Leveraging the ZTE crisis, an exogenous event that strengthened the state's pursuit of technology independence, we compare how government and private venture capital firms' tendency to invest in high-tech high-trade startups is changed. Using 18,164 investment events in mainland China, we found that government venture capital firms significantly increased their investment in high-tech high-trade startups after the ZTE crisis. In contrast, private venture capital firms present no significant change. However, as related experience and same province condition positively moderate the impact for private venture capital firms, they can hardly moderate the impact for government venture capital firms. Focusing on how organizations cope with dynamic tensions, we extend institutional logic studies by demonstrating that hindrance comes from contesting logic and other goals of the same logic. As these two sources hinder in different ways, we emphasize the role of audiences in how logic works.

Paper is Available to Meeting Registrants Only.

OMT: **Why do Firms Self-Regulate?**

Author: **Janice M. Gordon**, *Florida State U.*

In management research, regulatory structures are generally associated with formal regulations such as laws, rules, and sanctions (North 1990; Scott 1995). However, this limited association discounts the importance of informal regulations and firm self-regulation. This paper develops a process model to clarify the relationships between regulatory structures in order to provide an explanation as to why firms self-regulate. The process model outlines the impacts of (1) formal regulations on firm self-regulation, (2) informal regulations on firm self-regulation, (3) firm self-regulation on norms and the institutional environment, and (4) the institutional environment on the creation of and firm compliance with new formal regulations. I develop propositions that outline these relationships based on specific tactics and contexts.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1556** | Submission: **18945** | Sponsor(s): **(OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 4:30PM - 6:00PMPT (UTC-7)** at **The Westin Seattle** in **Pine**

Understanding Myths in Organizations



Session Moderator: **Rachel W. Mui**, *Kansas State U.*

OMT: Composing Beethoven: Not All Organizational Rhetoric is Equal

Author: **Rachel W. Mui**, *Kansas State U.*

Author: **Jake Duke**, *Kansas State U.*

While there is a growing body of research on the benefits of rhetorical history, we know considerably less about the degree to which a firm's chosen rhetorical history strategy successfully produces a firm benefit, especially when history may be retold using a variety of mnemonic tools for the storage and retrieval of historical content and organizational memories. Through the qualitative investigation of the most historically elite peer group of U.S. orchestras coined the "Big Five," rhetorical history strategies emerge in the form of four distinct mnemonic practices – articulation, action, attribution, and artifactualization. The insights from this study have both theoretical and managerial implications for how these practices help mythologize personal histories, while further preserving collective beliefs and traditions.

Paper is Available to Meeting Registrants Only.

OMT: Dis/ableism in the Workplace: The Power Positionalization Dynamics of Institutional Myths.

Author: **Daniel Semper**, *WU Vienna U. of Economics and Business*

Author: **Alexander Fleischmann**, *IMD Lausanne*

Institutional theory has long been criticized for black-boxing power or pursuing research from a privileged and seemingly neutral standpoint. We respond to calls to scrutinize institutional forms of inequality by attending to the underlying power dynamics of institutional processes. We thereby draw on insights from power theories and phenomenologically grounded neo-institutionalism. In so doing, we conceptualize how institutional workplace myths positionalize typified actors, i.e., groups of individuals with common ascribed features, along a categorical distinction that depicts them as either able or disabled. We present a process model that aims at informing future research and help identify the 'flipside' of institutional arrangements. We then discuss three approaches to undermine the categorical nature of power positionalization inherent in institutional myths.

Paper is Available to Meeting Registrants Only.

OMT: The Role of Organizational Myth in Institutional Persistence: The Case of Magnum Photos

Author: **Anastasia Sergeeva**, *Erasmus U. Rotterdam*

Author: **Matthew Kraatz**, *U. of Illinois*

Institutionalized organizations are pervaded by myths, that is, loosely factual historical narratives expressing organizational values. Yet, we scarcely understand how such organizations cohere around their myths over time, thus maintaining their distinctive characters and demonstrating institutional persistence. In this study, we explore how organizational myth fosters institutional persistence over a long period of time, even in the face of potentially disintegrating crises. We examine the case of Magnum Photos, a legendary photo agency founded in 1947. Our analysis of rich manually collected archival data covering more than half a century of Magnum's existence allows us to unpack a mechanism that we term mastering the art of crisis. In mastering the art of crisis, any organizational crisis is transformed into an existential one and organizational myth is invoked for charting a course of action that would ensure the continuous organizational cohesion around the values expressed in the myth. As a new course of action is bounded by the logic of the myth, it does not disrupt the distinctive character and historic legacy of the organization. As organizational myth, by virtue of its symbolic nature, affords multiple frames of reference, it allows for reprioritization and reinterpretation of the values constituting it, thereby providing a room for successful adaptation to new circumstances. Our findings contribute to the historical turn and revival of old institutionalism in organization studies.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **1557** | Submission: **10284** | Sponsor(s): **(OMT, STR, GDO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 4:30PM - 6:00PMPT (UTC-7)** at **The Westin Seattle in Fifth Avenue Room**

The Rise of Stakeholder Governance and Diversity, and Consequences on Executive and Board Careers



Stakeholder Governance and Executive Careers

Discussant: **Michael Useem**, *U. of Pennsylvania*
Presenter: **Seok-Hyun (Stephen) Hwang**, *Hong Kong Baptist U.*
Presenter: **Edward J. Zajac**, *Northwestern U.*
Presenter: **Andre Havrylyshyn**, *Binghamton U.-State U. of New York*
Presenter: **Donald Joseph Schepker**, *U. of South Carolina*
Presenter: **Daniel Zyung**, *Southern Methodist U.*
Presenter: **Wei Shi**, *U. of Miami*
Presenter: **Michelle K. Lee**, *Smith School of Business, Queen's U.*
Presenter: **Shelby Gai**, *Michigan State U.*
Organizer: **Michelle K. Lee**, *Smith School of Business, Queen's U.*

The role of corporate leaders has changed vastly in the past few decades. In particular, the past decade has been marked by the rise of stakeholder pressures from activist shareholders looking to extract shareholder value, social activists seeking social participation, and increasing consumer and media attention on corporate leaders. As societal issues have gained recognition and stakeholders are increasingly powerful in governance, organizations and their leaders are held to a level of accountability never seen before in new areas including stakeholder governance and diversity. Corporate leaders are more diverse than they have been in the past, expected to be attune to stakeholder pressures, and presumably more capable of promoting a social agenda within their own organizations. The symposium seeks to understand how increasing pressures from stakeholders, as well as ensuing calls for diversity in the business elite have affected organizational decisions concerning the careers of corporate leaders. The studies explore the interplay of these newer societal pressures on organizations and uncover the degree of accountability imposed on their corporate leaders.

How symbolic capital reduces negative spillovers for corporate directors

Author: **Seok-Hyun (Stephen) Hwang**, *Hong Kong Baptist U.*
Author: **Edward J. Zajac**, *Northwestern U.*

How Decision Makers' career histories impact the Gender diversity of CEO successor candidate pool

Author: **Andre Havrylyshyn**, *Binghamton U.-State U. of New York*
Author: **Donald Joseph Schepker**, *U. of South Carolina*

Regulatory violations of stakeholder rights and verbal displays of CEO value: Effects on dismissal

Author: **Daniel Zyung**, *Southern Methodist U.*
Author: **Wei Shi**, *U. of Miami*

Class-based performance? How social class background influences performance and CEO career outcomes

Author: **Michelle K. Lee**, *Smith School of Business, Queen's U.*
Author: **Shelby Gai**, *Michigan State U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

ISM Best Paper Award

Session Moderator: **Wendy Tate**, *U. of Tennessee*

OSCM: Transparency in Buyer-Supplier Relationships: The What and When of Sensitive Information Exchanges

Author: **Daive Burkhart**, *U. of Mannheim*
Author: **Christoph Bode**, *U. of Mannheim*

Enhancing transparency in buyer-supplier relationships is not only necessary to address increased consumer and societal awareness but also to tackle supply chain disruptions and shortages. Yet, due to the risk of information leakage or opportunistic behavior, suppliers are reluctant to share certain (sensitive) information. We apply a sequential multi-method research design, including a qualitative study followed by a supplier survey and a scenario-based experiment to investigate how firms do and should collaborate with suppliers to increase transparency in the relationship. Building on the social exchange and resource theory, the qualitative study suggests that various information is perceived sensitive, antecedents of “transparent” and “opaque” suppliers, and tactics to induce the sharing of sensitive information. The later studies show that commitment and relationship length are significant antecedents of transparent suppliers. In line with resource theory, we also show that the counterparts of buyers prefer to be reciprocated with information, money, or status incentives when being asked for sensitive information. This study contributes to research in buyer-supplier exchanges and transparency by studying sensitive information sharing and providing valuable insights to practitioners on improving collaboration with their suppliers.

Paper is Available to Meeting Registrants Only.

OSCM: Exploring Codes of Conduct in the Supplier Selection Decision at Financially Distressed Firms

Author: **Christian Felix Durach**, *ESCP Business School*
Author: **Mary Parkinson**, *U. College Dublin*
Author: **Frank Wiengarten**, *ESADE Business School*
Author: **Mark Pagell**, *U. College Dublin*

Building on the ethical decision-making literature and the concept of decision frames, this study provides an exploration of the decision-making process of purchasing managers at financially distressed firms. Codes of Conduct (CoC) and the way they are enforced are explored in terms of their ability to inform and guide purchasing managers in their decisions. Four experiments involving a total of 648 purchasing managers at manufacturing firms were conducted. The results indicate that purchasing managers at firms in financial distress were 2.67 times more likely to select unethical suppliers. As a potential remedy, it is found that the enforcement of the firm's CoC can decrease this tendency by between 64 and 79 percent. However, enforcing CoCs is not straightforward and the simultaneous presence of enforcement methods that induce opposing decision frames was found to harm, rather than support, ethical supplier choices vis-à-vis situations where only one enforcement method is present. These findings develop an improved understanding of purchasers' decision-making processes and offer insights on how to effectively guide these decisions.

Paper is Available to Meeting Registrants Only.

OSCM: What Do They Want? The Effect of Logistics Quality on Direct-to-Consumer Customer Satisfaction

Author: **Mike Goulder**, *Case Western Reserve U.*
Author: **Yunmei Wang**, *Case Western Reserve U.*
Author: **Kalle Lyytinen**, *Case Western Reserve U.*

Direct to consumer (D2C) business models, characterized by firms that design, source, and sell products directly to consumers bypassing traditional retail channels, are a relatively new phenomenon. One aspect we know little about is under what conditions consumers are willing to utilize a D2C channel, specifically, the degree to which the logistic service quality and information quality of user experience matter in choice of channel. Moreover, as these firms directly compete with Amazon's delivery capability, we need to ask to what extent the so called “Amazon effect” impacts customer expectations. This study addresses these questions by conducting a scenario-based experiment which evaluates the effect of logistics service quality (LSQ) and online user experience (OUX) on customer satisfaction (CS), as moderated by price relative to Amazon (PRA). We find that LSQ has the largest positive effect on customer satisfaction, followed by OUX. Price moderates negatively (lessens) the effect of LSQ on customer satisfaction. Paradoxically, price also moderates the effect of OUX on CS, but counter-intuitively, strengthens it. The findings are reviewed in light of the so-called “Amazon effect”, the tendency of consumers to set their expectations for logistics at the levels of performance consistently provided by Amazon.com. Potential implications of the findings for the further evolution and growth of the D2C industry are presented.

Paper is Available to Meeting Registrants Only.

OSCM: Using Deep Learning to Improve Inventory Record Accuracy: Concept and Application

Author: **Javier Ricardo Amaya Silva**, *Oxford U., Saïd Business School*

Maintaining accurate inventory records has been, and remains, a central problem for managing retail operations. Discrepancies between the physical and recorded stock lead to poor reordering decisions, the over- or understocking of products that increase waste or lost sales, respectively. In this study, we revisit this classic inventory management problem by investigating whether novel machine learning algorithms provide an improvement over established methods. Specifically, we explore the application of deep learning as a method to identify and correct impactful inventory record errors – those that may affect future reordering decisions – by leveraging product level, store level and inventory quality data. Our results show that a deep learning-based decision model outperforms traditional stock auditing strategies. We validate our model by running a field experiment on 450 large stores of a leading grocery retailer. The results demonstrate that a deep learning-based decision model can provide a significant improvement over traditional corrective strategies by refining the representation of the inventory record inaccuracy problem. More generally, our study highlights how generic algorithms, like deep learning, can be applied successfully to improve performance over existing specific methods, yet also, we identify the wider challenges that emerge when deploying those algorithms.

Paper is Available to Meeting Registrants Only.

Author: **Jesus Diego Castillo**, *U. Carlos III de Madrid*
Author: **Maria J. Montes-Sancho**, *U. Carlos III Madrid*
Author: **Zhaohui Wu**, *Oregon State U.*

Recent supply chain operations studies have made strides in understanding the structural and relational embeddedness of firms in the supply base and their impact on the performance of the focal buyer. Yet, the theory on cognitive and cultural embeddedness remains unclear. Understandably, cognitive and cultural embeddedness of firms are less observable. Indeed, cognitive and cultural embeddedness explains the deep motivations of firms' actions - why firms do certain things and why they pursue certain kinds of relationships in the first place. This study takes an incremental step in this direction. We propose and empirically examine the relationships between shared cognition among firms in a supply base and the financial performance of the focal buying firm. Through analysis of a sample of 240 ego-networks of buying firms, our overall theoretical argument is supported, and we find a nuanced understanding of how such network-shared cognition functions. More specifically, in a supply base, cognition shared among a buyer and suppliers is positively associated with the buyer's financial performance (ROA). However, when the network becomes cognitively homogeneous, it has a detrimental effect on the buyer's financial performance, revealing the "dark side" of cognitive embeddedness. We also identified the moderating effect of network interconnectedness, which allows the buyer to benefit from suppliers' network shared cognition. That is, only in the presence of a very interconnected network, the potential benefits from supplier-supplier shared cognition will materialize for the buyer; otherwise, its potential remains dormant.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **1559** | Submission: **18448** | Sponsor(s): **(SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 4:30PM - 6:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **Quinalt**

SIM Division Business Meeting
SIM Division Business Meeting

Program Chair: **Cristina Neesham**, *Newcastle U.*

This Meeting includes the presentation of all SIM Division Awards 2022.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

When CEOs and Boards Interact

Session Moderator: **Shuaijun Zhang, UTRGV**

STR: A Game of Checks and Balances: When Celebrity Director Meets Celebrity CEO 

Author: **Shuaijun Zhang, UTRGV**

Author: **Wanrong Hou, U. of Texas Rio Grande Valley**

Previous findings on the relationship between celebrity CEO and risk-taking present a double-edged sword effect. Synthesizing agency theory and resource dependence theory, we hypothesize that the relationship may depend on celebrity directors. Further, we hypothesize that CEO duality would allow further enhancement of the moderating effect of celebrity directors in the relationship between celebrity CEO and risk-taking. Conversely, we hypothesize that an increase in the number of independent directors will weaken the moderating effect of celebrity directors in the relationship between celebrity CEO and risk-taking. Based on the sample of S&P 1500 companies between 2010 to 2016, our empirical analysis shows that the relationship between celebrity CEO and risk-taking is contingent on celebrity directors. Moreover, the moderating effect of celebrity directors depends on CEO duality and board independence. We conclude with a discussion and implications for theory and research.

Paper is NOT Available. Please contact the author(s).

STR: The Effects of Board Chairs' Political Ideologies on Board Chair Orientations

Author: **Matias Kalm, Tilburg U.**

Author: **Ryan Adam Krause, Texas Christian U.**

Author: **Matthew Josefy, Indiana U. - Kelley School of Business**

Prior research has shown that board chair governance orientations affect firm performance. Yet, how board chairs choose or are predisposed to adopt specific governance orientations has largely remained unexplored. Integrating research on behavioral governance and political psychology, we propose that board chairs will gravitate toward different governance orientations based in part on their political ideologies. Specifically, we posit that conservative-leaning chairs, relative to their liberal-leaning counterparts, are significantly more likely to adopt a collaboration orientation toward their CEOs and less likely to adopt a control orientation. We propose that CEO's personal characteristics, namely political ideology and gender, moderate these relationships. Our analyses of sampled S&P 500 firms lend support to our predictions. Our theory and findings contribute to literatures on behavioral corporate governance and emergent research on ideological foundations of executive decision-making.

Paper is NOT Available. Please contact the author(s).

STR: The Configurational Effect of CEO Power and Personality on CEO Overpay

Author: **Radina R. Blagoeva, U. of Georgia**

Author: **Mirko Benischke, Erasmus U. Rotterdam**

Author: **Michael C. Withers, Texas A&M U.**

When attempting to explain why some CEOs receive much higher compensation than is objectively justifiable, scholars have largely relied on the managerial power hypothesis, which poses that excessive executive pay reflects the ability of CEOs to exercise their power over the board of directors. However, mixed empirical findings regarding the relationship between CEO power and pay call into question the validity of the managerial power hypothesis. We integrate two streams of research that recognize that power is a complex and multidimensional construct, and that CEO personality could affect their ability to leverage different dimensions of power. Using fuzzy set qualitative comparative analysis (fsQCA), we find that multiple configurations of CEO power and personality attributes lead to their overpayment. Our findings shed new light on the managerial power hypothesis assumption that having power is synonymous with being willing and able to leverage it to extract personal benefits.

Paper is Available to Meeting Registrants Only.

STR: Mitigating Negative Effects of CEO Overconfidence: An Attention-based View

Author: **Jun Xu, U. of California, Riverside**

Overconfident CEOs are more likely to overinvest if they have sufficient cash flow (Malmendier and Tate, 2008) and pay higher premiums to their acquisition targets (Hayward and Hambrick, 1997). Based on the attention-based view of the firm (Ocasio, 1997), I argue one of the ways to mitigate the negative effects of CEO overconfidence is to direct their attention to larger areas, improving their perception and interpretation of information. I assume that better-connected boardrooms and more diversified top management teams can achieve these purposes. My empirical results show that both boardroom network centrality and TMT diversity can mitigate overconfident CEOs' problems of overinvestment and overbid during acquisition.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1561** | Submission: **11720** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 4:30PM - 5:30PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Metropolitan A**

STR Division Business Meeting *STR Division Business Meeting*

Division Chair: **Heather Berry**, *George Washington U.*
Division Chair-Elect: **Michael J. Leiblein**, *Ohio State U.*
Program Chair: **Marie Louise Mors**, *Copenhagen Business School*
Professional Development Workshop Chair: **Deepak Somaya**, *U. of Illinois at Urbana-Champaign*
Past Chair: **Timothy B. Folta**, *U. of Connecticut*

STR members to join the STR Officers at this in-person meeting where we will reveal the winners of the 2022 STR Best Paper and Best Dissertation Awards, recognize the best reviewers, and our amazing STR volunteers. At the close of this meeting, we will move to the Grand Ballroom C for drinks and appetizers at the STR Social. The STR Officers encourage you to watch the pre-recorded STR business meeting video and to approach the team with any questions during this meeting. We decided to pre-record our business meeting so that everyone can access STR Division information for the 2021-2022 academic year and this recording will be posted and available on the STR YouTube channel at the start of the annual conference. Please follow the link on the STR home page: <http://str.aom.org/home>.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Activism and the Dark Side in Careers

Session Moderator: **Alexander Newman**, *Deakin U.*

In-person, on-site in Seattle. NO virtual component. Content will become available on the virtual platform as an on-demand session at the scheduled time of the in-person session.

CAR: Boundaryless Careers' Dark Side: Orientation, Plateauing, Exhaustion, Exit Intentions and Personality

Author: **Uday Bhaskar**, *Institute of Management Technology Ghaziabad, India*

Author: **Nidhi Yadav**, *Institute of Management Technology Ghaziabad, India*

Author: **Yehuda Baruch**, *Southampton Business School, U. of Southampton*

Author: **Sherry E. Sullivan**, *Bowling Green State U.*

Substantial research has been conducted to understand the dynamics of contemporary careers, yet relatively little is known about the complexities of these theoretical models or about their potential dark side. Applying the theories of boundaryless career and conservation of resources, we examine the relationships between the two dimensions of the boundaryless career orientation (BCO), namely the boundaryless mindset (BM) and mobility preferences (MP), with what are generally considered negative career variables. A moderated serial mediation model was tested using data from 196 Indian public sector employees who completed surveys at two points in time (6 months apart). The predicted direct relationships of BM and MP with turnover (TI) and early retirement (ERI) intentions were significant. Career plateau and emotional exhaustion mediated the relationships between the BM-TI and MP-TI when moderated by the dark triad of personality. This study's findings offer a more nuanced understanding of boundaryless career theory.

Paper is Available to Meeting Registrants Only.

CAR: The Career Consequences of Employee Activism: Evidence from the NFL "Take a Knee" Protest Movement

Author: **Alexandra Rheinhardt**, *U. of Connecticut*

Author: **Ethan Poskanzer**, *U. of Colorado*

Author: **Forrest Briscoe**, *Pennsylvania State U.*

Despite recognizing potential ramifications for employees who protest in the workplace, researchers have rarely explored the career consequences that stem from such instances of employee activism. We integrate research on employee activism and worker norms to theorize that workplace protest represents a perceived deviation from workplace norms that can influence an individual's organizational and labor market outcomes. We investigate this premise with the 2016 National Football League (NFL) "Take a Knee" protests as a strategic research setting. Using a difference-in-difference methodology comparing players who protested police brutality by kneeling during the US National Anthem to matched non-protesters, we find that protesting was associated with more rapid exits from NFL employment. We find a heterogeneous relationship between protesting and compensation by the presence of managerial allies, or those who share a social (racial) identity with the protesting employee. Players who protested on teams with few black coaches saw reduced compensation while players on teams with many black coaches did not. Overall, the findings offer contributions for research on careers, workplace deviance, and employee activism.

Paper is Available to Meeting Registrants Only.

CAR: The Dark Side of Organizational Identification: Voluntary CEO Turnover During Poor Firm Performance

Author: **Lukas Berger**, *U. of Goettingen*

Author: **Yannik Gehrke**, *U. of Goettingen*

While scholars have provided empirical evidence that CEOs' organizational identification reduces agency costs, this study examines various aspects to the contrary. We focus on times of poor firm performance, when CEO turnover is often considered a remedy. However, due to conflict of interests, it remains an open question whether CEOs with organizational identification act in the best interest of the firm in these situations and voluntarily resign. Based on 10,837 firm-years of non-financial U.S. firms between 2003 and 2017, we find a negative relation between CEOs' organizational identification and voluntary turnover in times of poor firm performance. Importantly, we also find conditions in which CEOs with high organizational identification continue to hold on to office during poor firm performance, thus causing high agency costs. In sum, our findings indicate that CEOs' organizational identification can cause unintended detrimental firm outcomes.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1563** | Submission: **18781** | Sponsor(s): **(CTO)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 5:00PM - 6:30PMPT (UTC-7)**

Digitalization Strategy and Professional Identity

Session Moderator: **Rosanna Schropp**, *ESG-U. du Québec à Montréal*

CTO: [A Model of Identity Crafting among Novice and Experienced Journalists in an Era of Transformation](#)

Author: **Rosanna Schropp**, *ESG-U. du Québec à Montréal*

As numerous transformative forces - notably the prevalence of a new business logic, the emergence of new actors and the penetration of new technologies - transcend traditional newsroom practices, journalists of all ages see the cornerstones of their professional identity being disrupted. Conceiving their profession as a calling, and having different conceptions of their work depending on their generation, journalists tend to apply a variety of strategies to respond to these changes and re-craft their journalistic identity. Based on the literature on professional identity, generations and the transformation of journalism, this paper proposes a multi-dimensional model presenting the strategies of identity crafting applied by novice and experienced journalists. The model explains the differences in their strategies by juxtaposing their distinct views on calling, alongside three facets of generational identity (year of birth, life stage, nature of work). The main proposition is that novice journalists adopt a strategy of liquid identity crafting characterized by a willingness to integrate transformative elements in their work, while experienced journalists prefer a strategy of solid identity crafting, shaped by a desire to preserve traditional journalism practices. With the digital transformation of journalism as major driver, the paper contributes to the literature on professional identity with an original perspective on calling, and adds to research on generations by unpacking differences in the process of identity crafting among novice and experienced journalists.

Paper is Available to Meeting Registrants Only.

CTO: [Enacting Identity Work and Identity Regulation in the Digitalisation of Industrial R&D](#)     

Author: **Abderrahim Nekkache**, *Alliance Manchester Business School, U. of Manchester*

Author: **Barbara Ribeiro**, *Alliance Manchester Business School, U. of Manchester*

Author: **Andrew James**, *Alliance Manchester Business School, U. of Manchester*

This paper draws on professional identity theory to explain how industrial R&D scientists within a large UK firm reconstruct their identities in the context of digitalisation. Whereas scientists routinely conducted most of their experiments manually, the firm's digitalisation strategy introduced advanced laboratory robotics and data analytics tools which disrupted routine R&D work. We unpack the processes of identity regulation and identity work to identify key factors shaping acceptance and resistance to the firm's digitalisation efforts. We show how scientists negotiate and adapt to challenges such as a steep learning curve, as well as how managers and co-workers developed strategies to address emerging issues. By examining the interplay between identity regulation and identity work, we argue that R&D scientists undertake three types of identity work to reconstruct their professional identity, namely positive reframing, learning, and technology shaping. We contribute to the literature by offering an analysis of identity construction in the context of the digitalisation of science and developing a conceptual framework that reveals the complex interplay between identity regulation and identity work in the context of digitalisation.

Paper is NOT Available. Please contact the author(s).

CTO: [Processual Approach to Data Quality: The Case of 'Task-Based Tuning' In a Professional Organization](#) 

Author: **Roxana Ologeanu-Taddei**, *Toulouse Business School*

Author: **Lauri Kristian Wessel**, *European Uni Viadrina, Frankfurt (Oder)*

We develop an empirically grounded understanding of how data quality emerges and changes over time in the practices of professionals working in an organization. This is important because literature on data quality focuses on how 'good' quality data informs managerial decision making. However, in professional organizations, somewhat independent professionals make key decisions based on their expertise. Our process model speaks to these issues, highlights the importance of data quality for digital innovation more generally, and informs literature on heterogeneous professions in organizations.

Paper is Available to Meeting Registrants Only.

CTO: [How IT Professionals' Digitization Work Shapes Jurisdiction Transfer Among Occupational Groups](#)

Author: **Rebecca Hinds**, *Stanford U.*

Author: **Melissa Valentine**, *Stanford U.*

Prior research has characterized technology's role in shaping occupational jurisdictional change as involving direct conflict as occupational groups enact technology to compete over who has the right to perform particular tasks. In this study, we find and theorize a process of jurisdiction transfer through technology, wherein one occupational group develops a digital technology that results in jurisdictional changes among adjacent occupations, but with no intent to claim jurisdiction over the newly digitized tasks. We draw on a 14-month ethnography of a U.S. government lab to show how an occupational group made design choices when developing a new digital technology that shaped who could use the technology and for which tasks, in ways that altered adjacent groups' jurisdictions. We analyze three design choices that the IT professionals made—unstructured text fields, open-ended workflow approval, and decentralized dashboard access—that accomplished a transfer in jurisdiction over remote work contracts from the HR professionals to front-line managers. These decisions ultimately aligned with some powerful managers' preferences for the lab's remote work strategy but were framed as neutral IT development decisions and unfolded with minimal direct interaction or conflict between the original and new task claimants and without the IT professionals gaining expanded jurisdiction.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1564** | Submission: **18870** | Sponsor(s): **(CTO)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Monday, Aug 8 2022 5:00PM - 6:30PMPT (UTC-7)** at **Seattle Convention Center in Room 203**

Mobility, Digital Resilience and Employment

Session Moderator: **Jaemin Kim**, *Oakland U.*

 CTO: [Impression Management for Instantaneous Responses from Online Audience](#) 

Author: **Jaemin Kim**, *Oakland U.*
Author: **Michael Greiner**, *Oakland U.*

The worldwide imposition of lockdown measures to control the COVID-19 outbreak in 2020 has moved most of executive communications with external stakeholders online. This paper aims to understand how the presentational styles shown in online executive presentations affect audiences in a form of impression management and empirically test the effectiveness of the tactics. We analyze the presentational styles during the executive presentations by using the MP3 files that contain the communications between executive managers and stakeholders during the earnings calls held by S&P 100-listed firms after June 2020, a quarter after the WHO declared the COVID-19 outbreak to be a pandemic on Mar 11, 2020. The total number of the utterances we used was 14,452. The results show that impression management tactics done via online presentations lead to positive and immediate audience responses only when presenters rely on informational presentation styles. Meanwhile, executive managers tend to give more emphasis to relational and promotional presentation styles rather than informational presentation styles when earnings are above market forecasts. This research provides new insights into how managers can elicit immediate and positive responses from audiences during online presentations and suggest the effectiveness of short-term impression management tactics in association with a firm's short-term earnings.

Paper is Available to Meeting Registrants Only.

CTO: [Resilient Users and Emerging Infrastructural Relations: The Making of Digital Resilience](#)

Author: **Angelos Kostis**, *Department of informatics Umea U.*
Author: **Jonny Holmström**, -
Author: **Stefan Haefliger**, *Bayes Business School (formerly Cass)*

Exogenous shocks propel organizations to pursue resilience to absorb strain, adapt to disruption, and continue performing their work. While prior research has offered insights into how resilience is activated to bounce back in the light of a shock, we turn our attention to digital resilience: the sociotechnical processes through which organizations cope with adversity, maintain operations, and ultimately pursue transformative activities by deploying and engaging with digital technologies. The absence of significant prior digital transformations leaves many organizations scrambling to build resilience during a shock, such as the pandemic, and opens an opportunity for theorizing the process and implications for digital infrastructure. Through a 2-years longitudinal qualitative study of how Greek primary school teachers practiced digital resilience in the face of COVID-19, we identify three distinct mechanisms of digital resilience and develop a grounded model on how these mechanisms cultivate the emergence of settled or contested infrastructural relations. Our study extends theory on the emerging field of digital resilience by highlighting its processual, sociotechnical, and generative nature and offers a relational view on digital infrastructure evolution.

Paper is Available to Meeting Registrants Only.

CTO: [The Effect of Governors' Resilience Tweeting on Community Compliance during COVID-19 Pandemic](#)  

Author: **Reza Mousavi**, *U. of Virginia - McIntire School of Commerce*
Author: **Bin Gu**, *Boston U. Questrom School of Business*

When managing major disasters, authorities may ask residents to comply with certain guidelines that may require making changes to community members' daily routines. In these situations, resilience, which includes behaviors and actions that result in adapting to a new normal during or after disruptions, can help community members to adapt and comply with the guidelines released by the authorities. In this research, we examine whether embedding resilience-related words (resilience messaging) in governors' social media posts increase community compliance to government guidelines in the context of COVID-19 disaster. We first conducted a secondary data analysis using a panel data set of U.S. states using community mobility data, governors' tweets, official county tweets, approval ratings, COVID-19 cases, and states' response data for the period between February 2020 and August 2021 (81 weeks). We use the time residents spent at home and the time they spent at retail places from community mobility data to measure community compliance. We also conducted an online controlled experiment to complement our secondary data analysis to identify the underlying mechanism. We show that governors' resilience messaging increases community compliance (12.5% increase in spending more time at home and 11% increase in avoiding unnecessary trips). We also find that the effect of resilience messaging on community compliance is partially mediated through residents' perceptions about their governors as inspirational leaders.

Paper is Available to Meeting Registrants Only.

 CTO: [Gendered Information in Resumes and its Role in Algorithmic and Human Hiring Bias](#)  

Author: **Prasanna Parasurama**, *NYU Stern*
Author: **João Sedoc**, *New York U.*

We study the extent and nature of gendered information in resumes, and its role in hiring bias using a predictive modeling approach. We first train a series of machine learning (ML) models to inductively learn gendered information in resumes using a matched sample set of resumes from technology firms (348k resumes). We then use these models to quantify the extent and nature of gendered information in resumes and develop a measure of gender incongruence -- a predictive measure of how much the self-presented gender characteristics in the resume deviate from the gender of the candidate. Using this measure of gender incongruence along with historical hiring data from technology firms, we test whether applicants whose resume gender characteristics deviate from their actual gender (i.e. male resumes with feminine characteristics, female resumes with masculine characteristics) are less likely to receive a callback. Our results show that (1) there is a significant amount of gendered information in resumes -- even among applicants that apply to the same job opening with similar job-relevant characteristics, ML models can learn to differentiate between genders with a high degree of accuracy (AUROC=0.81). (2) This gendered information has an impact on hiring outcomes -- women whose resume characteristics deviate from the norms of their own gender are less likely to receive a callback after controlling for job-relevant characteristics. We discuss these findings in light of algorithmic and human bias in hiring.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**

Program Session: **1565** | Submission: **18331** | Sponsor(s): **(ENT)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 5:00PM - 6:30PMPT (UTC-7)** at **Hyatt Regency Seattle** in **Columbia D**

Entrepreneurship Division Business Meeting *Entrepreneurship Division Business Meeting*

Program Chair: **Jon C. Carr**, *North Carolina State U.*

Division Chair: **Sarah Jack**, *Stockholm School of Economics*

Division Chair-Elect: **April Franco**, *U. of Toronto*

Participant: **Peter G. Klein**, *Baylor U.*

Professional Development Workshop Chair: **Rachida Justo**, *IE Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1566** | Submission: **18462** | Sponsor(s): **(MSR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 5:00PM - 7:00PMPT (UTC-7)**

**MSR & Friends: An Invitation to co-Create a Better World Together with
Our Minds, Hearts, and Spirit**
MSR and Friends

Organizer: **Julia Storberg-Walker**, *George Washington U.*
Organizer: **Stacie Chappell**, *Vancouver Island U.*
Organizer: **Judith A. Neal**, *Edgewalkers International*
Organizer: **Jyoti Bachani**, *Saint Mary's College of California*
Organizer: **Nicholas Burton**, *Northumbria U.*
Organizer: **Anita Mendiratta**, *IIT Delhi & Keshav Mahavidyalaya, U. of Delhi*
Organizer: **Ella Henry**, *Auckland U. of Technology*
Organizer: **Tom Elwood Culham**, *Beedie School of Business Simon Fraser U.*
Organizer: **Payal Kumar**, *Indian school of hospitality*
Organizer: **Joan F. Marques**, *Woodbury U.*
Organizer: **Benito Teehankee**, *De La Salle U., Manila, Philippines*
Organizer: **Susan S. Case**, *Case Western Reserve U.*
Organizer: **Chris Laszlo**, *Weatherhead School of Management, Case Western Reserve U.*
Organizer: **Deyang Yu**, *George Washington U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1567** | Submission: **19609** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 5:00PM - 6:30PMPT (UTC-7)** at **Seattle Convention Center in Room 307**

Team Processes and Outcomes

Session Moderator: **Lili Bao**, *Eastern Washington U.*

OB: Giving a Good Relationship and Taking Surrogacy: Exploring the Effects for Team Performance 

Author: **Liliane Furtado**, *COPPEAD Graduate School of Business, UFRJ, Rio de Janeiro*
Author: **Filipe Sobral**, *EBAPE/FGV*
Author: **Urszula Gabriela Lagowska**, *NEOMA Business School*
Author: **Eduardo Cardoso De Moura**, -

The leader-member exchange (LMX) literature proposes that leaders tend to differentiate the quality of relationships among their followers, but it remains unclear how establishing high LMX with some followers may facilitate a positive image of a leader across all team members, and ultimately, a superior team performance. Drawing on data from a three-wave study with 249 healthcare professionals (physicians and nurses), we explore the impact of LMX on employees' surrogate behaviors and, in turn, team performance. Specifically, using a social exchange perspective, we postulate that high-quality LMX relationships make employees especially motivated to build support for the leader through behaviors that reflect surrogacy (i.e., promoting the leader, defending the leader, and/or modeling followership) as a form of reciprocity. By managing others' impressions of the leader, surrogate behaviors are able to eliminate many of the barriers that might hinder team performance. Our findings corroborate our theoretical model showing that LMX increases employees' surrogate behaviors and, in turn, team performance. Moreover, the results indicate that the amount of prestige within the team is an important boundary condition of the LMX-surrogacy relationship, such that the effects of LMX on surrogate behaviors are stronger when employees have higher levels of prestige in their teams. Overall, the study provides evidence that the social facilitation and impression management effects of surrogacy phenomenon, enacted as a result of the "give and take" nature of LMX relationships, is associated to team performance.

Paper is Available to Meeting Registrants Only.

OB: The Effects of Team Structural Adaptation on Team Problem Solving Performance 

Author: **Lili Bao**, *Eastern Washington U.*

Using a computer simulation, I explore how different team structural adaptations relate to team performance and investigate the intervening mechanisms and process by which different degrees of centralization of team decision making serve to balance the tradeoffs between flexibility and stability. I find that the permanently decentralized team has the short-run advantage compared to the permanently centralized team, while the permanently centralized team outperforms significantly the permanently decentralized team in the long run. Teams that couple decentralization that fosters flexibility with eventual centralization that promotes stability outperform those that rely exclusively on decentralization or centralization or those that rely on decentralization eventually. The reintegrated and elastic adaptation perform the best because they gain the benefits of efficiency and exploration realized by decentralization, while they also achieve the benefits of integration for internal fit caused by centralization. The elastic structure is more appropriate to respond to the high stability demands, while the reintegrated structure is more appropriate to respond to the high flexibility demands.

Paper is Available to Meeting Registrants Only.

OB: How Motivation Fluctuates During Virtual Team Work: The Role of Team Characteristics and Dynamics 

Author: **Tobias Blay**, *U. of Goettingen*
Author: **Fabian Jintae Froese**, *U. of Goettingen*

Motivation is an essential factor in achieving high-level outcomes in virtual teams (VT). Using a dataset of 3,071 individuals nested in 614 VT, we examine whether distinct individual motivation-change patterns coexist during VT work and how team context (e.g., team characteristics and team dynamics) relates to such motivation-change patterns. Based on a problematization approach and social motivation theory, and using the latent class growth analysis, we identified three distinct classes of individual motivation-change patterns (i.e., constant high motivation, decreasing motivation, increasing motivation) over time. Interestingly, while team dynamics (e.g., transition/action process, collective efficacy, interpersonal process, team cohesion) are related to motivation-change patterns, team characteristics (e.g., the average age of team members, team size, homogeneity of intrateam nationalities, gender diversity) are not related to individual motivation-change patterns in VT. This suggests, in contrast to face-to-face work settings, that team characteristics may play a different role in VT because people do not meet in person. Thus, to improve and/or maintain the motivation of VT members over time, it would be beneficial to focus on task- and relational-focused processes (e.g., team dynamics), regardless of team characteristics.

Paper is NOT Available. Please contact the author(s).

OB: Affect and Team Adaptation   

Author: **Max-Antoine Renault**, *Rotterdam School of Management, Erasmus U.*
Author: **Murat Tarakci**, *Erasmus U.*

These are especially turbulent times for teams, and failing to respond during crises can be costly. Prior work on team adaptation has unveiled many cognitive and structural adaptive mechanisms. Yet, the affective workings of team adaptation remain a blur despite crises being emotionally-charged. Through a 24-month field case study of nurses who experienced flooding, restructuring and the COVID-19 pandemic, we develop a multilevel theory of how team camaraderie and care emerge from successive help cycles. We reveal how these emergent affective states that had accrued or depleted over initial crises differentially shaped how teams coped and adapted to the pandemic. Thereby, we offer an affective-laden theory of team adaptation to advance research on team adaptation, emergent states, and help.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Social Event**

Program Session: **1568** | Submission: **18328** | Sponsor(s): **(OB)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 5:00PM - 6:30PMPT (UTC-7)** at **Seattle Convention Center** in **Room 4C4**

Organizational Behavior Division Making Connections Networking Event
OB Making Connections Networking Event

Organizer: **Margaret M. Luciano**, *Penn State U.*

Organizer: **Katelyn Zipay**, *Purdue U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1569** | Submission: **19599** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 5:00PM - 6:30PMPT (UTC-7)** at **Seattle Convention Center in Room 616**

Destruction of Workers and Roles

Session Moderator: **Anna Van Der Velde**, *WHU - Otto Beisheim School of Management*

OB: Classification and Base Rate of Destructive Follower Behavior: A Mixed-Methods Approach

Author: **Anna Van Der Velde**, *WHU - Otto Beisheim School of Management*
Author: **Fabiola Heike Gerpott**, *WHU - Otto Beisheim School of Management*

Anecdotes from the daily working lives of leaders often include reports of destructive followers, such as employees intentionally underperforming, blaming others for their own mistakes, or undermining the leader's authority by constantly doubting the leader's decisions. However, such real-life experiences of many leaders who are confronted with destructive follower behaviors have not yet been reflected in a rigorous scholarly understanding of the behavioral building blocks of this phenomenon and its prevalence. Accordingly, we aimed to develop a classification of destructive follower behaviors that can guide future research on this multifaceted phenomenon. To achieve this goal, we conducted 40 semi-structured interviews with organizational leaders and utilized topic modeling to map out five categories of destructive follower behaviors (i.e., entitlement, contact seeking/avoiding, effort minimization, emotionally fluctuating communication, and undermining team cohesion). We then conducted a second study with 1,229 leaders to obtain an impression of the base rate of the phenomenon (i.e., how often do these categories of destructive follower behaviors occur?) and exploratively assessed leader-level correlates. We outline how our categorization and the explored correlates can build the foundation for behavioral coding methods and rigorous experiments. We also discuss potential consequences of destructive followership and reflect on role spillover effects.

Paper is NOT Available. Please contact the author(s).

OB: Clarifying a Fragmented Theoretical Landscape: A Process Model Approach to Workplace Bullying

Author: **Jason R. Pierce**, *U. of North Carolina, Greensboro*
Author: **Linda M. Dunn-Jensen**, *California State U. Stanislaus*
Author: **Nancy Pierce**, *UNC*

Frequent reports around the globe continue to fuel scientific and social interest in the pandemic of workplace bullying. Despite this interest, reviewers of the literature still lament difficulty identifying a conceptualization that clearly differentiates bullying from other forms of workplace aggression and victimization (e.g., abusive supervision, harassment, social undermining, etc.). We diagnose the problem underlying this lack of clarity and propose a solution for it. First, we explain how inconsistent and imprecise integration of four qualifiers—incidence, interpretation, intent, and imbalance of power—result in too much distinctiveness between definitions of bullying as well as too little distinctiveness from definitions of other types of workplace aggression and victimization. We then propose and demonstrate how taking a process-theoretical approach to conceptualize workplace bullying mitigates both distinctiveness issues. Doing so leads us to provide a conceptually distinct definition of bullying: a response to goal conflict in which perpetrators falsely convince targets that they are too defenseless and powerless to refuse illegitimate outcomes. We conclude with a discussion regarding how clarifying the concept of workplace bullying this way facilitates progress in developing theories and practical interventions for it.

Paper is Available to Meeting Registrants Only.

OB: Organizationally Terrorist Supervisor and Employee's Fit with Organization: A Conceptual Framework

Author: **Gul Afshan**, *Sukkur IBA U.*
Author: **Niaz Bhutto**, *Sukkur Institute of Business Administration*
Author: **Mansoor Ahmed Ahmed Khuhro**, *Shaheed Benazir Bhutto U., Sanghar, Pakistan*
Author: **QuratulAin Memon**, *UNIMAS*

This conceptual paper has presented propositions by explaining the relationship through self-determination theory. With the help of self-determination theory, this study explains the relationship between organizational terrorism and employee well-being with the mediating effect of person-supervisor fit. We propose that person-organization fit could buffer not only the negative relationship between organizational terrorism and person-supervisor fit but also the indirect effect of organizational terrorism on employee well-being via person-supervisor fit. The study extends the research on organizational terrorism and makes several contributions to the literature. To the best of our knowledge, this is the first study, which has proposed the effects of organizational terrorism on employee well-being.

Paper is Available to Meeting Registrants Only.

OB: Managing Without Managers: How Self-Managing Organizations Fulfill the Functions of Managers  

Author: **Frank Martela**, *Aalto U.*
Author: **Tuukka Kostamo**, *Aalto U., Department of Industrial Engineering and Management*
Author: **Jori Mäkkeli**, *Aalto U.*

Middle managers play an important function in organizations, taking responsibility for many crucial roles in decision-making, leadership, and communication. Synthesizing existing literature, we identify ten task-oriented, people-oriented, and systems-oriented functions that managers in a typical organization fulfill. Self-managing organizations, however, challenge the necessity of managers by demonstrating that an organization can function and thrive even without any middle managers. In a case study of a self-managing IT service company from Finland with 550+ employees but no middle managers, we identify the alternative practices and solutions through which the ten key functions of managers are fulfilled in this organization. The organizing was built around self-managing teams with high levels of autonomy and served by dedicated supportive roles, such as coaches supporting team development, and a specific salary team negotiating the salaries. The remaining managerial functions were replaced by a strong culture and shared cultural practices such as agile team practices and an advice process for bigger decisions ensuring the necessary coordination and coherence. The investigation expands the functional approach to leadership and managerial work by highlighting the alternative practices through which managers can be replaced, while also offering a new way of understanding how self-managing organizations are able to function.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **1570** | Submission: **13604** | Sponsor(s): **(OB, CM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 5:00PM - 6:30PMPT (UTC-7)** at **Seattle Convention Center in Room 309**

Context Matters: The Implications of Workplace Envy Across Contexts



The Implications of Workplace Envy Across Contexts

Session Chair: **I-Heng Wu**, *U. of South Alabama*
Session Chair: **Manuel F. Gonzalez**, *Seton Hall U.*
Discussant: **Yochi Cohen-Charash**, *Baruch College & The Graduate Center, CUNY*
Presenter: **Jaewoo Kim**, *U. of Houston*
Presenter: **Leanne Atwater**, *U. of Houston*
Presenter: **Jamie Belinne**, *U. of Houston*
Presenter: **Hakan Ozcelik**, *California State U. Sacramento*
Presenter: **Harshad Girish Puranik**, *U. of Illinois at Chicago*
Presenter: **Kathleen Keeler**, *Ohio State U.*
Presenter: **Haoying Xu**, *U. of Illinois at Chicago*
Presenter: **Siyi Tao**, *U. of Illinois at Chicago*
Presenter: **Manuel F. Gonzalez**, *Seton Hall U.*
Presenter: **Yochi Cohen-Charash**, *Baruch College & The Graduate Center, CUNY*
Presenter: **Soohyun Lee**, *William Paterson U.*
Presenter: **Kim Story Johnson**, -
Presenter: **Paul E. Spector**, *U. of South Florida*

The interpersonal and social aspects of modern work have made envy – the painful emotion experienced at work when one lacks and desires one or more work others’ superior qualities, achievements, or possessions – a practical phenomenon to study in organizational science. With scholarly interest in envy on the rise, this symposium introduces fresh perspectives and further advances scholarly discussion regarding the nature of envy by showcasing four cutting-edge studies. In particular, these studies provide new insights regarding envy, its outcomes, and factors influencing these outcomes across different contexts (e.g., leadership, job search, different cultures), for different targets (the envier, the envied, and the organization), and using diverse methodological approaches (e.g., meta-analysis, experiencing sampling). Attendees will thus learn current directions in workplace envy research from researchers with expertise in the topic area. Following the presentations, Dr. Yochi Cohen-Charash will synthesize the papers in the symposium and lead an interactive discussion on the current state of envy research. As envy is commonly experienced as an undesirable emotion, our symposium seeks to offer a comprehensive understanding of workplace envy, its various outcomes (both the “good” and the “bad”), and strategies to manage envy in ways that can benefit employees and organizations alike, in line with the Academy of Management 2022 theme of “Creating a Better World Together”.

The Dark Side of Envy: Implications of Job Search Envy on Health

Author: **Jaewoo Kim**, *U. of Houston*
Author: **Leanne Atwater**, *U. of Houston*
Author: **Jamie Belinne**, *U. of Houston*

Exploring Envy as a Mediator between LMX Quality and Work Outcomes

Author: **Hakan Ozcelik**, *California State U. Sacramento*

The Bright- and Dark-Side Effects of the Daily Perception of Being Envied by Coworkers

Author: **Harshad Girish Puranik**, *U. of Illinois at Chicago*
Author: **Kathleen Keeler**, *Ohio State U.*
Author: **Haoying Xu**, *U. of Illinois at Chicago*
Author: **Siyi Tao**, *U. of Illinois at Chicago*

Envy Beyond Borders: A Meta-Analysis of National Culture and Reactions to Envy

Author: **Manuel F. Gonzalez**, *Seton Hall U.*
Author: **Yochi Cohen-Charash**, *Baruch College & The Graduate Center, CUNY*
Author: **Soohyun Lee**, *William Paterson U.*
Author: **Kim Story Johnson**, -
Author: **Paul E. Spector**, *U. of South Florida*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: 1571 | Submission: 10857 | Sponsor(s): (OB, GDO, CM)

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 5:00PM - 6:30PMPT (UTC-7)** at **Seattle Convention Center in Room 213**

Allyship in the Workplace: An Examination of Antecedents and Consequences

Allyship in the Workplace



Session Chair: **Rebecca Ponce de Leon**, *Columbia Business School*

Session Chair: **Deshani Buddhika Ganegoda**, *Melbourne Business School*

Presenter: **Olivia Foster-Gimbel**, *New York U.*

Presenter: **Deshani Buddhika Ganegoda**, *Melbourne Business School*

Presenter: **Alyssa Tedder-King**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

Presenter: **Soojin Oh**, *Pennsylvania State U.*

Presenter: **Rebecca Ponce de Leon**, *Columbia Business School*

The importance of allies—broadly defined as those who “actively work toward the eradication of prejudicial practices” (Sue et al., 2019)—in organizational contexts has been increasingly evident with the rise of #MeToo and Black Lives Matter. In highlighting the persistence of sexism and racism, these social movements have encouraged broader participation in efforts to reduce existing social inequalities. For instance, the Black Lives Matter protests following the murder of George Floyd in May 2020 constituted the largest social movement in United States history with an estimated 15 to 26 million participants (Buchanan, Bui, & Patel, 2020). Companies responded to this societal reckoning with an outpouring of statements and commitments, with the biggest 50 companies in the U.S. pledging nearly \$50 billion to combat racial inequality (Jan, McGregor, & Hoyer, 2021). Given increased attention on allyship behaviors in organizational settings, this symposium brings together five presentations that explore diverse yet interconnected facets of allyship. Spanning experimental, archival, and observational methods, these five papers examine the psychological, identity-based, and contextual factors that affect both decisions to engage in social justice efforts and ultimate evaluations of allyship efforts. By considering how individuals come to participate in advocacy as well as how onlookers perceive and appraise allyship, this symposium helps to shed light on both sides of allyship efforts. In turn, this symposium offers insights into strategies to increase participation in allyship that truly makes marginalized groups feel supported.

“Am I an Ally or Is That a Lie?” Performativity Concerns, Authenticity, and Allyship

Author: **Olivia Foster-Gimbel**, *New York U.*

Author: **Julianna Pillemer**, *New York U.*

Preaching to the Choir or Converting the Masses when Garnering Support for Social Justice

Author: **Deshani Buddhika Ganegoda**, *Melbourne Business School*

Author: **Jigyasu Shukla**, *U. of Central Florida*

Author: **Debra L. Shapiro**, *U. of Maryland*

“Am I an Ally or Is That a Lie?” Performativity Concerns, Authenticity, and Allyship

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Author: **Deshani Buddhika Ganegoda**, *Melbourne Business School*

Author: **Jigyasu Shukla**, *U. of Central Florida*

Author: **Debra L. Shapiro**, *U. of Maryland*

Should That Count? Fairness Judgments of Resource Allocations Accounting for Structural Sexism

Author: **Alyssa Tedder-King**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

Author: **Elad Netanel Sherf**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

Examining Women’s Reactions to Male Managers’ Ally Work: A Divergence Framework

Author: **Carolyn Thi Dang**, *Pennsylvania State U.*

Author: **Soojin Oh**, *Pennsylvania State U.*

Author: **Aparna Joshi**, *Penn State Smeal College of Business*

Sincere Solidarity or Performative Pretense? Evaluations of Organizational Allyship Displays

Author: **Rebecca Ponce de Leon**, *Columbia Business School*

Author: **James T. Carter**, *Columbia Business School*

Author: **Ashleigh Shelby Rosette**, *Duke U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1572** | Submission: **15204** | Sponsor(s): **(OB, GDO, CM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 5:00PM - 6:30PMPT (UTC-7)** at **Seattle Convention Center in Room 214**

**I Meant What I Said, and I Said What I Meant?:
Organizational Rhetoric Around Social Justice Issues**
Organizational Rhetoric on Social Justice Issues



Organizer: **Preeti Vani**, *Stanford Graduate School of Business*
Organizer: **Xuan Zhao**, *Stanford U.*
Presenter: **Jordan Starck**, *Stanford U.*
Presenter: **McKenzie Preston**, *The Wharton School, U. of Pennsylvania*
Presenter: **James T. Carter**, *Columbia Business School*
Participant: **Rachel Song**, *U. of Washington*
Participant: **Mar Yam Hamedani**, *Stanford U.*
Participant: **Amrita Maitreyi**, *Stanford U.*
Participant: **Clarissa Gutierrez**, *Stanford U.*
Participant: **Hazel Markus**, *Stanford U.*
Participant: **Jennifer Eberhardt**, *Stanford U.*
Participant: **Benoit Monin**, *Stanford Graduate School of Business*
Participant: **Stacey Sinclair**, *Princeton U.*
Participant: **Arianna M. Beetz**, *The Wharton School, U. of Pennsylvania*
Participant: **Andrew Carton**, *The Wharton School, U. of Pennsylvania*
Participant: **Mabel Abraham**, *Columbia Business School*
Discussant: **Angelica Leigh**, *Fuqua School of Business, Duke U.*

From systematic racism to climate change, institutions in contemporary American society are increasingly expected to wake up to and take a stance on major social and political issues that challenge our societal well-being. Yet such communicative efforts are not always met with unanimous positive reactions. The public, or some social groups, may question the underlying motivation for such efforts, seeing them as nothing more than political performance (Anderson & McClain, 2020). Certain narratives may backfire, too, especially when the effort is described as intending to benefit the bottom line rather than supporting social justice (Carlos & Lewis, 2018; Kim, 2014). Finally, despite the unprecedented wave of public support for BLM in summer 2020, many people were hesitant to rejoice over the “victory” because promises may never become progresses, especially considering that the past sixty years have witnessed a decrease, rather than an increase, in racial equity despite all the talking (e.g., a greater racial wealth gap; Miller, 2011, Shapiro, Meschede & Osoro, 2013). Stating an organization’s intention to contribute to a better, more equitable society is a must, but a deep understanding on how organizations should communicate such intentions, and how their words influence the public’s perception is still lacking. In response to the need for more rigorous and systematic research on how organizations communicate their intention to engage in social justice and how the public responds, this symposium has curated five interrelated empirical papers on this timely topic. Embracing a mixed method approach, these papers have combined the strength of archival analysis with experimental methods to showcase various aspects of an organizations’ decisions around rhetoric and communication style, how these decisions are perceived, and why certain strategies are perceived more favorably than others.

Predicting People’s Perceptions of Organizational Statements Following George Floyd’s Death

Author: **Xuan Zhao**, *Stanford U.*
Author: **Rachel Song**, *U. of Washington*
Author: **Mar Yam Hamedani**, *Stanford U.*
Author: **Amrita Maitreyi**, *Stanford U.*
Author: **Clarissa Gutierrez**, *Stanford U.*
Author: **Hazel Markus**, *Stanford U.*
Author: **Jennifer Eberhardt**, *Stanford U.*

Perceptions of Organizational DEI Messages that Leverage Moral Claims and Instrumental Claims

Author: **Preeti Vani**, *Stanford Graduate School of Business*
Author: **Benoit Monin**, *Stanford Graduate School of Business*

Pain & Punishment: How University Diversity Rationales Affect Responses to Interracial Conflicts

Author: **Jordan Starck**, *Stanford U.*
Author: **Stacey Sinclair**, *Princeton U.*

The Efficacy of Leader Rhetoric to Promote Inclusion During Periods of Intergroup Conflict

Author: **McKenzie Preston**, *The Wharton School, U. of Pennsylvania*
Author: **Arianna M. Beetz**, *The Wharton School, U. of Pennsylvania*
Author: **Andrew Carton**, *The Wharton School, U. of Pennsylvania*

“But Are They Walking the Talk?”: How People Make Sense of Diversity Communications and Demographics

Author: **James T. Carter**, *Columbia Business School*
Author: **Mabel Abraham**, *Columbia Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Plenary Session**
Program Session: **1573** | Submission: **18375** | Sponsor(s): **(ODC)**
Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**
Scheduled: **Monday, Aug 8 2022 5:00PM - 6:00PMPT (UTC-7)** at **Seattle Convention Center in Ballroom 6E**

ODC Distinguished Scholar: Denny Gioia
ODC Distinguished Scholar: Denny Gioia

Distinguished Speaker: **Dennis A. Gioia**, *Pennsylvania State U.*
Program Chair: **Richard W. Stackman**, *U. of San Francisco*

The 2022 recipient of the ODC Division Distinguished Scholar Award is Denny Gioia (Penn State).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1574** | Submission: **19260** | Sponsor(s): **(PNP)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 3:30PM - 5:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 401 Chelan**

Municipal and Urban Governance

Session Moderator: **Emilene Leite**, *Örebro U. School of Business*

This session on municipal and urban governance examines processes and effects in local public services (such as libraries and water utilities) and urban planning processes.

PNP: When Nothing Happens: Understanding the Lack of Agency in Degrading Water Utility Systems (WITHDRAWN) 

Author: **Amelie Bennich**, *KTH Royal Institute of Technology*

Author: **Mats Engwall**, *KTH Royal Institute of Technology*

Author: **David Nilsson**, *KTH Royal Institute of Technology*

The water utility sector is usually perceived as a conservative sector. However, in times of major investment needs an opportunity to change the otherwise rigid infrastructure systems appears. The transition literature has gained extensive attention for studies on transitions of established socio-technical systems. In this research stream, the concept of the socio-technical regime, which constitutes the highly institutionalised formal and informal rules that control the system, plays a central role. In this paper, the regime is conceptualised as constituting of multiple sub-regimes, which are used to examine what is preventing the transition of a degrading socio-technical system. This is illustrated by a case study of the water utility sector in Sweden, which face significant needs to upgrade its infrastructure systems. The findings show that the key regime actors, i.e., the water utilities, are currently prevented from managing this situation. By studying the sub-regimes, lock-ins and possible responses to them are identified.

Paper is NOT Available. Please contact the author(s).

PNP: Measuring Library Efficiency and Effectiveness: A Mixed Method Study of Public Library Districts 

Author: **Alicia Schatteman**, *Northern Illinois U.*

Author: **Li-Yin Liu**, *Northern Illinois U.*

This study examines public municipal libraries and public library districts at the local government level, in the U.S. and specifically Illinois, the state with the most units of local government and public library districts in the country. This study contributes to the study of special districts by providing a comprehensive comparison between district and municipal libraries. Based on a national survey of public libraries and interviews with public library staff, we found that, on average, special district libraries, as previous studies indicated, received more financial inputs, provided more programs and services, and generated higher service output than their municipal counterparts. However, the differences between these two types of libraries may vary by states. Using Illinois as an example, district libraries may, in fact, receive less revenue than municipal libraries. District libraries in Illinois also provides fewer services and programs and generated less service output than municipal libraries.

Paper is Available to Meeting Registrants Only.

PNP: Exploring Board Behaviour in a Public Context - Experiences from a Swedish Municipal Corporation

Author: **Elin Marianne Smith**, *Kristianstad U.*

Author: **Timur Uman**, *Jönköping International Business School*

Author: **Sven-olof Collin**, *Free U. of Scania*

Based on an eclectic theoretical approach of board behaviour and longitudinal case-observations of a local municipal corporation this study aims at exploring what constitutes board behaviour in the public setting. Whereas private sector board research tend to highlight the tasks of control and service we have identified multiple board tasks in Swedish MC i.e. control, decision-making, service, conflict resolution, education, MC legitimization, and key value implementation. Moreover, our study has emerged four contingencies of board task, i.e. board composition, board leadership, presidium empowerment, and board processes, that further the knowledge on the emergence of specific board tasks in MC. Finally, relying on institutional logics our study theorises how and why different board behaviour emerges from an institutional frame. By doing that our findings contribute to the nascent field of research on public boards and contribute with empirical insights of public board behaviour.

Paper is Available to Meeting Registrants Only.

PNP: Actor Roles Shaping and Influencing Innovation in Smart City Development 

Author: **Emilene Leite**, *Örebro U. School of Business*

Innovation networks are organized and shaped by their members. This study investigates actors' roles influencing innovation for smart city development. Combining actors' roles with the innovation network literature and insights gained from two cases of smart city innovation, our empirical analysis shows four roles associated with smart city innovation network activities: i) coordinators, ii) contributors, iii) facilitators and iii) builders. These actor patterns recognize how actors collaborate in networks characterized by heterogeneous actors (public and private), the coexistence of individual and collective motivations, a certain degree of openness, and users' participation. Furthermore, actors' ability to change their network position is dependent on a shared interpretation of network roles between the network actors. Hence, scholars and practitioners of innovation networks learn that the understanding of role patterns in smart city development can contribute to the building, utilization, and coordination of an open innovation network that positively impacts business and society.

Paper is NOT Available. Please contact the author(s).

PNP: Making Sense of Competing Expectations – Paradoxes in Strategic Spatial Planning (WITHDRAWN)

Author: **Lisa Källström**, *Kristianstad U.*

Author: **Elin Marianne Smith**, *Kristianstad U.*

Societal challenges have made strategic spatial planning an up-to-date topic. Strategic spatial planning tends to be of participatory character, where diverse stakeholders' expectations need to be acknowledged, understood and handled. Sweden is offering an interesting complex case on participatory planning, origin from reforms aiming at strengthening regional planning. This research aims at capturing diverse stakeholders' expectations through paradox identification and understand these paradoxes through sensemaking theory. The main empirical material are observations and interviews. The study concludes with pinpointing the importance of creating a shared understanding among stakeholders where sense giving stand out as especially important.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1575** | Submission: **19272** | Sponsor(s): **(PNP)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 5:00PM - 6:30PMPT (UTC-7)** at **Hyatt Regency Seattle in 403 Cispus**

Citizen-State Interactions

Session Moderator: **Julia Andrea Trautendorfer**, *Johannes Kepler U. Linz*

This panel explores ways in which citizens interact with the state--both as recipients of public services and as participants in governance and decisionmaking.

Author: **Julia Andrea Trautendorfer**, *Johannes Kepler U. Linz*
Author: **Lisa Schmidhuber**, *WU Vienna U. of Economics and Business*
Author: **Dennis Hilgers**, *Johannes Kepler U. Linz*

Carolyn Dexter Award Nominee

Through more intense international polling activity and implementation of large-scale opinion surveys, the possibilities of applying comparative micro-level data for examinations of public values and perceptions expanded. However, despite broad usage of survey data in various academic disciplines, international comparative opinion analysis remains scarce in public administration research. Particularly in terms of research on citizen-state interaction, analyzing survey data could contribute to a more thorough understanding of public experiences with government and administration. This study sheds light on publicly available survey data concentrating on variables which may be valuable for public administration scholars researching citizen-state encounters. Applying a systematic search approach, we provide an overview on 23 comprehensive opinion surveys. As major contribution, we discuss the shortcomings and gaps in existing research and develop an agenda for future research on citizen-state interaction based on this data.

Paper is Available to Meeting Registrants Only.

Author: **Orla Stapleton**, *Indiana U., Bloomington*

An unresolved challenge facing organizations, particularly those with a social role such as environmental stewardship, is how to navigate contention between organizational values and operating goals. Research has established that organizational values are commonly displaced as organizational actors struggle with pressing operating goals. Value displacement influences organizational actors' responses to the local population's needs. Using the case of the Gowanus Canal Superfund cleanup, this project asks, how can organizational values, once they have been displaced, be put back into place (value replacement)? I argue that, in the case of the Gowanus Canal cleanup, the process of value replacement hinged on a boundary organization that provided the setting for a unique relational space where organizational values could be reconsidered and reenacted. I create a typology of interaction settings and value replacement based on the presence or absence of a boundary organization and relational space. Overall, the research illustrates that despite the pervasiveness of operating goals, organizational actors can draw on an organization's values to make decisions, based on interaction with the local population. Furthermore, it shows the connection between the space in which organizational actors interact with the local population and the way they deal with organizational values.

Paper is Available to Meeting Registrants Only.

Author: **Angela Luwanhe Bounthong**, *WU Vienna U. of Economics and Business*
Author: **Katharina Dinhof**, *WU Vienna U. of Economics and Business*
Author: **Jurgen Willems**, *Vienna U. of Economics and Business*

In three subsequent studies, we identified stakeholders that are considered influential in urban governance processes and uncovered certain stakeholders' characteristics ('attributes') that are regarded as more assertive in trade-off situations. We chose our research setting in Vienna, Austria, given its consistently high position in various livability rankings. Our first study consisted of a large representative survey (n=1,787) and probed for citizens' opinions on the stakeholders that are influential to make Vienna a livable city. To narrow our research focus, we examined in our second study thirty-nine conflicts between five stakeholder types. Using an abductive media analysis, we find certain stakeholder characteristics reemerge and win over dilemma situations. In line with stakeholder theory, we find that respondents in our third study, five choice-based conjoint experiments (n = 1,354), show a sizeable preference for stakeholders with attributes of power, legitimacy, and urgency. Our research contributes to the theoretical understanding of urban governance structures and stakeholder theory, and provides insights on the role of different stakeholders and their trade-off decisions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1576** | Submission: **18486** | Sponsor(s): **(PUBS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 5:00PM - 6:00PMPT (UTC-7)** at **The Westin Seattle** in **Mercer**

AMP - Happy Hour With AMP Editors
AMP - Happy Hour with AMP Editors

Organizer: **Susan Zaid**, *Academy of Management*
Host: **Gideon D. Markman**, *Colorado State U.*
Host: **Geoffrey T. Wood**, *U. of Western Ontario*

A perfect opportunity to meet and chat with the AMP editorial team, ask questions, discuss your projects, assess project-journal fit, and get to know what AMP is all about.

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 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Social Event**
Program Session: **1577** | Submission: **18426** | Sponsor(s): **(RM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 5:00PM - 7:00PMPT (UTC-7)** at **Seattle Convention Center in Ballroom 6A**

Research Methods Division Reception *RMD Social Hour*

Organizer: **Andreas Schwab**, *Iowa State U.*
Participant: **Daniel Judson Beal**, *Virginia Tech*
Participant: **Zhen Zhang**, *Southern Methodist U.*
Participant: **Kris Byron**, *Georgia State U.*
Participant: **Le Zhou**, *U. of Minnesota*
Participant: **Marcus Butts**, *Southern Methodist U.*

Join us for the Research Methods Division awards ceremony followed by the social hour.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



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Selected as a Best Paper

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Session Type: **Symposium**

Program Session: **1578** | Submission: **13258** | Sponsor(s): **(OB)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 5:15PM - 6:45PMPT (UTC-7)** at **Seattle Convention Center** in **Chelan 4**

Advances in Personality-Based Leadership Research

Advances in Personality-Based Leadership Research



Session Chair: **Noam Semy Keshet**, *Hebrew U. of Jerusalem*
Organizer: **Noam Semy Keshet**, *Hebrew U. of Jerusalem*
Discussant: **Christian Resick**, *Drexel U.*
Presenter: **Dimitri Van Der Linden**, *Erasmus U.*
Presenter: **Noam Semy Keshet**, *Hebrew U. of Jerusalem*
Presenter: **Emma Van Gerven**, *Amsterdam Business School, U. of Amsterdam*
Presenter: **Shaul Oreg**, *Hebrew U. of Jerusalem*

In the present symposium we bring together advances in our understanding of the link between personality and leadership. The symposium includes four sets of studies, each highlighting a novel aspect of dispositional leadership research: (1) Dimitri van der Linden will discuss connection between the General Factor of Personality (GFP) and leadership; (2) Noam Keshet, Shaul Oreg, Yair Berson, Reinout de Vries, and Marcella Hooigeboom will present set of studies, based on the lexical approach for uncovering basic dimensions of leader personality; (3) Emma van Gerven, Annebel de Hoogh, Deanne den Hartog, and Frank Belschak will talk about leaders' narcissism and gender and their link to followers' task performance; and (4) Noga Sverdlik, Shaul Oreg, and Yair Berson will talk about the joint effect of leaders' power and benevolence values on follower-focused leader behavior and follower outcomes. Our discussant, Christian Resick, will help us integrate insights from these studies and facilitate our discussion of them.

Leadership and Personality: The Case of the General Factor of Personality (GFP)

Author: **Dimitri Van Der Linden**, *Erasmus U.*

Basic Dimensions of Leader Personality: A Lexical Study

Author: **Noam Semy Keshet**, *Hebrew U. of Jerusalem*
Author: **Shaul Oreg**, *Hebrew U. of Jerusalem*
Author: **Yair Berson**, *McMaster U.*
Author: **Reinout De Vries**, *U. of Amsterdam*
Author: **Marcella Ang Hooigeboom**, *U. of Twente*

Leader Narcissism and Inconsistent Leader Behavior

Author: **Emma Van Gerven**, *Amsterdam Business School, U. of Amsterdam*
Author: **Annebel H.B. De Hoogh**, *U. of Amsterdam*
Author: **Deanne N. Den Hartog**, *U. of Amsterdam*
Author: **Frank D. Belschak**, *U. of Amsterdam*

The Joint Effects of Contrasting Leader Values on Follower-Focused Leadership and its Outcomes

Author: **Noga Sverdlik**, *Ben Gurion U. of the Negev*
Author: **Shaul Oreg**, *Hebrew U. of Jerusalem*
Author: **Yair Berson**, *McMaster U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



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Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **1579** | Submission: **19064** | Sponsor(s): **(TIM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 5:15PM - 6:45PMPT (UTC-7)** at **Sheraton Grand Seattle in Columbia**

**Ecosystems and Platforms Track: Contextualizing Ecosystem
Orchestration Efforts**

Session Moderator: **Nina Teng**, *London Business School*

 **TIM: Digital Entrant Scaling & Dynamics: How Grab Transformed & Transcended the SE Asian Mobility Industry**

Author: **Nina Teng**, *London Business School*

Author: **Michael G Jacobides**, *London Business School*

Our inductive case study of the Southeast Asian mobility industry reveals that an innovative digital platform entrant had the advantage of being able to scale and transform itself, its focal industry and other industries. Rather than trying to adapt to the existing industry architecture of traditional value creation and capture, the entrant repositioned its business model with little regard for the focal industry or its incumbents, who ultimately clamored to support it even as it expanded beyond the focal mobility industry into other industries. Instead, the successful digital platform entrant focused on competing with other digital entrant rivals to capture a larger user base by transcending focal industry boundaries to enter and transform multiple industries through a digital superapp business model. Our study contributes a process model on entrant–incumbent dynamics to research on disruptive innovation, digital platform ecosystems, and startup scaling.

Paper is NOT Available. Please contact the author(s).

TIM: Cognitive Leadership, Systemic Innovation, and the Formation of Innovation Ecosystems

Author: **Nicolai J. Foss**, *Copenhagen Business School*

Author: **Jens Schmidt**, *Aalto U.*

We analyze how innovators facilitate and shape the formation of innovation ecosystems around a systemic innovation. We argue that the ability to engage in cognitive leadership—the ability to influence others’ beliefs, in particular owners of complementary assets, in order to achieve coordination and cooperation—is central to the development of nascent innovation ecosystems. Our approach shifts the unit of analysis from the innovation and the underlying (eco)system to the beliefs about the innovation, the ecosystem (including interdependencies) and the different players. Our model is built on three elements: beliefs as targets for successful cognitive leadership, the mechanisms by which innovators can influence others’ beliefs, and the enablers as underlying skills for cognitive leadership. We discuss implications of our analysis for our understanding of the formation of innovation ecosystems and the emergence of ecosystem leadership and also highlight managerial implications.

Paper is Available to Meeting Registrants Only.

 **TIM: The Process of Internalizing and Externalizing for Complementarity in Innovation Ecosystems**  

Author: **Julian Lehmann**, *Vrije U. Amsterdam*

Author: **Nicholas Berente**, *U. of Notre Dame*

Author: **Hans Berends**, *Vrije U. Amsterdam*

Innovation ecosystems consist of many loosely coupled autonomous actors who jointly create value for customers. A key challenge for ecosystem orchestrators involves coordinating complementors and their contributions through a technical architecture and interfaces. Existing research emphasizes that technological architectures are critical for implementing ecosystem strategies because architectures determine how components offered by different organizations may function together to have complementary value. Interfaces determine how ecosystem value is generated. They come into being as firms open up stable architectures to integrate complementors. But how do firms create ecosystems in the absence of stable technical architectures? Drawing on a longitudinal field study of the emergence of the professional 3D printing industry, we distinguishing two processes—internalizing and externalizing. Through internalizing, firms generate knowledge about the nature of complementarity within an ecosystem that is instructive for defining exactly how complementors can be aligned to create value for customers. Externalizing imbues an ecosystem with flexibility so it can accommodate a new architecture that amplifies the complementarity of complements.

Paper is Available to Meeting Registrants Only.

TIM: Uncovering Roles of Core and Complementary Technologies in Controlling Open Technology Platforms  

Author: **Masanori Yasumoto**, *Yokohama National U.*

Author: **Shangke Wang**, *Ph.D Student*

Author: **Tohru Yoshioka-Kobayashi**, *Hitotsubashi U.*

Controlling an open technology platform (OTP) of a shared standard helps firms to secure competitive advantage under consensus-based collaborative standardization. Technical specifications and related patenting are said to help firms control shared OTPs, but they can cause technology spillovers to other firms. This study investigates how firms in the mobile telecommunication sector shape capabilities to control the shared OTP by accumulating knowledge. It examines citations for standard and non-standard essential patents for core and complementary technologies. It is presumed that firms nurture and secure internal core platform technologies, but our results show that the citation of complementary peripheral technologies, rather than core ones, tends to contribute to controlling the OTP in terms of the citation received by other firms. Besides lead firms are more likely to exploit core technologies from other firms while increasing the self-citations of complementary peripheral technologies. Findings indicate that firms’ knowledge to control OTPs is shaped through internally and externally derived core and complementary technologies. These findings expand the debate surrounding the disclosure of technology platforms shared by multiple-firms.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



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Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1580** | Submission: **19089** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 5:15PM - 6:45PMPT (UTC-7)** at **Sheraton Grand Seattle in Dashpoint**

Organizational Learning and Search Track: Digital Transformation - New Theory and Methods

Session Moderator: **Nazlihan UGUR**, *Nyenrode Business U.*

TIM: The Long March: The Quest for Valid Text-Based Indicators of Exploration and Exploitation

Author: **Stijn Kelchtermans**, *KU Leuven*
Author: **Rene Belderbos**, *KU Leuven*
Author: **Nazlihan UGUR**, *Nyenrode Business U.*
Author: **Bart Leten**, *KU Leuven*

Since March (1991) outlined the importance of balancing exploration and exploitation in organizational learning, the exploration-exploitation paradigm has received much attention in the management literature. Recent studies have used content analysis, in particular computer-aided text analysis (CATA), to construct measures of firms' inclination towards exploration or exploitation, using the original set of keywords proposed by March. Utilizing the series of tests to assess the validity of CATA-based measures proposed in Belderbos et al. (2017), we demonstrate that the approach used in prior studies is unlikely to deliver valid indicators. Our study contributes to the literature on construct validity and has broader implications for the development of CATA-based indicators in management research.

Paper is NOT Available. Please contact the author(s).

TIM: Boundary Decisions for Coordination and Control Based on Generalized Trust

Author: **Ying-Ying Hsieh**, *Imperial College Business School*
Author: **Anu Wadhwa**, *Imperial College Business School*

Blockchain shows great potential to transform organization designs by enabling generalized trust to facilitate organizational coordination and control. This generalized trust replaces, fully or partially, the need for traditional coordination and control mechanisms, such as formal contracts, authority, and relational trust. Blockchain, a novel form of organizing that entwines its organizational architecture with technology, renders extreme forms of decentralization and autonomy. We conceptualize how blockchain enables generalized trust without hierarchy based on two key boundary design decisions—permeability and transparency. Taking an architectural view with a focus on information processing, we propose a typology of boundary decisions of blockchain systems and formulate propositions linking boundary decisions with the extent of generalized trust in blockchain systems. Further, we propose that complementarity among activities performed in the blockchain system amplifies a trust-enabling organization's ability to generate generalized trust. Finally, based on the alignment of boundary decisions with goals of adoption, we present two heterogeneous and contrasting modes of adoption—actor-centric vs. technology-centric. Taken together, these two modes form the opposite ends of a continuum, offering potential adopters the flexibility of choosing from a wide range of hybrid modes.

Paper is Available to Meeting Registrants Only.

TIM: R&D Strategy, IT Resource, and Radical Innovation Performance

Author: **Tian Mu**, *Xi'an Jiaotong U. School of Management*
Author: **Jianjun Yang**, *Xi'an Jiaotong U.*

How do firms in mature manufacturing industries manage their resources to adjust to the emerging trend of digital transformation and increase radical innovation (RI) performance? We start from Resource Orchestration Theory (ROT) to answer this question. ROT suggests that flexible resource management actions such as resource structuring and resource bundling could significantly contribute to the attainment of firms' competitive advantages. Based on ROT, this study explores how different knowledge resource structuring strategies (explorative or exploitative R&D strategy) improves firm's RI performance. In addition, firms could bundle IT resources with the knowledge resources produced by R&D, creating additional value and increasing RI performance. We collect survey data of 288 manufacturing firms in China to empirically investigate how different R&D strategies affect firms' RI performance, and how IT resources (IT infrastructure and IT usage) moderate above relationships. The empirical results urge practitioners to pay attention to the differential roles of R&D strategies in fostering radical innovation. Bundling different types of IT resources with R&D strategy would also exert different results on firms' radical innovation performance.

Paper is Available to Meeting Registrants Only.

Author: **Asta Pundziene**, *Kaunas U. of Technology, School of Economics and Business*

Author: **Lukas Geryba**, *Kaunas U. of Technology, School of Economics and Business*

In contrast to the digital transformation of the incumbents, born-digital SMEs embrace digital logic in organisation's design, processes and governance from the very start. So far, the scholars have focused on the digital transformation of the incumbents, thus, little is known about how dynamic capabilities, collaborative innovation and firm performance interact in the context of born-digital SMEs, which has no legacy of the incumbent firm. Therefore, the research question is how dynamic capabilities and collaborative innovation affect the performance of born-digital SMEs. We aim to investigate the impact of dynamic capabilities of born-digital SMEs on their performance when collaborative innovations mediate it. The empirical research was based on 268 complete viable responses from born-digital SMEs in the US, Sweden and Lithuania. The study results show that the effect of dynamic capabilities on born-digital SMEs performance is more significant when mediated by collaborative innovations. Furthermore, the study highlights that although the impact of dynamic capabilities on partnership networks and relational collaboration is significant, only relational collaboration significantly affects the performance of born-digital SMEs.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1581** | Submission: **19046** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 5:15PM - 6:45PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Seneca**

Innovation and Entrepreneurship Track: Startups and Venture Capital

Session Moderator: **Damiano Maria Morando**, *Imperial College Business School*

TIM: Showcasing Strategies in Entrepreneurs' Quest for Venture Capital Funding: Evidence from Twitter

Author: **Damiano Maria Morando**, *Imperial College Business School*
Author: **Stefano Breschi**, *Bocconi U.*
Author: **Anne L.J. Ter Wal**, *Imperial College Business School*

It is widely established that entrepreneurs' social capital is a valuable asset in their search for external funding. However, relatively less is known about how entrepreneurs can actively engage in networking strategies to improve, or exploit, their social capital to attract investment. In this study, we examine two such strategies – showcasing visibility and showcasing similarity – and assess their effect on entrepreneurial ventures' ability to obtain a first round of funding. We argue that showcasing visibility behavior increases a venture's salience among prospective investors, whilst showcasing similarity vis-à-vis high-status role-model entrepreneurs facilitates legitimacy. Based on a comprehensive dataset of London-based technology entrepreneurs combining Crunchbase and Twitter data, we find that showcasing visibility and similarity strategies increase the likelihood of obtaining venture capital funding, particularly for entrepreneurs with a peripheral position in the informal network of London's entrepreneurial ecosystem.

Paper is Available to Meeting Registrants Only.

TIM: The Professionalization of Innovation at a Scale-up: The Case of a Founder-led Unicorn

Author: **Laurens Vandeweghe**, *ETH Zürich*
Author: **Bart Clarysse**, *ETH Zürich*
Author: **Aleksandra Petersone**, *Six*

While professionalization of a firm's top management team has received much scholarly attention, we know very little about professionalization at a scale-up led by a founder-CEO. Drawing on the analysis of interview and ethnographic data from a fast-growing unicorn, we illustrate how innovation managers navigated the scale-up context to professionalize the innovation function, i.e., turned it into a structured function that had significant influence on the innovation agenda. We find that the innovation managers first implemented best practices in innovation management focused on optimizing the process for minimal internal cognitive bias, which resulted in them having little influence on the innovation agenda at the scale-up. As the innovation managers gradually adjusted their approach to how the founder-CEO had been running the scale-up, their influence on the innovation agenda increased. Our findings show that an organizational function at a founder-led scale-up can be professionalized by means of a sedimented professionalization process involving founder-mitigation and founder-navigation mechanisms.

Paper is NOT Available. Please contact the author(s).

TIM: Digital Innovation Entrepreneurship: A Review and Research Agenda

Author: **Ferdinand Mittermeier**, *U. of Bamberg*
Author: **Axel Hund**, *U. of applied sciences neu-ulm*
Author: **Daniel Beimborn**, *U. of Bamberg*

Digital innovation and digital entrepreneurship are two research streams that focus on the intersection of digital technologies with traditional entrepreneurship or innovation processes, respectively. In this sense, both streams can cross-fertilize each other when it comes to theorizing about digital technologies and their distinct characteristics in the context of entrepreneurship. However, recent studies show that there seems to be a large gap between these two fields of research. By analyzing 86 articles from four different disciplines, this review synthesizes the current knowledge on the intersection of digital entrepreneurship and digital innovation through a digital technology-perspective. The contribution of this paper is threefold: (1) Providing an overview of current knowledge about the relationship between digital entrepreneurship, digital innovation and digital technology, (2) Building a framework of digital innovation entrepreneurship, which describes how digital entrepreneurs engage in continuous digital innovation through the use of digital technology, and (3) identifying avenues that guide future research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1582** | Submission: **19101** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 5:15PM - 6:45PMPT (UTC-7)** at Sheraton Grand Seattle in University

Technology and Competitive Strategy Track: Innovation and IP Rights

Session Moderator: **Luca Pistilli**, *UCD Dublin*

TIM: Never Give Up! How to Respond Effectively to Post-M&A Failure with a Recovery Strategy   

Author: **Luca Pistilli**, *UCD Dublin*
Author: **Alessio Cozzolino**, *U. College Dublin*
Author: **Gianmario Verona**, *Bocconi U.*
Author: **Ferdinando Pennarola**, *Bocconi U.*

Existing literature has investigated how to approach post-merger and acquisition (M&A) integration right after the deal, but has been relatively silent on how to recover from a failed post-M&A several years after the deal. We fill this theoretical lacuna by examining an initially failed merger of a leading biotech company (Amgen) with an Italian pharmaceutical firm (Dompé Biotech). By relying on a unique combination of restricted material, face-to-face interviews, and private and public data, we show how the new entity—Amgen Italy—devised a recovery strategy that not only produced task and human integration and a positive organizational climate but also exceeded financial performance targets, seven years after an unsuccessful merger. Our data show that a post-merger recovery process requires socialization, disambiguation, and alignment, and we suggest some specific operational mechanisms to implement such a process. Our study contributes to the literature on post-merger integration by defining and characterizing the process of recovery after a failed M&A.

Paper is Available to Meeting Registrants Only.

TIM: Trade Secret Protection and Firm Acquisitions: Evidence from the Uniform Trade Secrets Act 

Author: **Marta F. Arroyabe**, *U. of Essex Business School*
Author: **Christoph Grimpe**, *Copenhagen Business School*
Author: **Katrin Hussinger**, *U. of Luxembourg*

Strategic factor markets allow firms to access knowledge and technology, yet their institutional underpinnings and the effect of changes in the institutional framework on firm behavior are poorly understood. We address a change in institutions regarding the strength of trade secret protection, more specifically the staggered implementation of the Uniform Trade Secrets Act (UTSA) in the U.S. We show that stronger trade secret protection increases the likelihood of firms to engage on the market for corporate control, a consequence unintended by the UTSA. We identify two mechanisms. First, the UTSA limits knowledge outflows through employee mobility which makes knowledge-intensive firms more attractive acquisition targets. Second, stronger trade secret protection grants acquiring firms better protection of the acquired knowledge and technology.

Paper is NOT Available. Please contact the author(s).

TIM: Examining the Influence of Competition Networks Structure on Firm's Out-Licensing Strategy  

Author: **Keld Laursen**, *Copenhagen Business School - Department of Strategy and Innovation*
Author: **Solon Moreira**, *Fox School of Business, Temple U.*
Author: **Vivek Tandon**, *Fox School of Business, Temple U.*

Based on a competition network perspective and the licensing literature, we argue that who competes directly with whom in downstream markets, and how competitive ties are distributed among firms are critical for firms' upstream R&D strategies and in particular their decisions regarding technology offerings for out-licensing. We focus on industry network centralization or the concentration of competitive ties in many or a few firms. We argue that this aspect is especially relevant for potential licensor firms since it affects the pool of less-threatening exchange partners and the motivations to transfer knowledge to other firms via licensing. High levels of centralization concentrate competitive pressure on a few firms, increase the shared competitive threats within a given industry, and increase the incentives for potential licensor firms to reshape their competitive environments by selective strengthening of other firms through knowledge transfer. We argue also that this effect of industry centralization on the number of technologies offered for out-licensing will be stronger for firms with higher numbers of direct competitors, and that this interaction effect will be particularly strong if competitive threats are non-redundant. We find support for our ideas from an analysis of bio-pharmaceutical industry firms.

Paper is Available to Meeting Registrants Only.

TIM: Keeping Invention Confidential 

Author: **Colleen Cunningham**, *London Business School*
Author: **Aldona Kapacinskaite**, *Department of Management and Technology, Bocconi U.*

This study investigates use of a prevalent but rarely studied form of intellectual property protection: trade secrets. Building on existing survey evidence of firm-level, cross-sectional use of secrecy, we document the effect of stronger legal trade secret protection on the use of trade secrets, and the rate and nature of secret innovation. Our setting is the US oil and gas hydraulic fracturing (fracking) industry, from 2013 to 2018, in states where firms are required to disclose fracking ingredients to regulators barring substantiated claims of trade secrets. We examine how the enactment of the federal 2016 Defend Trade Secrets Act (DTSA) affects well-level trade secret use across states with varying levels of pre-DTSA trade secret protection. We find substantial increases in the use of secrets, the generation of new secrets, the use of both external and internal secrets, and breadth of secret invention, as well as project complexity. Our results provide rare systematic empirical evidence on actual trade secret use and document how stronger formal appropriability shapes secret innovation.

Paper is NOT Available. Please contact the author(s).

Author: **Pyung Nahm**, *U. of Minnesota*

Author: **J. Myles Shaver**, *U. of Minnesota*

Author: **Russell James Funk**, *U. of Minnesota*

This study leverages a unique research design, a proximate industry peer's outbound relocation, to examine how knowledge spillover drives the positive association between agglomeration with industry peers and firm innovation. We expect a firm's innovation performance to decrease when a proximate industry peer moves to another region because knowledge spillover from the industry peer to the focal firm is disrupted. Contrary to our expectation, we find that a proximate industry peer's outbound relocation increases the focal firm's innovation performance. Taking an abductive approach, we investigate the nature of the impact of outbound relocations of industry peers and provide a theoretical explanation to our unexpected finding. We argue a proximate industry peer's outbound relocation creates an inter-region knowledge channel, which creates opportunities for firms to absorb distant knowledge from the relocated peer's new region. To evaluate these ideas, we utilize novel data on relocations of nanotechnology R&D firms over 24 years. This study provides evidence on the association between a proximate industry peer's outbound relocation and a focal firm's innovation performance and on the creation of inter-region knowledge channels.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

People and Innovation Track: Leadership in Innovative Firms

Session Moderator: **Tariq H. Malik**, *Liaoning U.*

TIM: Managerial Departure and the Firm's Performance Loss: A Contingent Role Partners, Techs & Regions

Author: **Tariq H. Malik**, *Liaoning U.*

While the arrival of the TMT (top management team) expands the firm's technological capability and performance, the departure of the TMT should adversely affect the firm's performance. The research on the departure of the TMT and the firm's performance is missing in the organisational research. In exploring the adverse effects of the TMT's departure on the firm's performance, this study tests the moderating role of the firm's context on the departure of the TMT towards the firm's strategic losses. A two-step process tests the direct effect of the TMTs departure and the firm's ROA (return-on-assets) and NI (net income) in the study period. Then it uses three organisational moderators: (a) the firm's technological portfolio, (b) the firm's partners portfolio, and (c) the firm's regional orientation—Europe versus America. Based on a large sample of biopharmaceutical firms, the analysis traces the number of TMTs departed from the firm and links it to the firm's performance directly (baseline) and indirectly (moderators) in the study period (averaged 1997 to 2005). GLM and Mixed Method show that the technology portfolio negatively moderates the ROA performance and the NI performance positively. The partners' portfolio positively moderates the ROA and NI performance. The European firm positively moderates the ROA and negatively moderates NI performance. Among the direct net effects, the TMTs' departure negatively influences ROA and positively influences NI. The article contributes to the organisational context, AC theory and general policies.

Paper is Available to Meeting Registrants Only.

TIM: Daring to Approve Radical Innovation Projects at the Front-End

Author: **Rasim Serdar Kurdoglu**, *Bilkent U.*

Author: **Oguz A. Acar**, *King's College London*

Author: **Daan Van Knippenberg**, *Rice U.*

Author: **Lale Gumusluoglu**, *Bilkent U.*

While innovation decisions are critical for organizations, our understanding of how managers make innovation decisions under high uncertainty is limited. We develop a theory on how goals guiding innovation decisions can vary depending on the level of uncertainty in the process, which increases along a continuum from the front end to launch and from incremental to radical projects. By using analytical or heuristic calculations, managers can assess innovation projects aligned with organizational goals. However, in case of high levels of uncertainties (i.e., front-end of radical proposals), such intendedly rational calculations are impaired by drastic information scarcities, which reduce self-efficacy beliefs pertaining to organizational goals. In such conditions, we posit that decision-makers self-regulate their goals and shift their focal goals from organizational to personal goals. We argue that approval of innovation proposals (i.e., go decisions) is possible under high levels of uncertainty only if the manager has a promotion-oriented focus supported by facilitatory organizational context, but they are not enough. In the absence of any reliable cues about the success of the innovation project, managers need additional impetus, such as provided by impulsiveness or passion for innovation, to dare risk-taking for a highly uncertain innovation project.

Paper is Available to Meeting Registrants Only.

TIM: TMT Heterogeneity in Breakthrough Innovation: The Role of Strategic Decision-making Logics

Author: **Xuecheng Yang**, *U. of Electronic Science and Technology of China*

Author: **Yunfei Shao**, *U. of Electronic Science and Technology of China*

Breakthrough innovation can create new technological trajectories, new markets and even change the competitive landscape, which serves as the driving force of firms' competitive advantages. Based on Upper Echelons Theory, we focus on how TMT heterogeneity affects breakthrough innovations, and examine how strategic decision-making logics (causation & effectuation) adopted by members of top management teams moderate the relationship between the TMT heterogeneity and breakthrough innovation. By using a sample consists of 227 respondents from China, we use linear hierarchical regression analysis to test the hypotheses on the TMT heterogeneity-innovation relationship. Our findings show that TMT heterogeneity has a positive impact on breakthrough innovation. Both causation and effectuation positively moderate the positive relationship between TMT heterogeneity and breakthrough innovation. In addition, compared with causation, effectuation has a stronger moderating effect on the relationship between TMT heterogeneity and breakthrough innovation. We follow and extend the interpretive logic of strategic decision-making underlined by Upper Echelons Theory in explaining the relationship between characteristics of top management teams and organizational outcomes. Combining perspectives of information processing and core competence, our work mainly reveals the relationship between TMT heterogeneity and innovation, and explore the contingency effect of decision-making logics (causation & effectuation) in that relationship. Our research conclusions help TMTs deeply understand the generation as well as its mechanism of breakthrough innovation, and provide new perspectives and guidelines for them to carry out breakthrough innovation as well.

Paper is NOT Available. Please contact the author(s).

TIM: CEO Construal Levels, Cognitive Flexibility, and Firm Ambidexterity

Author: **Mehdi Samimi**, *City College - City U. of New York*

Author: **Younggeun Lee**, *California State U., Los Angeles*

Author: **Marc H. Anderson**, *Iowa State U.*

Author: **Andres Felipe Cortes**, *Sacred Heart U.*

Author: **Pol Herrmann**, *Iowa State U.*

We examine how two cognitive characteristics of a CEO—their construal level and cognitive flexibility—affect a firm's ambidexterity, which is its ability to simultaneously pursue exploration and exploitation. Drawing on construal level theory and the paradox perspective in leadership, we argue that CEOs who think at more abstract levels are better able to flexibly adapt to the changing conditions of exploration and exploitation, and are thus more effective at achieving ambidexterity. We examined the proposed hypotheses in a sample of 344 Korean small- and medium-sized enterprises, using two-round (one-year lagged) and multi-respondent (CEOs and executives) survey data. We find that CEO construal levels lead to CEO cognitive flexibility, which in turn influences firm ambidexterity. This study provides new insights on how CEO cognitive capabilities can foster firm ambidexterity.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **1584** | Submission: **17690** | Sponsor(s): **(TIM, ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 5:15PM - 6:45PMPT (UTC-7)** at **Sheraton Grand Seattle in Willow A**

**AI and Emerging Technologies Track: The Implications of
Blockchain Technology for Business**
Blockchain Technology for Business



Organizer: **Marvin Hanisch**, *U. of Groningen*
Organizer: **Hans Nikolas Rawhouser**, *U. of Nevada, Las Vegas*
Organizer: **Wenqian Wang**, *Purdue U., West Lafayette*
Panelist: **Hanna Halaburda**, *New York U.*
Panelist: **Ying-Ying Hsieh**, *Imperial College Business School*
Panelist: **Fabrice Lumineau**, *HKU Business School, The U. of Hong Kong*
Panelist: **Alex Michael Murray**, *U. of Oregon*
Panelist: **Gerry Tsoukalas**, *Boston U. Questrom School of Business*

Blockchain technology (BCT) has the potential to revolutionize many industries by enabling transactions among individuals anywhere in the world without relying on intermediaries (e.g., banks, agencies, and institutional actors) that historically have been required to establish trust between transaction parties. Many people associate BCT primarily with cryptocurrencies. However, BCT applications have now permeated a wide range of industries and contexts, such as food logistics, healthcare, insurance, and many others. This panel symposium assembles a group of management scholars that have research related to blockchain technology. Our intent is to highlight some of the first research on blockchain technology and have these researchers explain some of the possibilities that exist for high-quality research on blockchain technology.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1585** | Submission: **12078** | Sponsor(s): **(TIM, ENT, CTO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 5:15PM - 6:45PMPT (UTC-7)** at Sheraton Grand Seattle in Aspen

Innovation Processes Track: Evaluating Novel Technologies: Art or Science?
Evaluating Novel Technologies



Organizer: **Angelo Romasanta**, *ESADE Business School*
Organizer: **Gozal Ahmadova**, *ESADE Business School*
Discussant: **Nelson Phillips**, *UC Santa Barbara*
Discussant: **Mary J. Benner**, *U. of Minnesota*
Discussant: **Jonathan D. Wareham**, *ESADE*
Presenter: **Paola Criscuolo**, *Imperial College London*
Participant: **Stefano Benigni**, *Imperial College Business School*
Participant: **Markus Perkmann**, *Imperial College London*
Participant: **Qi Zhang**, *Erasmus U. Rotterdam*
Participant: **Daan Alexander Stam**, *Erasmus U. Rotterdam*
Presenter: **Dirk Deichmann**, *Erasmus U. Rotterdam*
Presenter: **Bart Clarysse**, *ETH Zürich*
Participant: **Jana Thiel**, *ETH Zürich*
Presenter: **Gino Cattani**, *New York U.*
Participant: **Denise Falchetti**, *George Washington U.*
Participant: **Simone Ferriani**, *U. of Bologna*

The evaluation of novel technologies is central to ensuring that resources are allocated properly in addressing society's problems. Despite its importance, challenges still exist that lead to promising innovations not getting properly evaluated and dying prematurely. Instead of a static, linear, box-ticking exercise, the evaluation process for novel innovations is mired with complexities. To address the current gaps in this growing research area, this presenter symposium will bring together top scholars to clarify current challenges in assessing novel innovations. The four presentations will holistically cover different aspects of novelty evaluation: evaluators' advice-seeking with biased seekers and informants, evaluator's thinking processes that rely on different information processing strategies, the way evaluations are affected by innovators' social position, and how the process of entrepreneurial strategy formation unfolds under complex uncertain situations. This symposium will encourage future research in underexplored areas such as the role of the evaluators, the innovators, the context, and the idea itself in this process.

The Role of Evaluators in Discounting Inventor's Bias in Valuing Their Technological Solutions

Author: **Stefano Benigni**, *Imperial College Business School*
Author: **Paola Criscuolo**, *Imperial College London*
Author: **Markus Perkmann**, *Imperial College London*

When does Intuitive Thinking Work for Creative Forecasting?

Author: **Qi Zhang**, *Erasmus U. Rotterdam*
Author: **Daan Alexander Stam**, *Erasmus U. Rotterdam*
Author: **Dirk Deichmann**, *Erasmus U. Rotterdam*

Professional Logics and Collective Strategy Schemas During Industry Incubation

Author: **Bart Clarysse**, *ETH Zürich*
Author: **Jana Thiel**, *ETH Zürich*

Novelty Evaluation & Narrative Strategies: The Outsider Challenge

Author: **Gino Cattani**, *New York U.*
Author: **Denise Falchetti**, *George Washington U.*
Author: **Simone Ferriani**, *U. of Bologna*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Social Event**
Program Session: **1586** | Submission: **10385** | Sponsor(s): **(CAR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 5:30PM - 7:30PMPT (UTC-7)** at **Seattle Convention Center in Ballroom 6C**

Careers Division Awards Ceremony and Networking *CAR Awards and Networking*

Program Chair: **Denise Mary Jepsen**, *Macquarie Business School, Macquarie U.*
Division Chair: **Jos Akkermans**, *Vrije U. Amsterdam*
Division Chair-Elect: **Richard Cotton**, *U. of Victoria*

Join us as we celebrate the winners of our awards, hear a little about their research that moves careers research forward.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1587** | Submission: **18834** | Sponsor(s): **(CTO)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 5:30PM - 7:00PMPT (UTC-7)**

Blockchain Governance and Technology Use

Session Moderator: **Barry Varys-Scudder-Davis**, *Bentley U.*

CTO: **Power Dynamics in the Evolution of Blockchain**  

Author: **Barry Varys-Scudder-Davis**, *Bentley U.*

Author: **Ja-Nae Duane**, *Bentley U.*

Author: **Marco Marabelli**, *Bentley U.*

In this paper, drawing on past IS research on how IT affects power dynamics in organization and networks, we focus on blockchain technologies. After describing and analyzing two mini-cases of blockchain creation and use, we critically discuss the power of all actors involved: blockchain code, creators, developers, maintainers, institutional forces and users. We therefore contribute to the literature on the governance of blockchain creation and use in organizations and networks. We do so by exploring the power dynamics among key socio-technical actors involved in significant decision-making processes in the early lifecycle stages of blockchain. The insights gain from this exploratory study support prior literature that indicates that developers may sit in a privileged position in blockchain ecosystems, while also demonstrating the unique power dynamics among other socio-technical actors present. By contrasting these dynamics with those found in other technologies, e.g., ERP and AI, we help to expose the unique power dynamics that exist in these blockchain-enabled decentralized settings. Potential avenues for future theoretical testing and development, as well as practical implications for managers or organizations engaging with emerging blockchain technologies are provided.

Paper is Available to Meeting Registrants Only.

CTO: **Projecting and Infrastructuring: Designing Cryptocurrencies for the Solidarity Economy**

Author: **Bruno Henrique Sanches**, *Fundação Getulio Vargas - EAESP*

Author: **Marlei Pozzebon**, *HEC Montreal & FGV/EAESP*

Author: **Eduardo Henrique Diniz**, *Fundacao Getulio Vargas*

Solidarity cryptocurrency is a recent phenomenon that connects the social perspective of community currencies with the technological architecture of the cryptocurrencies. By dealing with logics coming from different universes, the social perspective of community currencies with the technological architecture of the cryptocurrencies, designing a solidarity cryptocurrency is about making possible the connection between these two distinct worlds. To investigate the designing of solidarity cryptocurrency, this paper develops an alternative view of the cryptocurrency design that emerges from a Solidarity Economy experience, showing how the process of designing a solidarity cryptocurrency holds a dialogic tension between two ways of design. Our conceptual background integrated elements of two theoretical traditions. First, the *tecnologia social*, a Latin American concept that sees the development of technologies for social transformation built and/or appropriated by the population affected by them. Second, the concept of infrastructuring, which denotes a multi-relational and processual perspective of information infrastructures design. We adopt a design ethnography strategy to examine the design of a solidarity cryptocurrency, an infrastructure that adapts the digital payment platform held by the solidarity organization Instituto E-Dinheiro Brasil into a blockchain platform. Our study reveals the importance of connecting local resources and knowledge through developing located accountability by experts, direct community participation, and integrating local technologies. We unveil how process of reconfiguration of artefacts, imaginaries and social practices unfold towards a solidary economy landscape.

Paper is Available to Meeting Registrants Only.

CTO: **Age and Technology Use: A Dual Pathway Model of Motivation and Capability**   

Author: **Ulrike Fasbender**, *U. of Hohenheim*

Rapid technological advancements and global workforce aging shape the future of work. Drawing on the technology acceptance model, our study aims to connect the literature on age diversity with the research on technology use in organizations. At its heart, the technology acceptance model suggests that two core components, namely perceived usefulness and perceived ease of use, predict attitude toward new technology. We connect these components with two age-related processes to suggest a motivational pathway via future time perspective (future opportunities and remaining time at work) and a capability pathway via cognitive constraints (processing speed difficulties and organizational difficulties). Moreover, we explore digital leadership as a potential buffer to the detrimental effects of age on technology acceptance. We pre-registered our hypotheses and tested them using three-wave data of 643 employees. Our findings support our hypotheses for the motivational pathway showing that age is negatively linked to attitude toward new technology via future time perspective, and subsequent perceived usefulness and perceived ease of use. Digital leadership buffered the negative indirect effects of age on attitude toward new technology. For the capability pathway, the results were opposite to what we expected. Specifically, age was negatively related to organization difficulties, which in turn were negatively linked to attitude toward technology via perceived ease of use and perceived usefulness. Together, our findings put the link between age and technology acceptance into a more positive light than previous research and suggest that motivational and capability-related forces are interwoven in predicting attitude toward new technology.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **1588** | Submission: **18354** | Sponsor(s): **(CTO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 5:30PM - 6:30PMPT (UTC-7)** at **Hyatt Regency Seattle** in **Elwha A**

CTO Business Meeting

CTO Business Meeting

Participant: **Michael Barrett**, *U. of Cambridge*
Participant: **Katherine Chudoba**, *Utah State U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **1589** | Submission: **10539** | Sponsor(s): **(HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 5:30PM - 9:00PMPT (UTC-7)** at **Offsite** in **Argosy Cruises**

HR Division 50th Birthday Boat Cruise *HR Division 50th Birthday Boat Cruise*

Organizer: **Julie Irene Hancock**, *U. of North Texas*
Organizer: **Anthony J. Nyberg**, *U. of South Carolina*

Happy Birthday to us! Join us on a boat cruise to celebrate the 50th birthday of the HR Division! The boat cruise is scheduled for Monday, August 8th from 5:30pm - 9:00pm. Departing from Pier 55 1101 Alaskan Way, Seattle, WA. Advanced Ticket Purchase Required. EARLY BIRD Pricing until 10 July 2022 Please register by using this link: <https://secure.aom.org/PDWReg/>.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1590** | Submission: **11678** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 5:30PM- 7:00PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Grand Ballroom C**

STR Social *STR Social*

Division Chair: **Heather Berry**, *George Washington U.*
Organizer: **Heather Berry**, *George Washington U.*
Division Chair-Elect: **Michael J. Leiblein**, *Ohio State U.*
Program Chair: **Marie Louise Mors**, *Copenhagen Business School*
Professional Development Workshop Chair: **Deepak Somaya**, *U. of Illinois at Urbana-Champaign*
Past Chair: **Timothy B. Folta**, *U. of Connecticut*

Please join STR for drinks and light food. We are happy to welcome you back at this in person event

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **1591** | Submission: **10268** | Sponsor(s): **(IM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 5:45PM - 7:15PMPT (UTC-7)** at **Seattle Convention Center in Skagit 2**

International Management Division Business Meeting *IM Division Business Meeting*

Program Chair: **Grazia D. Santangelo**, *Copenhagen Business School*
Division Chair-Elect: **William Newburry**, *Florida International U.*
Professional Development Workshop Chair: **Nandini Lahiri**, *American U.*
Division Chair: **Katherine Xin**, *China Europe International Business School (CEIBS)*
Past Director: **Jaeyong Song**, *Seoul National U.*
Speaker: **Malika Richards**, *Pennsylvania State U.*
Speaker: **Klaus Meyer**, *Ivey Business School*

Come and hear what is happening in the IM division and how you can get involved. The winners of the Division many Awards will be announced!

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1592** | Submission: **18457** | Sponsor(s): **(AFAM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 6:00PM - 8:00PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Cirrus**

AFAM Social *AFAM Social*

Organizer: **Moses Acquah**, *U. of North Carolina, Greensboro*
Organizer: **Anastacia Mamabolo**, *GIBS / U. of Pretoria*
Participant: **Judy Muthuri**, *International Centre for Corporate Social Responsibility*
Participant: **Eileen Kwesiga**, *Bryant U.*
Participant: **Samuel Aryee**, *U. of Surrey*
Participant: **Amanuel G. Tekleab**, *Wayne State U.*
Participant: **Nceku Nyathi**, *School of Business and Management, Royal Holloway, U. of London, UK*
Participant: **Elham Kamal Metwally**, *Adjunct Faculty*
Participant: **Benson Honig**, *McMaster U.*

AFAM invites academy members to our annual social annual celebratory event - a chance to network, learn about our activities, and find new collaborators.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Social Event**
Program Session: **1593** | Submission: **18502** | Sponsor(s): **(MC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 7:30PM- 9:30PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Grand Ballroom D**

MC Division Dinner
MC Division Dinner

Organizer: **Emmanuel Monod**, *UCMT and Paris-Dauphine U.*
Session Chair: **Rickie Moore**, *EMLYON Business School*

Session requires an additional \$40 fee (nonrefundable). Please register by using this link: <https://secure.aom.org/PDWRReg/>

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **1594** | Submission: **10270** | Sponsor(s): **(MH)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 6:00PM - 7:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **702 Clearwater**

Management History Division Business Meeting *Management History Division Business Meeting*

Participant: **Roy R. Suddaby**, *U. of Victoria*
Participant: **Patricia McLaren**, *Wilfrid Laurier U.*
Participant: **Leon Prieto**, *Clayton State U.*
Participant: **Jeffrey Muldoon**, *Emporia State U.*
Participant: **Andrew Cardow**, *Massey U.*
Participant: **Jay J. Janney**, *U. of Dayton*
Participant: **Andrew D A Smith**, *U. of Liverpool*
Participant: **Nicholous Mark Deal**, *Mount Saint Vincent U.*
Participant: **Regina Greenwood**, *Nova Southeastern U.*

This meeting is linked to the social event, which will start as this business meeting concludes at 7 pm.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Social Event**
Program Session: **1595** | Submission: **18376** | Sponsor(s): **(ODC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 6:00PM - 7:30PMPT (UTC-7)** at **Seattle Convention Center in Ballroom 6B**

ODC Social
ODC Social

Division Chair: **Linda Rouleau**, *HEC Montreal*
Program Chair: **Richard W. Stackman**, *U. of San Francisco*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **1596** | Submission: **11905** | Sponsor(s): **(ONE)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 6:00PM - 9:00PMPT (UTC-7)** at **Offsite** in **Motif Seattle**

ONE Social (In-Person)
ONE Social (In-Person)

Session Chair: **Martina K. Linnenluecke**, *Macquarie U.*
Session Chair: **Nardia Haigh**, *U. of Massachusetts*
Session Chair: **Ivan Montiel**, *City U. of New York, Baruch College*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1597** | Submission: **19506** | Sponsor(s): **(SIM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 6:00PM - 7:30PMPT (UTC-7)** at **Seattle Convention Center in Chelan 5**

Indigenous Rights and Corporate Responsibilities

Session Moderator: **Johanna Jarvela**, *Copenhagen Business School Department of Management, Society and Communication*

SIM: The Strength of Trust, Social Norms and Entrepreneurship for Trade Networks      

Author: **Kingsley O. Omeihe**, *U. of Aberdeen*
Author: **Ibiyemi Omeihe**, *U. of the West of Scotland*

This paper suggests that the key to entrepreneurial success lies in the ability to maintain trust-based networks and respect social norms. In elaborating this proposition, this article draws on the results of an exploratory study of 30 Nigerian traders to demonstrate how using an ‘institutional’ lens provides new insights into the influence of trust and indigenous norms on entrepreneurial behaviour. The concept of morality which presupposes an understanding of entrepreneurial behaviour, is introduced to offer a supple and adaptable explanation for how actors rely on social norms to build trade networks. At the centre, trust was found to be indispensable to networks relationships and necessary for enforcing sanctions. The results facilitate a rich understanding of how a range of trust-based networks relationships and hybrid indigenous norms underpin entrepreneurial behaviour in Nigeria. The study contributes by providing well founded insights into the entrepreneurship within an African context.

Paper is Available to Meeting Registrants Only.

SIM: Indigenous Peoples’ Rights and Intellectual Property: From the Knowledge Commons to ABS Agreements (WITHDRAWN)      

Author: **Camille Roger Meyer**, *U. of Cape Town*
Author: **Kiruben Naicker**, *South African Department of Forestry, Fisheries and the Environment*

Intellectual property rights (IPRs) on biological resources and traditional knowledge are criticized for increasing corporate control and lacking ethical considerations for Indigenous peoples and local communities. Access and benefit sharing (ABS) agreements are considered useful policy instruments for addressing issues of bioprospecting and biopiracy by securing developing countries and Indigenous peoples’ rights on their biological resources and traditional knowledge. Building on the theory of knowledge commons, we examine the international governance regimes for access to genetic resources and the fair and equitable sharing of benefits arising from their utilization. We then investigate three case studies of bioprospecting and biopiracy in South Africa to examine the processes of designing and implementing ABS agreements in favor of Indigenous peoples. Highlighting the wide-ranging consultation that needs to take place as part of this process, our analysis of these ABS agreements provides useful insights for the development of innovation and intellectual property policies that include traditional knowledge in a spirit of social justice, economic development and biodiversity conservation and sustainable use. In doing so, we contribute to ongoing debates about IPRs impacts by establishing that IPRs can be beneficial for society when provided to Indigenous peoples for protecting their traditional knowledge. Moreover, we provide a more nuanced understanding of the knowledge commons by determining how ABS agreements promote collective forms of ownership that regenerate traditional knowledge commons in line with customary rights.

Paper is NOT Available. Please contact the author(s).

SIM: From Stakeholder to Rightsholder – Principles of Inclusion and Participation in Mining Governance

Author: **Johanna Jarvela**, *Copenhagen Business School Department of Management, Society and Communication*
Author: **Andre Spicer**, *City U. London*
Author: **Ville-Pekka Sorsa**, *U. of Helsinki*

This article examines the evolution of participatory governance in mining and how stakeholder inclusion impacts mining project development. The article is based on a historical case study of mining licensing in Finland and the data includes archival materials, official documents, media texts, and supporting interviews. The article finds that the institutional complexity of the governance processes has increased throughout time as more permits, public institutions and rightsholder groups have been introduced as part of the licensing process. As the stakeholder inclusion has expanded to include virtually anyone, only those groups who hold a particular position by law are able to have meaningful participation and are included in the decisions. This has profound implications for the principles of participatory governance and stakeholder inclusion. These findings contribute to the stakeholder engagement literature by theorising upon the difference of rightsholding and stakeholding for inclusion and participation in governance processes and the role of state for provision of rights.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **1598** | Submission: **18449** | Sponsor(s): **(SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 6:00PM - 8:00PMPT (UTC-7)** at **Hyatt Regency Seattle in Columbia B**

SIM Social Gathering
SIM Social Gathering

Program Chair: **Cristina Neesham**, *Newcastle U.*
Organizer: **Andrew C Wicks**, *U. of Virginia Darden School of Business*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1599** | Submission: **19036** | Sponsor(s): **(CMS)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 6:30PM - 8:00PMPT (UTC-7)**

Critical Thinking

Session Moderator: **Ghazal Zulfiqar**, *Lahore U. of Management Sciences*

CMS: Do you Want to Trade Shares, Poultry or Education? The Marketization of Higher Education in Brazil

Author: **Sergio Wanderley**, *Unigranrio Afya*
Author: **Ana Bauer**, *EAESP - FGV*
Author: **Davi Dos Santos Marques**, *Unigranrio - U. do Grande Rio*

We investigated the marketization of the higher education market (HEM) in Brazil. We analyzed the top 10 higher education institutions (HEI), and main mergers and acquisitions operations during the covid-19 pandemic. The objective was to bring to the fore empirical evidences of marketization. What we found out is that seven out of the top 10 HEIs are listed. They operate in the HEM in Brazil like any other global corporation in any other business sector around the world. We found clear traces of marketization, globalization and commoditization. From this empirical locus of investigation, we embraced Paulo Freire's concepts of banking education and dialogic pedagogy to discuss the effects of the HEM structure in management learning and education, largest undergraduate program in the country. Teachers' agency is dwarfed and dialogic pedagogy becomes constrained, in what Freire would denominate as banking education. We have to create spaces within the content to be delivered/deposited in class to forge a dialogic pedagogy that is reflexive in its essence. We have to recover students and teachers' agency by bringing into the classroom students' context/reality to challenge the delivered content. This is the only way to form qualified/critical professionals and citizens and to become better educators. We have to maintain our epistemological curiosity, and to walk, asking and questioning, as Paulo Freire would suggest. The alternative is to let the algorithm teach.

Paper is Available to Meeting Registrants Only.

CMS: Marxism, Socialist Transition, and the Productivity of China's Academic Faculty

Author: **Chao Ren**, *U. of New South Wales Canberra*

The much-repeated claim that China has abandoned its long march to communism has become increasingly problematic with commentators from both the left and the right questioning the validity of the claim. Joining this discussion, we center on the issue of workplace inequality and the two-track performance and remuneration arrangements when accounting for public university academic performance. Given the Chinese government has institutionalized this arrangement as part of its strategy for building a socialist market economy, we posit that this performance evaluation is consistent with the worker evaluation model that Marx and Engels advised should be engaged as part of the traditional path to communism. In brief, we suggest the duality of performance metrics is consistent with Marx's understanding of how workers should be rewarded during the initial stage of the transition from capitalism to communism. The multiplicity of discipline versus control societal values that emerge through this study is particularly relevant given the long-held attention to inequality in China.

Paper is Available to Meeting Registrants Only.

CMS: Instructors as Mediators in Students Learning    

Author: **Daniela Petrovski**, *York U., Toronto*

The internalization and globalisation of higher education has led to new demands and social situations that require educational reforms because the existing structure is insufficient to fix the current issues. Analyzing current issues in pedagogy such as power in grading, I draw on the work on Vygotsky and Bandura to propose a possible start for future solutions. One of the main issues analysed in this paper is criticisms of the current focus on grading and individual characteristics such as agency for evaluating learning. I argue that this individualistic perspective may only keep the same problems in higher education instead of solving them and it is better to view the higher education as means for enhancing collective agency, solidarity, and reducing inequality. Employing epistemological caution, I am not saying that agency theory does not have merits, but that the space for action with human agency is limited by situational factors. One situational factor is understanding learning and teaching styles as well as how knowledge develops in classrooms so that learning can occur. Instructors are mediators in students' learning because they have the power to motivate them to learn or disengage them from learning.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **1600** | Submission: **18356** | Sponsor(s): **(CTO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 6:30PM - 9:30PMPT (UTC-7)** at **Hyatt Regency Seattle** in **Regency B**

CTO Division Social Event
CTO Social

Participant: **Michael Barrett**, *U. of Cambridge*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **1601** | Submission: **18454** | Sponsor(s): **(HCM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 6:30PM - 8:30PMPT (UTC-7)** at **Offsite** in **SPIN Seattle**

Health Care Management Division Reception *Health Care Management Division Reception*

Organizer: **Geoffrey Silvera**, *U. of Alabama, Birmingham*
Host: **Sara Singer**, *Stanford U.*
Host: **Brian Hilligoss**, *U. of Arizona*
Host: **Kristine Ria Heard**, *U. of Alabama, Birmingham*
Host: **Cheryl Rathert**, *Saint Louis U.*
Host: **Nicholas Edwards**, *U. of New Mexico*

Health Care Management Division Reception -Due to COVID safety recommendations, we are limited to HCM registrants and guests.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1602** | Submission: **19399** | Sponsor(s): **(OB)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Monday, Aug 8 2022 6:30PM - 8:00PMPT (UTC-7)**

How We Build Our Work Experiences

Session Moderator: **Anastasiia Popelnukha**, *school of management, USTC*

OB: How New Employees' Supervisor Relationship-Building Behavior Affect Coworker Helping Willingness?

Author: **Fan Zhang**, *U. of Science and Technology of China*
Author: **Song Wu**, -

Drawing from attribution theory, this study explores the mechanism of new employees' supervisor relationship-building behavior on their coworkers' willingness to help. Adopting a situational simulation experiment involving 233 in-service workers, we found that coworkers attribute the supervisor relationship-building behavior of new employees to two distinct motives: organizational concern motives and impression management motives. Coworkers' attribution of new employees' organizational concern motives positively affects their willingness to help new employees, whereas coworkers' attribution of new employees' impression management motives has a negative effect. Under the condition of high cooperative goal interdependence, people are more likely to attribute the motives of new employees' supervisor relationship-building behavior to organizational concern motives. Furthermore, the indirect effect of new employees' relationship-building behavior on the coworkers' willingness to help through coworker-attributed organizational concern motives is stronger.

Paper is Available to Meeting Registrants Only.

OB: Is Job Crafting Always a Good Thing? An Examination of Interpersonal Consequence of Job Crafting

Author: **Haibo Wang**, *Guangdong U. of Foreign Studies*
Author: **Shengwen Li**, *Jinan U.*
Author: **Ming Nick Yan**, *Jinan U.*
Author: **Mengsang Chen**, *Lingnan U. / Sun Yat-sen U.*
Author: **Haibo Wu**, *School of Business Administration, South China U. of Technology*

While numerous studies have revealed the beneficial effects of job crafting for crafters themselves, little is known about its interpersonal consequences. Drawing upon role theory, we take a unique recipient-focused approach to investigate how and when engaging in job crafting may elicit responses from coworkers. Utilizing the 275 dyads of supervisor-subordinate data collected at three-time points, the results indicate that job crafting is positively related to interpersonal conflict, which, in turn, causes workplace victimization from coworkers. Furthermore, the political skill was found to mitigate the positive indirect linkage between job crafting and workplace victimization. Our study contributes to the job crafting literature by advancing our understanding of the interpersonal outcomes of job crafting.

Paper is Available to Meeting Registrants Only.

OB: How Does the Volatile Nature of Gig Work Affect Workaholic State and Work-Related Behaviors?

Author: **Jeonghun Kim**, *Cornell U.*
Author: **Junhyok Yim**, *City U. of Hong Kong*
Author: **Heeun Jang**, *Yonsei U.*

In the emerging gig economy, platform workers' pay is volatile and fluctuating as they work on a real-time basis. This paper examines how specific types of pay volatility and daily income goal achievement ratio—shape individual workaholic impulses on a daily basis, and how this workaholic state leads to important work-related behaviors. Drawing on the motivational approach to addiction (Köpetz et al., 2013), we examine how daily income achievement ratio and pay volatility jointly shape individual workaholic states—uncontrollable inner compulsion or pressure to work beyond what is expected despite its negative consequences. Specifically, we argue that on days platform workers gain higher income than they have expected, these workers are more likely to feel higher workaholic impulse and that this relationship becomes stronger for those with higher volatility in terms of daily income. In addition, we go on to argue that these workaholic impulses lead to enhanced daily goal progress, but also higher deviance. In sum, we develop a theoretical model that suggests an interaction effect of pay volatility and daily income goal achievement ratio on workaholic state, which, in turn, leads to important work-related behaviors.

Paper is Available to Meeting Registrants Only.

OB: Leading Future Work Self to Progress: the Role of Proximal Goals and Self-reflection

Author: **Anastasiia Popelnukha**, *school of management, USTC*
Author: **Qingxiang Weng**, *U. of Science and Technology of China*
Author: **Lincoln Jisuwei Sungu**, *school of management, USTC*

Goal pursuit literature suggests that to facilitate one's goal progress, a long-term goal should be divided into proximal goals; however, little is now about what long-term goal characteristics trigger proximal goal planning. Based on construal level theory, we hypothesized that a salient long-term goal such as salient future work self predicts proximal goal planning, resulting in perceived progress towards future work self. In addition, we proposed that improvement-oriented self-reflection moderates the indirect effect. Using a correlational field study (N = 208) and an experimental study (N = 110), we found that salient future work self combined with improvement-oriented self-reflection plays an influential role in boosting perceived progress through proximal goal planning. We discuss the theoretical and practical implications of the findings.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1603** | Submission: **19534** | Sponsor(s): **(OB)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Monday, Aug 8 2022 6:30PM - 8:00PMPT (UTC-7)**

Social Comparisons and Behavioral Outcomes



Session Moderator: **Eryue Teng**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*

OB: Performance Benefits of Employees' Own and Their Coworkers' Nonlimited Willpower Beliefs 

Author: **Yun Bai**, *Huazhong U. of Science and Technology*
Author: **Zhiyu Feng**, *School of Business, Renmin U. of China*
Author: **Veronika Job**, *Technical U. of Dresden*

The limited-resource perspective provides a primary account of whether people fail to keep persistent in the face of difficulties. A well-documented idea is that any act of self-control efforts will consume people's willpower (i.e., their capacity to exert self-control) and impair their further self-regulation attempts in persistence. Extending this limited-resource perspective, the present research first brings in implicit theories about willpower to the work context by arguing that whether people believe willpower is a limited or nonlimited resource will affect their job persistence and subsequent job performance. By examining one's own and interpersonal influence of implicit willpower beliefs, we explore how focal employees' and coworkers' willpower beliefs, respectively, affect focal employees' job performance. Specifically, focal employees' willpower belief affects job performance through job persistence. In parallel, to examine how coworkers' willpower belief influences focal employees' job performance, we theorize a behavioral contagion process whereby coworkers' job persistence triggered by their willpower belief can be learned by the focal employee to exhibit job persistence themselves, which in turn increases job performance. Further, we theorize that such behavioral contagion effect is stronger when there is lower variance of coworkers' job persistence. Results based on two multi-wave, multi-source field studies provide consistent support for our hypotheses. We discuss how our findings contribute to the literatures on implicit theories about willpower and behavioral contagion, and provide practical implications for organizations.

Paper is NOT Available. Please contact the author(s).

OB: Status Growth Rate and Work Behaviors: The Moderating Role of Internal Attribution of Status Gain

Author: **Hae-Lyeng Rose Kim**, *Robert H. Smith School of Business, U. of Maryland*
Author: **Rellie Rachel Derfler**, *U. of Maryland*
Author: **Kathryn M. Bartol**, *U. of Maryland*

We examine the impact of high status growth rate (SGR), defined as higher-than-average status changes within an organizational hierarchy, on the behaviors and attitudes of high status individuals at the workplace. We propose that high SGR will positively predict psychological entitlement, and that psychological entitlement would positively and negatively mediate the relationship between SGR and unethical behavior and helping behavior, respectively. We further posit that the key boundary condition would be the individual's attribution orientation of success (i.e., status gain) and argue that the positive relationship between SGR and psychological entitlement will be strengthened for those who have a high level of internal attribution of status gain. We find support for our predictions across two multi-method studies. We discuss implications of our findings and future directions.

Paper is Available to Meeting Registrants Only.

OB: Trickle-Down Effect of Supervisor's Job Insecurity: Moderating Role of Supervisor's Goal Striving 

Author: **Eryue Teng**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*
Author: **Ming Lou**, *School of Management, Harbin Institute of Technology*

By integrating conservation of resources theory and allocation preference theory, we propose two pathways to illustrate the trickle-down effect of supervisors' job insecurity on employees' job insecurity: a resource generation path via leader-member exchange (LMX) differentiation and a resource conservation path via abusive supervision. In a two-wave, multi-source study using 365 employees nested in 34 groups, we found that supervisors' job insecurity has positive indirect effects on employees' job insecurity via LMX differentiation and abusive supervision. In addition, the trickle-down effect of supervisors' job insecurity via abusive supervision is contingent upon supervisors' communion striving, such that supervisors' high-level communion striving weakens the positive indirect effect via abusive supervision. Our study extends the job insecurity literature by explaining how, why, and when supervisors' job insecurity trickles down to their subordinates, which opens avenues for future research.

Paper is NOT Available. Please contact the author(s).

OB: Daily Effects of Perceived Leader's Overqualification on Subordinates' Work Behaviors

Author: **Sukanya Sangar**, *Research Associate Indian Institute of Management Ahmedabad*
Author: **Neha Tripathi**, *Assistant Professor Indian Institute of Management Ahmedabad*
Author: **Ashneet Kaur**, *Doctoral Student at IIM Ahmedabad*
Author: **Sudhanshu Maheshwari**, *Doctoral Scholar, Indian Institute of Management Ahmedabad*

Overqualification is prevalent in today's global workplace. Yet, the scholarship attending to potential benefits from the overqualified workforce is scarce. In this paper, drawing on equity theory, we develop a theoretical model of perceived overqualification on subordinates' daily work behaviors. We elaborate on a poorly understood upward comparison process, in which subordinate's perceptions about their leader's overqualification evokes positive social behavior and in turn positive in-role work behaviors. The results from a daily repeated measures study provided empirical support for the hypothesized model. By shedding light on the potential bright side of overqualified managers from a third-party perspective, we provide useful insights for the future management research and practice on how organizations can leverage on the overqualified leaders harnessing workplace productivity through their subordinate's social and proactive behaviors.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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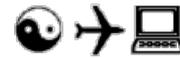
Session Type: **Symposium**

Program Session: **1604** | Submission: **11663** | Sponsor(s): **(OB, HR, MOC)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 6:30PM - 8:00PMPT (UTC-7)** at **Seattle Convention Center** in **Chelan 2**

Theoretical and Empirical Advancements in Presenteeism Research



Advancements in Presenteeism Research

Session Chair: **Sascha Alexander Ruhle**, *Human Resource Studies, Tilburg U.*

Session Chair: **Heiko Breitsohl**, *U. of Klagenfurt, Austria*

Session Chair: **Charmi Patel**, *Henley Business School, U. of Reading*

Session Chair: **Pauline Schilpzand**, *Oregon State U.*

Session Chair: **Simon Lloyd D. Restubog**, *U. of Illinois at Urbana-Champaign*

Presenter: **Huijun Chen**, *Nottingham Trent U.*

Presenter: **Zara Whysall**, *Nottingham Trent U.*

Presenter: **Lena Zöhrer**, *U. of Klagenfurt, Austria*

Discussant: **Christopher C. Rosen**, *U. of Arkansas*

Despite growing research interest in presenteeism, broadly understood as the behavior of working in the state of ill-health, and its verified importance for many organizations and employees, presenteeism is still in need of both theoretical and empirical work. On the one hand, it is of high importance not only to understand the antecedents of presenteeism but also to (better) understand the underlying process that will result in a specific attendance behavior. On the other hand, the long-term consequences of presenteeism have been in the focus of research, while evidence on the short-term mechanisms that lead to these consequences are vastly unexplored. Therefore, in this symposium, we focus on the formation of presenteeism as well as its short-term consequences for extra-role behaviors and entitlement cognitions. Evidence collected from different countries (e.g., Germany, the Philippines, Singapore, the UK, and the USA) and analyzed using a variety of methods will be used to discuss both formation and consequences of presenteeism within organizations. In particular, we will 1) describe a novel conceptual model about the formation of presenteeism; 2) share empirical evidence concerning presenteeism of teleworkers; 3) investigate the role of gender as a moderator in the relationship between presenteeism and extra-role behaviors; and finally, 4) present a daily diary study focusing on the short-term effects of presenteeism. Across the symposium, methodological challenges and theoretical developments in the field of presenteeism will be addressed. In conclusion, the discussant Christopher C. Rosen will discuss the results and go beyond the presentations to conceive diverse avenues for potential future research.

How do people decide? The decision-making process behind sickness presenteeism

Author: **Huijun Chen**, *Nottingham Trent U.*

Author: **Zara Whysall**, *Nottingham Trent U.*

Author: **Maria Karanika-Murray**, *Nottingham Trent U.*

Home-Based Telework and Sickness Presenteeism: Do Regulations at the Organizational Level Matter?

Author: **Lena Zöhrer**, *U. of Klagenfurt, Austria*

Author: **Heiko Breitsohl**, *U. of Klagenfurt, Austria*

Author: **Nils Backhaus**, *Federal Institute for Occupational Safety and Health (BAuA)*

Author: **Sophie-Charlotte Meyer**, *Federal Institute for Occupational Safety and Health (BAuA)*

Gender Differences in the Effects of Presenteeism on Extra-Role Behaviors

Author: **Aleksandra Luksyte**, *U. of Western Australia*

Author: **Kerrie Unsworth**, *U. of Leeds*

Author: **Derek R. Avery**, *U. of Houston*

Author: **John Cordery**, *Curtin Uni*

Author: **Jasmine Seah**, *GMA Garnet Group*

Does daily presenteeism engender entitlement cognitions among narcissistic individuals?

Author: **Pauline Schilpzand**, *Oregon State U.*

Author: **Simon Lloyd D. Restubog**, *U. of Illinois at Urbana-Champaign*

Author: **Yueyang Chen**, *U. of Illinois at Urbana-Champaign*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: **1605** | Submission: **11709** | Sponsor(s): **(OB, HR, MOC)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 6:30PM - 8:00PMPT (UTC-7)** at **Seattle Convention Center in Room 205**

Insights from Fit Research on Navigating the Great Resignation *How Fit Research can Address the Great Resignation*

Organizer: **Kristina Tirol-Carmody**, *U. of Kansas*

Presenter: **Kristina Tirol-Carmody**, *U. of Kansas*

Participant: **Murray R. Barrick**, *Texas A&MU*

Presenter: **David W. Sullivan**, *U. of Houston*

Discussant: **Brian W. Swider**, *U. of Florida*

Participant: **Christina Li**, *U. of Oklahoma*

Presenter: **Christina Li**, *U. of Oklahoma*

Presenter: **Jacob Whitney**, *U. of Oklahoma*

Participant: **Qi Zhang**, *Oregon State U.*

We propose a symposium that showcases fit research that addresses the issues of employee attraction, engagement, and retention, in hopes of identifying new skills and strategies organizations can adopt to successfully navigate the Great Resignation. We start by investigating how experiencing how misfit during the recruitment process can actually help both employees and organizations maximize their PO fit (Sullivan and Barrick). Next, we discuss how individual differences may buffer the positive effects of hiring for fit in a group setting (Whitney and Li). Finally, we present two perspectives on the experience of misfit and explore how and why the strategies employees adopt to navigate misfit depend on how their attributional tendencies and their experience of fit overtime (Li and Zhang and Tirol-Carmody, respectively).

Navigating the Great Resignation: Insights from Person-Environment Fit Research on Managing Employee

Author: **Kristina Tirol-Carmody**, *U. of Kansas*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1606** | Submission: **18311** | Sponsor(s): **(OMT)**
Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**
Scheduled: **Monday, Aug 8 2022 6:30PM- 7:30PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 3**

OMT Business Meeting *OMT Business Meeting*

Session Chair: **Martin J. Kilduff**, *UCL School of Management*
Participant: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*
Participant: **Eva Boxenbaum**, *Copenhagen Business School*
Session Chair: **Forrest Briscoe**, *Pennsylvania State U.*
Session Chair: **Emilio J. Castilla**, *MIT Sloan School of Management*
Participant: **Marya Besharov**, *Oxford U., Saïd Business School*
Participant: **Michel Anteby**, *Boston U. Questrom School of Business*
Participant: **Danielle Logue**, *UTS Business School, Sydney*
Participant: **Santi Furnari**, *City, U. of London*
Participant: **Paul Tracey**, *U. of Cambridge*
Participant: **Kisha Lashley**, *U. of Virginia*
Participant: **Pablo Martin De Holan**, *HEC Paris*
Participant: **Yutaka Yamauchi**, *Kyoto U.*
Participant: **Srividya Jandhyala**, *ESSEC Business School*
Participant: **Konstantinos Andriopoulos**, *Cass Business School, City U. London*
Participant: **Shipeng Yan**, *U. of Hong Kong*
Participant: **Shelby Gai**, *Michigan State U.*
Participant: **Kevin Woojin Lee**, *U. of British Columbia*
Participant: **Christine Moser**, *Vrije U. Amsterdam*
Participant: **Melodie Cartel**, *UNSW Business School, Australia*
Participant: **Laure Cabantous**, *Bayes Business School (formerly Cass)*
Participant: **Mary-Hunter McDonnell**, *The Wharton School, U. of Pennsylvania*
Participant: **Richard Franciscus Johannes Haans**, *Erasmus U. Rotterdam*

Come join us for our business meeting. This activity is a great opportunity to learn what the OMT division is up to. All OMT members and prospective members are welcome. Our PDW chair will introduce this year's OMT artifact.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Social Media Platforms and Market Dynamics

Session Moderator: **Wael Jabr**, *Pennsylvania State U.*

CTO: **When Trading Becomes Social: How Social Trading Platforms Affect the Disposition Effect**

Author: **Wael Jabr**, *Pennsylvania State U.*

Author: **Arun Rai**, *Georgia State U.*

With a market size in the multibillion of dollars, social trading platforms have, over the last decade or so, been gaining a strong foothold in individual investment. Users on these platforms can observe traders' detailed transactions over time. They can also “follow” anyone of those traders, just like with other social media platforms, investing own money in accordance with the strategies of their trader of choice. In turn, traders have access to an abundance of real-time data, including those that view and follow them. In this paper, we investigate the intriguing question as to whether the disposition effect bias those individual traders typically experience in offline investment setting – i.e., exhibiting risk aversion for gains and risk seeking for losses, manifests in the social trading platform context. We also examine the impact on the disposition effect of two social features of the platform: (i) views to the traders' page, which reflects the visible allocation of platform users' attention to individual traders and (ii) followers of the traders, which reflects the allocation of money to mirror the trading allocations of traders. We construct a dataset of 400 traders and 80,000 trades over the period between January 2019 and May 2020 that we collect from Zulutrade, a leading social trading platform. Using a survival analysis methodology, we evaluate whether gains vs. losses exhibit different hazard rates for to sell transactions, and whether and how views and followers interact with gains vs. losses in impacting those hazard rates. We find traders to exhibit the disposition effect in the social trading context, with the disposition effect amplified with an increase in views and reduced with an increase in followers. Our findings have important implications for the design of social trading platforms and more broadly for the literature on decision-making biases in online contexts characterized by social features.

Paper is NOT Available. Please contact the author(s).

CTO: **Digital Commitment, Investment, and Firm Innovation: The Moderating Role of Market Dynamics**

Author: **Ximing Yin**, *School of Management and Economics, Beijing Institute of Technology*

Author: **Zhaohui Wang**, *School of Management and Economics, Beijing Institute of Technology*

Author: **Ryan Scott Coles**, *U. of Connecticut*

Author: **Jiang Yu**, *Chinese Academy of Sciences*

Digitalization is both a challenge and an opportunity for a firm's competitive advantage in the post-COVID-19 volatile environment. However, scholarship investigating how a firm's digital strategy influences its innovation performance and profitability are scant. We address this limitation in the literature by proposing that shareholder commitment to digitalization promotes a firm's innovation performance and, subsequently firm profitability. Employing a multiple-sources panel dataset consisting of 1,116 China's publicly listed firms from 2011 to 2019, text-mining techniques and negative binomial empirical models, the main hypotheses testing and subsequent robustness checks support our argument. Specifically, our study shows that 1) a firm's digital commitment significantly increases its innovation performance, 2) digital investment partially explains digital commitment's impact on innovation performance, and 3) Market dynamics positively moderate the effect of digital commitment on innovation performance by enhancing the impact of digital investment on innovation performance but has no significant effect on the relationship between digital commitment and digital investment. In addition, analysis shows that the impact of digitalization is long-lasting and promotes the firm's profit from innovation. In addition to developing theory on digitalization as it relates to firm innovation and financial performance, this study also generates practical insights for managers and policymakers with regards to firms' digital transformation in today's post-COVID-19 dynamic world.

Paper is Available to Meeting Registrants Only.

CTO: **Emojis to Conversion on Social Media: Insights into Online Consumer Engagement and Reactions**

Author: **Dušan Mladenovic**, *Masaryk U.*

Author: **Kamil Košťál**, *ROI Hunter*

Author: **Nikolina Ljepava**, *American U. in the Emirates*

Author: **Ondrej Částek**, *Masaryk U.*

Author: **Yash Chawla**, *Wroclaw U. of Science and Technology*

Emojis have become popular in online marketing communications. Marketers use emojis to humanize brand voice and elicit an emotional response from target audiences. However, little is known about how emojis are perceived and what kind of reactions they evoke. The aim of this study was to examine whether exposure to emojis leads to an increased intention to purchase, and whether the use of emojis impacts campaign effectiveness. Surprisingly, it found that the use of emojis had a negative effect on purchase intention, while the effect was positive when mediated by positive affect. Emojis increased the effectiveness of marketing campaigns for hedonic products and had a strong impact on the return on advertising spend. The findings of this study have both theoretical and practical implications in the observed domains, particularly in relation to the type of products emojis are most effective in promoting, gender differences, and real-life consumer behavior.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1608** | Submission: **18874** | Sponsor(s): **(CTO)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Monday, Aug 8 2022 7:00PM - 8:30PMPT (UTC-7)** at **Seattle Convention Center in Room 203**

Digital Trust and Inter-Organizational Relations

Session Moderator: **Paula Chimenti**, *COPPEAD Graduate School of Business, UFRJ, Rio de Janeiro*

CTO: Trust Building in the Sharing Economy: Proposition and Test of an Integrated Model 

Author: **Bruno Fernandes**, COPPEAD Graduate School of Business, UFRJ, Rio de Janeiro

Author: **Roberto Nogueira**, -

Author: **Paula Chimenti**, COPPEAD Graduate School of Business, UFRJ, Rio de Janeiro

The objective of the study is to propose and test an integrated model to explain how trust is built in sharing economy transactions. Initially, prior literature was systematically selected and synthesized to develop a comprehensive framework applicable to multiple trust-building perspectives and categories of sharing economy platforms. Then, a survey was conducted to validate the constructs and test the model with Airbnb guests. A sample of 351 responses was collected and analyzed using Structural Equation Modeling. As a result, the study provides evidence that Third-Party Evaluation, First-Party Interaction, and Social Motivation do have a significant role in driving Trust. In addition, it was found that the strength of these effects is moderated by the respondent's Propensity to Trust.

Paper is Available to Meeting Registrants Only.

CTO: Online Networking at Virtual Conferences: Feature Usage and Relational vs. Structural Social Capital

Author: **Lukas Falcke**, U. of St. Gallen

William H. Newman Award Nominee

Nowadays, online networking takes place not only on Social Media Networks (SMNs) but also at virtual conferences - preliminary versions of a "metaverse", recently introduced as the future of making social connections by Mark Zuckerberg. But how can individuals effectively network at virtual conferences and build relationships that go beyond LinkedIn connections? Networking refers to individuals' strategic behavior to accumulate social capital (SC) – the number of relationships (structural) and the trust and reciprocity thereof (relational). Prior research has often neglected the relational dimension and virtual conferences as relevant settings for SC accumulation. In response, we combine prior insights from social capital theory, online and offline networking, and digital features and affordances to develop a theoretical framework of online networking at virtual conferences. To test and substantiate it, we conduct a longitudinal mixed-methods study based on digital trace and survey data of 74 participants at four sequential virtual conference events in the energy sector, complemented with 19 interviews and 120 hours of observations. We find that, visiting booths relates to increases in structural SC. Bi-lateral and multi-lateral webconferencing and direct messaging, instead, to increases in relational SC. Our qualitative insights substantiate the theorized mechanisms, shed light on discrepancies between framework and empirics and provide relevant contingency factors. With an empirically qualified framework of online networking at virtual conferences, we contribute to the literature by confirming the "theory of active feature utilization" for SC accumulation in the context of virtual conferences and extending it by (1) differentiating between structural and relational SC, (2) expanding the set of investigated features, and (3) introducing contingency factors. Thereby, we shed light on virtual conferences as relevant online networking phenomenon and provide practical insights for participants and organizers of virtual conferences.

Paper is Available to Meeting Registrants Only.

CTO: Inter-organizational Information Systems and Trust: A Study of Pharmaceutical Outsourcing 

Author: **Henrik Agndal**, U. of Gothenburg

Author: **Zehra Sayed**, U. of Gothenburg

Author: **Ulf Nilsson**, Sabanci U.

The abilities of increasingly sophisticated inter-organizational information management technologies to monitor vendors' work processes have led many organizations to overcome the fears traditionally associated with non-hierarchical exchange arrangements for sensitive and complex functions like research and development. In this paper, we explore how the properties of information technology influence the conditions for trust building in the outsourcing of R&D. The paper draws on affordance theory to analyze how the IS creates conditions for rational-economic trust and social trust. We perform an interview-based study of the role of laboratory management systems in pharmaceutical drug development outsourced by Western big pharma to contract research organizations in India. Empirical findings show how the IS reduces the need for rational-economic trust by affording real-time and retrospective monitoring as well as by largely eliminating the threat of appropriation by affording modularization of work. The findings also show attempts to circumvent the monitoring elements of the IS, illustrating the limits of the information system. This creates space for social trust and the findings show how the IS affords social trust building by structuring interaction and promoting transparency.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Social Event**

Program Session: **1609** | Submission: **18334** | Sponsor(s): **(ENT)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 7:00PM - 10:00PMPT (UTC-7)** at **Hyatt Regency Seattle in Columbia A**

Entrepreneurship Division Business Meeting Social
Entrepreneurship Division Business Meeting Social

Organizer: **Jon C. Carr**, *North Carolina State U.*

Host: **April Franco**, *U. of Toronto*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Social Event**

Program Session: **1610** | Submission: **18387** | Sponsor(s): **(MED)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 7:00PM - 8:00PMPT (UTC-7)** at **The Westin Seattle in Grand Crescent**

MED Award Ceremony *MED Award Ceremony*

Participant: **Mairead Brady**, *Trinity Business School, Trinity College Dublin*

Participant: **Alan B. Eisner**, *Clark U.*

Participant: **Gerard Beenen**, *California State U., Fullerton*

Participant: **Arran Caza**, *U. of North Carolina, Greensboro*

This is the MED event which honours all our award winners from best papers to best symposium and also our best professional development workshops. We also have the best reviewers awards and an opportunity to thank and award the outstanding contributions from our executive team. Join us in celebrating MED and all the great people who are part of it.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Social Event**
Program Session: **1611** | Submission: **18341** | Sponsor(s): **(SAP)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 7:00PM- 9:00PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Grand Ballroom B**

Strategizing Activities and Practices Interest Group Social 2022
SAP Social 2022

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Social Event**

Program Session: **1612** | Submission: **10272** | Sponsor(s): **(MH)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 7:15PM - 10:15PMPT (UTC-7)** at **Hyatt Regency Seattle in 701 Clallum**

Management History Division Social *Management History Division Social*

Organizer: **Leon Prieto**, *Clayton State U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Social Event**
Program Session: **1613** | Submission: **10266** | Sponsor(s): **(IM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 7:30PM - 9:30PMPT (UTC-7)** at **Seattle Convention Center in Skagit 4**

International Management Division Social Event
IM Division Social Event

Facilitator: **Denise R. Dunlap**, *UMass Lowell*

All welcome! If you have questions about this event, please, contact Denise Dunlap at denisedunlap@gmail.com

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Social Event**

Program Session: **1614** | Submission: **18312** | Sponsor(s): **(OMT)**

Session Format: **In-person Only: Seattle**

Scheduled: **Monday, Aug 8 2022 7:30PM- 9:30PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 4**

OMT Social Hour *OMT Social Hour*

Participant: **Forrest Briscoe**, *Pennsylvania State U.*
Participant: **Martin J. Kilduff**, *UCL School of Management*
Participant: **Eva Boxenbaum**, *Copenhagen Business School*
Participant: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*
Participant: **Emilio J. Castilla**, *MIT Sloan School of Management*
Participant: **Marya Besharov**, *Oxford U., Saïd Business School*
Participant: **Danielle Logue**, *UTS Business School, Sydney*
Participant: **Santi Furnari**, *City, U. of London*
Participant: **Paul Tracey**, *U. of Cambridge*
Participant: **Kisha Lashley**, *U. of Virginia*
Participant: **Pablo Martin De Holan**, *HEC Paris*
Participant: **Yutaka Yamauchi**, *Kyoto U.*
Participant: **Srividya Jandhyala**, *ESSEC Business School*
Participant: **Konstantinos Andriopoulos**, *Cass Business School, City U. London*
Participant: **Shipeng Yan**, *U. of Hong Kong*
Participant: **Shelby Gai**, *Michigan State U.*
Participant: **Kevin Woojin Lee**, *U. of British Columbia*
Participant: **Christine Moser**, *Vrije U. Amsterdam*
Participant: **Melodie Cartel**, *UNSW Business School, Australia*
Participant: **Mary-Hunter McDonnell**, *The Wharton School, U. of Pennsylvania*
Participant: **Richard Franciscus Johannes Haans**, *Erasmus U. Rotterdam*

Come join OMT for our social hour. This social activity is a great opportunity to meet and network with other OMT Division and Academy members in a casual setting.

KEY TO SYMBOLS



Teaching-oriented



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Diversity-oriented



Selected as a Best Paper

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Session Type: **Social Event**
Program Session: **1615** | Submission: **18323** | Sponsor(s): **(MED)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 8:00PM - 11:00PMPT (UTC-7)** at **The Westin Seattle** in **Grand Ballroom II**

MED Monday Evening Social
MED Monday Evening Social

Program Chair: **Mairiad Brady**, *Trinity Business School, Trinity College Dublin*
Division Chair: **Alan B. Eisner**, *Clark U.*
Division Chair-Elect: **Gerard Beenen**, *California State U., Fullerton*
Participant: **Arran Caza**, *U. of North Carolina, Greensboro*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1616** | Submission: **19524** | Sponsor(s): **(SIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 8:00PM - 9:30PMPT (UTC-7)**

Grand Challenges and Social Responsibilities of Business and Society

Session Moderator: **Shena Shaikh, IIT Hyderabad**

SIM: Studying the Intellectual Evolution of Grand Challenges Research

Author: **Shena Shaikh, IIT Hyderabad**
Author: **Zhiwen Zheng, Australian National U.**
Author: **Pradeep Kumar Hota, LM Thapar School of Management Thapar U. Patiala (Punjab) India**
Author: **Babita Bhatt, ANU College of Business and Economics**
Author: **Israr Qureshi, Australian National U.**
Author: **Ganesh MP., Indian Institute of Technology Hyderabad**

Grand Challenges are some of the most pressing issues of our times. There is an urgent need to understand ways in which they can be successfully and sustainably addressed to actively build a better, more equitable world. In this study, we explored the current grand challenges research to better understand the evolution of the field and scope for future research. We conducted a multi-period bibliometric analysis and a systematic literature review of the grand challenges research to chart the intellectual evolution of the field. Our bibliometric analysis comprised of 815 articles containing 48,501 cited references across three periods: 1993-2012, 2013-2016, and 2017-2020. Our systematic literature review was based on 37 recent (2017-2020) influential articles. Based on our results, we propose an integrated framework to help guide future research across six dimensions: organizational, policy, community, ethics, impact and collaborative.

Paper is NOT Available. Please contact the author(s).

SIM: Value Creation in Equivocal CSR Environments: A Configuration Approach

Author: **Olivia Aronson, U. of Richmond**
Author: **Irene Henriques, York U.**

Firms are increasingly expected by their stakeholders to tackle the “wicked problems” of society. These new pressures have created a highly equivocal corporate social responsibility (CSR) environment whereby firms face competing stakeholder perspectives regarding their expected level of financial and social value creation. To reduce CSR environmental equivocality and determine a CSR strategy, organizations need to effectively and efficiently identify, evaluate, and exploit CSR initiatives to create mutually beneficial outcomes (i.e., financial and social value). In this paper, we explain how organizations can optimize their financial and social value creation and promote the construction of intersubjective agreement, which can resolve CSR environmental equivocality. A framework is proposed that explains how the proper alignment of an organization’s level of CSR environmental equivocality, which is comprised of varying amounts of “unknowingness”, entrepreneurial strategy, which encourages and facilitates experimentation, and stakeholder engagement process, which encourages and facilitates information gathering, supports the construction of intersubjective agreement. We offer a typology of organizational value creation in equivocal CSR environments with four “ideal types” of organizations—Container, Explorer, Embracer and Manager—and posit how organizations might move from one ideal type to another.

Paper is NOT Available. Please contact the author(s).

SIM: Advancing Refugee Employment through Bilateral Collaboration: The Role of Businesses

Author: **Eun Su Lee, U. of Newcastle**
Author: **Priya Roy, U. Of Sydney**
Author: **Betina Agata Szkudlarek, The U. of Sydney Business School**

The facilitation of refugee employment is a grand challenge that requires well-coordinated action among many stakeholders. However, research on refugee employment is yet to develop recommendations on coordinating stakeholder engagement across sectors and on aligning their resources. Our paper positions businesses at the center of a multi-stakeholder effort, focusing on the creation of bilateral collaboration and reciprocal value between businesses and each of the key stakeholders engaged as the key to the sustainable response to the social issue. By providing an understanding of how businesses can work with these key stakeholders, our paper highlights that sharing of resources and knowledge across sectors enables a sustained collaborative effort. In our theorization, we explain that the stakeholders bring different resources and knowledge to the businesses (and vice versa) in a complementary way that leads to the creation of reciprocal value for both parties and contributes to achieving greater social value.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1617** | Submission: **19132** | Sponsor(s): **(TIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 8:45PM - 10:15PMPT (UTC-7)**

Innovation Processes Track: Interactions with Stakeholders

Session Moderator: **Nikhil Madan**, *Indian School of Business*

TIM: Legitimation through Optimal Distinctiveness: Evidence from Emerging Technology-based Start-ups 

Author: **Wen Mu**, *Zhongnan U. of Economics and Law*

Author: **Xu Jiang**, *Xi'an Jiaotong U.*

Author: **Ruiyun Xu**, *The Chinese U. of Hong Kong, Shenzhen*

How can emerging technology-based start-ups attain legitimacy from external stakeholders? This question is critical as emerging technology-based start-ups face dual liabilities of newness arising from both a short history and the radical novelty of emerging technologies themselves. Drawing on optimal distinctiveness perspective, we propose that emerging technology-based start-ups can obtain legitimacy through optimal business proximity to their counterparts. We further construct a multi-level contingency framework at venture (i.e. venture age), third-party (i.e. media attention), and country (i.e. information and communication technology (ICT) development) levels. With a sample of 3670 blockchain start-ups, we discover an inverted U-shaped influence of business proximity on legitimacy attainment of emerging technology-based start-ups. We also reveal that venture age, media attention and country-level ICT development will attenuate the inverted U-shaped relationship. Overall, this study contributes to the literature on legitimation of emerging technology-based start-ups by extending optimal distinctiveness perspective.

Paper is Available to Meeting Registrants Only.

TIM: First Ideas Matter: A Selection Loop Process for Business Model Adaptation

Author: **Alberto Nucciarelli**, *U. of Trento*

Author: **Feng Li**, *Cass Business School, City U. London*

Author: **Kiran Fernandes**, *Durham U.*

Author: **Nikolaos Goumagias**, *Newcastle U. Business School*

Experimentation plays a vital role in firms' activities and strategies. Yet, we still have a scant understanding of the processes underpinning experimentation for business modelling in startups. Through a qualitative longitudinal case, we investigate how a startup reshapes its value proposition and engages with external market stakeholders – in this case end customers – when their heterogeneity could not be catered by the first business model designed by the entrepreneur. We look at cases where a business model, originally envisioned with a single value proposition, needs to cater different groups of customers (i.e., product users, buyers, and beneficiaries) with diverse expectations in terms of value and engagement. Our study identifies a 'selection loop' process formed of three different experimentation phases – environment-based stress, cognitive-driven adaptation, and stakeholder-led evolution. This process contributes to better understand how managerial cognition drives business model design and experimentation towards a "fit" between the entrepreneur's cognitive model and the stakeholders in the external environment. We also advance the cognitive perspective on business models as we take a cognitive lens to explore experimentation as a process to identify and adapt a business model to emerging evidence about a startup's customers.

Paper is Available to Meeting Registrants Only.

TIM: Does Executive Reputation Promote Innovation Quality?—Research Based on Patent Citation Data 

Author: **Ning XU**, *School of Management, Shandong U.*

Author: **Yingjie Bai**, *School of Management, Shandong U.*

Author: **Yutong Li**, *School of Management, Shandong U.*

Compared with explicit incentive contracts such as salary and equity, can reputation incentive, which are both long-term and binding, curb management's short-termism and enhance the innovation quality of enterprises? Based on the principle-agent theory, we empirically tested the impact of executive reputation on corporate innovation quality and the mechanism of its effects accordingly. Based on the panel data of Chinese listed companies from 2008 to 2020, there are three major findings emerging from the data analysis: (1) executive reputation has a significant positive effect on corporate innovation quality; (2) in terms of technological innovation path, executive reputation promotes corporate innovation quality by increasing the level of corporate independent research and development (R&D) investment rather than external technology purchasing; and (3) this driving effect is stronger for firms with more executives who have academic experience. The findings enrich the research on the governance utility of reputation incentives in the context of China and shed light on how to enhance the level of high-quality corporate innovation by optimizing executive incentive contractual arrangements.

Paper is Available to Meeting Registrants Only.

TIM: Gender Disparities in Patent Review Outcomes are More Pronounced for More Novel Patent Applications

Author: **Nikhil Madan**, *Indian School of Business*

Author: **Deepa Mani**, *Indian School of Business*

Author: **Rohin N Vrajesh**, *Department of Management and Technology, Bocconi U.*

We examine how the magnitude of disparities against female inventors in patenting outcomes varies based on novelty of the patent application. An analysis of approximately 2.8 million applications reveals that gender disparities in terms of the likelihood that an application is granted a patent, the intensity of examination it is subject to, and, conditional on it being granted, the reduction in its scope, are systematically larger for more novel applications. In line with the possibility that these disparities are driven by differential treatment of applications authored by female inventors, we find that (a) female inventors of more novel applications are more likely to file requests for continued examination following rejections, and (b) the magnitude of these disparities and their variation along the novelty continuum is larger for applications authored by inventor teams with common (vs. rare) names. These findings suggest that the social and private costs of differential recognition of the work of female and male inventors are higher than previously believed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Technology Strategy and Competition Track: The External Constraints on Innovation

Session Moderator: **Kenneth Guang-Lih Huang**, *National U. of Singapore*

TIM: Global Cooperation Framework to Mitigate a Technology-Regulation Gap in Blockchain    

Author: **Kibae Kim**, *Korea Advanced Institute of Science and Technology (KAIST)*
Author: **Jung Hweon Jeon**, *Eduhash Global*
Author: **So Young Kim**, *Korea Advanced Institute of Science and Technology (KAIST)*

The research investigates the sunrise issue of the financial regulations for virtual assets from the architectural perspective. The Financial Action Task Force's revision of recommendations transits virtual assets from a vague area between legal and illegal economies. However, lawmakers and regulators warn that the stretching adoption of the regulations might invalidate the financial regulations for virtual assets, called a sunrise issue. The research explains the unsatisfying regulatory compliance, relying on the gaps between technological architecture and regulatory framework. Furthermore, it recommends a modular architecture in the regulatory framework and elaborate message format. The research contribute technology-regulation gaps to regulation compliance studies and global cooperation to blockchain-based financial sectors.

Paper is Available to Meeting Registrants Only.

TIM: More Freedom, Less Exploration: Evidence from Chinese CVC units 

Author: **Yundian Xie**, *Shanghai U. of Finance and Economics*
Author: **Jing Dong**, *Shanghai U. of Finance and Economics*
Author: **Ruchunyi Fu**, *Shanghai U. of Finance and Economics*

Separating corporate venture capital (CVC) unit from its parent company has become the prevailing view in the structural design of CVC programs. However, such a separation may come at a cost. We draw on institutional view, arguing that the CVC program's structural independence may incur its concern for lack of legitimacy in the eyes of the parent. To mitigate the risk of illegitimacy, an external CVC unit will decrease exploratory investment in unfamiliar industries and concentrate in the industry that the parent firm operates in. The negative relationship between structural independence and exploratory investment is further contingent on the CVC unit's experience of exits via IPO, the parent firm's number of subsidiaries and the regional collectivism where unit is located. The analysis of an unbalanced panel of 363 CVC programs in China from 2007 to 2019 provides empirical supports for our arguments.

Paper is Available to Meeting Registrants Only.

TIM: Escaping the Patent Trolls: Impact of Non-Practicing Entity Litigation on Firm Innovation Strategies   

Author: **Kenneth Guang-Lih Huang**, *National U. of Singapore*
Author: **Mei-Xuan Li**, *National Taiwan U.*
Author: **Carl Hsin-han Shen**, *Macquarie U.*
Author: **Yanzhi (Andrew) Wang**, *National Taiwan U.*

Non-practicing entities (NPEs) are firms that amass patents to assert their intellectual property rights but have little or no intention of further developing these patents (a practice known as patent trolling). NPEs tend to initiate lawsuits not for actual patent infringements but for the potential profits derived from out-of-court settlements. In this study, we examine how firms shift their innovation strategies in response to heightened NPE litigation risks. We theorize that firms targeted by NPEs who become defendants in NPE-initiated litigation (i.e., target firms) will subsequently draw more upon their in-house technologies to reduce the potential legal ground for such lawsuits. We further hypothesize that the non-target firms in related technology areas will shift the locus of their innovation activities away from those of the target firms to avoid the areas with high NPE litigation risks. These effects are more pronounced when research and development (R&D) expenses for the patented technologies are higher and when the product markets are more competitive. Results from our difference-in-differences estimates and instrumental variable regression analyses provide support for these hypotheses. Overall, our results suggest that firms facing NPE litigation risks would shift their follow-on innovation trajectories and distance themselves from the existing network of innovation activities in an attempt to escape patent trolling. Our study yields important managerial and policy implications for firms and policymakers.

Paper is Available to Meeting Registrants Only.

TIM: Litigation versus Spillovers

Author: **Heesang Ryu**, *Department of Management and Technology, Bocconi U.*

This paper studies how patent litigation affects innovation and technology spillovers across firms. Using a unique data set on patent litigation from the United States, this paper shows that litigants are active innovators and share complementary knowledge assets with each other, creating spillovers. However, as a result of litigation, firms reduce follow-on innovation, thus impeding the effects of spillovers. Moreover, litigants fall behind the frontier, resulting in a divergence of productivity growth, which suggests a reduction of their role as intermediaries of knowledge diffusion. These findings imply that litigation, in contrast with the original objective of the intellectual property rights (IPRs) enforcement systems, can obstruct technological diffusion, which not only decreases cumulative innovation and spillovers, but also slows down productivity growth.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1619** | Submission: **18406** | Sponsor(s): **(TIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 9:00PM - 10:00PMPT (UTC-7)**

TIM Online Café II *TIM Online Café II*

Host: **Henning Piezunka**, *INSEAD*
Host: **Eunhee Sohn**, *Georgia Institute of Technology*
Host: **Rory Morgan McDonald**, *Harvard U.*

Join the TIM Community online from wherever you are in the world! New and existing members are welcome to join in to discuss research, meet other scholars, socialize, and learn more about the TIM Division and the TIM community. Note that we are hosting two Online Cafés this year (the other is session 18405) so scholars in different time zones can join in.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1620** | Submission: **19141** | Sponsor(s): **(TIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Monday, Aug 8 2022 10:30PM - 11:59PMPT (UTC-7)**

**Technology, Policy and Society Track: Knowledge Disclosure, Transfer,
and Protection**

Session Moderator: **Jeannette Anastasia Colyvas**, *Northwestern U.*

TIM: Multinational Enterprise Intellectual Property Right Strategies in Emerging Markets

Author: **JiaMin Zhang**, *Fudan U. School of Management*

Author: **Renfei Gao**, *U. of Manchester*

While scholars have long recognized the key role of intellectual property rights (IPR) in value appropriation from innovation, less is known about foreign multinational enterprise (MNE) IPR strategies in emerging markets with weak IPR institutions. We examine how foreign MNEs evaluate the relative effectiveness of secrets and patents in response to their partnership and collocation with local emerging market firms (EMF), contingent on regional IPR development levels in the host country and IPR institutional distance between MNE home and host countries. Using data on 407 MNEs from the China Innovation Survey, we find that both partnership and collocation with local EMFs increase MNEs' perceived effectiveness of secrets relative to patents. These effects are mitigated by regional IPR development levels in emerging markets and are strengthened by IPR institutional distance between MNE home and host countries.

Paper is Available to Meeting Registrants Only.

TIM: Can Third-Party Environmental Information Disclosure Promote Firm's Environmental Innovation? 

Author: **Helin Sun**, *Central South U.*

The Pollution Information Transparency Index (PITI) was developed jointly in 2008 by the Institute of Public and Environmental Affairs (IPE) and the Natural Resources Defense Council (NRDC). Using PITI as a quasi-natural experiment and a sample of China's listed industrial firms from 2005 to 2011, this study explores the impact of third-party environmental information disclosure on firm's environmental innovation. The results show that the PITI has a positive effect on firms' environmental innovation and that the positive impact of third-party environmental information disclosure is higher for state-owned than non-state-owned enterprises' environmental innovation. Slack resources can strengthen the positive relationship between the PITI and firm environmental innovation. However, the moderating effect of industrial pollution levels on this positive relationship is not significant. We find also that cities with higher quality third-party environmental information disclosure have higher levels of environmental innovation. The findings provide implications for policy related to public participation in environmental protection and firms' sustainable development.

Paper is Available to Meeting Registrants Only.

 **TIM: Patents and the Independent Inventor Lifecycle**

Author: **Charles DeGrazia**, *EMLV*

Author: **Nicholas Pairolero**, *USPTO*

Author: **Peter-Anthony Pappas**, *USPTO*

Author: **Mike Horia Teodorescu**, *U. of Washington*

Author: **Andrew Toole**, *USPTO*

TIM Best Paper Award Finalist

We present results from the first ever randomized control trial on independent inventors at the United States Patent and Trademark Office. This experiment, called the Pro Se Pilot, led to an 8 percentage point increase in the likelihood of receiving a patent. We exploit the random assignment of treatment to identify causal impacts of receiving a patent on short term independent inventor outcomes. Our results suggest that patenting is key to inventive, innovative, and entrepreneurial activity. We find large effect sizes of patenting on reducing financial frictions, participating in markets for technology (18.7 pp), and signaling inventor value to established firms (24.8 pp).

Paper is Available to Meeting Registrants Only.

TIM: Scientific Imprints, Commercial Footprints: The Paradox of Resources in Prod. of Science & Scientist

Author: **Jeannette Anastasia Colyvas**, *Northwestern U.*

Author: **Kaisa E. Snellman**, *INSEAD*

Author: **Vincent Yung**, *Northwestern U.*

How do universities contribute to the economy? Despite elaborate efforts in policy and practice, academic research institutions struggle to fully realize their contribution to economically-relevant innovation. And the public is short changed in gaining access to the kinds of metrics that truly reflect the myriad of ways that academic science contributes to the economy. Doctoral recipients represent a vital role in the economy, by populating the scientific workforce, facilitating the transfer of technical and tacit knowledge among industry, government, and academia, and replenishing the intellectual stock of universities. And yet, our performance metrics reflecting university contributions to the economy largely overlook the production of scientists, which is arguably our most important source of technology transfer. Our current technology transfer metrics, either by design or in use, do little to acknowledge the people, practices, and relationships that are so critical to universities' contributions to the economy. Furthermore, whereas the conditions for innovation, commercialization, and publication of science are well-studied, the conditions for the cultivation of scientists remains black boxed. We contend that the academic enterprise has ready access to a wealth of information to gauge their own standing, communicate their contributions to the public, and even improve local institutional performance with potentially less controversial, one-size-fits-all interventions. Policy and practice, however, have not made use of these data as much as they could. The challenge for academic institutions resides with how performance is measured or analyzed than what contributions academics make to the economy. We examine productivity among 1,205 scientists affiliated with Stanford University Medical School over a 16-year period in terms of 5 forms of scientific output, including (1) scholarly publications, (2) doctoral students, (3) participation on doctoral committees, (4) invention disclosures, and (5) licenses obtained from innovation disclosures. While science and commerce may go hand-in-hand between publications, and inventions, the relationship between corporate grants and other forms of scientific production is less clear. We find that the number and total size of corporate awards a scientist receives is associated with neither disclosure nor publication. Furthermore, the number of corporate awards has a negative association with doctoral student advising and committee membership, yet a positive association with successful licensing.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1624** | Submission: **18808** | Sponsor(s): **(OSCM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 4:00AM- 5:30AMPT (UTC-7)**

Decision Making in Operations & Supply Chain Management

Session Moderator: **Deepa Goradia**, *Georgia State U., J. Mack Robinson College of Business*

OSCM: **Examining the Role of Single versus Dual Decision-Making Approach for Patient Care** 

Author: **Deepa Goradia**, *Georgia State U., J. Mack Robinson College of Business*
Author: **Aravind Chandrasekaran**, *Ohio State U.*

Decisions related to patient treatment during their hospital stay are done by two key decision-makers: The attending physician (AP) and the operating physician (OP). Under the single decision-making approach (S-DMA), the AP and OP are the same, whereas, under the dual decision-making approach (D-DMA), the AP and OP are different. In recent years, hospitals have seen an increasing trend towards D-DMA over S-DMA approach to accommodate physician schedules. While research outside healthcare operations management has argued for benefits from both S-DMA and D-DMA approaches, very little knowledge exists on what is effective during healthcare delivery. In this study, we address this gap by investigating the DMA within a hospital through physicians effectively improves patient care outcomes. Using detailed data from the state of Florida on cardiology patients over three years, we find that a S-DMA is associated with reduced patient length of stay, treatment cost, and mortality. This runs counter to some of the trends observed in practice. Further, we find that the effect is more significant for patients with greater disease complexity. A follow-up post-hoc analyses also reveal interesting insights: (1) S-DMA is more beneficial for community hospitals than teaching and academic hospitals (2) S-DMA is more critical than physician specialization. Our results are robust to alternate explanations and demonstrate the role that physicians can play in effective care treatment during a hospital stay.

Paper is Available to Meeting Registrants Only.

OSCM: **How Managers’ Cognitive Frames Affect the Use of Process Improvement Approaches in NPD** 

Author: **Rima Al Hasan**, *U. of Jordan*
Author: **Pietro G. Micheli**, *U. of Warwick*

This paper explores how managers’ cognitive frames provide knowledge structures that affect the use of process improvement approaches (PIAs) in new product development (NPD) processes. A qualitative multiple case study method was used. Interviews with informants from different functional specialisms (R&D, product creation and development, design, engineering, and manufacturing) were conducted, and internal and online documents were collected and analyzed. Two main findings emerge. First, we identify three types of managers’ cognitive frames: conflicting, paradoxical, and supporting. Second, these cognitive frames are found to influence managers’ decisions over whether to promote, adapt or prevent the implementation of PIAs. This study helps explain conflicting findings in the literature regarding the implementation and effects of PIAs in NPD by identifying managers’ cognitive frames as a key antecedent. This paper generates insights into the importance of managerial decision-making in determining the scope and depth of implementation of PIAs in NPD.

Paper is NOT Available. Please contact the author(s).

OSCM: **Overoptimism is a Bottleneck for Effective Price Communication**

Author: **Atabak Mehrdar**, *Erasmus U. Rotterdam*
Author: **Behzad Rezaee**, *U. of Lausanne*
Author: **Ting Li**, *Erasmus U.*

Overoptimism happens when we choose from a set of alternatives. People overestimate the value of the best alternative and underestimate the worst one. In pricing, firms often use starting prices (or starting-from prices) as a representative of range of prices to signal the attractiveness of their products. These price cues inform the consumers about the value of the worst available product without reference to the rest of the available prices or their distribution. This paper focuses on the cases in which estimating the value of the worst product and comparing it with the communicated starting price lead to consumer disappointment through overoptimism, which leads to lower purchase intentions. We first use a Bayesian estimation framework to show that if (1) the price range skewness decreases and (2) the number of available products increases, the degree of overoptimism will increase. Second, we collect multichannel data from a European storage company to examine how price range skewness and product availability impacts a customer’s purchase intention. Our empirical results show that customers are less likely to purchase when price ranges are negatively skewed, and this effect is stronger when product availability is higher. In this case, purchasing customers tend to ask for higher discounts to compensate for the instilled disappointment by overoptimism. Last, we conduct online experiments to study overoptimism as the primary underlying mechanism and to rule out other possible explanations. We discuss the theoretical and managerial implications of our findings.

Paper is Available to Meeting Registrants Only.

Author: **Hamsa Bastani**, *The Wharton School, U. of Pennsylvania*

Author: **Osbert Bastani**, *U. of Pennsylvania*

Author: **Park Sinchaisri**, *Haas School of Business, UC Berkeley*

A key aspect of human intelligence is their ability to convey their knowledge to others in succinct forms. However, despite their predictive power, current machine learning models are largely blackboxes, making it difficult for humans to extract useful insights. Focusing on sequential decision-making, we design a novel machine learning algorithm that conveys its insights to humans in the form of interpretable "tips". Our algorithm selects the tip that best bridges the gap in performance between human users and the optimal policy. We evaluate our approach through a series of randomized controlled user studies where participants manage a virtual kitchen. Our experiments show that the tips generated by our algorithm can significantly improve human performance relative to intuitive baselines. In addition, we discuss a number of empirical insights that can help inform the design of algorithms intended for human-AI interfaces. For instance, we find evidence that participants do not simply blindly follow our tips; instead, they combine them with their own experience to discover additional strategies for improving performance.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1625** | Submission: **19125** | Sponsor(s): **(TIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 5:00AM - 6:30AMPT (UTC-7)**

Technology Strategy and Competition Track: The Antecedents and Consequences of Entry

Session Moderator: **Katharina Cepa**, *Vrije U. Amsterdam*

TIM: Market Entry, Capability Development, and Innovation: External Technology and Complementary Assets

Author: **Xiaoshu Bei**, *U. of Colorado, Boulder*
Author: **Frank T. Rothaermel**, *Georgia Institute of Technology*

Should firms reconfigure their complementary assets to capture value from innovation? And, if so, which firms stand to gain most from altering complementary assets? Combining fine-grained data from the Division of Innovative Labor Survey with the U.S. Patent and Trademark Office data, we study innovator firms' strategic choices in three distinct categories of complementary assets: equipment and employee skills, sales and distribution, and trademarks. We correlate changes in specific complementary assets with market entry, external sourcing, and innovation outcome. The results suggest that when entrants commercialize external technology, they are more likely to reconfigure their complementary assets and, in turn, have better innovation outcomes. The relationship is more robust for younger firms.

Paper is NOT Available. Please contact the author(s).

TIM: Disruption-by-Proxy: A Collaborative Approach to Multi-industry Disruption

Author: **Katharina Cepa**, *Vrije U. Amsterdam*
Author: **Chris Ford**, *Lancaster U. Management School*

Extant literature shows two types of disruption: disruption-by-entry, where new entrants into an industry drive disruption, and disruption-from-within, where incumbents drive disruption. In this paper we break new ground by revealing and unpacking a third, untheorized process: disruption-by-proxy. We conceptualize disruption-by-proxy as a deliberate strategy whereby a technology provider creates a sustaining innovation in their core industry, secures technology adoption by powerful incumbents in their target industry, and thereby disrupts that industry and, potentially, other adjacent industries. The powerful incumbents act as disruptive proxies for the technology firm, which effectively drives business model change in one or more industries yet never seeks to extend beyond its core industry. To theorize this conceptualization, we explore the research question: “How does disruption-by-proxy unfold?” Our ethnographic study of a small technology firm shows how a disruptor engages in iterative phases of proxy testing of selected product-market bundles, (re)envisioning the disruptive process and potential industry end states, and advancing the technology whilst seeking to optimize its fit with emergent understandings of incumbent tolerance for adoption and disruption. Our process model theorizes disruption-by-proxy as an inherently collaborative and industry-spanning strategy that locates the instigator and driver of disruption permanently outside the disrupted industry or industries.

Paper is NOT Available. Please contact the author(s).

TIM: On the Strategic Use of Product Modularity for Market Entry: Theory and Empirical Evidence 

Author: **Jose Pablo Arrieta**, *U. of Amsterdam*
Author: **Roberto Fontana**, *U. of Pavia & Bocconi U.*

We model the conditions under which firms should enter the market with multiple modular products instead of a single product. Product modularity enables firms to broaden their portfolios and increase their chances of investing in the “right” technologies early in a technology cycle, a time of high uncertainty. Entry with integral products instead occurs later in the technology cycle. We test the model's predictions on a sample of entrants from the Local Area Network (LAN) industry during the 1990s.

Paper is Available to Meeting Registrants Only.

TIM: Entry Mode Choices of Platform Companies Seeking Expansion in International Markets

Author: **Jaykumar Padmanabhan**, *Faculty of Management studies, Jain U., Bangalore*

Firms use platform strategies to offer a broad portfolio of products. Development of platforms has become dispersed across locations and partner firms as technological platforms enable co-creation of value in the platform ecosystems by complementors. In this paper, we look at the entry mode choices for platform firms when expanding abroad. We study the relationship between modular architectures and determinants of choices for selection of complementors. The link between architectural modularity and this decision is important as this enables us to examine questions related to success of task partitioning at an industry level. Our findings suggest that besides modularity, factors such as access to specialist expertise, availability of complementary skills and experience of the complementors in a varied range of technologies and systems play a significant role in the the entry mode choice

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1626** | Submission: **18817** | Sponsor(s): **(OSCM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 5:45AM - 7:15AMPT (UTC-7)**

Strategy & Supply Chain Management

Session Moderator: **Jörg Grimm**, *Bern U. of Applied Sciences*

Author: **Liangliang Zhang**, SEM, Tongji U. & FEB KU Leuven
Author: **Taoyong Su**, School of Economics & Management, Tongji U.
Author: **Rui ZHANG**, Hong Kong U. of Science and Technology
Author: **Xin Zhao**, Anhui U. of Finance and Economics

The learning strategy of supply chain members is a key determinant of adapting to long-term, structural market, and environmental changes. Drawing upon the organizational learning and dynamic capability theory, this study aims to examine the effects of different ambidextrous supply chain strategies on supply chain adaptability and their boundary conditions in a congruence approach. A survey research design is conducted to collect primary data from 241 Chinese manufacturing firms. We use the polynomial regression and response surface techniques to test the impacts of ambidextrous supply chain strategies on supply chain adaptability. The findings show that the higher the congruence degree between supply chain exploitation and exploration, the more it contributes to supply chain adaptability; when the two are highly congruent, the supply chain adaptability under the high-exploitation/high-exploration strategy is significantly higher than that under the low-exploitation/low-exploration strategy. Under a certain degree of incongruence between the two kinds of strategies, the low-exploitation/high-exploration strategy produces significantly higher supply chain adaptability than does a high-exploitation/low-exploration strategy. We also demonstrate that competitive intensity and government support indeed play moderating effects. This research contributes by identifying four kinds of ambidextrous supply chain strategies and exploring the heterogeneous impacts on supply chain adaptability.

Paper is Available to Meeting Registrants Only.

Author: **Ruth Schültken**, U. of Mannheim
Author: **Steffen Kokozinski**, U. of Mannheim

In the development of new products that are characterized by high uncertainty and high adaptivity, an agile new product development process is often used. The benefits of an agile new product development process are often reduced when applying a traditional procurement process (e.g., Van Weele (2001)). Drawing on contingency theory, we predict that procurement processes must fit with their contingencies, task uncertainty and task interdependence (product uncertainty and adaptivity), to maximize performance. Furthermore, procurement processes need to be aligned to related processes such as the new product development process. We apply a design science approach to design an agile procurement process that is aligned with the agile new product development process and is capable of attaining the important new product development goals such as low costs, short time-to-market, and high quality. We develop the initial solution based on semi-structured interviews, implement the initial solution at a case company to refine the solution, and refine and validate it with further interviews. We contribute to the literature by developing an agile procurement process with its explanatory mechanisms and application domain, and by showcasing that the procurement process has to match its contingencies and related processes to maximize performance.

Paper is Available to Meeting Registrants Only.

Author: **Elisabeth Altmayer**, U. of St. Gallen
Author: **Jörg Grimm**, Bern U. of Applied Sciences

This paper aims at investigating the effect of inter-organizational strategic consensus on a strategy group level between buyer and sub-supplier regarding its effect on sub-supplier performance. The authors analyze empirical connected multi-tier data (matched-triplets) within a structural equation model applying Bayesian estimation of parameters. This analysis takes into account both a competitive method consensus and consensus on objectives between supply chain actors on category group level, sub-supplier performance (regarding on-time delivery and quality) under the influence of relevant contingency factors. Results confirm a cause-effect between buyer-sub-supplier consensus on objectives on category group level and sub-supplier performance regarding quality and on-time delivery. Furthermore results indicate, that inter-organizational strategic consensus on objectives between buyer and sub-supplier on category group level fully mediates the effect of buyer-sub-supplier competitive method consensus on sub-supplier performance.

Paper is Available to Meeting Registrants Only.

Author: **Jorge Andres Rodriguez**, ESPOL - ESPAE Graduate School of Management
Author: **Daniela Roldan Carranza**, ESPOL - ESPAE Graduate School of Management

Smallholder farmers and micro-retailers are critical actors for the supply chain continuity in food and beverage industries. In developing economies these actors operate in the Base of the Pyramid. Global companies are aware of the risk the lack of capabilities of these actors represent for the supply chain continuity. Consequently, they are undertaking capabilities' development programs. Previous research suggests that capability development is an adequate mechanism for poverty alleviation of these actors. Yet, there is little research on the assessment whether this type of programs achieve the development of productive capabilities. This research conducts two studies, one in the context of smallholder farmers and other in the micro-retailing sector to test whether capability development program enhance productive capabilities.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1627** | Submission: **18591** | Sponsor(s): **(STR)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Tuesday, Aug 9 2022 6:00AM - 7:30AMPT (UTC-7)**

Connecting Firm Outcomes with Organizational Structure

Session Moderator: **Takahiro Inada**, *Kyoto U. of Advanced Science (KUAS)*

STR: The Effectiveness of Dynamic Governance in Peer-to-peer Platforms: An Agent-Based Simulation 

Author: **Takahiro Inada**, *Kyoto U. of Advanced Science (KUAS)*

Author: **Inamizu Nobuyuki**, *U. of Tokyo*

With the widespread use of social media, there is a need for content moderation, that is, regulating radical content while ensuring freedom of speech. This study uses agent-based simulation to analyze the fine-tuning of governance in such peer-to-peer platforms. Specifically, we examined the impact of three governance scenarios (open, closed, and dynamic) with varying levels and timing of participation constraints on the outcomes of quantity, quality, and diversity of participants, as well as the performance of platform companies. Comparing those scenarios shows that dynamic governance, which has a better balance of outcomes, results in the highest company performance. This result shows the significance of not only the level of constraints, but also the timing of their modification. This study also points to new research directions, such as diversity within platforms and distributed content moderation.

Paper is Available to Meeting Registrants Only.

STR: Exploring the Role of Managerial Learning in Sustained Catch-up: A Case Study in China    

Author: **Nana Zhang**, *School of Economics and Management, Beijing Jiaotong U., China*

Author: **Liang Mei**, *National School of Development at Peking U.*

As the spreading uncertainty with the COVID-19 global pandemic challenged many organizations and social structures, many firms began to think about how to achieve sustainable development. Latecomers face challenges of sustained catch-up, and many of them fail into the dilemma of “aborted” catch-up. Management constraint is considered to be a key obstacle for latecomers to achieve sustained catch-up with forerunners but is rarely discussed. Based on the previous research in the field of latecomers and managerial learning, this study takes Huawei Company of China as a case to explore the role of managerial learning in sustained catch-up with the method of case study. It is found that the catch-up process of latecomers is not only the process of accumulation and improvement of technology and marketing capability but also the process of continuous accumulation of management capability; managerial learning provides a management foundation for latecomers to achieve sustained catch-up, which is embodied in organizational foundation, method/tool foundation and management cognitive foundation.

Paper is Available to Meeting Registrants Only.

STR: Avoiding Relapses After Crises and the Influence of Investors. A Resource Dependence View.

Author: **Elena Mellado García**, *U. de Granada*

Author: **Juan-Alberto Aragon-Correa**, *U. of Granada*

Author: **Natalia Ortiz-de-Mandojana**, *U. of Granada*

During the recovery from an organizational crisis, firms intensely depend on provision of resources. Building on a resource dependence perspective, we argue that investors’ diversity, patience, and concentration during the crisis and recovery process influences the risk of relapses in the future because they facilitate the appropriate orientation for a resilient approach (fostering flexibility, stability, and commitment, respectively). Our sample includes data from 33 countries of 359 recovered firms, that is, firms that were rated in a stressful financial situation in 2015 and normal in 2016 according to their Altman Z-Score’s values. After analysing the firms’ financial situation from 2014 to 2019, we find that while both investors’ diversity and patience reduce the risk of relapsing into crisis, the risk grows when the large investors gain share in the firm capital during the crisis and recovery period. Our study contributes by showing how investors can be a source or a constraint for building organizational resilience in firms and the importance of the investors to analyze dependence in financially difficult situations for firms.

Paper is Available to Meeting Registrants Only.

STR: Performance Feedback, Multiple Goals at the Same and Different Levels, and Internationalization (WITHDRAWN)    

Author: **Elizabeth Lim**, *Georgia State U.*

Extending the behavioral theory of the firm and using a sample of diversified firms from the Russell 3000 index 1998–2016, we examined changes in their scopes of internationalization based on performance feedback on multiple goals with different importance at the same level and across hierarchical levels. We posited that negative feedback on (primary) profitability and (secondary) sales growth goals at the corporate level influences problematic search and internationalization in diverse ways, resulting in decreasing and increasing rates of internationalization, respectively. We also posited that feedback on secondary goals can modify responses to feedback on primary goals at the same corporate level. We found that corporate managers responded to corporate profitability shortfalls by increasing internationalization as BU profitability exceeded aspirations and BU growth fell below aspirations but by decreasing internationalization as BU profitability fell below aspirations and BU growth exceeded aspirations. Our study contributes to the literature by connecting multiple goals to problematic search and testing changes in scopes of internationalization in response to the separate interaction effects of profitability and growth goals at the same corporate level and across hierarchical levels. The hypotheses were largely supported.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Pushing the Boundaries: Theoretical Developments in Strategic Leadership

Session Moderator: **Murad A. Mithani**, *Rutgers U., Camden*

STR: Seeing the Elephant: Cross-Disciplinary Review of the Use of Text Analysis of Firms' Disclosure

Author: **Anke Piepenbrink**, *Rennes School of Business*

The purpose of this study is to cross-fertilize the use of text-based analysis of firms' disclosure - annual reports, letters to shareholders and conference calls - across disciplines within business. It reviews the use of textual analysis of firms' disclosure in top journals of six business disciplines in the period from 2010 to 2021. The screening of 3389 articles results in 410 articles using automated text analysis. Furthermore it shows a dominance of accounting and finance in the use of textual measures of firms' disclosure, an increase of text-based measures since the mid of the decade and a group of central articles whose measures are used across disciplines. It furthermore provides a comprehensive list of dictionaries using disclosure text as well as an overview of automated text-based measures. Based on broad categories of the text-based measures the study concludes with a multi-level framework that can guide researchers in their understanding of firms and their disclosure environment.

Paper is Available to Meeting Registrants Only.

STR: Understanding Far from Equilibrium Behavior in Economic Markets

Author: **Murad A. Mithani**, *Rutgers U., Camden*

Management theories rely on the Walrasian assumption of equilibrium as a persistently accessible market state. Any environmental disruption that induces deviation from equilibrium is deemed temporary; most organizations promptly return to the equilibrium. But what happens when the market is pushed too far away from equilibrium? In this study, I advance the discussion of post-Walrasian economics to discuss how markets operate far from equilibrium. I discuss how disruptions caused by extreme threats such as climate change and pandemic introduce instabilities that undermine market's capacity for self-regulation, limit information dissemination, make it difficult to account for externalities, and misdirect tâtonnement. The resulting far-from-equilibrium dynamics expose organizations to multiple equilibria, localized logics of exchange, and non-price coordination mechanisms. They require a choice between replication, exploitation, and integration of which only the latter is mutually beneficial for organizations and the society. The study teases apart the new normal by examining the shifts in markets and how organizations can use these shifts for a positive impact on the society.

Paper is Available to Meeting Registrants Only.

STR: Underpinnings of Conceptual Development: How to Select a Theory to Address a Research Question

Author: **Tianyu HOU**, *City U. of Hong Kong*

Author: **Juan Li**, *City U. of Hong Kong*

Theories are essential for addressing research questions and extending knowledge boundaries. However, in the area of strategic management, disciplines such as economics, politics, and sociology create pressure on researchers who endeavor to develop theories for argumentation and theorization. In this paper, we extend and revitalize the phenomenological /ontological /rhetorical approach to dealing with theory development. Specifically, we suggest that a research question should first clarify its central focus on the fundamental phenomenological questions it is attempting to address in the strategic management field. Then, the premise should clearly identify the ontological assumptions and premises that link the research question to existing theories. Finally, the identification and abstraction of rhetorical concepts derived from these assumptions and premises lead to theory selection criteria: connectedness, reliability, parsimoniousness, and falsifiability.

Paper is Available to Meeting Registrants Only.

STR: Dynamic Capabilities and the Nature of Organizational Agility: Towards Managerial Theory

Author: **Ciaran Heavey**, *U. College Dublin, Smurfit*

Author: **Zeki Simsek**, *Clemson U.*

One of the most overused words in the popular management lexicon over the past two years of the pandemic has been strategic agility. Despite the widespread use (and abuse) of the term, strategic agility remains an understudied phenomenon that has received little in the way of systematic theoretical or empirical treatment. In this paper, we outline a conceptualization of strategic agility as an umbrella construct and develop a theory of how management teams can develop the requisite capabilities to promote strategic agility. Specifically we develop an integrative framework that links the conceptual elements of top management groups (TMGs) with the capabilities underpinning strategic agility. We use the framework to trace implications for future theory and research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Social Media, Misinformation, and Adaptive Learning

Session Moderator: **Behzad Rezaee**, *U. of Lausanne*

CTO: Ratioing and Credibility: The Effect of Like to Comment Ratio on the Perceived Credibility of Tweets  

Author: **Behzad Rezaee**, *U. of Lausanne*
Author: **Tobias Schlager**, *U. of Lausanne*
Author: **Markus Christen**, *U. of Lausanne*

We are living at the apex of the communication era where people can easily share their news, experiences, and thoughts on social media which has created a lot of opportunities for us. However, wherever there is an opportunity, we will see opportunism as well. One of the current issues on social media is fake content and how to deal with them. In this article, we will show that cues such as the number of likes and comments of a tweet can play a significant role in its perceived credibility. More specifically and with analyzing both field and experimental data, we will demonstrate that the more like to comment ratio a post has, the more it is perceived as credible. We will also show that this perceived credibility comes from the channel of consensus cue which could be moderated by the susceptibility to the social influence of the user, their motivation, and their cognitive load. Moreover, as the boundary condition, we will show that only ratio matters for the perceived credibility and the order of magnitude of numbers don't play a role in our conceptual model.

Paper is Available to Meeting Registrants Only.

CTO: Crowdsourcing and Misinformation on Social Media

Author: **Sameer Borwankar**, *Purdue U.*
Author: **Jinyang Zheng**, *Purdue U., West Lafayette*
Author: **Karthik Kannan**, *Purdue U., West Lafayette*

All content-sharing sites, including social media platforms, face the creation and spread of misinformation, which leads to wrong beliefs, a hyper-partisan atmosphere, and public harm by the users. Given the dire consequences of the misinformation on society, government agencies, academic researchers, and industrial entities address misinformation creation and distribution on social media platforms. Experts have suggested leveraging the "wisdom of crowds" to identify misinformation to address the scalability issue in other solutions such as professional fact-checking. However, the implication of such crowdsourcing programs on its participants is not carefully studied in the field. We take the first step and leverage the quasi-field experiment of Twitter's Birdwatch program to investigate the causal effect of participating in the crowdsourcing program on the subsequent activities of the participants, especially on the propensity to generate content and create misinformation. We use cognition in writing to reflect the misinformation given the well-documented strong correlation between cognition and the lessened generation or spread of misinformation and the absence of a direct misinformation measure. Our results show a positive treatment effect on such cognition, suggesting the success of the program in dampening the generation of content with misinformation. However, we find that the users decrease the frequency of content creation and the diversity of the content. Also, more importantly, we find a lowered average content engagement from other users, suggesting that the diminished misinformation is built on a cost of lowered volume, diversity, and interestingness of the user-generated content. All these results would be of concern to the platform owners. Our empirical research contributes to the literature on crowdsourcing and misinformation and provides significant implications for social media platform managers.

Paper is NOT Available. Please contact the author(s).

CTO: Shortcut Taking Under Time Pressure: A New Theoretical Prediction Based on Adaptive Learning Theory

Author: **Jong Seok Lee**, *U. of Tennessee, Knoxville*

Shortcut taking is a deliberate choice made by software developers to save time and meet a tight deadline, but it tends to result in reduced software quality. Prior research examined a link between time pressure and software developers' shortcut taking and, by using a game-theoretical model, concluded that shortcut taking can be reduced when a greater level of time pressure is induced. This study adopts a new theoretical perspective by drawing on adaptive learning theory and aims to shed new light on software developers' shortcut taking under time pressure. By using computer simulations, this study illustrates how creating time pressure by setting tight deadlines can actually promote software developers' shortcut taking. Specifically, when there is no time pressure, choosing to produce high-quality work is a safe alternative that guarantees the timely completion of an assigned task with no additional cost. Therefore, under no time pressure software developers prefer the high-quality work alternative over the shortcut taking alternative which entails risk (e.g., incurring technical debt). However, as time pressure increases both the high-quality alternative and the shortcut taking alternative entail the risk of not meeting the estimated net value (e.g., missing a deadline, incurring technical debt, etc.), albeit the latter is a riskier alternative. When neither alternative represents a sure, safe option, software developers become more willing to choose the riskier alternative.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1630** | Submission: **18880** | Sponsor(s): **(CTO)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 6:30AM - 8:00AMPT (UTC-7)**

Digital Transformation, Governance, and Social Justice

Session Moderator: **Tobias Mettler**, *U. of Lausanne*

CTO: Governments as Strategy Framers: Exploring Digital Transformations Policies

Author: **Tobias Mettler**, *U. of Lausanne*

Author: **Gianluca Miscione**, *Michael Smurfit Graduate School of Business, Ireland*

Author: **Claus Jacobs**, *U. of Bern*

Author: **Ali Guenduez**, *U. St. Gallen*

The digital transformation (DT) is not only forcing companies to rethink their business models but is also challenging governments to address the question of how information technology will change society today and in the future. By setting the legal boundaries and acting as an investor and promoter of the domestic digital economy, governments actively influence in which ways this transformational process takes place. The vision and objectives how DT should be realized on state level is portrayed in well-crafted DT policies. Yet, little is known how governments, as strategic actors, see their role in the DT and how they frame these documents. In this paper, we argue that policymaking about DT is isomorphic in the global context, rather than a differentiator for countries to gain a competitive edge. Using machine learning to analyze a vast text corpus of policy documents, we identify the common repertoire of narratives used by governments from all around the globe to picture their vision of the DT and show that DT policies appear to be almost context-free due to their high similarity.

Paper is Available to Meeting Registrants Only.

CTO: Exploring the Timebanking in Traditional Societies: Would Unemployed Women Exchange their Time?    

Author: **Nada Beshir**, *The American U. in Cairo*

Author: **Seham Ghalwash**, *The Technical U. of Denmark - DTU Entrepreneurship*

A timebank is a non-monetary service exchange system that empowers marginalized groups and enhances social capital development in local communities. Timebanks create a time-based mechanism that values work which is often unrecognized in the default economy, particularly under the care economy umbrella. There are many popular and successful timebanks in developed countries. However, the model is practically unheard of in the Arab World. Research that focuses on the system's application in a developing country, especially in the Middle East is non-existent. Through analysing how virtual communities of Facebook groups mediate social capital development for 20 unemployed women, this exploratory, inductive, and qualitative research analyses the potential and feasibility of the timebank model in developing countries context of Egypt. Using Yuan, Hanrahan, and Carrol (2018) framework on social capital operationalization, this study confirms the strong relationship between trust and reciprocity as dimension variables, self-efficacy, and communication (requests and offers) as predictor variables and sense of community. Considering each concept's context-specific definition and factors, findings suggest that trust is the most important factor in the Egyptian context which could hinder or enable building social capital through a timebank.

Paper is NOT Available. Please contact the author(s).

CTO: The Corporate Governance of Digital Transformation: The CEO's Digital Orientation and Board Impact

Author: **Igor Filatotchev**, *King's College London*

Author: **Gianvito Lanzolla**, *Bayes Business School (formerly Cass)*

Author: **Evangelos Syrigos**, *Department of Business and Management, LUISS Guido Carli U.*

Building on the sociology-grounded perspective on capital markets we argue that in conditions of technological change, investor perceptions about firm value are enhanced by the CEO's orientation towards digital technologies. This base relationship is moderated by the extent to which boards allow and support experimentation with, and implementation of, new technologies. To test our theory, we focus on the early phases of the so-called "digital transformation" (2003 to 2016). We test our hypotheses using a sample of S&P 500 companies and a unique, hand-collected, set of measures associated with digital technology orientation by the CEO, as well as board members' digital expertise. We suggest that: (a) board monitoring power is not always positively perceived by investors as widely implied in the extant agency-grounded literature; and (b) effective board monitoring is associated with complementarities between digital expertise of independent directors and the knowledge requirements underpinning CEO's strategic orientation.

Paper is Available to Meeting Registrants Only.

CTO: In Search of Social Justice: The Role of Digital Technology in a Government Information System   

Author: **Xinlin Tang**, *Florida State U.*

Author: **Myeong Lee**, *George Mason U.*

Author: **Forrest Hangen**, *Northeastern U.*

Author: **Daniel T. O'Brien**, *Northeastern U.*

Author: **Ping Wang**, *U. of Maryland*

In producing and providing services to local residents, municipal governments increasingly incorporate digital technology into their Information Systems (IS). In these digitally-enhanced government IS, how does digital technology affect social justice in the use and outcomes of the systems? By applying theories of distributive justice and analyzing data collected from Boston's 311 system for residents to request non-emergency services, we have found significant and lasting disparities between wealthy and poor communities in the use of the system's digital channels (mobile app and website). While digital channels helped all communities make more service requests and receive faster responses, heavy use of the digital channels exacerbated the disparities between wealthy and poor communities in both service request volume and response time. This unexpected finding may be explained by the uneven technology adoption trajectories and distributions of repeat users in different communities, as our post-hoc analysis shows. By exposing previously hidden inequalities in the outcomes of IS, this study justifies the need to bridge digital divide at multiple levels, so that efficiency can be gained without sacrificing justice. These insights can help reconcile different theories of social justice, as well as develop effective government IS.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Normative and Behavioral Perspectives on Ethics of Work and Well-Being

Session Moderator: **Rowdy Bryant**, *Vrije U. Amsterdam*

SIM: The Meaning of Meaningful Work: Advancing the Normative Thesis

Author: **Rowdy Bryant**, *Vrije U. Amsterdam*

Albeit that meaningful work is conceptually ambiguous (Both-Nwabuwe et al. 2017), scholars do not usually attempt to answer questions such as “what is the meaning of meaningful work?” However, Michaelson (2020) recently advanced a normative conception and added to the literature that meaningfulness should include i.e., “the good” that is independently, or objectively valued. In this paper we question the normative thesis and point to four ambiguous elements. First, due to an overly broad definition of work, the theory is more related to meaning in life compared to the organizational context. Second, the normative thesis presupposes a restrictive social-liberal moral account on objective value. Third, the distinction between meaning of work, and meaningfulness is not clear enough. Fourth, the difference between first-person and independent (third-person) accounts on meaning is not addressed. Subsequently we present our theoretical framework that advances the normative thesis and solves the four ambiguous elements. We bridge meaningful work with justification theory and argue that the bearer of meaning is the employee whose job activities and experiences are justified in orders of worth. As such, meaningfulness is a measure of the richness of an employee’s job, multiplied by its objective value. We extend the latter as we include market, industrial, inspired, fame, civic, and domestic worth. With our theory we provide better understanding on what counts as a meaningful contribution for the employee, and for society.

Paper is Available to Meeting Registrants Only.

SIM: The Difference Between Meaningful Work, Ethical Work, and Eudaimonic Work

Author: **Samuel Mortimer**, *The Wharton School, U. of Pennsylvania*

Two scholarly traditions have developed on the subject of meaningful work: one originating in philosophy, the other in the organizational sciences. These two traditions make divergent and conflicting assumptions about the nature of meaningful work. As more scholarship seeks to bridge these traditions, the fundamentally different assumptions they make about the central construct of meaningful work risk leading to scholarly confusion. In this paper, I clarify the foundational assumptions of the two traditions and argue that each captures an important construct that is separate from, though closely related to, meaningful work. The philosophical tradition is concerned with ethical work: work that is socially valuable and that enables workers to exercise autonomy and dignity in the workplace. The psychological tradition is concerned with eudaimonic work: work that workers perceive as meaningful, with deep personal significance and positive meaning for the individual. Drawing insights from both literatures, I develop and defend a new account of meaningful work: someone’s work is meaningful when they are committed specifically to their own participation in their work. Finally, I discuss the implications of this account for both workers and organizations.

Paper is Available to Meeting Registrants Only.

SIM: How Does CSR Promote Value Co-creation and Well-being? A Multi-stakeholder Model of Ethical Values

Author: **Jingjing Weng**, *National Taiwan U. of Science and Technology*

Author: **Yi-Hsuan Lee**, *National Central U.*

Author: **Ying-Che Ali Hsieh**, *National Tsing Hua U.*

Author: **Min-Ts Yang**, *National Central U.*

This study aims to investigate how corporate social responsibility (CSR) promotes employees’ value co-creation (EVCC) through altruistic and egoistic ethical perception, and how EVCC and employees’ well-being (EWB) influence customers’ value co-creation (CVCC) and customers’ well-being (CWB). Adopting hierarchical linear modeling (HLM) with 875 valid samples from 35 CSR-leading companies in Taiwan, this study suggests that both the altruistic and egoistic values of supervisors influence CSR. Our finding reveals that employees’ perceptions of the organizational ethical climate influences their individual ethical values, typically altruistic and egoistic values, which also influence their value co-creation, and thereby provide them with well-being. Meanwhile, those employees experiencing well-being will influence CVCC through their interaction with them, and thereby promote the customers’ well-being (CWB). Our results integrate both the organizational and individual levels, and provide important implications for CSR and value co-creation literature.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1632** | Submission: **18741** | Sponsor(s): (STR)
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Tuesday, Aug 9 2022 6:30AM - 8:00AMPT (UTC-7)**

Corporate Political Strategies

Session Moderator: **Alvaro Cuervo-Cazurra**, *Northeastern U.*

STR: Environmental Uncertainty Participative Corporate Political Activity and Radical Innovation in China

Author: **Meige Song**, *Xi'an Jiaotong U.*
Author: **Longwei Wang**, *Xi'an Jiaotong U.*
Author: **Li Wang**, *Xi'an Jiaotong U. School of Management*
Author: **Wan Chen**, *Xi'an Jiaotong U. School of Management*

Drawing on a sensemaking perspective, this study aims to theoretically and empirically investigate the effects of PCPA on radical innovation and how regulatory uncertainty and technological uncertainty affect firms' choice of PCPA as well as its effectiveness on radical innovation. Hierarchical regression analyses are conducted to test the research model based on survey data collected from 227 manufacturing firms in China. The results indicated that PCPA has a significant positive effect on radical innovation. Both regulatory uncertainty and technological uncertainty relate positively to PCPA. In addition, regulatory uncertainty strengthens the positive relationship between PCPA and radical innovation, while technological uncertainty weakens the relationship. Our findings offer fresh insights into the use of PCPA to manage the uncertain external environment when pursuing radical innovation activities in China.

Paper is Available to Meeting Registrants Only.

STR: The Role of Political Marketplaces in the Selection of Corporate Political Strategies

Author: **Alvaro Cuervo-Cazurra**, *Northeastern U.*
Author: **Maria Andrea De Villa**, *EAFIT U.*

Much of our understanding of corporate political strategies implicitly builds on firms' experience in advanced democratic political systems and the use of legal political strategies to shape public policies, limiting theorization. We extend this research stream by analyzing how the diversity of political contexts influences the selection of corporate political strategies. To do so, we first clarify the dispersed variety of political strategies in the literature and classify them by their aim (shaping, adapting, avoiding) and legality (legal, illegal) into six types: lobby, bribe, comply, disguise, escape, and circumvent. We then build on the structure-conduct-performance paradigm of industrial organization to study the selection of corporate political strategies. This paradigm argues that the structure of the marketplace determines firm conduct, which in turn drives performance. Applying the same logic, we conceptualize political systems as political marketplaces and explain how three types (competitive, oligopolistic, monopolistic) drive firms' selection of political strategies to achieve desired political outcomes.

Paper is Available to Meeting Registrants Only.

STR: Synergy or Antagonism? How Corporate Political and Social Strategies Influence Firm Innovation

Author: **Huiying Li**, *School of management, Northwestern Polytechnical U.*
Author: **Yu Chang**, *Northwestern Polytechnical U.*
Author: **Nan Zhang**, *Xi'an Jiaotong U. School of Management*
Author: **Kaichen Huang**, *School of management, Northwestern Polytechnical U.*

Although the increasing research interest on non-market strategy, the relationship between non-market strategy and firm innovation as well as the combinative impact of engagement in CPA and CSR are not well researched or understood. In this study, we integrate institutional perspective and multi-stakeholder perspective to analyze how the CPA and CSR independently and interdependently affect a firm's innovation performance. With 3938 firm-year observations of China's A-shared listed private firms between 2014 and 2018, we find support for the predictions that CPA strategy and CSR strategy both can exert a positive effect on firm innovation performance. We further develop competing hypotheses for the interactive effect of CPA and CSR on firm innovation from synergistic versus antagonistic view, and the findings are consistent with the antagonistic view. This study not only enriches our knowledge regarding the independent and joint influence of non-market strategies on firm innovation performance, but also highlights the necessary to pay attention to the heterogeneity of non-market stakeholders when integrating non-market political and social strategies.

Paper is Available to Meeting Registrants Only.

STR: Ascribed Political Connections and Firms' Bribery in the Aftermath of Anticorruption Campaigns

Author: **Han Jiang**, *Tulane U.*
Author: **Yi Peng**, *Shanghai U. of Finance and Economics*
Author: **Xiaogang He**, *ZHEJIANG U. OF FINANCE AND ECONOMICS*

We construct a theoretical model to understand how firms adapt their corporate political strategy when political officials reshuffle in the aftermath of anticorruption initiatives. We delineate two types of bribery, i.e., greasing bribery and paving bribery, and posit that in the aftermath of anticorruption campaigns, firms with ascribed political connections, i.e., state-owned enterprises (“insiders”) reduce their expenditures on greasing bribery, while firms without ascribed political connections, i.e., family firms (“outsiders”) increase their expenditures on paving bribery. These effects are strengthened when firms are more reliant on government. Our theoretical predictions are supported by the evidence from Chinese listed firms between 2007 and 2018.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Technological Change Track: Adaptation, Response, and Implementation

Session Moderator: **Aleksandra Klein**, *WU Vienna*

TIM: Symbolic or Substantial? A Firm Response to Government Innovation Policies From Institutional Logic

Author: **Tianyu Gong**, *School of Economics & Management, Tongji U.*
Author: **Xiaolei Wang**, *School of Economics & Management, Tongji U.*

What influences a firm response to government innovation policies? The stakeholder perspective suggests that firms should commit to government substantially because the government is a legitimate and powerful stakeholder. The agency perspective suggests that some firms may instead respond opportunistically. This study draws institutional logic perspective to reconcile these conflicting arguments. We propose that China's state-owned enterprises, guided by state logic, are more likely to make a substantial response to government innovation policies. Private firms guided by market logic are more likely to make a symbolic response. In the context of China's Medium- and Long-Term Plan for Science and Technology Development (2006–2020) (MLP), we took a quasi-experimental approach to test the above arguments by using data on publicly listed Chinese companies from 2003 to 2009. MLP stimulated an increased volume of invention patent applications from state-owned enterprises (SOEs), and a larger percentage were granted. Private-owned enterprises (POEs) also submitted more applications, but a smaller percentage were granted. MLP increased POEs' market-related expense and revenue but not for SOEs. These findings make important theoretical contributions to government innovation policy and stakeholder theory.

Paper is NOT Available. Please contact the author(s).

TIM: Individuals in Idea Implementation: Ability, Motivation, and Learning as Determinants of Success

Author: **Alena Valtonen**, *Lappeenranta-Lahti U. of Technology LUT*
Author: **Jaan-Pauli Kimpimäki**, *LUT U., School of Business and Management*
Author: **Iryna Malacina**, *Lappeenranta-Lahti U. of Technology LUT*

Successful companies recognize the importance of innovation implementation and the pivotal role of their employees in this process. But what internal individual-level factors influence the idea implementation stage of the innovation process? Despite the significant body of research on the importance of individuals in the innovation process, the individual-level factors necessary for successful idea implementation have to date received limited scholarly attention. In this paper, we begin filling this gap with a systematic review of 129 articles investigating the individual-level factors influencing the idea implementation stage of the innovation process, synthesizing our findings into a conceptual framework. Our conceptual framework advances understanding of how distinct bundles of individual-level characteristics and factors carry differential influences on the back-end of implementing ideas as part of the innovation process. On the practical side, our findings contribute to the improvement of organizational innovation performance through informing the development of human resource management (HRM) practices catering specifically to the idea implementation stage.

Paper is Available to Meeting Registrants Only.

TIM: Building Adaptive Capacity: The Role of Advanced Analytics in Risk Management

Author: **Evelyn C. Braumann**, *Vrije U. Amsterdam, School of Business and Economics*
Author: **Aleksandra Klein**, *WU Vienna*
Author: **Arthur Posch**, *U. of Bern*

In this study, we theoretically argue for a potential trade-off between risk information integrated into the strategy and the use of advanced analytics for risk management purposes with regard to the adaptive capacity of organizations. Furthermore, we investigate whether the adoption of an advanced analytics strategy helps overcome this suggested substitutive interrelationship by giving direction and communicating a clear strategic focus to employees, including senior management. To test our hypotheses, we collected survey data in summer 2020 from 174 non-financial companies that allows us to exploit the challenging setting of the Covid-19 pandemic for organizations and their risk management. Our results support both the substitutive relationship between strategy integration of risk management and the use of advanced analytics for risk management purposes, as well as the three-way complementarity between the two risk management design choices and advanced analytics strategy with regard to adaptive capacity. Thus, we contribute to the literature with new insights into the potential benefits of linking risk management practices to business intelligence and analytics in light of better decision-making and control.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1634** | Submission: **19129** | Sponsor(s): **(TIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 6:45AM - 8:15AMPT (UTC-7)**

**AI and Emerging Technologies Track: Understanding Emerging
Technologies - AI and Blockchain**

Session Moderator: **Chetan Chawla**, *North Central College*

TIM: Managing Agentic Technology: Distinguishing and Equalizing Human and Material Agencies

Author: **Virginia Leavell**, *UC Santa Barbara*
Author: **Bei Yan**, *Stevens Institute of Technology*

Organizations are increasingly deploying algorithmic agents to accomplish their core functions. Thus, a critical question is how to manage algorithmic agents to achieve organizational goals. Agentic technologies act without human intervention. The human management of algorithmic agents is, in its most basic form, a practice of managing material agency. Through qualitative analysis of 16 years (2005-2021) of archival data on English Wikipedia, the study explicates the process of managing algorithms in organizations. Our analysis revealed five principles that either prioritized human agency over material agency or equalized the two. To prioritize humans, the organizational structures, norms, and policies are designed to support human work while limiting the speed and space of algorithmic actions. When humans and algorithms are treated equally, the consequences rather than mechanisms of actions are scrutinized and algorithms are managed only after negative impacts occur. These findings provide initial insights regarding the management of algorithms in organizations through the agency perspective.

Paper is Available to Meeting Registrants Only.

TIM: Enhancing Students' Interaction with AI Teaching Assistants: Roles of Novelty and Innovativeness 

Author: **My-Trinh Bui**, *Vietnam National U., Hanoi - International School*

Artificial intelligence (AI) can transform student learning behaviour. When students adapt to multiple digital platforms and environments, it is necessary to understand student's using AI assistants in higher education. A conceptual model was developed to investigate the impact of spatial novelty value and innovativeness on interaction and behavioural loyalty to using AI teaching assistants. Smart PLS version 3.3.3 were employed to analyse data acquired from a sample of 165 students utilising the AI-enabled solutions as teaching assistant. According to the data, innovativeness and novelty value have a significant positive impact on interaction with AI, generating loyalty to AI teaching assistants and attitude to AI teaching assistant-based education sequentially. The effect of innovativeness on the novelty value of utilising AI solutions in higher education was discovered to generate a higher level of interaction, which influence the loyalty to using innovative AI teaching assistant.

Paper is Available to Meeting Registrants Only.

TIM: Blockchains and NFTs: Tragedy of the Digital Commons or Anticommons?   

Author: **Chetan Chawla**, *North Central College*

The literature on property rights and associated commons has expanded in recent decades to incorporate the rise of the internet and the prevalence of digital goods. The more recent developments in technologies like blockchain and non-fungible tokens (NFTs) have further complicated the landscape of digital property rights. In this paper I argue that the rise of Non-Fungible Tokens (NFTs) as the latest technical innovation of blockchains is not merely a frivolous application, but a serious development that merits scholarly attention. I theorize that NFTs represent a very different approach to property rights compared to not only prior digital technologies, but also prior innovations such as blockchains which provide their infrastructural underpinnings. By introducing the attributes of subtractability and exclusion to digital goods – hitherto missing – blockchains and NFTs represent a new era to the rise of the digital commons and risk converting it to an anticommons. I end by explicating implications of my theorization for future research and practice.

Paper is Available to Meeting Registrants Only.

TIM: An Interdisciplinary Systematic Review on Artificial Intelligence in Management and Technology 

Author: **Zequn Cui**, *Brunel Business School, Brunel U. London*
Author: **Xiaoqing Li**, *Brunel U.*
Author: **Andreas Robotis**, *ALBA Graduate Business School*
Author: **Georgios Batsakis**, *ALBA Graduate Business School*
Author: **Ashley Braganza**, *Brunel U.*

Research on artificial intelligence has escalated in recent years as an increasing number of researchers are systematically involved in explaining the application, impact, and relevance of artificial intelligence across fields. Although the number of research studies with a core focus on artificial intelligence has considerably increased over the years, little is known about how scholars from different fields view, use, and interpret artificial intelligence. As a consequence, artificial intelligence has become a buzzword with wide and multiple interpretations and applications across disciplines. This study aims at (a) providing a comprehensive understanding of the term artificial intelligence and (b) explaining whether the term relates to increased convergence/divergence across fields (i.e., technical vs. nontechnical/management studies). We answer these questions by conducting a systematic literature review and employing advanced bibliometric and topic modeling methods on a total of 791 studies drawn from leading technical and nontechnical/management scholarly journals over the period 2006 – 2021.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Understanding Women’s Careers

Session Moderator: **Zhaoyi Yan**, *IE Business School, IE U.*

GDO: The Insidious Gender Promotion Gap: Gender Differences in Promotion Patterns in a Multi-Unit Bank

Author: **Monika D. Hamori**, *IE Business School*
Author: **Denis Monneuse**, *UQAM U. of Quebec in Montreal, Canada*
Author: **Zhaoyi Yan**, *IE Business School, IE U.*

Although diversity management has gained momentum, gender inequality persists in the workplace, in particular glass ceilings. We explore the drivers of gender differences in promotions using a multi-stage process model and distinguishing between supply- and demand-side factors. Analyzing nine years of personnel records of a multi-unit European bank, we find that gender differences are driven both by supply- and demand-side factors. Women are less likely to indicate a motivation to move to a new job or to a new unit within the bank than men. Nevertheless, they are just as likely to be moved to a new role once they indicate a motivation to do so. Yet these moves are less likely to represent a promotion than men’s moves. Moreover, this gender promotion gap is greater for women far from the headquarters (HQ): a) women’s motivation to change jobs is lower in the branches overall than in the HQ; b) it is the lowest in branches that are further off from the HQ; and c) gender-based inequality in promotions among those who change jobs or units is greater in the branches than in the HQ. Our findings contribute to the literature on gender inequality and career advancement by highlighting the theoretical importance of examining promotions as a multi-stage process, of disentangling supply-side and demand-side factors, and of distinguishing promotion patterns across business units.

Paper is Available to Meeting Registrants Only.

GDO: Gender Differences in Alumni Networks

Author: **Hyeyeon Gong**, *Yonsei U.*
Author: **Hongseok Oh**, *Yonsei U.*

Although gender differences have been decreased, women still have difficulties in career developments in organizations. To further explore the sources of those difficulties for women’s advancements, we examine gender differences in alumni networks with the relational perspective and investigate the two social aspects of the perceived benefit in relationships with the opposite sex and the strength of the relationships with male alumni. We test our hypotheses using the survey data from 179 MBA students in a structural equation modeling (SEM) approach. Our results show that women perceived higher benefits from the relationships with the opposite-sex alumni than men did. We also show that the tie strength between male alumni is stronger than that between female and male alumni and, thus, relatively weaker relationships between female and male alumni caused less benefit to women in the alumni network. Focusing on alumni networks, which are informal networks that emerged from outside of organizations, we expected that alumni networks could help women overcome their limited access to the internal informal networks within organizations. Our results show that there still exist gender differences in alumni networks and women are disadvantaged from informal networks from inside and outside of organizations at the same time.

Paper is Available to Meeting Registrants Only.

GDO: Speaking Up & Speaking Out: How Presence of Calling Can Impact Women Academic’s Voice Behavior

Author: **Tina Sharifi**, *York U., Toronto*

Voice behavior has the capacity to generate a host of benefits including role modeling of change-oriented behaviors, creative problem-solving, and overall organizational effectiveness. Despite its powerful implications, exercising voice within organizational settings can present significant challenges. Within academic settings, open dialogue and freedom of speech is strongly encouraged. However, utilizing voice can result in less than favorable outcomes—particularly for women academics. Perceived lack of status and power derived from socialized gender roles have led women academics to exhibit reduced voice behavior. Drawing on social role theory and social cognitive theory, this paper proposes that women academics can develop greater voice self-efficacy when they identify their work as a calling, leading to their enhanced voice behavior. This relationship is examined given the meaningfulness prescribed to academic work. Hence, this paper presents the first investigation of presence of calling as a buffering component between women academic’s voice self-efficacy and voice behavior. Furthermore, improved voice self-efficacy is examined in relation to the individual-level traits strongly associated with presence of calling: prosocial motivation and greater self-efficacy. This exploration will have important implications both for theory and practice as it pertains to issues of leadership, gender, calling, academia and voice behavior in the workplace.

Paper is Available to Meeting Registrants Only.

GDO: Constraints, Competencies, or Choices? Lay Theories of the Gender Gap and Diversity Attitudes

Author: **Elinor Flynn**, *New York U.*

Best Student Paper Award

Despite a large literature documenting evidence of gender inequality, lay beliefs about why gender gaps in career attainment persist, and their consequences for diversity support, have not been directly examined. I propose three primary lay theories exist for the gender gap in organizations: organizational barriers, dispositional factors, and personal choices. I hypothesize that each is associated with distinct attributions about the locus and controllability of the gap, which in turn affect women’s perceived responsibility, and ultimately attitudes toward diversity initiatives. I test these ideas in four studies using qualitative and quantitative methodologies. I find that my proposed lay theories are the primary explanations for the gender gap and each is associated with divergent attributions regarding the locus and controllability of the gap: the organizational barriers theory with more external and uncontrollable attributions, the dispositional factors theory with internal and moderately controllable attributions, and the personal choices theory with internal and highly controllable attributions. Attributions predict greater responsibility assigned to women for the gender gap, which, in turn, has a negative effect on the perceived efficacy of diversity initiatives. Thus, this work demonstrates that, above and beyond ideological factors, attitudes toward diversity initiatives are shaped by cognitive beliefs about the primary factors driving inequalities.

Paper is Available to Meeting Registrants Only.

Author: **Camille Desjardins**, *Toulouse School of Management*

Despite important advances in women's career development over the past few decades, recent data suggest that the progress toward closing the gender career gap remains slow and might even be scaling back. Over the last decade, and in the recent context of the COVID-19 pandemic, organizations have witnessed a shift in workplace practices that are associated with potentially harmful consequences for women's careers. These developments motivated us to take stock of the current state of the literature on women's careers. Obtaining a better understanding of the underlying mechanisms placing women at a career disadvantage and unveiling the unanswered questions on this important topic are critical to reducing gender career inequality in the future. In the present research, we review 178 articles on the topic of women's careers from top-tier journals in the management, applied psychology and career disciplines and categorize them into five distinct perspectives, namely, relational, decision-making, gender bias, temporal and intersectional. We present the perspectives' premises, summarize the key findings for each perspective and highlight their associated major research gaps. Based upon an analysis derived from these perspectives, we delineate four directions for future research to advance the field on women's careers.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1636** | Submission: **12061** | Sponsor(s): **(MOC)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 7:00AM- 8:30AMPT (UTC-7)**

MOC Social (Virtual)
MOC Social (Virtual)

Organizer: **Beth Ann Livingston**, *U. of Iowa*
Participant: **Pauline Schilpzand**, *Oregon State U.*
Participant: **Teresa Cardador**, *U. of Illinois at Urbana-Champaign*
Participant: **Naomi Beth Rothman**, *Lehigh U.*

This session will allow MOC friends (especially those in different time zones) to socialize in virtual setting. Come catch up with longtime friends and meet new ones on a fun and engaging virtual platform! We will be mingling on the GatherTown platform.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Social Event**
Program Session: **1637** | Submission: **18363** | Sponsor(s): **(MSR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 7:00AM- 8:00AMPT (UTC-7)**

Morning Meditation w/MSR *Morning Meditation*

Participant: **Julia Storberg-Walker**, *George Washington U.*
Host: **Richard Peregoy**, *U. of Dallas, Satish & Yasmin Gupta College of Business*

Join us for a 45 minute meditation w/MSR to start your day centered, happy, and with compassion!

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  Intemational-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Showcase Symposium**
Program Session: **1638** | Submission: **14433** | Sponsor(s): (STR, IM)
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Tuesday, Aug 9 2022 7:00AM - 8:30AMPT (UTC-7)**

Geography and Strategy in Developing Countries

Geography and Strategy in Developing Countries



Organizer: **Stefan Dimitriadis**, *U. of Toronto, Rotman School of Management*
Discussant: **Lamar Pierce**, *Washington U. in St. Louis*
Presenter: **Solene Delecourt**, *Haas School of Business, UC Berkeley*
Presenter: **Kyle Schirmann**, *Harvard Business School*
Participant: **Tarun Khanna**, *Harvard U.*
Participant: **Christos Makridis**, *MIT Sloan School of Management*
Presenter: **Fulton C. Eaglin**, *Harvard Business School*
Presenter: **Rembrand Michael Koning**, *Harvard Business School*

Geography plays a central role in firms' strategic choices. Deciding where to locate operations and employees, as well as whether to move or not, can have critical performance implications. At the same time, a growing literature in strategy shows that conditions in developing economies often necessitate different firm strategies. This raises an important question at the intersection of these literatures: how do choices about geography shape firm strategy in developing economies? In this symposium, we explore this new area of research through a set of cutting edge studies, each of which examines a different way in which geography and firm strategy interact in developing economies. Our discussant, Professor Lamar Pierce, will build on these presentations and his own expertise on firm strategy in Africa to synthesize and critique the studies. Following this, the host will encourage a lively debate about how geography matters for strategy and organization theory in developing economies.

Location, Gendered Constraints and Business Performance

Author: **Solene Delecourt**, *Haas School of Business, UC Berkeley*

Employee Work Novelty and Communication in a Hybrid Remote Workplace

Author: **Tarun Khanna**, *Harvard U.*
Author: **Kyle Schirmann**, *Harvard Business School*
Author: **Christos Makridis**, *MIT Sloan School of Management*

The Impact of Capital Constraints on Strategic Misconduct

Author: **Fulton C. Eaglin**, *Harvard Business School*

Won't you be my neighbor? Geography, networking, and entrepreneur performance in Togo

Author: **Stefan Dimitriadis**, *U. of Toronto, Rotman School of Management*
Author: **Rembrand Michael Koning**, *Harvard Business School*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1639** | Submission: **18592** | Sponsor(s): **(STR)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Tuesday, Aug 9 2022 7:30AM - 9:00AMPT (UTC-7)**

Innovation and R&D through Partnerships

Session Moderator: **Laura Poppo**, *U. of Nebraska, Lincoln*

STR: Learning or hitchhiking? The Externality of Partner Innovation

Author: **Yusi Jiang**, *Donghua U., Glorious Sun School of Business and Management*
Author: **Wan Cheng**, *Shanghai Jiao Tong U.*

The innovation literature has emphasized the important role of interorganizational networks in facilitating firm innovation through knowledge transfer and integration. I extend this literature by identifying a novel but overlooked determinant factor of firm innovation: the innovation level of partners in board interlock networks. By combining learning theory with the strategic leadership literature, I argue that a firm tends to adjust its own innovation level based on the innovation level of interlocking partners through two opposing forces—a learning effect vs. a hitchhiking effect, which further depends on the comparative innovation level of partners relative to that of the focal firm. Using a sample of Chinese publicly listed firms from 2008 to 2017, the results show a U-shaped relationship between a firm's innovation tendencies and the innovation level of interlocking partners. Moreover, partners with different innovation levels compared to those of the focal firm affect its innovation tendency in distinct ways.

Paper is Available to Meeting Registrants Only.

STR: The Effects of Multi-Dimensionality and Context-Dependency of Patent Signals on Alliance Formation

Author: **Jung-Hyun Suh**, *Chinese U. of Hong Kong*
Author: **Kwangjun An**, *McGill U. - Desautels Faculty of Management*

We extend the literature on the signaling role of patents in terms of unveiling innovative capabilities of the firm by investigating the multi-dimensionality and context-dependency of patent signals in the setting of research and development (R&D) alliance formation. While prior work has largely focused on the signaling effects of the level of patent performance, we argue that such effects are conditioned by the consistency of patent performance (which is another quality dimension of a patent signal) as well as technology overlap and prior ties between prospective partners (both of which constitute a signaling context). Based on empirical analysis on R&D alliances formed between high-technology firms from 1990 to 2000, we find that the tendency of homophilous matching around the patent performance level is positively, curvilinearly, and negatively moderated by the similarity in patent performance consistency, by technology overlap, and by prior ties, respectively. We discuss the implications of these findings for research on alliance formation and quality signals.

Paper is Available to Meeting Registrants Only.

STR: Network Community, Institutional Development, and Firm Performance

Author: **Xiaoteng WU**, *NUS Business School*
Author: **Arzi Adbi**, *NUS Business School*
Author: **Ishtiaq Pasha Mahmood**, *NUS Business School*

Conventional wisdom in network research attributes superior firm performance to social connectedness. However, a high degree of connectedness is not necessarily beneficial if the connections are not dependable. Drawing on a relational embeddedness perspective, this study examines the effect of network connections through communities on firm performance. Firms differ in the extent to which they are affiliated across overlapping network communities. Our goal is to investigate whether and how network community affiliations affect firm performance. Leveraging recent advances in community detection technology, our analyses of 15,767 firm-year observations from the Chinese venture capital industry suggest that community-affiliated firms are likely to perform better than non-community-affiliated firms, especially in regions with less developed institutions. Importantly, we find an inverted U-shaped relationship indicating that firm performance improves with community affiliations up to a certain threshold, after which the costs of multiple affiliations outweigh the benefits. The more developed the local institutions where firms operate, the earlier the turning point is reached. By integrating social network and institutional perspectives, this study highlights not only the promises but also the limits of community affiliations in affecting firm performance.

Paper is Available to Meeting Registrants Only.

STR: Just Like Me? How Reciprocal Judgements of Trust Underlie Innovations in Buyer-Supplier Exchanges  

Author: **Laura Poppo**, *U. of Nebraska, Lincoln*
Author: **Zheng Cheng**, *U. of Wisconsin, Milwaukee*

The cognition underlying buyer-supplier judgments and the symmetry of those perceptions, which influence collaborative innovations, remain understudied. In this study, we examine three specific forms—competence, benevolence, and calculative trust—along with their impacts on tacit knowledge sharing and product and process innovations between buyer and supplier. Based on a sample of 250 buyer-supplier dyads, our results show that the amount and degree of product and process innovations for both parties increase as a function of like-minded perceptions of benevolence and competence, but fail to support the contention that calculative trust supports innovation. Our overarching conceptual model of innovation, which we empirically confirm, demonstrates two additional findings: (1) Technological uncertainty is an important exogenous factor impacting innovation, as it creates opportunities for each firm to improve its competitive positioning through product and process innovations, and (2) tacit knowledge mediates this relationship, as it fosters innovation by enabling the novel recombination of knowledge.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1640** | Submission: **18759** | Sponsor(s): **(STR)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Tuesday, Aug 9 2022 7:30AM- 9:00AMPT (UTC-7)**

Values at the Top: Political Ideology, Ethics, and Virtues

Session Moderator: **Heewon Chae**, *Arizona State U.*

STR: Lemons Market for Corporate Strategy? Political Ideology and Strategy Uniqueness  

Author: **Wenxin Wu**, *Guanghua School of Management, Peking U.*

We theorize that firms' predilection for strategy uniqueness vs. commonness is a function of executives' political ideologies and that the strategic fit between strategy uniqueness (vs. commonness) and liberalism (vs. conservatism) further explains the variation of firm value. The literature suggests that strategy uniqueness contributes to superior economic rent, whereas the difficult-to-evaluate characteristic hinders the executives' selection of a unique strategy. It is called the uniqueness paradox resulting in managerial adverse selection. Although scholars have been attaching importance to unpack drivers of strategy uniqueness, they typically revolve around agency-centered explanations, and overlook managerial inner preferences for circumventing strategy uniqueness. To fill this gap, we explore how CEO political ideology shapes corporate strategy uniqueness. We find that CEO conservatism results in circumventing strategy uniqueness that is an adverse selection of corporate strategy. The negative relationship between CEO conservatism and strategy uniqueness is further moderated by social- and economic-based incentives. The social-based incentive is about how CEOs are evaluated, captured by board attribution tendency, while the economic-based incentive is about how CEOs are motivated, captured by compensation contract design. We also find that the fit between CEO political ideology and firm strategy (i.e., conservatism-commonness fit and liberalism-uniqueness fit) is associated with stronger financial performance. We test these hypotheses on a sample of S&P 1500 CEOs and find support for our predictions.

Paper is NOT Available. Please contact the author(s).

STR: Playing it Ethical or Safe? Exploring Earnings Management by Military Executives 

Author: **Yekun Xu**, *Liaoning U. Business School*

Author: **Yameng Zhang**, *Xi'an Jiaotong-Liverpool U.*

Author: **Guangyuan Ma**, *Shanghai U. of Finance and Economics*

The majority of studies argue that military experience makes executives more ethical and then reduces firms' misdeeds. What remains unclear is whether this is due to higher ethical values of ex-military executives or their preference in "playing it safe". We propose that executives depend more on risk-aversion preference than their ethical values when making earnings management decisions. This is because the ethicality of earnings management is ambiguous and thus military executives may not perceive it as unethical. By examining a sample of 2,135 listed firms in China, a risk-avoidance culture (2006-2018), our results find military executives reduce higher-risk method (i.e., accrual-based earnings management) but increase lower-risk method (i.e., real earnings management). In a post-hoc test, we find that this risk-aversion characteristic is still significant when the external environment is subject to less litigation or auditing risk, and corporate risk-taking level mediates the effects of military experience on earnings management.

Paper is Available to Meeting Registrants Only.

STR: Virtuous Leader, Virtuous Firm: How Humble CEOs Build Good Firms by Fostering Virtuousness 

Author: **Fangmei Lu**, *Nanjing U.*

Author: **Shuyang You**, *Dongbei U. of Finance and Economics*

Author: **Liangding Jia**, *Nanjing U.*

The rise of positive organizational scholarship has brought virtues back to business studies, applying a positive lens to organizations. While some scholars highlight the importance of individual virtues in promoting human flourishing, others have emphasized a set of "organizational virtues" that create both individual and collective benefits. These studies, however, are quiet on how and when individual virtues may help to build good firms. We address the how by examining the role of CEO humility in fostering organizational virtuousness — a constellation of virtues that manifest in collective behaviors, activities, processes, and policies in organizations — which in turn leads to positive firm outcomes, including improved financial performance and external stakeholder support. To explicate when, we specify firm status as a moderator of the positive effect of CEO humility on firm outcomes via organizational virtuousness. Using a sample of 253 firms from China, we find support for our main hypotheses. We discuss important implications for research on humility and organizational virtuousness.

Paper is Available to Meeting Registrants Only.

STR: Conservative versus Liberal CEOs: Shareholder Reactions to New CEOs' Political Ideologies 

Author: **Wookyung Lee**, *Arizona State U.*

Author: **David H. Zhu**, *Arizona State U.*

Author: **Heewon Chae**, *Arizona State U.*

CEO political ideology is more visible now than ever. We ask whether shareholders react differently depending on the conservatism or liberalism of a new CEO. We suggest that more conservative CEOs will be positively received by shareholders and more liberal CEOs negatively. In addition, we theorize that the negative market reaction to a new CEO's liberalism is stronger when 1) more security analysts cover the firm, 2) pre-succession financial performance is worse, and 3) pre-succession social performance is better. Using a large sample of S&P 1500 firms between 2001 and 2019, we find support for our theoretical expectations. This study highlights the importance of individual political ideologies of new CEOs to the market. It also advances strategic leadership research by showing the effect of CEO political ideology on market valuation, beyond its effect on strategic decisions of CEOs.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□
Session Type: **Meeting**
Program Session: **1641** | Submission: **19678** | Sponsor(s): **(SVC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 7:30AM - 5:00PMPT (UTC-7)** at **Seattle Convention Center in Atrium Lobby**

Information Booth

Info Booth

The Information Booth, will be available Friday 7:00am-5:30pm and Saturday- Tuesday from 7:30am-5:30pm. The booth will be staffed with personnel who can assist you with navigating the Conference Program, finding your sessions and providing basic local information. A lost & found is also located at the Information Booth.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**

Program Session: **1642** | Submission: **19698** | Sponsor(s): **(AAA)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 8:00AM - 5:00PMPT (UTC-7)** at **Seattle Convention Center in Suite A**

Mother's Nursing Room

Mother's Nursing Room

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **1643** | Submission: **19683** | Sponsor(s): **(AAA)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 5:00PMPT (UTC-7)** at **The Westin Seattle in Glacier Peak**

Speaker Ready Room (Westin) *Speaker Prep*

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **1644** | Submission: **19688** | Sponsor(s): **(AAA)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 5:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **308 Quilcene**

Speaker Ready Room (Hyatt)

Speaker Prep

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**

Program Session: **1645** | Submission: **19693** | Sponsor(s): **(AAA)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 8:00AM - 5:00PMPT (UTC-7)** at **Sheraton Grand Seattle in Redwood B**

Speaker Ready Room (Sheraton)

Speaker Prep

The Academy of Management has arranged to have Speaker Ready Rooms at the convention sites to allow presenters the opportunity to view their presentations and to obtain any technical support they might require prior to their scheduled sessions.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1646** | Submission: **19016** | Sponsor(s): **(CAR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)**

Entrepreneurial Careers Entry and Exit

Session Moderator: **Megha Yadav**, *U. of Wisconsin, Milwaukee*

Virtual only: Synchronous Live Open: Zoom “meeting” style. Presenter(s) / panelists and entire audience on video. Anyone can share content (e.g., presentation slides, screens) with organizer’s approval. Sessions become available at a specific date and time. Breakout rooms are available. Technical setup and facilitation provided.

CAR: Becoming an Entrepreneur: How Trait Grit Affects Aspiring Entrepreneur’s Opportunity Recognition

Author: **Eric Adom Asante**, *Hong Kong Metropolitan U.*
Author: **Hamid Kurs hid**, *Hong Kong Metropolitan U.*
Author: **Emmanuel Affum-Osei**, *Kwame Nkrumah U. of Science & Technology, Kumasi*
Author: **Collins Opoku Antwi**, *Zhejiang Normal U.*

Becoming an entrepreneur is a goal that may take a long time to achieve. One of the first hurdles for aspiring entrepreneurs to cross is to identify business opportunities. Drawing on the social cognitive theory of self-regulation, we hypothesize that the two dimensions of dispositional grit (consistency of interests and perseverance of effort) may enhance aspiring entrepreneurs’ entrepreneurial self-efficacy and subsequently make them recognize more business opportunities. The effect of entrepreneurial self-efficacy on opportunity recognition may be strengthened by entrepreneur identity aspiration. Furthermore, the indirect effects of consistency of interests and perseverance of effort on opportunity recognition via entrepreneurial self-efficacy are stronger when entrepreneur identity aspiration is high. The results across two quasi-experimental studies provide consistent and strong support for our hypothesized model. Theoretical and practical implications of our findings are discussed.

Paper is Available to Meeting Registrants Only.

CAR: Exploring the Formation of Social Entrepreneurs’ Exit Intention via Life Satisfaction

Author: **Jianing Dong**, *Xi’an Jiaotong-Liverpool U.*
Author: **Xiao Wang**, *Xi’an Jiaotong-Liverpool U.*
Author: **Xuanwei Cao**, -
Author: **David Higgins**, *Liverpool U.*

We explored whether two dimensions of life satisfaction would affect the relationship between prosocial motivation and entrepreneurial exit intention. Our proposed results delved into the “inner layer” (psychological status) to unveil the mechanism of how social entrepreneurs decide to exit. Findings from a sample of 317 entrepreneurs revealed that prosocial motivation decreased entrepreneurs’ financial satisfaction, which increased entrepreneurial exit intention. But health satisfaction doesn’t have a mediating effect on the relationship between job-related stress and exit intentions. At the same time, we further reported that among our sample, the negative impact of prosocial motivation on financial satisfaction largely is stronger for males than females meaning males’ entrepreneurs are more likely to experience lower financial satisfaction due to prosocial motivation. Among the relationship between prosocial motivation and health satisfaction and exit intention, there is no evidence of this contrast exist.

Paper is NOT Available. Please contact the author(s).

CAR: Career Shock Narratives during COVID-19: How the Self-Employed Reconstruct their Future Work Selves

Author: **Inge Marije Brokerhof**, *The Open U., Netherlands*
Author: **Maral Darouei**, *Vrije U. Amsterdam, School of Business and Economics*
Author: **Marjolein C.J. Caniels**, *The Open U., Netherlands*
Author: **Diana Yerlikaya**, *Vrije U. Amsterdam*

The COVID-19 crisis has triggered uncertainty for entrepreneurs. In this study, we conducted narrative interviews among 45 entrepreneurs from Germany and the Netherlands during the first COVID-19 wave to explore in-depth how they made sense of their career identity during this career shock. Entrepreneurs were all impacted by the crisis, but made sense of this in different ways. Six prototypical identity narratives emerged, which were labeled as ‘defeat’, ‘battle’, ‘chaos’, ‘bricolage’, ‘opt out’, and ‘seizing opportunity’. Findings explore in-depth how these narrative plots either represent resilience or despondence and whether participants were maintaining their identity and current work, transitioning into new identities and work roles, or progressing to new ventures, either as entrepreneurs or opting out of entrepreneurship. Findings provide new insights into how self-employed workers make sense of their career identity during a career shock, i.e., a changing business world due to the COVID-19 pandemic. Keywords: Possible Future Work Selves, Work Identity, COVID-19, Self-employed workers, Narrative analysis

Paper is Available to Meeting Registrants Only.

CAR: When Work Doesn’t Work: Cognitive Factors Impacting Employees Transition to Entrepreneurship Review

Author: **Yolanda Christophe**, *Morgan State U.*
Author: **Honghua Li**, *Morgan State U.*
Author: **Golshan Javadian**, *Morgan State U.*

Cognitive factors are useful in explaining employees’ transition from the workplace to entrepreneurship. The potential for understanding the factors that explain how and why some individuals opt to be entrepreneurs while others choose to remain employees is relevant; yet, little systematic effort has attempted to accumulate knowledge of cognitive related factors that underpin these transitions. The purpose of this review is to identify the cognitive factors that impact employees’ transition from the workplace into entrepreneurship and to identify the conceptual gaps in the literature. This review aims to extend theory on employee career transitions by systematizing this broad body of research using the Kaleidoscope Career Model (KCM). Analysis of 69 articles revealed that individuals tend to fall into the challenge dimension when leaving the workplace to pursue an entrepreneurial career. Further, research outlining has paid very little attention to longitudinal design and mixed methods. Based on our findings, this review offers several avenues for future research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1647** | Submission: **19143** | Sponsor(s): **(CAR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 201**

Career Agency, Identity and Social Class Factors

Session Moderator: **Caitlin M. Porter**, *U. of Memphis*

Hybrid Live-Streamed Interactive: In-person, on-site in Seattle plus Zoom “meeting” style for virtual participants. Sessions taking place in Seattle are live-streamed to the virtual meeting platform so virtual attendees can interact with in-person, on-site attendees in Seattle. These sessions may include virtual presenters. Technical setup and facilitation provided.

CAR: **How STEM-based CI and Leadership Support can Turn Possibly Bad Situations Into Opportunities?** 

Author: **Ali NAWAZ Khan**, *School of Economics and Management Hubei Engineering U.*

Author: **Khalid Mahmood**, *School of Economics and Management Hubei Engineering U.*

Author: **Naseer Abbas Khan**, *U. of Sargodha*

In this study, we examined how science, technology, engineering, and mathematics (STEM) professionals' perceptions of themselves as overqualified influence their career anxiety and career decidedness through their career identity under supportive leadership. To test our hypotheses, we conducted two time-lag studies in the fields of education (Study 1, N = 530) and engineering (Study 2, N = 515). Using role identity theory, our results showed that STEM employees' perceived overqualification was positively related to their career identity. Based on the internal dynamics of role identity theory in terms of self-processing, we also found that STEM employees' career identity reduced their career anxiety and increased their career decidedness. We showed that career identity mediated the effect of perceived overqualification on career anxiety and career decidedness. We also found that leader support moderated this mediating effect, based on the symbolic interactionist perspective of role identity. Specifically, overqualified STEM workers had a stronger career identity when their managers were more supportive. Overall, our findings indicate that in the presence of supportive leadership, perceived overqualification may positively affect the decision-making and career development of early-career STEM employees, as well as their organizations. The theoretical and practical implications of our findings are discussed.

Paper is Available to Meeting Registrants Only.

 CAR: **Career Agency in Intersecting Gender-Class Structures** 

Author: **Lea Katharina Reiss**, *WU Vienna*

Arnon Reichers Best Student Paper Award Nominee

The unique challenges and experiences of women with regard to their social class backgrounds have largely been overlooked in the study of careers. To shed new light on the role that intersectionality plays in professional careers of women with different social class origins, this study uses a critical realist approach in the analysis of biographic-narrative interviews with 46 women. Results reveal how structural factors affect the women's agency in their life and career paths as well as how they shape the reproduction and elaboration of gender-class structures. The study contributes to current discourses on women's career agency and the development of intersectionality theory by suggesting a theoretical model of career agency in intersecting gender-class structures. The model highlights mechanisms that influence women's careers and thereby deepens the understanding of how different dimensions of gender and social class interact to influence careers of women with different social class backgrounds.

Paper is Available to Meeting Registrants Only.

CAR: **Getting In and Getting On: An Intersectionality Approach to Career Narratives of Female ECRs**  

Author: **Mabel Kyeiwaa Torbor**, *Doctoral Student, Brunel Business School*

Author: **David Sarpong**, *Brunel Business School*

Author: **Chima Mordi**, *Brunel Business School*

Drawing on career construction theory and intersectionality scholarship, we focus on the self as actor, agent, and author of one's career to explore the career narratives of female Early Career Research Scientist (ECRs) from developing countries. Using data obtained from past recipients of the OWSD-Elsevier Award for early career female scientists from the developing world, findings suggest intersectionality enables the manifestation of a coherent career identity in three ways: as a relational career dependent on the opinions of introjecting guides (family, mentors, role models), a totalitarian career contingent on self-resilience, grit and perseverance, and a fluke career orientation based on fate, luck, and chance. The paper highlights the need for a dynamic that enables the development of a flexible self-concept which embraces continuous adaptation, and cogent commitment to pursuing and succeeding in a traditionally male dominated career under contexts of patriarchy and underdevelopment.

Paper is Available to Meeting Registrants Only.

CAR: **The Interaction Role of Self-reflection and Self-distancing in Predicting Career Planning**

Author: **Anastasiia Popelnukha**, *school of management, USTC*

Author: **Lincoln Jisuvei Sungu**, *school of management, USTC*

Future work self salience has been identified as an important predictor of career planning, yet very little is known about how future work self salience can be achieved. We hypothesized that improvement-oriented self-reflection engenders future work self salience that predicts career planning based on the self-regulation and goal attainment model. In addition, we proposed that self-distancing moderates the indirect effect. Using a correlational field study (N = 309) and an experimental study (N = 225), we found that improvement-oriented self-reflection, combined with self-distancing, plays an influential role in increasing career planning through boosted future work self salience. We discuss the theoretical and practical implications of the findings.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Symposium**
Program Session: **1648** | Submission: **17761** | Sponsor(s): **(CAR, HR)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)**

Understanding the Aging Workforce: Defining a Research Agenda

Understanding the Aging Workforce



Organizer: **Mo Wang**, *U. of Florida*
Organizer: **Tara Becker**, *National Academies of Sciences, Engineering, and Medicine*
Discussant: **Jacquelyn James**, *Boston College*
Presenter: **Emma Aguila**, *U. of Southern California*
Presenter: **Peter B. Berg**, *Michigan State U.*
Presenter: **Susan Fiske**, *Princeton U.*
Participant: **Axel Börsch-Supan**, *Max-Planck Institute for Social Law and Social Policy*
Participant: **Courtney Coile**, *Wellesley College*
Participant: **David Neumark**, *U. of California, Irvine*
Participant: **Phyllis Moen**, *U. of Minnesota*
Participant: **Earnest Gonzales**, *New York U.*

Over the past decades, considerable research has been devoted to generating a better understanding of the impact of the aging population and workforce. At the request of the Alfred P. Sloan Foundation, the National Academies of Sciences, Engineering, and Medicine convened the Committee on Understanding the Aging Workforce and Employment at Older Ages (the Committee), an interdisciplinary panel of scholars, to assess what is known about the aging workforce in the United States, identify gaps in current knowledge and data infrastructure, and make recommendations for future research and data collection efforts. This symposium presents the findings of the Committee’s forthcoming report *Understanding the Aging Workforce: Defining A Research Agenda*. The symposium is designed to highlight important research findings from the Committee’s report and outline a new research agenda that is focused on further elucidating the heterogeneity of older workers’ experiences and outcomes and identifying the role of workplaces in enabling and constraining work behaviors at older ages. To this end, the discussant will demonstrate how the conclusions reached by the four presentations together reveal a future research agenda and the methodological and data infrastructure needed to make this research agenda a reality.

Work and Retirement Pathways: A New Conceptual Framework

Author: **Mo Wang**, *U. of Florida*

A Life Course Perspective on Inequity in Work and Retirement

Author: **Emma Aguila**, *U. of Southern California*

The Effect of Workplace Practices on the Employment Decisions of Older Workers

Author: **Peter B. Berg**, *Michigan State U.*

Age Discrimination: Several Anomalies in Search of Some Answers

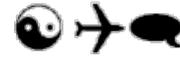
Author: **Susan Fiske**, *Princeton U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Caucus**
Program Session: **1649** | Submission: **18048** | Sponsor(s): (CAU)
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 8:00AM- 9:30AMPT (UTC-7)**

Are Emergent Technologies the Solution for More Sustainable Societies?
Technology a Solution for Sustainable Societies



Organizer: **Imen Ameer**, *Hult International Business School*
Organizer: **Edward Cohen**, *Hult International Business School*

This caucus is a venue for academics and practitioners to explore and debate the role of emergent technologies in providing strategies for more sustainable societies. We will propose of framework to help balance technologies and digital policies efficiently to raise sustainability and provide key factors to foster socially responsible businesses.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Social Event**

Program Session: **1650** | Submission: **18383** | Sponsor(s): **(CM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:00AMPT (UTC-7)** at **Seattle Convention Center in Room 611**

CM Division Tuesday's Coffee Club *CM Division Tuesday's Coffee Club*

Program Chair: **Pri Pradhan Shah**, *U. of Minnesota*

Division Chair: **Kristin Jackson Behfar**, *London Business School*

Division Chair-Elect: **Deborah A. Cai**, *Temple U., Klein College of Media and Communication*

Past Director: **Jennifer R. Overbeck**, *Melbourne Business School*

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This is a CM Division Member Appreciation Event. Come join us for coffee and a light breakfast as a token of appreciation for all that you do! This event is open to all CM Division reviewers, presenters, members, and AOM members who are interested in finding out more about the CM division.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **1651** | Submission: **18445** | Sponsor(s): **(CMS)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 5:30PM - 7:00PMPT (UTC-7)** at **The Westin Seattle in Cascade II**

CMS Business Meeting *CMS Business Meeting*

Organizer: **Patrizia Zanoni**, *Hasselt U. & Utrecht U.*
Organizer: **Marcos Pereira Fernandes De Barros**, *Grenoble Ecole de Management*
Organizer: **Fernanda Filgueiras Sauerbronn**, *U. Federal do Rio de Janeiro - UFRJ*
Organizer: **Amon Barros**, *FGV EAESP Sao Paulo School of Business Administration*
Organizer: **Alison Pullen**, *Macquarie Business School, Macquarie U.*
Organizer: **Ozan Nadir Alakavuklar**, *Utrecht U., School of Governance*
Organizer: **Caroline Clarke**, *The Open U. Business School*
Organizer: **Richard Longman**, *U. of the West of England*
Organizer: **Alexandra Bristow**, *The Open U. Business School*
Organizer: **Ghazal Zulfiqar**, *Lahore U. of Management Sciences*
Organizer: **Paulina Segarra**, *U. Anáhuac México*
Organizer: **Liela A. Jamjoom**, *Dar Al-Hekma U.*
Organizer: **Kristin Samantha Williams**, *UEF Business School, U. of Eastern Finland*
Organizer: **Elna Riivari**, *U. of Jyväskylä*
Organizer: **Arturo E. Osorio**, *Rutgers U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1652** | Submission: **15654** | Sponsor(s): **(CMS, MSR, GDO)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 8:00AM- 10:00AMPT (UTC-7)**

Writing Together for Change    
Writing Together for Change

Participant: **Marjana Johansson**, *Critical Management Studies*
Organizer: **Sara Persson**, *Södertörn U.*
Participant: **Ruth Slater**, *Solent U.*
Participant: **Julia Storberg-Walker**, *George Washington U.*
Participant: **Kristin Samantha Williams**, *UEF Business School, U. of Eastern Finland*
Participant: **Ella Henry**, *Auckland U. of Technology*

“Loving: keeping alive: naming” (Cixous, 1976, p. 2). This PDW builds on the vibrant writing differently movement (Helin, Kivinen and Pullen, 2021; Boncori et al. 2021; Kostera, forthcoming) and the hope and inspiration that it provides in academic environments dominated by metrics, competition and precarity. Taking our cue from Hélène Cixous we want to provide a space where we, as a community, name the things we love; as a way to keep them alive in hostile environments; as a way to make them grow and flourish. Honouring the words of bell hooks, we acknowledge, through this practice that: “Communities sustain life – not nuclear families or the “couple”, and certainly not the rugged individualist” (bell hooks, 2001). Based on experiences from the collaborative autoethnographic workshop we organized during AoM 2021, we want to again provide a platform where scholars can explore alternative ways of naming, knowing and acting together in a safe and supporting environment. The workshop will start prior to AoM with participants sharing texts on a Padlet platform on the theme ‘Writing for Change’. During the two-hour event, these initial texts will be expanded on by peers in small writing groups. The aim is that the writing exercises will become long-lasting conversations that will move from personal thoughts to collaborative discussions on how we as academics can keep focusing on practices we value and cherish and engage in dismantling oppressive structures that hinder their expansion.

To participate in the workshop, please send a maximum 300-word text on the theme ‘Writing together for change’ in a format of your choice (including poem/autobiographical reflection/fictional imagination) to sara.persson@sh.se AND Marjana.Johansson@glasgow.ac.uk AND kristin.williams@uef.fi latest by 15 July 2022. We encourage you to send in texts as soon as you can since we will accept participants on a first-come basis and places are limited to 40. On 1 August 2022 participants will receive further information about the workshop and will be asked to read each other’s texts which will be posted in a closed Padlet group. These individual reflections will then form the basis for continuous work in the writing groups during the workshop. If you would like to get in touch before submitting, feel free to email Sara, Marjana and Kristin. Please note that this workshop is part of the 82nd Annual Meeting of the Academy of Management and requires that you have paid membership and conference fees to participate.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1653** | Submission: **18832** | Sponsor(s): **(CTO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Hyatt Regency Seattle** in **304 Calawah**

Designing for the Future in the Metaverse

Session Moderator: **Marco Marabelli**, *Bentley U.*

CTO: **Everything You Always Wanted to Know about the Metaverse* (*But Were Afraid to Ask)**   

Author: **Marco Marabelli**, *Bentley U.*

Author: **Sue Newell**, *Warwick Business School*

In this perspective paper we discuss the metaverse, a sociotechnical system aimed at providing users with immersive, synchronous 3D experience of reality through interoperable platforms and sensor devices. We first examine the metaverse’s technology and its underlying processes and mechanisms, at the individual, organizational (providers companies) and institutional level. We then move to considering some mainstream theories built in the past decades that explain online behaviors (with social software etc.) and questioning their validity within the metaverse. In the concluding section of the paper, we propose meaningful research questions and lay out a research agenda, mainly addressed to IS scholarship but that may be considered by other neighbor fields such as communication and computer science. Throughout the paper we think of the metaverse as a phenomenon involving relevant business opportunities as well as ethical challenges and we thereby present our theoretical reflections along this overarching conceptual idea.

Paper is Available to Meeting Registrants Only.

CTO: **Using Sci-fic to Predict Future Societal Impacts of New Technologies: An Innovative Methodology**

Author: **Jingyao Li**, *Bentley U.*

Author: **Mareike Mohlmann**, *Bentley U.*

Author: **Marco Marabelli**, *Bentley U.*

The motivation for this methodological paper rests on the importance for researchers to be able to foresee societal impacts of the use of emerging technologies, because they may potentially have important ethical implications (cf. biases problems associated with AI/ML). However, we also recognize that it is extremely difficult to a priori identify unintended uses of future technologies, especially before they are unleashed to society. Laws and regulations addressing problematic uses of technologies come generally after these technologies have already made enough damages to people. We therefore propose an innovative methodology to assess the potential future risks of emerging technologies, which concerns the analysis of social science fiction (SSF) such as movies and tv shows. We showcase how this approach can inform researcher on potential future scenarios concerning emerging technologies and society. We contribute to extant IS scholarship by developing a detailed roadmap of how to use SSF in meaningful ways. We substantiate our claims with an example of analysis in the context of the tv show “Black Mirror”.

Paper is Available to Meeting Registrants Only.

CTO: **Design Principles for Coordination in the Metaverse** 

Author: **Jeffrey V. Nickerson**, *Stevens Institute of Technology*

Author: **Stefan Seidel**, *U. of Liechtenstein*

Author: **Gregory Yepes**, *Electronic Arts*

Author: **Nicholas Berente**, *U. of Notre Dame*

The Metaverse represents the next generation of the Internet that, at this instant in time, is still a concept. It is envisioned to provide interconnected experiences that are immersive and varied. This vision challenges both designers and users to understand its possible coordination architecture and develop strategies for participation. One way to understand the concept and affect its instantiation is to take a design science approach that articulates design principles that might guide the exploration of different architectures. We apply concepts related to platforms and business ecosystems as well as ideas about facilitating technologies including choreography and orchestration as ways of blending together experiences, providing transitions between virtual locations. We derive three design principles from an analysis of Metaverse scenarios: Narrative composability, social assortativity, and path discoverability. Thinking through these aspects of design leads to a discussion about the tradeoffs that will face designers of the Metaverse.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Decision-making 3

Session Moderator: **Anna Söderblom**, *Stockholm School of Economics*

ENT: How do Founders' Imprinting of Being Only-Children Impact Product Innovation in New Ventures?

Author: **Gaoyu Yue**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Author: **Hongquan Chen**, *Shanghai Jiao Tong U.*
Author: **Saixing Zeng**, *Shanghai Jiao Tong U.*

The differences between only-children and children with siblings have been discussed for centuries and has captured the attention of the general public and researchers alike. However, limited knowledge is available about the imprinting effect only-children background has on individual's strategic decision in business context. This study endeavors to fill this research gap by examining how founders' background of being only-children impact product innovation in new ventures. By drawing on insight of imprinting theory, we theories that only-children founders have higher risk-aversion and less self-efficacy generating from interaction pattern with parents and the lack of peer competition in early family life, which contribute to lower motivation to pursue product innovation. We test our hypothesis using a sample of 422 Chinese new ventures. The empirical result support the negative relationship between founders' only-children imprint, and product innovation. We also find that the negative relationship is strengthened when founders secure financial support from their families and is attenuated when they obtain strong faith in effort through experience outside family. From imprinting perspective, this study extends our understanding about the non-ignorable effect of early life family environment on individual's strategic decision in business context and has implications for family science and entrepreneurship.

Paper is NOT Available. Please contact the author(s).

ENT: Post-entrepreneurial Wage-employment: Signaling Effects from Entrepreneurial Experience

Author: **Anna Söderblom**, *Stockholm School of Economics*
Author: **Mikael Samuelsson**, *U. of Cape Town Graduate School of Business*
Author: **Rickard Sandberg**, *Stockholm School of Economics*
Author: **Alexander McKelvie**, *Syracuse U.*

While there is a growing body of research examining the labor market value for former entrepreneurs, the theoretical and empirical evidence so far provides surprisingly mixed conclusions. Building on signaling theory, we provide novel explanations for earnings differences among individuals who enter paid employment after periods of entrepreneurship. Based on a unique and homogenous sample of 213 Swedish former entrepreneurs, we test hypotheses concerning how various signals of human capital, individually and collectively, affect the former entrepreneurs' wages as employees. We find that ex-entrepreneurs' salary levels prior to their entrepreneurial endeavors and when longer time has passed since their last employment offer important signals of their general capabilities when returning to wage work. We also find that an individual who signals higher level of entrepreneurship-specific human capital through longer entrepreneurial experience or a proven capability to grow a venture receives higher wages than other ex-entrepreneurs. Moreover, we document that third-party endorsement emanating from the receipt of government subsidies results in higher salaries. Most importantly, we find that signals of stronger general capabilities, represented by higher wages prior to being an entrepreneur, are magnified by successful entrepreneurship and by endorsements from external fund providers. These findings are consistent with the signaling literature arguing that complementary signals are particularly useful to reducing uncertainty in noisy environments, such as situations when employing ex-entrepreneurs.

Paper is Available to Meeting Registrants Only.

ENT: Search and Validation: How Individuation Drives the Opportunity Evaluation of Founders

Author: **Farsan Madjdi**, *GSB, U. of Cape Town*
Author: **Badri Zolfaghari**, *GSB, U. of Cape Town*

This paper adds to the ongoing debate on opportunity evaluation, entrepreneurial action and founder identity theory. By presenting 34 first-time founders with 3 business scenarios, we explored the influence of distinct social founder identities on their cognitive processes during opportunity evaluation. Through the use of verbal protocol analysis, we theorized a model that highlights the use of different judgment categories during distinct stages, namely search and validation. We contribute to the entrepreneurship literature by showing how individuation drives the opportunity confidence of individuals and leads to decisions about the abortion or commencement of opportunities. Lastly, we highlight reciprocal relationships between emotions and cognition during opportunity evaluation.

Paper is Available to Meeting Registrants Only.

ENT: Achieving Productive Contradiction: How Entrepreneurs Manage Role Identity Tension

Author: **Nico Klenner**, *Aalto U.*
Author: **Gerda Genser**, *Faculty of Business and Economics, U. of Melbourne*
Author: **Ingo Karpen**, *Karlstad U.*

Entrepreneurs often play different roles that can cause identity tension. Prior research suggests that identity tensions have negative consequences, which can be reconciled through managerial intervention. However, we know only little about how entrepreneurs manage identity tensions through self-mandated identity work. Through a qualitative study of 43 designer-founders, we find that entrepreneurs may attenuate role identity tensions through either/or approaches or may leverage these tensions through both/and approaches. Our study highlights that individuals' construction of roles as competing or complementary and framing of identity tensions as a problem or an opportunity informs their identity work. We extend theory by creating a grounded model of self-mandated identity work; identifying triggers of identity tensions; uncovering individual-level conditions scaffolding entrepreneurs' pathways of identity work, and delineating practices for structural and behavioral identity work.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Crowdfunding 7

Session Moderator: **Simon Kleinert**, *Maastricht U., School of Business & Economics*

ENT: The Role of Entrepreneurs’ Ambitions in the Acquisition of Early-Stage Funding

Author: **Simon Kleinert**, *Maastricht U., School of Business & Economics*

This study examines the display of high ambitions – intentions to achieve extraordinary financial growth – as an impression management (IM) tactic used by entrepreneurs to attract early-stage investors. Drawing on social psychology research, the authors contend that expressing too high ambitions invokes a self-promoter paradox so that credibility concerns render this IM tactic ineffective. Complementing the theorizing by a signaling perspective, the authors further propose that entrepreneurs can leverage signals to turn the promise of high ambitions into an effective IM tactic. Two empirical studies, including observational data from equity crowdfunding and a conjoint experiment with equity investors, support the arguments. Too high ambitions backfire but become an asset when entrepreneurs signal their credibility by managerial experience or granted patents. These findings draw attention to critical boundary conditions for effective impression management in the entrepreneurship context.

Paper is Available to Meeting Registrants Only.

ENT: When Positivity Pays Off: Rhetorical Complementarity and Crowdfunding Performance

Author: **Yin-Chi Liao**, *U. of South Carolina at Upstate*

This study examines how different linguistic styles of entrepreneurial pitches complement one another to enhance the persuasion of pitches, which in turn, affects crowdfunding performance. Combining rhetoric theory and signaling theory, I posit that rhetoric that evokes emotional appeals—optimistic languages in particular—increases crowdfunding performance when combined with rhetoric of reasoning and credibility. The model was tested in a sample of 20,709 Kickstarter campaigns in 2016. Results show that optimistic languages, when employed with the rhetoric elaborating on the rationality of the campaign, improve crowdfunding performance. Crowdfunding performance is also increased when optimistic languages are coupled with the rhetoric that strengthens entrepreneurs’ credibility. This study shows that the signaling effects of rhetoric lie in the complementarity of multiple linguistic styles.

Paper is Available to Meeting Registrants Only.

ENT: The Spillover Effect of Category Performance on Existing Entrepreneurial Crowd-Fundraising 🌐

Author: **Charson CanCan Dong**, *Ph.D Candidate in Entrepreneurship & Innovation*

Author: **Megan Yuan Li**, -

Studies of entrepreneurial crowdfunding typically focus on the role of entrepreneurs’ traits and storytelling capability in promoting campaigns’ fundraising, while paying less attention to the spillover effect from other fundraising projects. We propose that the consequences assembled from the previous entrepreneurs’ actions within the same industry can be a source of category legitimacy for subsequent entrepreneurial fundraising. We further decompose this legitimacy spillover effect into two types: accumulated versus immediate effects and study their distinct influences on fundraising. Our empirical data, collected from 31,767 Kickstarter projects of four basic categories from 2010 to 2020, confirmed the legitimacy spillover effect of past categorial performance on the fundraising of existing crowdfunding projects. We further show that the accumulated legitimacy spillover effect is much stronger than the immediate legitimacy spillover effect and that this spillover effect weakens in the case of entrepreneurs with past successes. Our study contributes to the crowdfunding and legitimacy spillover literature.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1656** | Submission: **19449** | Sponsor(s): **(ENT)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)**

Family Business 12

Session Moderator: **Kim Lai Kuan Wong**, *Singapore Management U.*

ENT: **Inter-Generational Socio-Emotional Wealth and Succession In Family Firms During Adversity** ➔

Author: **Kim Lai Kuan Wong**, *Singapore Management U.*
Author: **Daniel Z. Mack**, *Singapore Management U.*
Author: **Toru Yoshikawa**, *Singapore Management U.*

Despite research underscoring socio-emotional wealth as a core consideration in decision making among family firms, results on whether such considerations affect leadership succession during periods of adversity such as crises remained mixed. Our qualitative interviews of 20 family firms during the COVID-19 pandemic reveal that such mixed findings can be attributed to the insufficient attention paid to the heterogeneity of SEW priorities and concerns among family members within the firm. Because of the gap in SEW priorities, leadership succession can be challenging. We find that whereas the older generation of family members have implicit plans for succession, the young-er generation of family managers and employees engage in strategic communications to gain the trust of the older generation. Moreover, that the adversity of the COVID-19 pandemic could either facilitate the alignment or exacerbation of the differences of SEW priorities between the older and younger generation. Our grounded model presents a more nuanced understanding of how SEW priorities affect succession planning in family firms during times of adversity.

Paper is NOT Available. Please contact the author(s).

ENT: **Selling Brownies or Formal Education: A Breakpoint for Entrepreneurial Learning in Family Firms**

Author: **Luz Elena Orozco**, *U. de los Andes, Colombia*
Author: **Estefania Hernandez**, *School of Management, U. de los Andes*

Purpose- The purpose of this study is understanding the entrepreneurial learning in family firms, from a process perspective and focused on next generation family members (NGFM), who were exposed to entrepreneurial learning processes in their family firms. While the relationship between family firms and entrepreneurship has captured a lot of research interest, the processes that entail the transfer of entrepreneurial knowledge and skills between family members have received less attention. This paper contributes to fill this gap by analyzing the learning experiences and relationship with previous generations that originated entrepreneurial learning in next generations. Design/methodology/approach – This study is based on 24 Colombian cases of NGFM, who were diverse in terms of ages, entrepreneurial achievements, and connections to the family firms. Findings – Entrepreneurial learning is a continuous and incremental process with multiple mechanisms to learn, which are defined by the previous generation. There is a temporal dimension associated with life stages, which defines the type of mechanisms more useful to learn about entrepreneurship. Early involvement is a key factor for entrepreneurial learning, but it requires further comprehension than what current literature has reached. Originality/Value – By applying the process perspective of entrepreneurial learning to the context of family firms, the study identifies unique dynamics to transfer entrepreneurial knowledge and skills among generations, which help understanding the diversity of entrepreneurial performance of these firms.

Paper is Available to Meeting Registrants Only.

ENT: **What is Your Reference Point? (WITHDRAWN)** 🙄 🖥️

Author: **Nicole Gottschalck**, *WHU - Otto Beisheim School of Management*
Author: **Evelyn Stommel**, *WHU*
Author: **Andreas Hack**, *U. of Bern*
Author: **Franz Kellermanns**, *U. of North Carolina, Charlotte*
Author: **Kimberly A. Eddleston**, *Northeastern U.*

The availability of information and framing effects play an essential role in research on reference points and prospect theory. Our study extends this research by introducing price volatility as an essential determinant of reference points and by expanding prospect theory by taking contingency effects at the organizational level into account. At the example of the family business context, we discuss how the organizational context determines how risk-related information such as price volatility, purchase price, current price, and average price affect the level of reference points. The findings of our experimental study suggest that price volatility has a direct effect on reference points while the family business context serves as a special decision frame.

Paper is NOT Available. Please contact the author(s).

Author: **Myung-Seon Song**, *National U. of Singapore*
Author: **Marleen H. Dieleman**, *National U. of Singapore*

The family office acts as an intersection of wealthy families and their enterprise to manage the family wealth behind them. Extended from the previous literature examining how family firms differ from non-family firms, we investigate how entrepreneurial financing practices of family offices (i.e., family investors) differ from those of institutional venture capitalists (i.e., non-family investors), based on the mixed gamble perspectives. Moreover, we investigate how eponymy – a distinct characteristic of family organization, moderates such relationships. Using a natural experiment coupled with coarsened exact matching, we found that family offices make entrepreneurial investments (1) in the later stage of entrepreneurial financing, (2) in a narrower industry portfolio of venture firms, and (3) with a fewer number of syndicate members, compared to institutional venture capitalists. Furthermore, eponymous family offices (i.e., the name of the family office includes or derived from the family's surname) have a longer investment horizon, while making investments in the later stage and in a narrower industry portfolio of venture firms, compared to institutional venture capitalists. Consistent with the well-accepted premise that family firms have a long-term investment orientation, these results suggest that eponymous family offices serve as a “patient capital” to preserve their family's socioemotional wealth. At the same time, they extensively engage in investment practices that can counteract the possible financial loss caused by their long-term investment horizon. Overall, this paper contributes to research at the intersection of family business and entrepreneurial finance.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

-  Teaching-oriented
-  Practice-oriented
-  International-oriented
-  Theme-oriented
-  Research-oriented
-  Diversity-oriented
-  Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1657** | Submission: **19460** | Sponsor(s): **(ENT)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)**

Self-employment 4

Session Moderator: **Pomme Theunissen**, *Maastricht U, School of Business & Economics*

ENT: Self-employment and Motherhood: Labor Market Outcomes of Self-employment in Early Childhood Years

Author: **Pomme Theunissen**, *Maastricht U., School of Business & Economics*

Author: **Annemarie Kuenn**, *Maastricht U. School of Business and Economics*

Author: **Kate RYBCZYNSKI**, *U. of Waterloo*

Self-employment is a career choice that may offer the flexibility to take care of children whilst remaining active on the labor market, and can therefore be seen by mothers as an alternative to wage employment during early childhood years. Using data from the German Socio-Economic household panel (SOEP) between 1995 and 2018, we investigate the success of this strategy, by studying wage earnings and the labor force status of mothers seven years after childbirth, once the child reaches school age. Taking account of self-selection into self-employment, we find that the consequences of self-employment experience in the early years after childbirth are no different from being inactive in terms of hourly wage for mothers who return to wage employment, while each additional month of wage employment after childbirth increases this wage by 0.4%. However, each additional month of self-employment experience does increase the odds of being active in the labor market by 22%, compared to inactivity. Analogously, for each additional month of wage employment, the odds of being employed increase by 6%. Self-employment in the early years after child birth thereby seems to keep mothers attached to the labor market to a greater degree than does wage-employment.

Paper is Available to Meeting Registrants Only.

ENT: Managing People in Micro-Firms: The More, the Merrier? 

Author: **Ana Cláudia Rodrigues**, *CEOS.PP, ISCAP - Porto Polytechnic*

Author: **Antonio Caetano**, *ISCTE - Instituto U. de Lisboa*

Author: **Helena Carvalho**, *ISCTE - Instituto U. de Lisboa*

Author: **Susana Correia Santos**, *Rowan U.*

This study explores the configurations of people management practices in micro-firms and their relation with entrepreneurial orientation and firm performance in a four-year window. Based on the ability-, motivation- and opportunity-focused practices framework (Appelbaum, Bailey, & Berg, 2000), we employ an inductive data analysis strategy to identify configurations of HRM practices used in micro-firms and, in conjugation with entrepreneurial orientation, how they affect employee growth and net income. We analyzed primary data collected from 114 micro-firm owners in the Enterprise Resource Planning selling sector in combination with secondary data on firm objective performance over a four-year period using Multiple Correspondence Analysis and Cluster Analysis. Results show a taxonomy of three different configurations of HRM practices that are associated with different entrepreneurial orientation strategic postures in micro-firms: "Financial centric HRM practices", "Operations centric HRM practices", and "People centric HRM practices". We assume that configurational methods can help uncover the complexity of the interplay between HRM practices and strategic postures on micro-firm performance. This study contributes to the literature in micro-firms by revealing innovative results in the most effective people-related managerial practices on the performance of micro-firms.

Paper is Available to Meeting Registrants Only.

ENT: Are Work-Family Initiatives an Asset or a Liability for Innovation?

Author: **Katerina Vasilevska**, *U. degli Studi di Bergamo*

Author: **Tommaso Minola**, *U. of Bergamo*

Author: **Mara Brumana**, *U. of Bergamo*

Through the lens of the signaling theory, this study uses survey-based data from manufacturing SMEs in Northern Italy to test whether the adoption of work-family initiatives (WFIs), formal and voluntary actions undertaken by a firm to support the work-life balance of its employees, affects the likelihood of an SME to engage in innovation. Additionally, we explore whether family (versus non-family) SMEs that adopt WFIs are more likely to innovate, because of their stewardship culture. Our results show that WFIs affect SME's innovation outputs when they are extensively adopted. Counterintuitively, our results indicate that the family ownership downplays the effect of WFIs on innovation, i.e., that family SMEs that adopt WFIs are less likely to innovate than non-family SMEs. Overall, our findings support the view of SMEs as firms in which the employee's potential and the ownership type are crucial elements for enhancing innovation.

Paper is Available to Meeting Registrants Only.

ENT: A Resource Management View on How and When HPWS Lead to Corporate Entrepreneurship in SMEs 

Author: **Fangjian Wu**, *China Europe International Business School (CEIBS)*

Author: **Guiyao Tang**, *Shandong U.*

Author: **Haina Zhang**, *U. of Aberdeen*

Author: **Jianfeng Jia**, *Northeastern U. China*

Author: **Stephen Xu Zhang**, *U. of Adelaide*

Despite the proliferation of corporate entrepreneurship research, only a small fraction examines the context of small and medium-sized enterprises (SMEs) in emerging economy. This study conceptualizes a process grounded in the resource management framework to explain how HPWS may influence corporate entrepreneurship by a key organizational capability in strategic flexibility in emerging context. The study further posits that this process will be accelerated by CEOs' empowering leadership and dampened by state-ownership. Using data on 140 firms from multiple-informant, multiple-wave surveys, we found that CEOs' empowering leadership acted as a moderator of the effects of HPWS on strategic flexibility such that CEOs' strong empowering leadership enhanced the effects. State ownership also moderated the relationship between strategic flexibility and corporate entrepreneurship such that for state-owned firms, the positive association of strategic flexibility and corporate entrepreneurship was attenuated. The study contributes to the better understanding and integrated model-building of both the strategic human resource management literature and the strategy literature using the resource-based view.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Social Capital 3

Session Moderator: **Jue Wang**, *Penn State U.*

ENT: The Impact of Local Deviance from National-Level Norms on a Community’s Entrepreneurial Activity 

Author: **Walker Ray Dornisch**, *U. of Connecticut - Storrs*
Author: **Essam M. Boraey**, *U. of Connecticut*

Institutional theorists have begun to explore how deviance, or the extent to which institutions are violated, impacts entrepreneurial activity. However, the literature has thus far focused on formal deviance, or the extent to which regulatory institutions are violated, concluding a negative relationship between formal deviance and entrepreneurship due to heightened mistrust in the community. Drawing from Durkheimian Sociology, we postulate that the relationship functions differently for informal deviance, or the extent to which normative institutions are violated. Specifically, we argue that increasing levels of local deviance from national-level norms will foster greater entrepreneurial activity within communities due to informal deviance’s impact on community social capital. We test this argument using longitudinal data on all 2448 municipalities in Mexico. The results, and a series of robustness checks, confirm our hypotheses. Overall, our study contributes to research within the institutional approach to entrepreneurship by demonstrating that the impact of deviance on entrepreneurial activity operates differently across institutional pillars.

Paper is Available to Meeting Registrants Only.

ENT: Ego-Centrists, Collaborators, and Socializers: How Tie-Forming Motivations Impact Pivoting    

Author: **Ameer A. Basit**, *GIFT U.*
Author: **Michael Johnson**, *U. of Washington*
Author: **Ussama Ahmad Khan**, *U. of Washington, Seattle*
Author: **Alex Michael Murray**, *U. of Oregon*

We examine how entrepreneurs’ tie-forming motivations impact their ventures’ pivoting outcomes. Through an inductive analysis of 15 ventures over the course of a start-up incubator’s six-month lifecycle, we found entrepreneurs had three primary motivations for forming ties with other entrepreneurial teams in the incubator: rational self-interest, reciprocal exchange, and homophilic similarity. Based on these distinct motivations, we typologize the entrepreneurs as Ego-centrists, Collaborators, and Socializers, and theorize on their unique roles in facilitating the flow of information within a start-up incubator as well as the impact of these roles on their ventures’ pivoting outcomes. Ego-centrists and Collaborators attained information from outside their core knowledge domain(s) to reduce myopia and mitigate boundedly rational behavior, whereas Socializers attained information from within their core knowledge domain(s) to increase myopia and reinforce boundedly rational behavior. As a result, Ego-centrists and Collaborators were more apt to pursue pivots while Socializers were more likely to pursue incremental process and product adjustments. Our study contributes to the literatures on entrepreneurial pivoting and agency in entrepreneurial network evolution.

Paper is Available to Meeting Registrants Only.

ENT: Environmental Jolt and Experimentation in A Nascent Industry 

Author: **Jue Wang**, *Penn State U.*
Author: **Wenpin Tsai**, *Pennsylvania State U.*

Environmental jolts on the one hand open up new market opportunities for firms to engage in experimentations, but on the other hand pose a threat of experimentation failure by disrupting existing routines and processes. We argue that whether or not environmental jolts would motivate a firm to engage in experimentations depends on the firm’s network diversity that shapes how the firm access and process information for decision making under uncertainty. We collected data on how firms in the nascent drone industry responded to the environmental jolt brought by the COVID-19 pandemic from 2020 to 2021. We find that the regional manifestation of an environmental jolt is positively associated with the likelihood of firm experimentation when firm network diversity is moderate but negatively associated with the likelihood of firm experimentation when firm network diversity is very high.

Paper is Available to Meeting Registrants Only.

ENT: Founding Team Human and Social Capital and Strategic Reorientation 

Author: **Li-Wei Chen**, *Old Dominion U.*
Author: **Habib Ashraful Islam**, *Old Dominion U.*

Strategic reorientation has long been considered pivotal for the long-term survival of new ventures. However, despite prescriptions regarding the usefulness of strategic reorientation, very few ventures, in fact, reorient. In this paper, we illustrate the antecedent conditions of strategic reorientation. Using the mechanism of problemistic search and screening theory, we hypothesize that a venture’s human and financial capital have different effects regarding strategic orientation. We test our theory using a sample of firms who had applied to be a part of an accelerator program and find support for our assertions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1659** | Submission: **19289** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Hyatt Regency Seattle in 502 Cowlitz**

Emotion, Intention, Motivation 3

Session Moderator: **Nicola Anne Thomas**, *U. of Liverpool Management School*

ENT: **Engaged or Addicted? Exploring the Effects of Entrepreneurial Fear of Failure on Work Investment**

Author: **Martin Siebrand**, *RWTH Aachen U.*
Author: **Sebastian Kruse**, *WIN Lehrstuhl RWTH Aachen*

Entrepreneurial fear of failure is a frequent though often concealed experience in the entrepreneurial process. Prior research has shown that fear of failure does not only inhibit entrepreneurial activity but can also act as a motivator. However, it is still unclear what kind of implications this type of motivation might have, especially whether it is a positive or negative motivation and to which specific behaviors it leads. In our study, we therefore explore whether fear of failure motivates entrepreneurs to be more engaged or addicted. We empirically test our hypotheses with a sample of 519 entrepreneurs in Germany. Our findings reveal that entrepreneurial fear of failure is negatively related to work engagement and positively related to workaholism. We thereby show that entrepreneurial fear of failure can spur increased activity but results in undesirable work practices and poorer well-being for entrepreneurs. Moreover, we find support that a tolerance for failure culture can act as a coping mechanism, as it mitigates both effects in more desirable directions. Implications for scholars and practitioners are discussed.

Paper is NOT Available. Please contact the author(s).

ENT: **Psychological Flexibility for Entrepreneurs: A Validation of the Wishing-Experiencing-Doing Scale**

Author: **Zainab Noor El Hejazi**, *PhD student at U. of Antwerp*
Author: **Johanna Vanderstraeten**, *U. of Antwerp*
Author: **Arjen Van Witteloostuijn**, *Vrije U. Amsterdam*
Author: **Joeri Van Hugten**, *Vrije U. Amsterdam*
Author: **Wim Coreynen**, -

Entrepreneurs face high levels of risk and uncertainty on a daily basis. To cope with this, the internal resource "Psychological Flexibility" is put to the foreground. It is a well-known construct from Psychology measuring whether a person is able to adapt to fluctuating situational demands, reconfigure mental resources, shift perspective, and balance competing desires, needs, and life domains. It proved to be positively related to mental health and well-being of individuals, but given that it incorporates repeated interaction between people and their environmental contexts, it does require context-specific measurement instruments. In the Entrepreneurship field, such an instrument is lacking. This study focusses on the development and validation of a Psychological Flexibility measure, tailored to an entrepreneurial context. For this, we applied a rigorous scale development process on a dataset of 875 entrepreneurs. From two studies (study 1, n=532; study 2, n=343), two consecutive formative, multidimensional constructs emerge: A 15-item Wishing, Experiencing and Doing (WED) scale (study 1), and a shorter 6-item measure, the WED-S scale (study 2), appropriate for time-constrained measurement initiatives. Both scales exhibit good psychometric properties and are proven to be reliable and valid measures.

Paper is Available to Meeting Registrants Only.

ENT: **Do You Feel What I Feel? Shared Cognition, Shared Affect and Co-Founder Exits**

Author: **Nicola Anne Thomas**, *U. of Liverpool Management School*
Author: **Philip Cash**, *Technical U. of Denmark*
Author: **Carina Lomberg**, *Technical U. of Denmark*

Extant research on co-founder exits presents contradicting results: exits can either lead to venture failure or enhance the effectiveness of the remaining team. Using in-depth, qualitative case studies of dynamic affective interactions and follow-up interviews from nine founding teams over twenty months, we examine how differences in team shared affect and cognition before a co-founder exit subsequently impacts how cofounders exit, and the impact of their exit. We develop a model of affective and cognitive dynamics in the co-founder exit process and identify how patterns of shared affect and cognition cause different team vulnerabilities leading to differing team behaviours which in turn influences team conflict, exit speed, co-founder commitment and co-founder relationships. Our findings have important implications for co-founder exit literature, we propose why some exits lead to failure while others improve the venture overall.

Paper is Available to Meeting Registrants Only.

ENT: **"Entrepreneurizing" College Programs to increase Entrepreneurial Intentions: A Mediation Framework**

Author: **Mahmoud Fallatah**, *Umm Al-Qura U.*
Author: **Tahar Lazhar Ayed**, *Umm Al-Qura U.*

The impact of entrepreneurship on the development of emerging economies is widely recognized. Research has focused on studying factors that increase entrepreneurship in societies, including the role of education in increasing entrepreneurial intentions among students. In this paper, we contribute to the entrepreneurship and education literature by examining the impact of entrepreneurial college programs on entrepreneurial intentions. Further, we study the mediating roles of perceived benefits and individual creativity. Using a sample of 438 students from a public university in Saudi Arabia, our findings reveal that students enrolled in entrepreneurial programs have higher levels of entrepreneurial intentions than those enrolled in non-entrepreneurial programs, and that perceived benefits and individual creativity partially mediate the aforementioned relationship. The paper opens the door for future research in the entrepreneurship and education literature and provides several managerial implications.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1660** | Submission: **19296** | Sponsor(s): **(ENT)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Hyatt Regency Seattle** in **505 Queets**

Entrepreneurial Cognition 4

Session Moderator: **Alireza Aghaey**, *U. of Central Oklahoma*

 **ENT: Entrepreneurs' Eudaimonic Well-being: Multiple Roads Lead to Rome**

Author: **Evelien PM Croonen**, *U. of Groningen*

Author: **Florian Noseleit**, *U. of Groningen*

Author: **Michael Wyrwich**, *U. of Groningen*

We contribute to recent entrepreneurship and well-being research by shedding light on the role of individuals' value priorities in explaining their occupational choices and, ultimately, their well-being. Our theoretical framework accounts for the heterogeneity of individual value priorities and of entrepreneurship contexts to explain two important dimensions of entrepreneurs' eudaimonic well-being: perceived autonomy and meaningfulness in life. Through analyzing European Social Survey (ESS) data, we empirically demonstrate that individual value priorities for benevolence and self-direction distinctively affect individuals' engagement in entrepreneurship in 'socially-oriented' sectors and in 'commercially-oriented' sectors, which in turn differentially affect their perceived autonomy and meaningfulness in life.

Paper is Available to Meeting Registrants Only.

ENT: New Venture Decisions of Corporate and Independent Entrepreneurs 

Author: **Alireza Aghaey**, *U. of Central Oklahoma*

Opportunity evaluation is a critical step in the process of entrepreneurship and is the main precursor to entrepreneurial action. This is true for both corporate entrepreneurs and independent entrepreneurs. However, these two groups may evaluate entrepreneurial opportunities in different ways because they operate in different contexts and have different decision-making schemas. In this study, I use an "entrepreneurial cognition" perspective to explore such differences. By using two major theoretical lenses – i.e. resource availability and tolerance for uncertainty – and employing a conjoint experimental design, I compare and contrast decision policies of corporate and independent entrepreneurs captured in real time. The findings of this study shed light on differing cognitions of entrepreneurs in corporate and non-corporate contexts and explain their decision-making priorities. Findings provide evidence that the four opportunity attributes studies – i.e. knowledge of customer demand, resource-relatedness, novelty, and entry scale – significantly affect willingness of entrepreneurs to pursue opportunities but that the effect for all attributes is stronger among independent entrepreneurs. Findings of this study also demonstrate that gender and entrepreneurial experience have significant impacts on opportunity assessments of corporate and independent entrepreneurs, but with varying levels.

Paper is Available to Meeting Registrants Only.

ENT: You Must Be Joking! How Humor in Business Pitches Influences Young Ventures' Pitching Success

Author: **Christian V. Baccarella**, *FAU Erlangen-Nürnberg*

Author: **Lukas Maier**, *FAU Erlangen-Nürnberg*

Author: **Daniel A. Gerhard**, -

Author: **Kai-Ingo Voigt**, *Friedrich-Alexander U. of Erlangen-Nürnberg*

Startups need access to capital to grow and thrive. In this work, we present two complementary studies to examine whether and how the use of humor in business pitches influences funding success. In Study 1, we use data coded from 130 business pitches of the television show "Shark Tank". Findings show that using humor (vs. no humor) in business pitches increased funding likelihood by up to 25%. In Study 2, we aimed to provide further insights into the role of humor in business pitches and performed an experimental study with 253 financial experts that evaluated one of three scripted and recorded business pitches. Findings showed that the use of positive (negative) humor significantly increases (decreases) funding amount. Moreover, we reveal perceived competence of the pitcher as the underlying process and find that the effects work for experienced as well as unexperienced pitchers. Taken together, this research provides new insights into how humor influences pitching success and offers important insights for entrepreneurs and investors.

Paper is Available to Meeting Registrants Only.

ENT: Deconstructing Entrepreneurial Ethical Decisions Down the Ethical Slippery Slope 

Author: **Miranda Welbourne Eleazar**, *U. of Iowa*

Author: **Emily W. Choi**, *U. of Texas at Dallas*

Entrepreneurs face the potential for great success and financial gain with the realization that most new ventures fail. Those possibilities put pressure on entrepreneurs to quickly develop and commercialize their products, sometimes at all costs. That pressure has the potential to make entrepreneurs take steps down the slippery slope toward unethical behavior. We examine how the process of thinking may affect such missteps. We integrate literature on dual-process cognition, ethical intuition, and ethical decision-making. We also draw on the lean manufacturing failure mode effect analysis (FMEA) and strategic management's use of scenario planning to develop an intervention to make entrepreneurs think about the consequences of ethical decision-making in the commercialization of their product. We test that intervention in an intricate ethical vignette and find that slow thinking has more nuanced consequences than previously theorized depending on whether entrepreneurs prioritize short-term vs. long-term consequences, where they are on the slippery slope, the moral intensity of the situation, and the stakeholders involved. In doing so, we contribute to the literature on entrepreneurial cognition and ethics and expose areas of future research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Gender and Diversity in Entrepreneurship 7

Session Moderator: **Lei Xu**, *U. of Wisconsin, Whitewater*

ENT: **Diverse but Separate? The Role of Social Capital on the Diversity-Entrepreneurship Relationship**

Author: **Arkangel Miguel Cordero**, *U. of Texas At San Antonio*
Author: **Alexander Lewis**, *UTSA*

Extant theory posits that ethnic diversity promotes entrepreneurship by increasing the novelty of information available for recombination in a locality. This view presupposes the flow of novel information among potential entrepreneurs. Yet, we know comparatively little on how localized social structures (e.g., collective social capital and residential segregation) that affect information flows condition this effect. We build on the sociological literature to theorize how the interplay between collective social capital and residential segregation moderates the ethnic diversity-entrepreneurship relationship. We test, and find empirical support for, our hypotheses among all new ventures started in the United States between 1990 and 2018.

Paper is NOT Available. Please contact the author(s).

ENT: **New Venture Performance: Specific Innovativeness, Digital Entrepreneurship and Gender**

Author: **Clyde Eirikur Hull**, *Rochester Institute of Technology*
Author: **Samuel Adomako**, *U. of Bradford*
Author: **Jintong Tang**, *Saint Louis U.*
Author: **Francis Donbesuur**, *Loughborough U., School of Business and Economics*

We build on strategic choice theory to predict 1) that specific innovativeness impacts new venture financial performance, 2) that a high degree of digital entrepreneurship enhances this effect by providing more room for strategic choices, and 3) that female entrepreneurs make better use than male ones of the opportunities offered by a high degree of digital entrepreneurship. We confirm our hypotheses using primary data from Ghana and Vietnam. We conclude that strategic choices among new ventures yield best results if bounded by prior strategic choice and specific innovativeness, enabled by a high degree of digital entrepreneurship, and enacted by women.

Paper is Available to Meeting Registrants Only.

ENT: **How Women Use Network Strategies to Break Male Elite Cliques and to be Elected on Venture Boards**

Author: **Anna Gisela Leuenberger**, *U. of St. Gallen*
Author: **Manuel Hess**, *U. of St. Gallen*
Author: **Joakim Wincent**, *Luleå U. of Technology*
Author: **Dietmar Grichnik**, *U. of St. Gallen*

Based upon a qualitative study of 120 interviews and a statistical analysis of women active in the board scene around VC-backed ventures, we contrast previous claims and the agenda of network programs by and for women who highlight fighting network disadvantages by homophily. By forming cliques with other women, minority disadvantages persist, and these networks are losing rather than gaining efficiency. We outline how women networking with males, and how alternative networking styles break network cliques of men that act as barriers to women. Such networking strategies also contribute to progressive change in the total network reducing stereotypes that are restricting women entrepreneurs.

Paper is Available to Meeting Registrants Only.

ENT: **Does Female Representation in Top Management Teams Increase Support of Women-Led Businesses?**

Author: **Lei Xu**, *U. of Wisconsin, Whitewater*
Author: **Amy Y. Ou**, *Department of Management & Marketing, Faculty of Business, Hong Kong Polytechnic*
Author: **Haemin Dennis Park**, *U. of Texas at Dallas*
Author: **Han Jiang**, *Tulane U.*

In view of growing attention to unintended consequences of seemingly beneficial gender equality practices, we investigate whether and when female representation in top management teams (TMTs) affect firms' decisions about whether to support women-led businesses. Extending the social categorization framework, we argue that when women executives are the tokenistic minority, TMTs with more female representation are less likely to support women-led businesses; however, the negative effects can be reduced when the TMT has more politically neutral members or when they share prior employment affiliations. Our hypotheses are supported by a longitudinal panel dataset of investment decisions by 779 TMT members in 172 U.S.-based venture capital firms.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1662** | Submission: **19307** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:00AM- 9:30AMPT (UTC-7)** at **Hyatt Regency Seattle** in **512 Willapa**

Family Business and Individual Differences 1

Session Moderator: **Laura Elizabeth Marler**, *Mississippi State U.*

ENT: Social Capital in Family Firms: The Roles of Trust and Openness

Author: **Jonas Soluk**, *Stockholm School of Economics*
Author: **Julia Katharina de Groot**, *WHU - Otto Beisheim School of Management*
Author: **Sabrina Schell**, *Bern U. of Applied Sciences*
Author: **Andreas Hack**, *U. of Bern*

Organizations can accumulate knowledge through social relationships and thereby attain competitive advantages. Especially for family firms, these social relationships are relevant to bridging resource constraints and developing entrepreneurial opportunities through complementary knowledge. We approach this research gap by building on rich data taken from 92 interviews and further data sources from seven case firms. All case firms were family firms from Switzerland in which the owning families had significant influence on the management of the company. Building on within-case and cross-case pattern analysis, we show how family influence affects family social capital in family firms. This capital, in turn, affects levels of trust and control, which have stimulating and inhibiting influences, respectively, on openness and resistance to strengthening and expanding social relationships. As a result, multiple forms of social capital emerge at different levels of analysis, namely, organizational social capital and external social capital.

Paper is NOT Available. Please contact the author(s).

ENT: The Role of Family-Friendly Workplace Practices in Preventing Nonfamily Employee Turnover Intentions

Author: **Taewoo Kim**, *U. of Louisiana Monroe*
Author: **Laura Elizabeth Marler**, *Mississippi State U.*

Non-family employees are indispensable resources for family firms as they grow and often face unique challenges related to the idiosyncratic nature of family firms because they are a part of the business but not the family system. This study highlights the role of family-friendly workplace practices as a resource in preventing turnover intentions of non-family employees based on the conservation of resources theory. Drawing on a sample of 116 dyadic data (family business owner – non-family employee), this study shows that perceived family-friendly workplace practices prevent turnover intentions of non-family employees through decreased burnout. Moreover, it is found that the implementation of family-friendly workplace practices in family firms is affected by family influence. Thus, this study not only creates avenues for future research on non-family employees but also provides insight into the critical role of family-friendly workplace practices in family firms.

Paper is Available to Meeting Registrants Only.

ENT: Family Dynamics in Family Businesses: An Evolutionary Perspective

Author: **Krishnan Nair**, *Northwestern U.*
Author: **Edward J. Zajac**, *Northwestern U.*

We begin by noting an apparent contradiction in assumptions regarding family businesses: Scholars tend to see the business-owning family as a mostly harmonious unit dedicated to the pursuit of collective financial and non-financial interests, while the business press tends to emphasize destructive conflicts between family members. We seek to provide a contingency perspective to reconcile these contrasting perspectives, building upon principles from evolutionary biology. Specifically, we highlight how two fundamental forces (genetic relatedness and kinship certainty) can predict greater family harmony versus family conflict both across business-owning families and within a business-owning family over time. We conclude by discussing the empirical implications of our theoretical perspective, particularly for work on the role of family relations in shaping business outcomes.

Paper is Available to Meeting Registrants Only.

ENT: Bifurcation Bias in Executive Compensation System and Family Firm Performance

Author: **Weiwon Li**, *Sun Yat-Sen U.*
Author: **Xiaotong Li**, *Sun Yat-Sen U.*
Author: **Hanqing Chevy Fang**, *U. of Missouri / Rolla*

Family firms tend to provide preferential treatment toward family members vis-à-vis nonfamily members. Prior studies defined such practices as bifurcation bias, and suggested that bifurcation bias can trigger nonfamily members' perceptions of unfairness, and thus is detrimental to family firm performance. Drawing upon a social categorization approach to distributive justice, we extend this line of research by suggesting not all bifurcation bias practices have the same impact on firm performance, given that nonfamily member may perceive some bifurcation bias practices as unfair, whereas view other bifurcation bias practices as just. With data on family firms publicly traded in China, we found that bifurcation bias in salary compensation and bifurcation bias in equity compensation have divergent impacts on family firm performance.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1663** | Submission: **19365** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Hyatt Regency Seattle in 601 Hoh**

Venture Capital 2

Session Moderator: **Amir Sariri**, *Purdue U.*

ENT: International Investment and Social Hierarchy of Local VC Firms: Evidence from China

Author: **Tao Wang**, *U. of Bristol*

This study investigates the role of local VC firm in nurturing entrepreneurial companies in emerging market and how social hierarchy of local VC firms can affect the relationship between syndicating with international VC firms and entrepreneurial companies' performance. I analyze a comprehensive data set of 4070 entrepreneurial companies in China and find that both status and reputation of local VC firms moderate the relationship between syndicating with international VC firms and entrepreneurial companies' performance. More specifically, entrepreneurial companies which are invested by high status or highly reputable Chinese VC firms are less likely to benefit from prior syndicating experience with international VC firms. The underlying mechanism is explored and I find that high status VC firms are more likely to add value to entrepreneurial companies, whereas highly reputable VC firms and syndicating with international VC firms are more likely to select and add value to entrepreneurial companies at the same time. Overall, the results indicate both social hierarchy of local VC firms and international VC investment provide similar and substitute effect on entrepreneurial companies' performance.

Paper is Available to Meeting Registrants Only.

ENT: How Private Equity-Backed Buyout Contracts Shape Corporate Governance

Author: **Luc Wynant**, *Vlerick Business School*

Author: **Sophie Manigart**, *Ghent U. and Vlerick Business School*

Author: **Veroniek Collewaert**, *Vlerick Business School & KU Leuven*

This paper explores how contracts in private equity-backed buyouts shape corporate governance in portfolio companies. Drawing upon agency theory and incomplete contracting theory, 34 actual contracts are analysed in detail. Contracts focus on reducing information asymmetries, mainly during the due diligence process, and aligning the goals of managers and PE investors during the investment period and at exit. Residual powers and contingencies are mainly used to deal with incomplete contract designs due to uncertainties. While some contractual mechanisms are comparable to those used in VC contracts, others are idiosyncratic to PE.

Paper is Available to Meeting Registrants Only.

 **ENT: Are Angel Investors More Likely than Venture Capitalists to Drive Entrepreneurial Experimentation?**

Author: **Amir Sariri**, *Purdue U.*

William H. Newman Award Nominee

Although angel investors and venture capitalists (VCs) both participate in the supply side of the same market providing capital and advice to startup firms, they are distinct in several ways. The differences in when they choose to deploy capital are well studied. The differences in when they choose to provide advice are not. Using a sample of 7,914 mentoring decisions by seed-stage investors from which I construct a novel typology of startup activities, I report among the first empirical findings on systematic differences in angel versus VC advice. Angels are more likely than VCs to provide advice on the design and execution of experiments, whereas VCs are more likely than angels to provide advice on business analysis and planning. While analysis is a skill that can be learned through studying, hypothesis testing is a skill developed via learning-by-doing. I report evidence consistent with the hypothesis that angels are more likely to mentor experimentation because they have a skill advantage in that domain due to operational experience. I also provide evidence that is inconsistent with alternative explanations, including financial incentives and selection.

Paper is Available to Meeting Registrants Only.

ENT: Managers' Mobility as a Bridge to Alliance Formation: A Study of Venture Capital Syndication

Author: **Qingyun Lu**, *School of management, Zhejiang U.*

Author: **Rui Shen**, *School of management, Zhejiang U.*

Author: **Qixin Lin**, *School of management, Zhejiang U.*

While abundant evidence has highlighted the importance of resource dependency and social networks in inter-firm alliance formation, the potential obstacles for them to take effect remain unanswered. In this study, we contend that information asymmetry resulting from the geographic distance and competitive concerns induced by status similarity pose two obstacles for a pair of firms to form alliances. Managers' mobility plays an active role in addressing the two concerns and bridging isolated firms. Using investment data of 1,015 venture capital (VC) firms in China over 1985-2016, we find that both geographic distance and status similarity between a pair of VC firms decrease the likelihood of syndication between them. The mobility of venture capitalists serves as a bridge by weakening the negative effects of geographic distance and status similarity on VC syndication.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **1664** | Submission: **14292** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:00AM- 9:30AMPT (UTC-7)** at **Hyatt Regency Seattle** in **602 Nooksack**

Leveraging Human Capital in Inventions and New Venture Formation

Leveraging Human Capital



Organizer: **Florence EMHonoré**, *U. of Wisconsin, Madison*
Organizer: **Shinjae Won**, *U. of Illinois at Urbana-Champaign*
Organizer: **Shinjinee Chattopadhyay**, *U. of Illinois*
Presenter: **Megan Lynn Lawrence**, *Vanderbilt U.*
Presenter: **Colleen Cunningham**, *London Business School*
Presenter: **David R. Clough**, *Sauder School of Business, U. of British Columbia*
Discussant: **David Tan**, *U. of Washington*

Human capital of firms is a key resource that drives new knowledge creation and firm performance. Firms present heterogeneity in their human capital resources; this heterogeneity arises from differences in the knowledge held by individuals and forms the basis of why some individuals are able to identify entrepreneurial opportunities sooner than others or innovate more than others. Research in the fields of management and entrepreneurship has made significant strides in understanding how differences in human capital drives important firm-level strategic choices and outcomes. Through this symposium, we seek to contribute to these fields by bringing together current research that studies how the human capital resources of firms drive new venture creation, success and innovation. We bring together four papers that look at four different dimensions of human capital resources of firms and how they ultimately contribute to firm-level outcomes.

Career experiences, the breadth of technological applicability and entrepreneurial success

Author: **Florence EMHonoré**, *U. of Wisconsin, Madison*
Author: **Shinjae Won**, *U. of Illinois at Urbana-Champaign*
Author: **Shinjinee Chattopadhyay**, *U. of Illinois*

Founding Process Pathways: The Contingent Fit of Entrepreneurial Strategy

Author: **David R. Clough**, *Sauder School of Business, U. of British Columbia*
Author: **Balagopal Vissa**, *INSEAD*
Author: **Seyedeh Zahra Hejrati**, *Stanford U.*

The Limits of User Innovation: Physician Inventors, Medical Device Inventions, and AI

Author: **Colleen Cunningham**, *London Business School*
Author: **Ryan Cooper**, *U. of Maryland, College Park*
Author: **David Hall**, *McKinsey & Company*

Hiring Hierarchy: The Consequences of Hierarchy Expansion in Young Firms

Author: **Megan Lynn Lawrence**, *Vanderbilt U.*
Author: **Christopher Poliquin**, *UCLA Anderson School of Management*
Author: **Samina Karim**, *Northeastern U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1665** | Submission: **19330** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Hyatt Regency Seattle** in **605 Snohomish**

Institutions and Entrepreneurship 4

Session Moderator: **Thomas J. Dean**, *Colorado State U.*

ENT: Entrepreneurship and Dynamic Property Rights: A Process Model

Author: **Thomas J. Dean**, *Colorado State U.*

Author: **William R. Forster**, *Willamette U.*

Embracing Ronald Coase's (1974) recognition of the role of private enterprise in resolving problems with lighthouse services and other public goods, we suggest that the evolution of property rights is rooted in entrepreneurial action. We argue that property rights entrepreneurship is more important and pervasive than recognized and support this argument using examples ranging from evolving intellectual property protections for radio frequencies to the control of Alaskan king crab fisheries. Moreover, we argue that the standard institutional economics logic of rational analysis of costs and benefits does not adequately characterize the phenomenon. We propose that property rights entrepreneurship is best portrayed as an iterative and evolutionary interaction between entrepreneurial action and economic structures. Broadly, we add to the entrepreneurship literature by emphasizing the importance of property rights entrepreneurship and advancing a dynamic model of property rights entrepreneurship. We also introduce new constructs such as property rights voids, enabling conditions, the activation level of excludability, the presumption of rights, and distinctions between asset-rights and product-rights entrepreneurship.

Paper is Available to Meeting Registrants Only.

ENT: Perceptions of Opportunity and Fear of Failure: Does the National Demography Matter?  

Author: **Mazhar Islam**, *Loyola U. New Orleans*

Author: **Alfred Marcus**, *U. of Minnesota*

Author: **Chuang Wu**, *Xi'an Jiaotong U. School of Management*

Focusing on demographic transitions, we develop a theoretical framework grounded in the sense making literature that suggests that people in nations undergoing demographic transitions relate their entrepreneurial behavior to perceptions of enhanced opportunity and fear of failure. Prior studies in the entrepreneurship literature scrutinized these two tendencies separately. Our argument is that they operate in tandem that demographic deficits unleash both perceptions of opportunity and fear of failure. We also maintain that government policies to promote private sector development moderate these relationships. Using a database that covers fourteen years, and 67 countries, we test hypotheses derived from the framework and obtain results that are mostly consistent with it. We discuss the implications of our study for the potential entrepreneurs and policymakers in the conclusion.

Paper is Available to Meeting Registrants Only.

ENT: Not Merely a Game of Cat and Mouse: Regulatory Categorization of Contemporary Entrepreneurial Firms

Author: **Agalagurki Nagaraj Manjunath**, *Indian Institute of Management Bangalore*

Author: **Aman Bhuvania**, *Indian Institute of Management, Bangalore*

Regulatory categorization is a process which sets legal limitations to the production and sales of products or provisions of service within the jurisdiction of a regulator. Extant literature on the process is very limited and the few studies that have explored the process do not engage with contemporary entrepreneurial firms. Studies on the regulation of contemporary entrepreneurial firms suggest multiple actors influence their regulation and the dynamics between the local and central state regulatory authorities plays a significant role in how these firms navigate the process. Adopting an institutional work theoretical perspective in line with extant work, we study in detail the case of regulatory categorization of ride hailing app-based firms at the subnational level in the state of Karnataka in India. The preliminary analysis suggests that the process is a multi-actor contested negotiation unlike extant work which suggests it to be a contest between firms and regulator. We identify two sets of actors - 'stakeholders' and 'third-party actors' who engage in category work, and maintenance work on their own. This is a departure from extant work which emphasizes the agency of the firms in activating other actors to influence the regulator.

Paper is Available to Meeting Registrants Only.

ENT: Entrepreneurial Identity Construction in Stigmatized Places 

Author: **Liudmila Iwonen**, *Léonard de Vinci Pôle U., Research Center*

Author: **Palesa Charlotte Felix-Faure**, *Burgundy School of Business*

Author: **Marcos Pereira Fernandes De Barros**, *Grenoble Ecole de Management*

In this paper, we explore the power effects of place stigma on entrepreneurial identity construction through a narrative analysis of the lived experience of entrepreneurs living in marginalized places. Our research contributes to the narrative studies of entrepreneurial identity construction, where there is a historical prevalence of the discourses of individuality, heroics, and masculinity (Drakopoulou, Anderson, 2007; Johansson, 2004; Nicholson, Anderson, 2005; Pettersson, 2012). Our results shows that the usually idealized narrative of the heroic entrepreneur, while still much alive and initial influential in our participants stories, is reappropriated and changed to better represent and change their communities' situated struggles. Our cases of entrepreneurship identity construction therefore follows a different path where the reinsertion into stigmatized place pushes participants to strategically deconstruct the typical entrepreneurial identity and build different role models for their community.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1666** | Submission: **19340** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Hyatt Regency Seattle in 608 Wynoochee**

New Venture Formation 6

Session Moderator: **Richard Hunt**, *Virginia Tech*

ENT: **Design Artifacts: Understanding how Entrepreneurs use Artifacts during Opportunity Development**

Author: **Lennart Grave**, *U. Utrecht School of Economics*
Author: **Gabi Anja Kafka**, *U. Medical Center Utrecht*
Author: **Norris F. Krueger**, *Entrepreneurship Northwest*

Design research recognizes the relational and temporal dimensions inherent (ly relevant) to new venture creation, and these aspects receive increasing attention in entrepreneurship research. The current study examines how entrepreneurs use artifacts during early stages of opportunity development from a design perspective. To do so we draw on insights from previous research on artifacts in entrepreneurship studies and apply them to a qualitative study of longitudinal data. This was collected in the form of weekly diary reports from thirteen during a one-year program in a business incubation setting. By identifying seven distinct roles in which entrepreneurs employ artifacts in interaction with relevant stakeholders, a design model of opportunity development as artifact-based problem-solving is derived. The results of our study provide a more nuanced understanding of which and why artifacts are used by entrepreneurs during opportunity development, advance our understanding of the way in which artifacts facilitate the co-creation of entrepreneurial opportunities as well as offer practitioners with concrete illustrations on how to consciously use artifacts for successful opportunity development.

Paper is Available to Meeting Registrants Only.

ENT: **Relationship Between Effectuation/Causation and New Venture Performance: A Situational Perspective**

Author: **Morteza Sardari**, *John Molson School of Business, Concordia U.*

Although some studies have addressed circumstances under which effectual or causal actions yield better venture performance, until now, there are still unanswered questions about whether entrepreneurs can cognitively recognize when effectual/causal actions are likely to yield better performance and execute them. In this research, we utilize a contingency theory lens to address this question for different levels of product/service disruptiveness. Based on a sample of 200 entrepreneurs in Canada, we study the effect of openness to change and ambition on the ventures' capability of choosing and fulfilling the best course of action (effectuation vs causation) at different levels of product/service disruptiveness.

Paper is Available to Meeting Registrants Only.

ENT: **Experts and Expos and Shark Tanks (Oh My!): Managing the Influence of the Entrepreneurship Industry**

Author: **Richard Hunt**, *Virginia Tech*
Author: **Kip Kiefer**, *Rollins College*
Author: **Parul Manocha**, *Virginia Tech*

Entrepreneurship has become an industry, a reality that is both constructive and corrupting. Equal parts enabler and enigma, the entrepreneurship industry (EI) is at once a well-spring of energizing economic activity and bombast of self-parodic entertainment. EI – comprised of all manner of firms selling goods and services to aspiring entrepreneurs – is an increasingly influential sector; but, because it is highly fragmented, its emergence and growth have largely passed unnoticed, despite the prominent role that management scholars have played in giving birth to the industry. As a remedy, this piece offers the first sector-level treatment of EI. Our approach unearths features of EI that are highly germane to entrepreneurship research, practice, and pedagogy. The exposition also illuminates the responsibilities weighing upon management scholars to play a constructive role in shaping how emerging sectors and emerging research impact individuals and society.

Paper is Available to Meeting Registrants Only.

ENT: **Effectuation as an Advanced Theory- A Study of Alliance Between Academic Entrepreneurs & Large Firms**

Author: **Somayeh Taghvaei**, *ISM International School of Management*

Efforts to promote Effectuation as an advanced theory have recently taken a new direction by deviating from the dichotomy of Effectuation and causation and embracing more inductive approaches that enable scholars to advance Effectuation itself theoretically. In line with the recent works, this research adopts a theory elaboration approach with the aim of advancing Effectuation as an independent theory. Through a field study of twenty-five alliances between technology-based academic entrepreneurs and large firms, this study reveals how academic entrepreneurs' means-based attitudes and behaviors and its intertwined notion of goal ambiguity respectively facilitate and impede building opportunity trust and commitment-based trust between two parties; and how large firms' adoption of affordable loss contributes to alliance control. By doing so, this research contributes to both scholarship of Effectuation and inter-organizational relationships through building inter-relationships between Effectuation and two dominant alliance governance mechanisms (i.e., trust and control).

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1667** | Submission: **18667** | Sponsor(s): **(GDO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Sheraton Grand Seattle in Diamond B**

Diversity in Teams: Perceptions and Outcomes

Session Moderator: **Debjani Ghosh**, *Indian Institute of Management, Ranchi*

GDO: **Gender and Ethnic Dissimilarity and Organizational Embeddedness: A Study of Team Climates** 

Author: **Debjani Ghosh**, *Indian Institute of Management, Ranchi*
Author: **Jorge A. Gonzalez**, *U. of Texas Rio Grande Valley*
Author: **Richard Aristeo Rodriguez**, *U. of Texas Rio Grande Valley*

Drawing upon relational demography and conservation of resources theory, we study the relationship between gender and ethnic dissimilarity and organizational embeddedness to understand why dissimilar employees stay in their work organizations. Further, we study the role of team justice climate and climate for inclusion as moderators ameliorating this adverse effect. The study was conducted on 82 work teams in Malaysia. We conducted this study in a unique national context where a societal numerical minority—Chinese—has higher socioeconomic status than the Malay majority, as well as less gender egalitarianism than Western countries. The results show that climate for inclusion ameliorated adverse ethnic dissimilarity effects on organizational embeddedness, but not for gender dissimilarity, and that justice climate ameliorated adverse gender and ethnic dissimilarity effects on organizational embeddedness. Further, the ameliorating effects of justice and inclusive climates were more pronounced for women and non-Chinese employees, demographic groups who are more sensitive to justice and inclusion due to lower status and relative lack of social and material resources in the workplace. Our study points to the importance of fostering positive team climates for justice and inclusion to retain traditionally underrepresented employees in Malaysia and other nations.

Paper is Available to Meeting Registrants Only.

GDO: **The Effects of Nationality Diversity on Leadership Perceptions in Multinational Teams**   

Author: **Gouri Mohan**, *IESEG School of Management*
Author: **Minna Marinova Paunova**, *Copenhagen Business School*
Author: **Yih-teen Lee**, *IESE Business School*

Transnational Research Best Paper Award

We combine social identity and status perspectives on nationality to address the question: how does nationality diversity in terms of heterogeneity and inequality affect leadership perceptions in multinational teams? We investigated this question in terms of the effects of two types of nationality-based subgroups (i.e., identity and status) on interpersonal leadership perceptions in 36 teams, comprising 289 members from 51 countries. Our results show that membership in nationality-based subgroups affected leadership perceptions in two distinct ways. On one hand, team members perceived as leaders peers who belonged to the same identity subgroup (ingroup members) and this effect was mediated by perceptions of warmth toward members of same identity subgroups. On the other hand, team members also perceived as leaders peers who belonged to higher status subgroups (irrespective of whether they were ingroup or outgroup members) and this effect was mediated by positive perceptions of competence toward members of high status subgroups. We discuss implications of our study for research and practice of leadership, intergroup relations, and international management.

Paper is Available to Meeting Registrants Only.

GDO: **Age Diversity as a Risk Factor for Psychological Safety in Teams of Older Employees**   

Author: **Tarek Benedict Carls**, *U. St. Gallen*
Author: **Stephan Alexander Boehm**, *U. of St. Gallen*

Age diversity has become a more and more pressing issue in modern working teams. Yet the effects of age diversity are not fully understood. While psychological safety is both dependent on interpersonal relationships and an important antecedent of team performance, it has never been studied as a potential mediator of the link between age diversity and team performance. In this study, we aim to close this gap in the literature and introduce team age as a moderator of this relationship as we argue that perceptions of age diversity might shift between different age cohorts due to stereotype threat. We tested our assumptions using a sample of 1441 white-collar workers, nested in 109 working teams. Using aggregated team-level data, we tested a moderated mediation model with age diversity as a predictor, psychological safety as a mediator, team age as moderator, and team performance as an outcome. We found a negative relationship between age diversity and psychological safety for teams of older employees. This moderation translated into a negative moderated mediation effect of age diversity on team performance via the mediator psychological safety for older teams. In conclusion, age diversity seems to be a significant risk factor for psychological safety and subsequently team performance in teams of older employees but not in teams of younger employees. Our study complements the existing literature integrating psychological safety literature, age diversity literature, and stereotype threat literature by demonstrating, that age diversity is a risk factor for psychological safety and subsequently team performance in teams of older employees.

Paper is Available to Meeting Registrants Only.

GDO: **Organizational Diversity: A Multidisciplinary Meta-Analytic Structural Equation Model with Mediation** 

Author: **Franziska M. Renz**, *California State U. Sacramento*

Following the theme “Creating a Better World Together” of the 82nd Annual Meeting of the Academy of Management, this study develops and tests meta-analytic structural equation models (MASEMs) to integrate research from multiple disciplines (i.e., management, economics, finance, and accounting research) on the diversity-performance relationship. Based on dominant theories of these disciplines, the results show that various diversity dimensions (i.e., gender, ethnic/racial, age, cultural, personality, functional, and tenure diversity) significantly affect team performance dimensions (i.e., task performance, innovative behavior, constructive deviant behavior, and destructive deviant behavior) and organizational performance dimensions (i.e., financial performance, innovative performance, and sustainability performance). Controlling for study-specific effects, the true effect sizes for each relationship are provided at the population level. These effect sizes indicate team compositions with regards to workforce diversity to reach specific outcomes. Mediation analyses provide various theoretical implications and empirically support the significant effect of team performance on organizational performance, which often has only been implied or assumed by previous research. Implications for future research and actionable practices for managers are derived to support responsible business conduct and social change.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1668** | Submission: **17184** | Sponsor(s): **(GDO, OB, HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:00AM- 11:30AMPT (UTC-7)** at **Sheraton Grand Seattle in Jefferson B**

Teaching Diversity, Equity, and Inclusion  
Teaching DEI

Organizer: **Tianna Shari' Barnes**, *U. of Pennsylvania*
Organizer: **Christopher Petsko**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Organizer: **Ayana N. Younge**, *U. of North Carolina, Chapel Hill*
Presenter: **Modupe Akinola**, *Columbia U.*
Presenter: **Caryn J. Block**, *Teachers College, Columbia U.*
Presenter: **Michael Norton**, *Harvard U.*
Presenter: **Aneeta Rattan**, *London Business School*
Presenter: **Stephanie J. Creary**, *The Wharton School, U. of Pennsylvania*
Presenter: **Zoe Kinias**, *INSEAD*
Presenter: **Nicholas A. Pearce**, *Northwestern U.*
Presenter: **Ashleigh Shelby Rosette**, *Duke U.*

Delving into conversations around diversity, equity, and inclusion (DEI) can be challenging. For those involved, these conversations often require patience, flexibility, and perspective taking. This is especially true for those who facilitate these conversations in the classroom. Serving as an instructor for topics that focus on DEI presents an array of experiences and opportunities, some rewarding and some challenging, that are unfamiliar to novice DEI instructors. The purpose of this workshop is to prepare faculty members of all levels and demographic backgrounds to manage and facilitate classroom discussions related to DEI. This includes direction on how to introduce sensitive topics, how to engage with students, how to handle difficult questions, and more. This workshop will utilize an array of session formats (i.e., teaching demonstrations, panels, and roundtable discussions) and involve faculty who have extensive experience leading DEI courses. As an initiative launched by the late Dr. Katherine Phillips and colleagues to build community among DEI instructors, we see this workshop as an opportunity to further the goal of cultivating connection among those who value and contribute to DEI-related conversations in the classroom.

Follow the link to register by Sunday, July 17th. Space is limited: <https://forms.gle/t7tYeSMdEKA2LmybA>

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1669** | Submission: **18960** | Sponsor(s): **(HCM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)**

Health Care Ecosystems

Session Moderator: **Afshan Rauf**, *U. of Wollongong*

HCM: Transformational Leadership in Collaborative Entrepreneurial Healthcare in Developing Regions

Author: **Prashant Borde**, *Indian Institute of Management, Shillong*

Author: **Ridhi Arora**, *Indian Institute of Management, Shillong*

Author: **Sanjeeb Kakoty**, *Indian Institute Of Management Shillong*

Transformational healthcare leaders having collaborative entrepreneurial aims with an analogous mission and professional expertise can contribute to the provisioning of essential specialized healthcare in developing regions. Qualitative synthesis employing focused-group-discussions and interviews was conducted in a phased manner. In this, we have used stakeholder-theory and dynamic-capabilities approach. Our study explores the intricacies of collaborative entrepreneurship-based healthcare ventures in developing regions and reveals five emerging pertinent attributes, namely, control, synergy, commitment, empathy, and satisfaction. We recommend that entrepreneurial collaboration, especially by transformational healthcare leaders, can significantly contribute to the creation of an endogenous healthcare ecosystem with advanced facilities and technology-enabled modern infrastructure, as well as augment regional development.

Paper is Available to Meeting Registrants Only.

HCM: What Constitutes a Competitive Environment? A Case Study of the FQHCs Industry In California

Author: **Hani Almaliki**, *Umm Al-Qura U.*

Author: **Stephen O'Connor**, *U. of Alabama, Birmingham*

Objective: This study aims to identify competitive forces in the FQHCs environment using Porter's Five Force model. Data Sources: The study utilized various secondary data sources. The Health Resources and Services Administration (HRSA) requires FQHCs to submit a performance report using the measures defined in the Uniform Data System (UDS). The UDS provides data such as the scope and volume of services provided by FQHCs, staffing, number of delivery sites, and finances. The UDS consider being a census of aggregate level health center data for FQHCs. Secondly, the American Hospital Association Annual Survey (AHA), which provides organizational details regarding hospitals. The third dataset is the Area Health Resources File (AHRF). It includes county-level data about health services volume, demographics, and health professional supply. The fourth dataset is the Internal Revenue Service (IRS) Form 990, which was used to calculate FQHCs' total margin. The fifth dataset is the California Health and Human Services Open Data Portal (CHHS), which includes county-level data such as the number of Medicaid eligible populations and the number of primary care clinics. Finally, the study used the U.S. Department of Housing and Urban Development (HUD) United States Postal Service Zip Code Crosswalk Files. The Crosswalk Files was used to allocate both FQHC's and FQHC's sites Zip-Codes to counties. Method: this was a descriptive study. Descriptive statistics included frequencies and percentages to describe categorical variables. In addition, means (standard deviations, SD) will describe continuous variables. The study utilized bivariate analysis, including the chi-square test and ANOVA test, to find differences regarding the competitive forces variables among counties that had a new established FQHCs and counties that did not have newly established FQHCs in California for the years 2014 and 2015. Result: the study found that the number of FQHCs sites and primary care clinics in a county is statistically different between counties that had a newly established FQHC compared to counties that did not have a newly established FQHC. Counties that had newly established FQHCs had on an average a lower number of FQHCs sites and primary care clinics. Competition for FQHCs might arise when more FQHCs exist in a market. More research can be conducted to understand how FQHCs behave in a competitive environment.

Paper is Available to Meeting Registrants Only.

HCM: The Longitudinal Analysis of Length of Stay and Readmissions of THA and TKA Patients

Author: **Fatma Pakdil**, *Eastern Connecticut State U.*

Author: **Steve Muchiri**, *Eastern Connecticut State U.*

The demand and cost of Total Hip Arthroplasty (THA) and Total Knee Arthroplasty (TKA) have been on the rise, as projected in the literature. This rise coincides with population aging, increasing life expectancy, and increased clinical success. Unplanned admissions, for instance, take a large portion of healthcare costs, along with the length of stay (LOS), and are monitored to control the cost of healthcare services to improve the quality of care. This study aims to analyze the trends of LOS and readmission rates of THA/TKA patients, illustrate various readmission trends depicted by patients under different payers, medical comorbidity, and discharge type, and estimate the impact of LOS on the probability of readmission.

Paper is Available to Meeting Registrants Only.

HCM: Community Coalitions' Perspectives on Engaging with Hospitals in Ohio to Address the Opioid Crisis  

Author: **Karen Shiu-Yee**, *The Ohio State U. College of Medicine*

Author: **Sadie Chen**, *The Ohio State U. College of Medicine*

Author: **Ann Scheck McAlearney**, *Ohio State U.*

Author: **Rebecca Jackson**, *The Ohio State U. College of Medicine*

Author: **Daniel M. Walker**, *Ohio State U.*

Community coalitions have been leading the multi-sector response to the opioid epidemic in the U.S. However, with the medicalization of opioid use disorder and changing healthcare policies, hospitals have moved to the forefront, and they have become more active in collaborating with community coalitions. Little is currently known about how community coalitions view and approach engaging with hospitals despite its importance for understanding and advancing inter-organizational approaches to combating the opioid epidemic. Using qualitative data collected from semi-structured interviews (n=122) conducted from November 2019 to January 2020 as part of the HEALing Communities Study (HCS), we examine how community coalition members perceive hospital collaborations and explore the opportunities and challenges of these partnerships. We characterized three emergent themes around these collaborations: coalitions' approaches to engaging with hospitals; barriers to collaboration; and opportunities for sustainable relationships. This new evidence highlights the value that coalitions place on hospital engagement, as well as mechanisms that may help support ongoing and sustainable partnerships.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1670** | Submission: **18956** | Sponsor(s): **(HCM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 2A**

HCM Best Paper Finalists - International, Dissertation, and Student-Led

Session Moderator: **Deborah M. Mullen**, *U. of Tennessee, Chattanooga*

HCM: **Through the Looking Glass: Healthcare Management’s Biggest Challenges in the Wake of Crisis**   

Author: **Rachel Gifford**, *Maastricht U.*
Author: **Frank Christian Van De Baan**, -
Author: **Daan Westra**, *Maastricht U.*
Author: **Dirk Ruwaard**, *Maastricht U.*
Author: **Bram Fleuren**, *Maastricht U.*

HCM Division Best International Paper

Carolyn Dexter Award Nominee

In the onset of the pandemic, scholars quickly synthesized prior healthcare management literature to offer insights and strategies that could help healthcare managers and systems cope with and respond to the challenges the crisis brought on. Yet, as healthcare organizations come close to entering the third year of the crisis, the field has been significantly altered and it is important to take stock of the challenges facing healthcare management in the wake of the crisis. In this paper, we examine the central challenges facing healthcare managers in the present day, working to extend current scholarship and bridge the practice and theory divide. We draw upon the initial scholarly work that emerged in the onset of the crisis and employ a longitudinal study with hospital executives and management to explore the persistent challenges facing managers in practice. Initial literature identified several categories relevant for healthcare management amidst the COVID-19 pandemic: Human Resources, Operations, Team dynamics, External Collaboration and Leadership. While these categories remain salient, our study adds important contextual differences and puts a spotlight on three key issues facing healthcare managers beyond the crisis: the centrality of human resource constraints (amidst increased demand), expanding the focus on collaboration (and rethinking competition), and reconsidering the approach to leadership (inclusive versus decisive). We conclude by drawing upon relevant management theories and offer insights for future research to support the creation of novel solutions and approaches to persistent challenges in practice.

Paper is Available to Meeting Registrants Only.

HCM: **Collaboration in Complex Institutions: Contradictions of Patient-Centered Interprofessional Care**   

Author: **Issac Lim**, *U. of Oxford*

Previous studies of complex institutional environments have tended to focus on contestations rather than collaborations. This paper contributes to the institutional theory literature on institutional complexity by unpacking how different health care professionals collaborate in environments with contradictory institutional logics. Specifically, I study how health care professionals respond to the contradictions brought about by the meta-institutional logic of patient-centered care. In response to contradictory institutional logics, health care professionals enact lubricative collaborative practices to allow the concomitance of multiple institutional logics. This paper presents a stark contrast to prior depictions of institutional logics in the literature in which scholars described institutional actors as participants in institutional contestations as opposed to institutional collaborations. The former assumed the presence of incommensurable institutional logics as a bug whereas the latter assumed the presence of incommensurable institutional logics as a necessary feature of a complex society. In fact, low capacity and low capability for incommensurable institutional logics are indicators of a highly homogenous institution that will struggle with complex institutional environments because of its limited relevance and scope of influence.

Paper is NOT Available. Please contact the author(s).

HCM: **Effective Leaders(hip) in Community-Academic Health Partnership Projects: A Qualitative Study**   

Author: **Choiwai Maggie Chak**, *U. of Twente*
Author: **Lara Carminati**, *U. of Twente*

To deepen our understanding of how project leaders can lead effectively in different community-academic health partnerships (CAHPs), we conducted an inductive, qualitative study through semi-structured interviews (N = 32) and analyzed the data with Grounded Theory approaches. By presenting a process model illustrating the cycle of effective leaders(hip) in CAHP projects, we contribute to the literature on CAHP, leadership development, and complexity leadership theory in three ways. Firstly, the model depicts the strategies enabling leaders to navigate typical project challenges and perform leadership tasks effectively. Secondly, we distil four beneficial qualities (i.e., adopting a proactive attitude, having an open and adaptive mindset, relying on peer learning and support, and emphasizing self-growth and reflexivity) which CAHP project leaders require to develop themselves into effective leaders. Thirdly, we illustrate leaders’ dynamic developmental logics and processes of effective leadership and their contributions to better project functioning in diverse CAHPs.

Paper is Available to Meeting Registrants Only.

Author: **Alexandra Bray**, *Yale School of Management*

Author: **Rohit Sangal**, *Yale School of Medicine*

Author: **Marissa King**, *Yale U.*

Research on fluid teams has consistently found positive effects of team familiarity on performance in a variety of settings. Conventional wisdom suggests that during times of crisis, when stress and uncertainty are likely to disrupt team function, familiarity would be especially important to performance. However, there is little empirical research investigating the relationship between familiarity and performance during crisis. To study this, we collected patient and provider data from the emergency department (ED) of a large hospital from January 2018 through November 2020. We then used the provider data to create care teams for each patient in our data. In general, team familiarity was significantly associated with patients spending less time in the ED, a key metric of ED performance. However, team familiarity was less important during COVID-19 than during more routine periods. We further explored this using a second type of crisis – times of high acuity – and found that crisis not only decreased the importance of familiarity but might even render it disadvantageous. Based on these findings, we suggest team familiarity is not as important to performance during a crisis as it is during routine times. Analysis of qualitative interviews with providers suggested two potential explanations: (1) the pandemic created an overarching sense of camaraderie among providers that existed regardless of past relationships, and (2) the fact that ED providers have experience working in crisis situations, rendering them uniquely able to handle them, even in the absence of a shared history with teammates.

KEY TO SYMBOLS

Paper is Available to Meeting Registrants Only.



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1671** | Submission: **18995** | Sponsor(s): **(HCM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 609**

Creating a Better Health Care World Through Relationships

Session Moderator: **Nicholas Edwardson**, *U. of New Mexico*

HCM: Determinants of Coordination Across Healthcare System Levels 

Author: **Christian Gadolin**, *School of Business, Economics and IT, U. West, Trollhättan, Sweden*
Author: **Erik Eriksson**, *U. of Borås*

Coordination across healthcare system levels is a global imperative in order to assure efficient resource utilization and provide high-quality care. Whereas coordination in healthcare is a prominent research topic, this substantial body of research mainly concerns coordination across professional and organizational domains. Consequently, there is a dearth of empirical research aimed at delineating the determinants of coordination across healthcare system levels. Therefore, this paper describes and analyses the barriers and enablers of healthcare coordination across system levels. Individual interviews and focus group discussions, encompassing a total of 63 individuals, were conducted. The findings of the paper underscore that the barriers identified most often were of a structural or institutional character, whereas the enablers of the studied cross-level coordination were mostly relational. Therefore, we propose that future research should aim to further delineate the prerequisites for personal relationships to emerge, as well as how they may act as enablers of coordination across healthcare system levels.

Paper is Available to Meeting Registrants Only.

HCM: A Systematic Review of Respect Between Acute Care Nurses and Physicians

Author: **Derrick Paul Bransby**, *Harvard Business School*
Author: **Anna Mayo**, *Johns Hopkins Carey Business School*
Author: **Matthew A. Cronin**, *George Mason U.*
Author: **Christina T. Yuan**, *Johns Hopkins U. School of Medicine*
Author: **Katie Park**, *Johns Hopkins U. School of Medicine*

Interprofessional collaboration between physicians and nurses has become an increasingly important part of patient care and yet remains a well-known and pervasive challenge. One possible explanation for ineffective nurse-physician collaborations is that respect may be lacking. The purpose of this review is to enhance our understanding of respect by highlighting the value of a particular, profession-based respect as distinct from a general, humanistic respect. To do so, we performed a systematic, PRISMA-guided literature review across five databases to synthesize the evidence about the role of respect between nurses and physicians in acute care. An analysis of 51 studies provides evidence to support the existence of professional respect, which is a belief in one's value based in their relevant competence. We highlight what has been shown to foster and follow from this professional respect. We suggest that while general respect for colleagues as humans is essential to facilitate civil interactions, it may not be sufficient. Instead, our findings suggest that effective collaborations demand that leaders foster a kind of professional respect that implies our coworkers are worth listening to.

Paper is NOT Available. Please contact the author(s).

HCM: Identity Constructions of Healthcare Middle-Managers: Exploring the Two Faces of Janus  

Author: **Andres Salas-Vallina**, *U. de València*
Author: **Juani Swart**, *U. of Bath*
Author: **Yasin Rofcanin**, *School of Management, U. of Bath*

Based on an interpretive research design, this study responds to the need to understand the complexity of middle-managers organizational life in public healthcare. Middle managers are crucial to supporting the effective and efficient delivery of healthcare services. However, we know little about how they experience and respond to their managerial function, operating at the junction of top-down and bottom-up predicaments and the double professional and managerial role. Based upon interviews with heads of medical units, nurses and administrative staff in public healthcare hospitals, and the observation of managerial actions and interactions, we explored how heads of medical units define their work identities. Four middle manager configurations were found: puppet, foreman, integrator and process promoter. The influence of each configuration on interpersonal relationships and decision making is examined. The research results invite the reader to take a closer look at the two faces of middle managers in healthcare organizations, and how they identify their role and deal with organizational complexity.

Paper is Available to Meeting Registrants Only.

HCM: Above and Beyond: Helping Behaviors Among Nurses During COVID-19

Author: **Matthew Leon**, *U. of North Florida*
Author: **Meagan Eleanor Baskin**, *U. of Tulsa*

The coronavirus pandemic has created a crisis in the healthcare industry, with unprecedented levels of turnover, burnout, and stress. As such, frontline healthcare workers must rely more and more on each other to maintain their safety and performance. Integrating social exchange theory (SET), research on task-focused and person-focused helping, and reciprocal models of exchange, the current study extends the literature on social exchange and reciprocity by examining helping behaviors that occur without expectation of return. In the novel context of COVID-19, results from self-report surveys provide support that, despite assumptions of SET, individuals may continue to invest in partners regardless of perceived reciprocity. In addition, perceived coworker efficacy predicted helping behaviors independent of reciprocity, suggesting that individuals are willing to engage in helping behaviors despite a lack of calculated return at the individual level. These findings open several avenues for future research into the behaviors and reactions of individuals working under the stress of negative reciprocity relationships.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: **1672** | Submission: **11605** | Sponsor(s): **(HCM, ODC, OMT)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 617**

Organizing for Resilience: How to Organize in a World of Adversity and Flux *Organizing for Resilience*



Organizer: **Alden Lai**, *New York U.*
 Organizer: **Jeff Larson**, *U. of Arizona*
 Participant: **Lisa Harborth**, *U. of Hamburg*
 Participant: **McKenzie Lloyd-Smith**, *Bayes Business School (formerly Cass)*
 Participant: **Tuna Cem Hayirli**, *Harvard Business School*
 Participant: **Masha Kuznetsova**, -
 Participant: **Paul Biddinger**, *Harvard Medical School*
 Participant: **Elizabeth Bambury**, *Harvard T.H. Chan School of Public Health*
 Participant: **Mariam Krikorian Atkinson**, *Harvard U.*
 Participant: **Brian Hilligoss**, *U. of Arizona*
 Participant: **Elena Maria Wong**, *U. of Arizona*
 Participant: **Matthew John DePuccio**, *Rush U.*
 Participant: **Kathleen M. Sutcliffe**, *Johns Hopkins U.*

The aim of this symposium is to explore the concept of organizational resilience and ask what it means to organize resiliently. Researchers on four separate projects will present emerging empirical findings on how organizations in Africa, Europe, and North America organized in the face of significant adversities during Ebola and COVID-19 pandemics. The presentations included in this symposium promise to further understandings of organizational resilience by exploring how organizations emergently adjust in the face of unprecedented and long-lasting crisis and adversity. The projects also explore how capability endowments, including routines, staff, and other resources are made to work together in novel ways in response to dynamic unfolding situations. The role of temporal dynamics in resilience is also taken up by several projects. Kathleen Sutcliffe, a well-known expert on the topic of organizational resilience, will lead a group discussion not only of the four presentations, but also of her own thoughts about how future work could advance theory and practice of organizational resilience.

Towards a Diachronic Perspective on Coordinating in Crises: Enacting Temporal Elasticity

Author: **Lisa Harborth**, *U. of Hamburg*

Organizational Resilience as a Function of Emergent Coordination: The Integration of Critical Care i

Author: **McKenzie Lloyd-Smith**, *Bayes Business School (formerly Cass)*

A Cornerstone of Organizational Resilience: Balancing Formal and Informal Practices During Crisis

Author: **Tuna Cem Hayirli**, *Harvard Business School*
 Author: **Masha Kuznetsova**, -
 Author: **Paul Biddinger**, *Harvard Medical School*
 Author: **Elizabeth Bambury**, *Harvard T.H. Chan School of Public Health*
 Author: **Mariam Krikorian Atkinson**, *Harvard U.*

Modes of Adjustment: There’s More Than One Way to Organize Resiliently

Author: **Brian Hilligoss**, *U. of Arizona*
 Author: **Jeff Larson**, *U. of Arizona*
 Author: **Alden Lai**, *New York U.*
 Author: **Elena Maria Wong**, *U. of Arizona*
 Author: **Matthew John DePuccio**, *Rush U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1673** | Submission: **18978** | Sponsor(s): **(HR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)**

Knowledge Management

Session Moderator: **Khuram Shahzad**, *U. of management and technology, Pakistan*

HR: **Knowledge-intensive HRM Systems, Team Reflexivity, Team Knowledge Sharing, and Team Performance**  

Author: **Khuram Shahzad**, *U. of management and technology, Pakistan*

Understanding how to effectively stimulate performance potential of knowledge-intensive teams (KIT) through targeted human resource management (HRM) systems is critical to enhancing organizational knowledge-based competitiveness. This study builds on ability-motivation-opportunity (AMO) framework to investigate the effect of knowledge-intensive HRM systems (KIHRS) on KIT performance. Furthermore, team adaptability theory is employed to conceptualise dual effects of team reflection and adaptability which on the one hand forms a facilitating underlying mechanism, whereas on the other hand at the same time, can create a boundary condition that undermines the effect of KIHRS on KIT performance. This study draws on a multi-time (3 times), multi-source (3 sources) data set consisting of 397 knowledge workers from 123 teams in 74 organizations in Pakistan. The multilevel results reveal that KIHRS are positively related to KIT performance, not only directly, but also indirectly through a simultaneous as well as sequential mediating mechanism of team reflexivity and knowledge sharing. Impression management climate however is found to negatively moderate the mediated effects of KIHRS on KIT performance. Theoretical and practical implications of the findings are presented accordingly.

Paper is Available to Meeting Registrants Only.

HR: **Can Global Talent Management Increase Knowledge Sharing in Foreign Subsidiaries?**

Author: **XIAOYUAN LI**, *Yonsei U.*

Author: **Fabian Jintae Froese**, *U. of Goettingen*

Author: **Yong-Suhk Pak**, *Yonsei U.*

Multinational enterprises rely on host-country nationals (HCNs) to manage and work in their foreign subsidiaries. The purpose of this paper is to shed light on whether and how global talent management (GTM) contributes to HCNs' knowledge sharing. We developed a conceptual model integrating social exchange, social identity, and attribution theories to examine how GTM influences HCNs' knowledge sharing via increased organizational identification and the moderating role of GTM climate strength in the subsidiary. Survey results from 744 HCNs working for 28 foreign subsidiaries in South Korea showed that HCNs' perceived GTM increases their knowledge sharing through their increased organizational identification. In addition, results showed that subsidiary climate strength strengthens the positive relationship between GTM perceptions and HCNs' knowledge sharing, emphasizing the alignment between the perceived GTM of HCNs and actual GTM.

Paper is Available to Meeting Registrants Only.

HR: **Flexible Work Arrangements and Employees' Knowledge Sharing in the Post-Pandemic Era** 

Author: **Jin Cheng**, *Xiamen U.*

Author: **Xin Sun**, *School of Management, Xiamen U.*

Author: **Kunlin Li**, *School of Management, Xiamen U.*

Author: **Yana Zhong**, *Xiamen U.*

Flexible work arrangements (FWAs) have become the norm in the post-epidemic era, but are they really beneficial to employees' work? Previous literature, based on Social Exchange and Resource Conservation Theories, has viewed FWAs as signals caring for employees and resources supported to employees, arguing that FWAs triggered employees' positive attitudes and behaviors. Our study challenges this view. We propose a moderated mediation model based on Affective Event Theory (AET) by exploring the relationship between FWAs and employees' knowledge sharing, and further examining the mediating role of workplace loneliness and the moderating role of task interdependence. The analysis of a three-wave survey of 343 employees in a large group of companies in the field of information technology shows that: (1) FWAs can both negatively affect employees' knowledge sharing directly and (2) negatively impact employees' knowledge sharing through the mediating mechanism of workplace loneliness. Further, task interdependence can weaken (3) the positive relationship between FWAs and workplace loneliness, (4) the negative relationship between FWAs and knowledge sharing, and (5) the indirect effect that FWAs negatively affect knowledge sharing via workplace loneliness. Our study contributes to the negative effects of FWAs. Keywords: FWAs; workplace loneliness; knowledge sharing; task interdependence

Paper is Available to Meeting Registrants Only.

HR: **A Systematic Literature Review of Knowledge Management: Directions for Future Research**  

Author: **SK Tasthekur Hossain Kowshik**, *Monash U., Malaysia*

Author: **Yin Teng Chew**, *Monash U., Malaysia*

Management and international business scholars have studied the influence of knowledge management on the success of global organizations in the past three decades. To explore the current state of knowledge management research and push it further, we systematically reviewed 199 articles from 47 leading journals in the business (IB) and management field published from 2001 through 2020. Adopting qualitative content analysis, we analyse the literature and categorize it into nine frontier issues: knowledge creation and acquisition; knowledge storage; knowledge transfer and sharing; knowledge application; knowledge management process; learning and absorptive capacity; distance; embeddedness; and innovation. Our analysis also covers knowledge management research: publication outlets, methodological approaches, global reach (home and host countries), and theories adopted by the scholars. This thematic analysis approach helps us identify knowledge management research areas that received dominant and less scholarly attention. By doing so, our findings suggest that knowledge management research is far from being diversified from knowledge transfer and sharing related topics, and there is still room for knowledge management research to grow around other suggested themes in this study. We concluded our study by discussing emerging issues and future directions in knowledge management scholarship, practical implications, and limitations of this study.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1674** | Submission: **18980** | Sponsor(s): **(HR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)**

Leadership and Leader Behaviors

Session Moderator: **Jie Li**, *Hong Kong U. of Science and Technology*

HR: **Leader Negative Feedback and Employee Creativity: A Latent Growth Modeling of Challenge and Threat** 

Author: **Jie Li**, *Hong Kong U. of Science and Technology*
Author: **Yaping Gong**, *The Hong Kong U. of Science and Technology*

The role of leader negative feedback (LNF) in creativity is theoretically and empirically equivocal in extant literature. It remains ambiguous why and for whom LNF may hamper or help creativity. Moreover, little is known how an employee's reaction to LNF may change between two performance evaluation periods and whether such change uniquely (independent from the initial reactions to LNF) affects employee creativity. In this research, we propose a dual-mechanism model to simultaneously account for LNF's benefit (via challenge appraisal) and harm (via threat appraisal) to employee creativity. Taking a dynamic perspective, we also model the formation and function of challenge and threat appraisal changes. In particular, we theorize an increasing trajectory (growth) of both appraisals over time. Challenge appraisal enhances employee creativity, whereas threat appraisal reduces employee creativity. The growths of both appraisals have unique effects on employee creativity above and beyond their initial levels. Finally, employee avoidance and approach orientation are introduced as moderators, with the former amplifying the negative indirect effects via the initial level and the magnitude of growth of threat appraisal, and the latter amplifying the positive indirect effects via the initial level and magnitude of growth of challenge appraisal. Results based on a multi-wave and multi-source field study supported the key predictions.

Paper is Available to Meeting Registrants Only.

HR: **Cross-Cultural Leadership Behavior Adjustment and Leader Effectiveness**  

Author: **Chin-Ju Tsai**, *U. of London*

In this paper, we propose a theoretical framework delineating the conditions under which expatriate business leaders are likely to adjust their leadership behaviors and how leadership behavior adjustment is related to leader effectiveness. The adjustment of leadership behaviors in cross-cultural contexts has been argued to be crucial for the effectiveness of leadership; however, little effort has been made to conceptualize the relationship between leadership behavior adjustment and leader effectiveness. We propose that factors at multiple levels can influence leadership behavior adjustments and that there is a reciprocal relationship between leadership behavior adjustments, leadership behaviors, and leader effectiveness. The theoretical contributions and extensions of the framework and practical implications for expatriate business leaders and multinational companies are discussed.

Paper is NOT Available. Please contact the author(s).

HR: **Scale Development and Validation of a Multi-dimensional Measure of Workplace Favoritism** 

Author: **Laura Walker**, *Troy U.*
Author: **Mark Alan Davis**, *U. of North Texas*
Author: **Robert Pavur**, *U. of North Texas*
Author: **Julie Irene Hancock**, *U. of North Texas*

Workplace favoritism research has been steady but limited for decades, yet a rigorously validated, comprehensive measure is not available to researchers. Furthermore, there continues to be concern among management scholars as to whether the concept is worthy of being examined as a stand-alone construct. A general consensus among management scholars is that favoritism is similar enough to organizational justice that it cannot provide additional explanatory value in employee emotional, attitudinal, or behavioral outcomes. This study challenges that ideology through the development and validation of a multi-dimensional workplace favoritism scale that can explain noticeably more variance in turnover intention than what organizational justice dimensions (i.e., procedural, distributive, interpersonal, and informational) can account for. Following Hinkin's (1998) suggested approach to scale development and procedures used by Akremi and colleagues (Akremi, Gond, Swaen, Roeck, & Igalens, 2018), a five-phase scale development and confirmation process revealed three favoritism subdimensions including cronyism, nepotism, and a dimension related to an individual's pleasantness and agreeableness. Results indicate that the sub-dimensional favoritism scales are valid and have predictive abilities that go beyond that of which can be accounted for by organizational justice measures.

Paper is Available to Meeting Registrants Only.

HR: **Challenger But Not Follower? The Chain Effect of Leaders' Perceived Team Overqualification**  

Author: **Jing Jiang**, *Beijing International Studies U.*
Author: **Yanan Dong**, *School of Economics and Management, Beihang U.*

Despite the prevalence of employee overqualification in the workplace, most extant research has focused on the incumbent's perceptions and the effect of these perceptions on themselves or peers, paying little attention to leaders' perceptions of team members' overqualification and then their psychological and behavioral reactions. The present study serves to fill in this gap based on 73 leaders and 286 employees from a steel company corporate in southern China. Drawing on social cognitive theory, the study found that leader perceived team overqualification was negatively related to leadership efficacy, and the reduced leadership efficacy would then hinder team performance via limiting leader empowering behavior. In addition, leader social face consciousness strengthened the negative effect of leader perceived team overqualification on leadership efficacy, which in turn, strengthened the indirect negative effect of leader perceived team overqualification on team performance through leadership efficacy and leader empowering behavior. The study contributes to the overqualification literature by considering the perspective of leaders, which allows us to reveal how leaders would respond to overqualified employees.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1675** | Submission: **10200** | Sponsor(s): **(HR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Chelan 5**

Employee Mental Health: The Impact on Working Lives *The Effects of Mental Health on Work*



Session Chair: **Anika Cloutier**, *Rowe School of Business, Dalhousie U.*
Session Chair: **Alyson Byrne**, *Memorial U. of Newfoundland*
Presenter: **Steve Granger**, *Concordia U., Montreal*
Participant: **Nick Turner**, *U. of Calgary*
Presenter: **Kyle Brykman**, *Odette School of Business, U. of Windsor*
Participant: **Erica Carleton**, *U. of Regina*
Participant: **Daniel S. Samosh**, *Queen's U.*
Participant: **Taylor Hart**, *Dalhousie U.*
Presenter: **Amanda McEvoy**, -
Participant: **Kathryne Dupre**, *Carleton U.*
Presenter: **Debra Gilin**, *Saint Mary's U.*
Participant: **Dayna Lee-Baggley**, *Dalhousie U.*
Participant: **Mark Flemming**, *Saint Mary's U.*
Participant: **Lori Francis**, *St. Mary's U.*

Considering ongoing social unrest and contextual demands, employee mental health has been tried over the past 24 months, and reports of depression, anxiety, stress and burnout are consistently rising. Although the implications of such mental health problems on workplace performance and attitudes have been broadly identified, a closer look at how mental health affects specific workplace behaviors and employee experiences remains underdeveloped. The purpose of this symposium is to identify and explain novel and diverse workplace outcomes predicted by employees' mental health. Research integrated in this symposium demonstrates that employees' mental health problems increase workplace injuries (Presentation 1), increase silence behaviors (Presentation 2), decrease leader role occupancy (Presentation 3) and increase self and others' disengagement, job dissatisfaction, and turnover intentions (Presentation 4). Given these outcomes, this symposium concludes with an intervention study that demonstrates effective means by which organizations can support employees' well-being and reduce burnout (Presentation 5).

Mental Illness Symptoms and Subsequent Work Injuries: The Role of Cognitive Functioning

Author: **Steve Granger**, *Concordia U., Montreal*
Author: **Nick Turner**, *U. of Calgary*

Too Depressed and Anxious to Speak Up: Examining Weekly Mental Health Symptoms and Workplace Silence

Author: **Kyle Brykman**, *Odette School of Business, U. of Windsor*
Author: **Anika Cloutier**, *Rowe School of Business, Dalhousie U.*
Author: **Erica Carleton**, *U. of Regina*
Author: **Daniel S. Samosh**, *Queen's U.*

Employee Mental Health and Leader Role Occupancy

Author: **Anika Cloutier**, *Rowe School of Business, Dalhousie U.*
Author: **Alyson Byrne**, *Memorial U. of Newfoundland*
Author: **Taylor Hart**, *Dalhousie U.*

Effects of Workplace Incivility on Leaders and their Followers: The Mediating Role of Leader Burnout

Author: **Amanda McEvoy**, -
Author: **Kathryne Dupre**, *Carleton U.*

Efficacy of Leadership Interventions to Mitigate Burnout During COVID-19

Author: **Debra Gilin**, *Saint Mary's U.*
Author: **Dayna Lee-Baggley**, *Dalhousie U.*
Author: **Mark Flemming**, *Saint Mary's U.*
Author: **Lori Francis**, *St. Mary's U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

The Role of HR Actors in HRM

Session Moderator: **Wolfgang Mayrhofer**, *WU Vienna*

 **HR: Contextual Effects on HRM Systems and the Role of HRM Departments. A 34-Countries Analysis.**

Author: **Wolfgang Mayrhofer**, *WU Vienna*
Author: **Torsten Biemann**, *U. of Mannheim*
Author: **Irmela Koch-Bayram**, *U. of Mannheim*
Author: **Marco Rapp**, *WU Vienna*

Using the comparative contextual framework of HRM, we investigate the effects of external and internal context on HRM systems. Further, we add HRM's organizational integration that presumably fosters the adoption of context-specific HRM systems. We draw on data from 4,768 organizations across 34 countries and analyze the similarity of HRM systems with distance matrices, a widely used approach in geographic science. Our results show that both external and internal context affect (dis)similarity of HRM systems and highlight that organizations that operate in a similar institutional environment have more similar HRM systems. Furthermore, we find that devolvement of HRM activities from HRM to line management leads to less similarity of HRM practices between organizations. Future research needs to take a broad set of context dimensions as well as the role of the HRM department into account and also include organisational power dynamics.

Paper is Available to Meeting Registrants Only.

HR: Linking CEO Leadership to Corporate Entrepreneurship: Effects of HRM Practices and Firm Life Cycle  

Author: **Yueyue Liu**, *Nanjing U.*
Author: **Meng Xi**, *Nanjing U.*

Drawing on the literature of chief executive officer (CEO) leadership behaviors and corporate entrepreneurship (CE), this study examines how CEO leadership behaviors (task-focused and relationship-focused) facilitate CE through human resource management (HRM) practices and how the mediating effect is affected by organizational life cycle. Using data from 192 Chinese firms, the study finds that both CEO task-focused leadership and relationship-focused leadership positively lead to CE; CEO task-focused leadership is positively related to HRM expectation-enhancing practices and CEO relationship-focused leadership is positively related to HRM inducement and investment practices. In addition, HRM expectation-enhancing practices mediated the positive relationship between CEO task-focused leadership and CE, and the indirect effect was stronger when the organization was at the growth stage. These findings give rise to theoretical and practical implications, which are discussed.

Paper is NOT Available. Please contact the author(s).

HR: Who Manages the “Most Important” Asset? Antecedents and Outcomes of HR Executives in the C-Suite   

Author: **Daniel M. Peat**, *U. of Cincinnati*
Author: **Huimiao Zheng**, *U. of Cincinnati*
Author: **Kaiqi Zhang**, *U. of Cincinnati*
Author: **Rhett Andrew Brymer**, *U. of Cincinnati*

Firms increasingly employ human resource executives (HREs), demonstrating a recognition of the strategic importance of human capital. Yet, prior empirical research linking HREs to financial performance has demonstrated very little effect, inconsistent with extant theory. While one interpretation for this inconsistency is that HREs have symbolic rather than material value, we follow instrumental stakeholder theory that suggests broader and more proximal performance implications for firms that employ HREs. By viewing the antecedents and outcomes of HREs through the instrumental stakeholder lens and using a 26 year panel sample of firms in the biosciences industries, we find that they are more likely present in firms with employee profit-sharing but also in firms where there are employee relationship concerns. Further, we find HREs are more likely to increase value from innovation while buffering the firm from volatility.

Paper is Available to Meeting Registrants Only.

 **HR: The Sociopolitical Dynamics of Front-Line Managers' HRM Implementation at an Earlier Stage** 

Author: **Hussein Kurdi-Nakra**, *Trinity College Dublin*

This conceptual paper discusses how the implementation of HRM practices leads to variation in the HRM delivery process. Whereas existing research focuses on FLMs' proactive position in making implementation decisions, the current study portrays a dynamic relationship between different HR roles enacted by different HR actors involved in the implementation process. I draw on the political lens, social constructionism, and role identity perspectives to develop propositions specifying that implementation variation depends on the relative power of the enforcers (HR managers) and the endorsers (senior managers). I suggest that their dynamic interactions with FLMs should be central to developing any theory about how FLMs' implementation behaviors unfold. I further situate my theoretical analysis by updating and extending the approach to relational dynamics in this area of scholarship to introduce an integrative framework into an earlier phase of HRM implementation. Overall, this study offers novel abstractions about the effects of sociopolitical dynamics on HRM implementation, contributing to the current debates on the relational perspective and HRM execution process.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1677** | Submission: **18889** | Sponsor(s): **(HR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Yakima 2**

Employee Performance

Session Moderator: **Farid Jahantab**, *Pennsylvania State U., Worthington-Scranton*

HR: **How Line-Manager Leadership Styles and Perceived HRM Practices Contribute to Employee Performance**

Author: **Bolong Liu**, *Jilin Jianzhu U.*

Author: **Zhisong Cui**, *Jiangxi U. of Finance and Economics*

Author: **Chilombo N Nanyangwe**, *School of Management, Jilin U.*

Plenty of studies presented how leadership styles and HRM practices influence employees in organizations separately, but only a few considered the combined effects of some certain types of leadership and HR management practices. Based on configurational theory, we provide a more holistic view by integrating task-oriented, relations-oriented, and change-oriented leadership, and hygiene-motivate HR practices to detect distinct configurations of leadership styles and HRM practices that may lead to high and not-high employee performance. Using fuzzy set qualitative comparative analysis (fsQCA) and data of 108 pairs of line-managers and followers in China, we find five sufficient configurations for the presence of high employee performance, and three for its absence, which provides evidence for the three propositions of “multiple conjunctural causation”, “equifinality”, and “asymmetry”.

Paper is NOT Available. Please contact the author(s).

HR: **The Tenuous Relationship Between Working From Home and Job Performance**   

Author: **Yea Hee Ko**, *Binghamton U.-State U. of New York*

Author: **Charlie Trevor**, *U. of Wisconsin, Madison*

The COVID-19 crisis has led to massive increases in working from home (WFH), compelling many individuals to telecommute in challenging circumstances. Further, the strong emphasis on WFH is likely to continue after the pandemic. In this study, we examine the impact of WFH on job performance before and during the COVID-19 crisis. Using longitudinal data on patent examiners at the United States Patent and Trademark Office, we assess the WFH efficacy under various conditions, such as self-selection into WFH, degree of WFH, transition to a WFH mandate, and the passage of time during that mandate. Results show an overall detrimental impact of the WFH mandate on job performance. Even individuals who initially opted into WFH can suffer job performance reduction when circumstances worsen and presumably due to prior expectations for the WFH setting being unmet. However, we also find that such performance decline begins to recover over time, suggesting individual and organizational learning. Although the pandemic is an extreme example of unfavorable circumstances, our study suggests a more tenuous relationship between WFH and job performance than emerges in literature generally focused on voluntary WFH and favorable context.

Paper is NOT Available. Please contact the author(s).

HR: **Overqualification, Idiosyncratic Deals, and Employee Performance in the Workgroup Context**

Author: **Farid Jahantab**, *Pennsylvania State U., Worthington-Scranton*

Author: **Smriti Anand**, *Illinois Institute of Technology Stuart School of Business*

Author: **Prajya Raks hit Vidyarthi**, *U. of Texas at El Paso*

Author: **Satvir Singh**, *Angelo State U.*

Drawing upon social exchange theory, we contend that idiosyncratic deals (i.e., i-deals) transpire the effect of overqualification on employee performance (operationalized as task performance and organizational citizenship behaviors: OCB). Furthermore, we extend i-deals theory to the workgroup context and assert that the extent of overqualification and team orientation in the workgroup influence the overqualification-i-deals-performance relationship. Per our expectations, hypothesis tests using time-lagged bi-source data from 682 employees nested in 115 workgroups revealed a significant relationship between overqualification and employee performance via i-deals. Further, the positive relationship between overqualification and i-deals was weakened by group overqualification and team orientation. Finally, moderated mediation path analyses showed that the indirect effect of overqualification on employee performance through i-deals was weaker in workgroups with high overall overqualification and high team orientation. Theoretical and practical implications and directions for future research are discussed.

Paper is Available to Meeting Registrants Only.

HR: **Multilevel Antecedents of Individual Social Capital and its Effect on Task Performance**

Author: **Hai Viet Nguyen**, *National Sun-Yat Sen U.*

Author: **Hao-Chieh Lin**, *National Sun Yat-Sen U.*

Author: **Huu Lam Nguyen**, *U. of Economics Ho Chi Minh City*

This research employs the social information processing theory to examine the multilevel antecedents of individual social capital and its effect on task performance. Based on a dyadic sample collected from Vietnamese employees, the findings show that organizational citizenship behavior (OCB) can enhance an individual's stock of social capital, which in turn is advantageous to task performance. At the same time, individual-level leader-member exchange (LMX) quality and firm-level innovative culture, respectively, play a prominent moderating role in the link between OCB and social capital. This research contributes to the coevolution perspective of social capital by identifying the significance of individual's social endeavors in accumulating his/her social resources under the influences of social contextual factors.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1678** | Submission: **18720** | Sponsor(s): **(HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:00AM-9:30AMPT (UTC-7)** at **Hyatt Regency Seattle** in **508 Tahuya**

Coaching and Mentoring

Session Moderator: **Ashley Fournet**, *Louisiana Tech U.*

HR: Coaching Isn't Just for Little League Anymore: A Theory of Coachability

Author: **Ashley Fournet**, *Louisiana Tech U.*

Author: **Marcia Simmering**, *Louisiana Tech U.*

Coaching is a form of employee development that has grown in use in practice, despite little attention in the academic literature. Coaching and mentoring are addressed in multiple literatures, yet despite being distinct activities, they are often conflated. Further, the notion of what makes an employee coachable is not consistent in published research. Therefore, the purpose of the current manuscript is to more clearly define coaching and its elements, focusing specifically on employee coachability. This paper thus attempts to begin to close the scientist-practitioner gap in regards to employee coaching.

Paper is Available to Meeting Registrants Only.

HR: Generative Proteges Reciprocate High Quality Mentoring  

Author: **Ryan Musselman**, *Virginia Tech*

Author: **William J. Becker**, *Virginia Tech*

Competition for talent in the current labor market is fierce. Organizations stay competitive by developing and retaining the talent they already have. At the same time, employees increasingly value quality relationships with their leaders and organizations. Generativity is a concept from social psychology that reflects the value individuals tend to place on social investments in the future. As such, it has many potential applications for understanding organizational phenomenon. In the paper, we apply generativity to the context of mentoring and explore how protégé generativity impacts their attachment to the organization and willingness to mentor others when they receive high quality mentoring. In a sample of 351 working adults, we found that in employees who were high in generativity, high quality mentoring was positively associated with organizational identification and reciprocated mentoring and negatively associated with turnover intentions. These results suggest that organizations receive the greatest benefits from providing high quality mentoring to employees that are high in generativity.

Paper is Available to Meeting Registrants Only.

HR: Can Safety Initiatives Do More? Examining the Impact of Safety Coaching on Work-Related Outcomes  

Author: **Mudit Shukla**, *Indian Institute of Management, Indore*

Author: **Divya Tyagi**, *Indian Institute of Management, Indore*

Author: **Jatin Pandey**, *Indian Institute of Management, Indore*

The COVID-19 pandemic has coerced organizations all around the globe into changing their operations both to ensure the continuity of their business and the safety of their employees. While for some organizations, it was easy to switch to work from home to ensure the safety of their employees, for the others, it wasn't that effortless, and more so for some, it was outrightly not possible. Regardless, most organizations, in the post-pandemic world undertook measures to ensure the safety of their employees while keeping in mind the prevention of the spread of the COVID-19 pandemic. These measures, while expected to ensure the safety of the employees, are likely to have a spill-over effect on the employees' work outcomes. Adopting the lens of the conservation of resources theory, the authors analyzed the responses of 250 working professionals in a three-wave study with the aim to uncover the impact of safety coaching undertaken by the organizations on one such aspect, i.e., work engagement. In the process, the study also sheds light on the mechanism through which safety coaching impacts work engagement, i.e., via satisfaction with corporate philanthropic COVID-19 response and organizational trust. The study is expected to have various practical implications for organizations around the globe.

Paper is Available to Meeting Registrants Only.

HR: Strengths-Based Performance Coaching: A Randomised Trial in the UK Civil Service

Author: **Jonny Gifford**, *Vrije U. Amsterdam, School of Business and Economics*

Author: **Peter James Urwin**, *U. of Westminster*

Author: **Augusto Cerqua**, *U. of Westminster*

Author: **Matthew Gould**, *Brunel U.*

Applying a strengths-based approach to performance management has previously been proposed as an improvement. We present results from a large, randomised workplace trial in the UK civil service of management training in strengths-based performance coaching. The trial sheds new light on the impacts that accrue and changes in the nature of performance conversations. Our findings suggest that a strengths-based approach helps employees develop, but evidence on this translating into improved job performance is weaker. As hypothesised, we observe changes to performance conversations, in that the manager training leads to more developmental and supportive performance conversations. However, we see no significant increase in discussion of job-related challenges and no reduction in discussion of performance assessment. Whilst the strengths-based approach does not change conversations exactly as hypothesised it nonetheless helps them to be purposeful and constructive.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1679** | Submission: **18884** | Sponsor(s): **(HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Hyatt Regency Seattle** in **607 Wishkah**

Diversity, Equity, and Inclusion in the Workplace

Session Moderator: **Travis Grosser**, *U. of Connecticut*

HR: **From Individual to Society: A Multi-Level Model for Diversity Training Reaction**  

Author: **Jiawei Li**, *U. of British Columbia*

Author: **Sima Sajjadiani**, *Sauder School of Business, U. of British Columbia*

Increasing diversity in the workforce and the #BlackLivesMatter movement compel organizations to invest in diversity initiatives, among which diversity training is of growing popularity. However, diversity training outcomes are not consistent. While abundant literature has explored factors influencing outcomes at the levels of the individual, the training program itself, and the organization in which it is applied, several concerns remain unaddressed. This paper explores the factors that lead to divergent diversity training outcomes and focuses on individual-level reactions toward training programs. We apply computational grounded theorizing and machine learning techniques to analyze discussions on Reddit and propose a multi-level model of diversity training reaction. This model reveals how factors at the unit, organizational and social levels influence individuals' cognitive, affective, and behavioral reactions to diversity training. We contribute to diversity training literature by demonstrating the important yet rarely studied influence of social context on the individual's reactions.

Paper is Available to Meeting Registrants Only.

HR: **Does a Women's Quota Trickle Down to Employees? An Analysis of Workforce Perceptions and Reactions** 

Author: **Madleen Meier-Barthold**, *U. of Mannheim*

Author: **Torsten Biemann**, *U. of Mannheim*

While scholars have investigated the consequences of a women's quota at the upper management levels, there is little to no focus on the effects it has on the general workforce. As the introduction of a women's quota often aims at increasing gender equality throughout the entire organization, it is crucial to understand factors that influence employees' perception of the existence of a women's quota and their reaction to it. We propose and test factors using the Linked Personnel Panel, a federal data set which includes observations from 4,152 employees nested in 719 German organizations. Our findings reveal that an actual women's quota in place influences employees' perceptions of the existence of a women's quota in their organization, but this relationship is weaker than expected. We also find that the relationship is stronger for women and when employees perceive a low clarity of organizational goals. Furthermore, we show that employees who perceive that their organization has implemented a women's quota have higher levels of engagement, but this relationship is weakened when an organization complies to legal regulations instead of making a voluntary decision to introduce a women's quota.

Paper is Available to Meeting Registrants Only.

HR: **A Network View on Workplace Inclusion: The Role of Closure, Centrality, and Need for Affiliation**  

Author: **Travis Grosser**, *U. of Connecticut*

Author: **Christopher Sterling**, *California State U., Fresno*

Author: **Rohit Subhash Piplani**, *U. of Connecticut*

Author: **Kristin Cullen-Lester**, *U. of Mississippi*

Author: **Theresa M. Floyd**, *U. of Montana*

Organizations are increasingly recognizing the important role employee inclusion perceptions play in promoting positive employee attitudes and behaviors. Although social networks are frequently cited as being a driver of perceived inclusion, little empirical work has examined the social network conditions that give rise to it. We address this gap by examining how both network position (indegree centrality) and network structure (network closure) relate to perceived workplace inclusion. We test our hypotheses with a sample of 364 professionals in a multinational pharmaceutical firm. We find that both indegree centrality and network closure are positively related to perceived workplace inclusion. In addition, the relationship between network closure and perceived workplace inclusion is strengthened by both a high level of indegree centrality as well as a high need for affiliation. Our results therefore suggest that both network position and structure play an important role in employee perceptions of inclusion and demonstrate the importance of considering need for affiliation as a boundary condition. We conclude by discussing implications for theory and practice.

Paper is Available to Meeting Registrants Only.

HR: **When Diversity Met Integration: The Role of Ethnic Integration on Firm Performance**

Author: **YOON Thomas HYOUNGWON**, *PhD Candidate at Bocconi U.*

Extensive interest in human capital ethnic diversity has produced somewhat conflicting findings on the benefits of human capital diversity in the strategic management literature. I argue that human capital ethnic diversity cannot be standalone without considering its integration. Building on previous research on human capital diversity and integration, I examine whether both are indeed required to increase firm performance and investigate the extent to which firms should achieve diversity and integration. By proposing a simple measure of excessive ethnic imbalance at a firm, I illustrate how and why ethnic integration is as crucial as ethnic diversity to the firm's innovation outcomes. The empirical analyses on the patent data from all U.S. patenting firms provide support for the importance of ethnic integration in the firm.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **1680** | Submission: **15540** | Sponsor(s): **(HR, GDO)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 8:00AM- 9:30AMPT (UTC-7)** at **Hyatt Regency Seattle in 305 Chelais**

Diversity, Equity, and Inclusion: Going Beyond Traditional Views of DEI in the Workplace



Going Beyond Traditional Views of DEI at Work

Organizer: **Braydon Shanklin**, *U. of Georgia*

Organizer: **Jessica Beth Rodell**, *U. of Georgia*

Presenter: **Braydon Shanklin**, *U. of Georgia*

Presenter: **Derek R. Avery**, *U. of Houston*

Presenter: **Jamie L. Perry**, *Syracuse U. Whitman School of Management*

Presenter: **Lynn Shore**, *Colorado State U.*

Presenter: **Amy Randel**, *San Diego State U.*

Despite good intentions and well-thought-out goals and initiatives, companies continue to grapple with how exactly to create a diverse and inclusive work experience. Meaningful and sustainable advancement in this arena is a complicated process that extends beyond mere policies and practices. Given these, and many other, challenges found in harnessing the power of diversity, there is a need for studies within the organization sciences that push the current scope and boundaries of DEI research. The proposed symposium aims to answer this call to "move beyond traditional views of diversity" by presenting five papers that provide a more nuanced understanding of various diversity related topics (e.g. leader/group inclusion, diversity attitudes, relational demography), in a way that challenges current assumptions in the literature and creates a foundation for future research.

A New Perspective on Diversity Attitudes: How Volunteering Indirectly Improves DEI in the Workplace

Author: **Braydon Shanklin**, *U. of Georgia*

Author: **Jessica Beth Rodell**, *U. of Georgia*

Author: **Gokhan Oztunc**, *Industrial and Organizational Psychologist*

Realizing Inclusion in Multicultural Work Groups

Author: **Valerie Alexandra**, *San Diego State U.*

Author: **Amy Randel**, *San Diego State U.*

Morality as Mitigator? The Role of Supervisor Moral Identity in Relational Demography

Author: **Derek R. Avery**, *U. of Houston*

Author: **Larissa R. Garcia**, *U. of Houston*

From Idealism to Internalization: Understanding the Phases of Leader Inclusiveness

Author: **Jamie L. Perry**, *Syracuse U. Whitman School of Management*

Author: **Quinetta M. Roberson**, *Michigan State U.*

Author: **Heather Wong**, *Eli Broad School of Business, Michigan State U.*

Leader Inclusion and Mediation Effects of Psychological Safety and Decision-Making

Author: **Lynn Shore**, *Colorado State U.*

Author: **Beth G. Chung**, *San Diego State U.*

Author: **Justin Wiegand**, *San Diego State U., Fowler College of Business*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1681** | Submission: **11391** | Sponsor(s): **(HR, OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:00AM- 9:30AMPT (UTC-7)** at **Hyatt Regency Seattle** in **303 Bogachiel**

The Role of Line-Managers and Co-workers in Employee Perceptions of HRM
Employee Perceptions of HR Practices



Organizer: **Jeske Van Beurden**, *Tilburg U.*
Organizer: **Karina Van De Voorde**, *Tilburg U.*
Organizer: **Marc Van Veldhoven**, *Tilburg U.*
Discussant: **Kaifeng Jiang**, *Ohio State U.*
Presenter: **Sargam Garg**, *California State U. Sacramento*
Presenter: **Jianmin Sun**, *School of Labor and Human Resources, Renmin U. of China*
Participant: **Lu Xing**, *Hunan U.*
Presenter: **Aneeqa Suhail**, *Human Resource Studies, Tilburg U.*
Participant: **Cecil Meeusen**, *KU Leuven, Centre for Sociological Research (CeSO)*
Participant: **Trui Steen**, *KU Leuven Faculty of Social Sciences*
Participant: **Jeske Van Beurden**, *Tilburg U.*
Presenter: **Jeske Van Beurden**, *Tilburg U.*
Participant: **Karina Van De Voorde**, *Tilburg U.*
Participant: **Marc Van Veldhoven**, *Tilburg U.*
Participant: **Kaifeng Jiang**, *Ohio State U.*

Strategic human resource management (SHRM) research has shown that employees' perceived human resource (HR) practices, rather than the implemented HR practices as rated by managers, have a larger influence on employees' behavior and outcomes. This highlights the importance of studying employee perceptions of HR practices. However, despite the acknowledgment given to employees as key recipients of HRM, we still have a limited understanding of what factors explain and influence employee perceptions of HRM. Accordingly, the papers in this symposium aim to shed light on (a) the role of coworkers in influencing employee perceptions of HRM, and (b) the role of line-managers in influencing employee perceptions of HRM. Collectively the papers suggest that coworkers and line-managers play an important role in how employees experience HR practices.

Stories they Tell: Understanding Co-workers as Sculptors of Employee Perceptions of HRM Practices

Author: **Sargam Garg**, *California State U. Sacramento*

Line-Managers and Employee Perceptions of High Performance Work Systems: A Psychometric Analysis

Author: **Jianmin Sun**, *School of Labor and Human Resources, Renmin U. of China*
Author: **Lu Xing**, *Hunan U.*

Antecedents of Employee Perceptions of HR Practices and its Impact on Affective Commitment

Author: **Aneeqa Suhail**, *Human Resource Studies, Tilburg U.*
Author: **Cecil Meeusen**, *KU Leuven, Centre for Sociological Research (CeSO)*
Author: **Trui Steen**, *KU Leuven Faculty of Social Sciences*
Author: **Jeske Van Beurden**, *Tilburg U.*

Do Managers and Employees See Eye to Eye? The Relation between HR Perceptions and Employee Outcomes

Author: **Jeske Van Beurden**, *Tilburg U.*
Author: **Karina Van De Voorde**, *Tilburg U.*
Author: **Marc Van Veldhoven**, *Tilburg U.*
Author: **Kaifeng Jiang**, *Ohio State U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1682** | Submission: **13539** | Sponsor(s): **(HR, ODC)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 310**

Applying Network Analysis to Rethink How We Work

Applying Network Analysis to Rethink How We Work



Participant: **Heather Whiteman**, *U. of Washington*
Participant: **Jeffrey T Polzer**, *Harvard U.*
Participant: **Noshir Contractor**, *Northwestern U.*
Participant: **Susan Biancani**, *Netflix*
Participant: **Keith McNulty**, *McKinsey & Company*

The current landscape of academic research on networks is exciting and innovative, often pushing the boundary on causal inference (endogeneity), computational and analytic techniques, and new data sources. The results of network analyses are also finding their place in analytics teams, HR departments and executive suites, acknowledging the reality that formal systems only capture a portion of the collaboration and communication occurring among employees. Increasingly, people with deep expertise in network methods are conducting this work from within organizations, reflecting a growing overlap and cross-fertilization between academia and practice. The convergence of people with ONA expertise, network data, and org challenges that lend themselves to ONA makes this an exciting time for everyone working in this domain. In this symposium we discuss challenges, draw inspiration from successful examples, and explore ideas for future work.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Symposium**

Program Session: **1683** | Submission: **15302** | Sponsor(s): **(HR, TIM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Hyatt Regency Seattle** in **401 Chelan**

In AI We Trust: Understanding Employee Trust in Artificial Intelligence at Work *Employee Trust in Artificial Intelligence*



Session Chair: **Nicole Gillespie**, *U. of Queensland*
Session Chair: **C. Ashley Fulmer**, *Georgia State U.*
Discussant: **David De Cremer**, *NUS Business School*
Presenter: **Steve Lockey**, *U. of Queensland*
Presenter: **Jack McGuire**, *National U. of Singapore*
Presenter: **Simon Daniel Schafheitle**, *U. of Twente*
Presenter: **Kirsimarja Blomqvist**, *LUT U.*
Presenter: **Brian Park**, *Georgia State U.*
Participant: **Antoinette Weibel**, *U. of St. Gallen*
Participant: **Caitlin Curtis**, *U. of Queensland*
Participant: **David Lehman**, *U. of Virginia*
Participant: **Devesh Narayanan**, *National U. of Singapore*
Participant: **Christophe Schank**, *U. of Vechta*
Participant: **Dominik Siemon**, *LUT U.*
Participant: **Paula Strann**, *LUT U.*

Artificial Intelligence (AI) is transforming the way we work. The autonomous quality of AI and its ability to perform tasks that previously required human intelligence present a new set of trust challenges to organizations and employees and is reconfiguring the relationship between humans and technology. This symposium responds to a growing consensus of the need to understand employee trust in the context of AI at work. It showcases global research using diverse methodologies to advance novel empirical insights and conceptual developments on 1) the nature and determinants of employee trust and acceptance of AI systems at work, 2) how leaders and employees can manage and navigate AI technology adoption in a way that is enabling, human-centric, and supportive of trust, and 3) how AI integration is affecting trust relationships at work.

Understanding Employee Trust in AI-Enabled HR Processes: A Multinational Survey

Author: **Steve Lockey**, *U. of Queensland*
Author: **Nicole Gillespie**, *U. of Queensland*
Author: **Caitlin Curtis**, *U. of Queensland*

Trust of Algorithmic Evaluations: On the Importance of Voice Opportunities and Humble Leadership

Author: **Jack McGuire**, *National U. of Singapore*
Author: **David De Cremer**, *NUS Business School*
Author: **Devesh Narayanan**, *National U. of Singapore*

Full speed ahead? Exploring the double-edged impact of smart workplace technology on employees

Author: **Simon Daniel Schafheitle**, *U. of Twente*
Author: **Antoinette Weibel**, *U. of St. Gallen*
Author: **Christophe Schank**, *U. of Vechta*

Maintaining Employee Trust in Adopting Artificial Intelligence to Augment Team Knowledge Work

Author: **Kirsimarja Blomqvist**, *LUT U.*
Author: **Paula Strann**, *LUT U.*
Author: **Dominik Siemon**, *LUT U.*

The Dynamics of Trust in AI and Interpersonal Trust in Organizations

Author: **Brian Park**, *Georgia State U.*
Author: **C. Ashley Fulmer**, *Georgia State U.*
Author: **David Lehman**, *U. of Virginia*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Theorizing on Firm Internationalization

Session Moderator: **David M. Brock**, *Ben-Gurion U.*

IM: Higher Order Capabilities in International Firms: Review, Analyses and Future Directions

Author: **David M. Brock**, *Ben-Gurion U.*

Author: **Michael A. Hitt**, *Texas A&M U.*

This paper aims to add to our understanding of both the international as well as the dynamism aspects of higher order capabilities in the international context. Beginning with the ubiquity of the dynamic capability construct in management research over the past two decades, we survey research in the international context to promote understanding of these important strategic assets. We begin with a brief overview of resource-based research in the international context, with more attention to higher order capabilities. A systematic review follows, resulting in 98 articles from 16 leading journals. Our analysis of the capabilities studied in these articles, led to a classification of 13 higher order capabilities in international contexts—six of which we call meta dynamic capabilities, and seven strategic dynamic capabilities. Looking separately at each of these 13 capabilities, we present evidence from the literature to help understand both the internationality as well as the dynamic aspects of these capabilities. Finally we consider directions for future research on capabilities in the international context.

Paper is Available to Meeting Registrants Only.

IM: Theories of Multinational Enterprises: Untested Assumptions

Author: **Minyoung Kim**, *U. of Kansas*

Author: **Midam Kim**, *U. of Kansas*

Author: **Ann Bradlow**, *Northwestern U.*

Author: **Tailan Chi**, *U. of Wisconsin, Milwaukee*

Theories of multinational enterprises (MNEs) maintain that internal exchanges within an MNE are likely more effective in reducing the impediments to international knowledge transfers, including the costs of language communication. The underlying reasoning in the established theories, however, is based on certain explicit or implicit behavioral assumptions at the individual level that have not yet been tested empirically. This is a critical void in the literature because it underscores insufficient microfoundations upon which micro-level theoretical constructs aggregate, interact, and emerge to develop macro-level theories of MNEs. Drawing on transaction cost economics, the knowledge-based view, and psycholinguistics, we take a microfoundational approach, introduce a micro-level theoretical framework on the untested assumptions, and conduct lab experiments to quantitatively validate the assumptions. Results of our experimental analysis offer quantitative evidence to support the untested assumptions in the prevailing theories of MNE and further strengthens the basis for the proposition that the MNE is a superior vehicle for the transfer of knowledge across borders, thus contributing to the microfoundations of the theory of the MNE.

Paper is NOT Available. Please contact the author(s).

IM: Imagination and Firm Internationalization

Author: **Manuel G Serapio**, *U. of Colorado*

Author: **Ivo Zander**, *Uppsala U.*

In this paper, we explore the connection between imagination and firm internationalization. We review existing internationalization process models to suggest that these models have paid limited attention to the imaginative and forward-looking aspects of managerial decision making. A set of conjectures outlines how imagination in managers' decision making matters for variance and jumps in foreign establishment chains, modes of foreign expansion, and how it may affect success in firm internationalization. We discuss how incorporating imagination into the research agenda on firm internationalization opens up new possibilities for research, with particular emphasis on developing a better understanding of how at the micro level managers think about internationalization, and its methodological implications.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **1685** | Submission: **18726** | Sponsor(s): **(IM)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 2B**

**IM Division GWU-CIBER Best Paper on Emerging Markets Award
Finalists**

Session Moderator: **Randi Lunnan**, *BI Norwegian Business School*

IM: Highlighting Asymmetries: Re-Examining the Firm-Level Impacts of Pro-Market Reforms in Latin America 

Author: **Bruno Buscariolli**, *FGV EAESP Sao Paulo School of Business Administration*

Author: **Elizabeth Marie Moore**, *Northeastern U.*

Author: **Luis Alfonso Dau**, *Northeastern U.*

Impacts of pro-market reforms on profitability have been investigated for more than two decades, but accumulated results still prove inconclusive. While there seems to be consensus highlighting why pro-market reforms would lead to higher profitability, findings remain mixed. We refine past research by 1) employing causal analysis methods (specifically, vector autoregression and impulse response functions) that improve upon previous techniques 2) using more appropriate sampling of countries and of firms (specifically, multiple countries that are comparable and that illustrate opposing directions of reforms), and 3) including additional key financial indicators as dependent variables to parse out the complex impacts of the reforms. Using firm-level data from 1,248 publicly listed firms from seven Latin American countries (2000-2016), our results offer novel insights. Interestingly, our results do not demonstrate a statistically significant result for the impact of pro-market reforms on profitability (return on sales). However, our findings do indicate a positive relationship between pro-market reforms and operational efficiency (reduction in administrative and selling expenses) as well as between pro-market reforms and financial leverage (corporate indebtedness and interest expenses). Understanding these asymmetric effects, while also considering pro-market reversals, offers a more finely variegated lens to extant literature.

Paper is Available to Meeting Registrants Only.

IM: Environmental Stringency and Green Innovation Spillovers to Emerging Market Industries     

Author: **Roisin Donnelly**, *Tilburg U.*

Industries in emerging markets often have exposure to countries with much more stringent environmental regulations. While partners in these countries may push their green innovation practices to emerging market industries through positive spillovers, institutional arbitrage and pollution haven arguments suggest that these industries will profit from their comparative advantage in non-green practices. Using a comprehensive sample of 18 manufacturing industries across 30 countries, we investigate these ideas by examining the institutional and competitive factors that influence the green innovation rate of emerging market industries. We find evidence that more exposure to countries with stringent environmental regulations reduces the rate of green innovation in emerging market industries. We find that this result is driven by industries from countries with low levels of environmental stringency and lower openness to global norms. This relationship is also driven by emerging market industries with higher technological sophistication, suggesting that these industries will focus on innovation in non-green technologies to serve the institutional arbitrage needs of their buyers and maintain their comparative advantage.

Paper is NOT Available. Please contact the author(s).

IM: Cross-Border M&As and Green Innovation among Emerging Market Multinationals: Evidence from China

Author: **Xiaoting Hu**, *Beijing Information Science and Technology U.*

Author: **Wenjing Lyu**, *Massachusetts Institute of Technology*

Author: **Huanyong Ji**, *Beijing Information Science and Technology U.*

The reverse spillover effect of the foreign expansion of multinational enterprises (MNEs) from emerging economies (EMNEs) on their green innovation in home countries have been largely ignored; by contrast, the main focus has been directed toward the spillover effect of MNEs from developed countries in emerging economies. The only related research available limits their analysis to the regional level, rendering the relationship between the foreign expansion of EMNEs and their green innovation unclear. Specifically, as an increasing foreign expansion strategy adopted by EMNEs, how do cross-border mergers and acquisitions (CBMAs) affect the post-merger green innovation of EMNEs? To examine this question and explore the boundary conditions, this study integrates institutional theory and the business ethics literature to construct a motivation-ability framework in the context of green innovation. Using the Propensity Score Matching with Difference-in-Difference (PSM-DID) method, we tested our hypotheses on a sample of Chinese listed manufacturing firms between 2009 and 2017. Results suggest that Chinese MNEs decrease their green innovation in response to CBMAs. Moreover, the CBMA-green innovation relationship varies across firms and is determined by heterogeneity in state ownership, government subsidies, and industry openness. These findings not only elucidate the reverse effect of the foreign expansion of EMNEs on their green innovation in home countries; they also provide an approach to reconciling mixed conclusions on the relationship between CBMAs by EMNEs and their innovation performance by clarifying types of innovation in international business research.

Paper is Available to Meeting Registrants Only.

IM: Chinese Multinationals and the Politics of Internationalisation  

Author: **Maria Altamira**, *UBI Business School*

Author: **Gaston Fornes**, *U. of Bristol*

Framed within Institutional Theory and the Resource-Based View of the firm the purpose of the study is to understand how the development of Chinese firms' capabilities expanding its operations within the BRI in the European Union, is influenced by two distinctive home institutions interrelated with the state; (i) the support from the state, and (ii) the pervasive reliance on personal relationships (guanxi); and how far these capabilities contribute to the success of Chinese firms in the BRI. The study adopts a Narrative Inquiry strategy and a qualitative narrative analysis of twenty narratives from managers from three different types of Chinese firms involved in the BRI (State-Owned Enterprises, National Champions, and Private Firms). A thematic analysis in the context of biographical narrative research was considered as method of analysis. Finally, a coding process was followed and categories and themes for each of the narratives identified. The main finding of the study is the understanding of the development and application of two capabilities that are unique to the Chinese context, the adaptive capability and the resource bridging capability, following the analysis of a process and sequence of events related to the domestic development and further internationalisation expansion within the BRI of Chinese companies in the European Union (EU). Findings also show how these capabilities are the source of competitive advantage of Chinese firms in the EU. This article will contribute to the academic literature in two areas: (i) Institutional Theory, by providing an understanding of the influence of home institutions on the expansion of Chinese companies in Europe when following a state-led internationalisation strategy (the BRI); and (ii) the Resource-based view (RBV) and capability-building, by analysing the development of capabilities in Chinese companies and how Chinese home institutions shape these capabilities in the EU. The study bears implications for practitioners and policymakers as well as academics.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1686** | Submission: **18686** | Sponsor(s): **(IM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 302**

International Knowledge Transfer and Sourcing

Session Moderator: **Maksim Belitski**, *U. of Reading*

IM: The Role of Knowledge Spillovers in Promoting Multinational Enterprise Scale-Ups ➔

Author: **Maksim Belitski**, *U. of Reading*

Author: **Jeffrey A. Martin**, *U. of Alabama, Tuscaloosa*

Author: **Tatiana Romanova Stettler**, *Kent State U.*

Author: **William John Wales**, *U. at Albany, State U. of New York*

Based on insights from the spillover, international business and knowledge management literatures, we study factors that increase the propensity of multinational enterprises (MNEs) to scale up. Viewing MNEs and their employees as potentially rich knowledge sources, we draw attention to MNE-to-MNE knowledge spillovers and employ panel data spanning 44,256 UK-based foreign and 21,246 domestic MNEs during 2004-2017. Our results show that (a) MNEs benefit from peer MNE knowledge externalities available in a geographic region, (b) domestic co-ownership of foreign MNEs increases an MNEs propensity to scale in sales, yet (c) decreases the MNEs propensity to scale efficiently with enhanced productivity.

Paper is Available to Meeting Registrants Only.

IM: The Influence of Recipient Unit Spatial and Temporal Context on Transfer Effectiveness in the MNC ➔

Author: **Olof Lindahl**, *Uppsala U.*

By means of an exploratory investigation of headquarters transfer of capabilities to subunits in multinational corporations, this paper shows how local subunit influences on transfer effectiveness may surface outside the anticipated transfer context as well as outside the transfer time frame. Utilizing a 100-interview, inductive multiple-case study of 18 transfers between headquarters and subunits in Europe, Asia, and North America of the same capability in a single multinational corporation, this paper highlights the importance of considering the roles of both time and space to understand influences on transfer effectiveness as arising over time, with important implications for future research.

Paper is Available to Meeting Registrants Only.

IM: Who Can Help When Information Is Needed? Differential Effects of Inward, Outward and Reciprocal Ties

Author: **Xiaoou Bai**, *Georgia State U., J. Mack Robinson College of Business*

Author: **Wei Xia**, *U. of Washington*

Author: **Eric WK Tsang**, *U. of Texas at Dallas*

Investing in a distant industry, an agent in a network consisting of directional ties may suffer a decline in performance due to its lack of industry-specific knowledge. We argue that not every contact in such a network is able to advise the focal agent equally well because contacts connected by variant tie types possess different industry-specific knowledge and tie directionality affects the likelihood of having contacts that possess needed knowledge. We test our hypotheses based on a population of venture capital (VC) firms spanning the entirety of Chinese VC history from 1991 to 2017, supplemented by qualitative interviews with VC partners. Our findings indicate that the focal lead VC benefits more from contacts connected by outward ties than inward ties, while contacts connected by reciprocal ties provide the most informational benefits. Furthermore, cross-border contacts provide the focal VC informational benefits to improve its performance.

Paper is Available to Meeting Registrants Only.

IM: Knowledge Transfer Speed in Low Carbon Sector: Roles of IJV's DC and Organizational Relations

Author: **Linlan Huang**, *SOAS U. of London*

Author: **Huan Zou**, *SOAS U. of London*

Prior studies emphasise parent-IJV knowledge flows and dynamic capabilities to influence the speed of international knowledge transfer. However, the interaction between IJV-local relationships and dynamic capabilities to boost knowledge transfer speed over time are still debated in emerging markets. In this paper, we build on the dynamic capabilities concept and discuss their interplay with IJV's organisational relationships to understand the changing speed of knowledge transfer in inter-phase and intra-phase perspectives. Based on a longitudinal multiple case study, we undertook two rounds of fieldwork in 2018 and 2020, with 37 informants in 66 semi-structured interviews. Our findings propose the knowledge transfer of IJVs both reside within the outset of the IJV-parent and the IJV-local relationship. IJVs can develop their sensing, assimilation and transformation capabilities by effectively developing and leveraging their relationship with their parents and various local partners to facilitate knowledge transfer speed across absorption, implementation, and innovation phases. To facilitate knowledge transfer speed, sensing capabilities enable IJVs to identify knowledge gaps in learning transferred knowledge and access external knowledge to fill the gaps, while assimilation/transformation capabilities use acquired external knowledge to enhance IJV's knowledge base through integration or reconfiguration. Overall, the interaction between dynamic capabilities and external knowledge across phases builds a sustainable competitive advantage in operating in the domestic market and approaching international markets.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1687** | Submission: **18683** | Sponsor(s): **(IM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Sheraton Grand Seattle** in **Grand Ballroom B**

International Entrepreneurship

Session Moderator: **Joshua Ault**, *Thunderbird School of Global Management at ASU*

IM: Contextualizing Necessity Entrepreneurship: A Cross-National, Comparative Perspective  

Author: **Joshua Ault**, *Thunderbird School of Global Management at ASU*
Author: **Andrew Spicer**, *U. of South Carolina*

While the comparative international entrepreneurship literature has explored the effects of national context on the discovery, evaluation, and exploitation of market opportunities, less comparative work has examined the national characteristics that drive the intensity of needs-based pushes into self-employment. To fill this gap, we apply a needs-based perspective to explain the wide cross-national diversity in levels of own-account self-employment across 167 country cases. Our results provide evidence that a needs-based lens offers an important framework to not only compare the conditions of self-employment between developing and developed country settings, but also to identify significant variation within the developing world itself. By splitting our global sample in half by income level, we find that the institutional-based causal conditions that explain cross-national variation in the scale of own-account self-employment are only recognized if the world's poorest countries are included in comparative analysis. In the discussion section, we address the issue of country-level selective sampling bias to advance a more inclusive international entrepreneurship research agenda that includes the analysis of needs, as well as opportunities, when comparing national contexts.

Paper is Available to Meeting Registrants Only.

IM: Performance Implications of Startups' Growth Speed: A Moderating Role of National Innovation Systems

Author: **Jukyeong Han**, *U. of Kansas*
Author: **Minyoung Kim**, *U. of Kansas*

This study investigates the relationship between speed of startups' growth and their performance, and the moderating role of national innovation systems (NISs) on the relationship. Drawing on diffusion of innovation, startup growth, and NIS literature, we develop a theoretical framework on (1) how the rapid growth of startups creates relative advantages in diffusing their innovation and (2) how the extent of the advantages from rapid growth changes across NISs. We maintain that startups' rapid growth provides visibility and legitimacy to facilitate diffusion of their innovation, resulting in higher likelihood of startups' success. We further maintain that the speed of growth and the nature of NISs are functionally equivalent in diffusing startups' innovation and, thus, are in a substitutional relationship when influencing startups' performance. Results of the empirical analysis with 6,154 startups operating in 21 countries corroborate our theoretical predictions that there is a positive association between speed of startup growth and performance; and that favorable NISs substitute the role of rapid growth in enhancing startups' performance.

Paper is NOT Available. Please contact the author(s).

IM: Political Tension and the Internationalization of Innovation by Emerging Market Firms 

Author: **Ziyi Chen**, *HKUST*

There is increasing evidence that suggests a trend of de-globalization and highlights the importance of political factors in firms' international activities. The issue is more salient for emerging market firms which are trying to foster global innovation but face potential discrimination in advanced countries because of the increasingly intense political climate. While political tension reduces the attractiveness of a prospective foreign market, it increases the need for a firm to protect their knowledge assets in that market, especially if the market is critical for the firm's competitive advantage. Using the data of worldwide patents originally developed by Chinese listed firms, we show that political affinity between a firm's home country and a potential host country is negatively associated with the likelihood of filing foreign patents in that country. Moreover, we theorize and find that the negative relationship is contingent on the competition from domestic rivals, the strength of intellectual property rights protection in the host market, and the political objective of the state.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

International Human Resource Management

Session Moderator: **Hilla Peretz**, *ORT Braude College*

IM: Where Does Working from Home “Work”? Effects of National Environment  

Author: **Hilla Peretz**, *ORT Braude College*

After being forced to adopt work-from-home (WFH) arrangements during the COVID-19 outbreak, many organizations are considering whether to continue these arrangements post-pandemic. To make such decisions, it is necessary to understand the environmental factors that influence employees' capacity to WFH effectively. This study contributes to this understanding, drawing on institutional theory—and specifically the country institutional profile (CIP) approach, in conjunction with the attribution theory—to develop a model that characterises how employees' WFH outcomes are shaped by their national institutional environment. I tested this model using data from multiple national-level sources, together with individual-level data obtained via a survey of 749 employees, from 10 countries, who worked from home during the pandemic. The findings show that a country's human capital and technological infrastructure (cognitive institutions), as well as its labour legislation (regulatory institutions), are positively related to employees' perceived WFH productivity and satisfaction. Conversely, cultural-level uncertainty avoidance and masculinity (normative institutions) are negatively related to these outcomes. These relationships are intensified among employees with high individual ability to adjust to WFH demands. The study's findings can improve the capability of organizations, especially multinational organizations, to properly select where to continue implementing WFH post-pandemic, and to develop country-specific WFH strategies.

Paper is Available to Meeting Registrants Only.

IM: Retaining Marketing Professionals in Foreign MNC Subsidiaries: The Role of Learning Opportunities  

Author: **Wolfgang Sofka**, *Copenhagen Business School*

Author: **Ulrich Kaiser**, *U. of Zurich*

Author: **Christoph Grimpe**, *Copenhagen Business School*

Skilled marketing professionals are of strategic importance for foreign MNC subsidiaries because they understand the particularities of local customers and can balance them with the MNC's global marketing strategies. However, the factors keeping them from leaving for other career opportunities are hardly understood. We reason that MNC subsidiaries are more likely to retain marketing professionals if they can offer valuable learning opportunities. We suggest that these arise when subsidiaries have digital expertise that enables professionals to deploy digital technologies in a creative way for innovative marketing. Integrating the learning opportunities from digital expertise for innovative marketing with strategic human capital mechanisms explaining retention, we argue that digital expertise creates non-monetary incentives and hence voluntary mobility constraints for marketing professionals. Moreover, we argue that the retention effect from digital expertise is stronger than for a subsidiary's R&D expertise and in subsidiaries specialized in marketing activities. We test and support all hypotheses using employer-employee data for 5181 marketing professionals working for 539 foreign MNC subsidiaries in Denmark from 2010 to 2012. Our findings have important implications for the persistence of marketing capabilities in MNC subsidiaries and the effect of digital expertise for the retention of skilled subsidiary employees.

Paper is NOT Available. Please contact the author(s).

IM: Equality, Diversity and Inclusion in International Business: A Review and Research Agenda    

Author: **Stacey Fitzsimmons**, *U. of Victoria*

Author: **Stella M. Nkomo**, *U. of Pretoria*

Author: **David C. Thomas**, *U. of Victoria*

Increasingly, social movements are pushing international organizations to consider a more universal as opposed to local approach to global equality, diversity and inclusion (EDI) responses. We review research on EDI in international business (IB) and in other business fields to understand how international business research could reframe the way international organizations manage EDI effectively across borders. Our review includes a text analysis that finds EDI research in IB emerged about a decade later than research outside of IB, that gender is the most studied diversity category, and that performance and institutional arguments are more common than moral or resistance arguments. We follow this with a narrative review, in which we find that IB research on EDI excels in modeling complexity and theorizing foundational mechanisms. We argue that incorporating the traditions of EDI research with IB theories can refocus IB research toward arguments that consider moral principles as well as performance, power differentials, resistance to EDI and the dynamic, contextualized nature of EDI in international organizations.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1689** | Submission: **14878** | Sponsor(s): **(IM, HR, GDO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 3:00PM - 4:30PMPT (UTC-7)** at **Seattle Convention Center in Room 610**

**Equity, Equality, Diversity and Inclusion in
International Business**
Equity, Equality, Diversity and Inclusion in IB



Session Chair: **Ajai Singh Gaur**, *Rutgers U.*
Panelist: **Stacey Fitzsimmons**, *U. of Victoria*
Panelist: **Dana B. Minbaeva**, *King's College London*
Panelist: **Jane Lu**, *City U. of Hong Kong*
Participant: **Mustafa Ozbilgin**, *Brunel U.*

International organizations must respond to increasing pressures to support equity, equality, diversity and inclusion (EDI) consistently across countries, while also respecting local norms and institutional differences. In addition, the unique characteristics of international organizations may provide opportunities to lead in creating environments around the globe that work for everyone. In this panel we consider how equity/equality, diversity, and inclusion influence international organizations, and how international organizations manage and leverage these phenomena. The panelists will explore and debate this influence from the perspective of antecedents, implementation processes, outcomes, and expanding theory beyond cultural diversity in IB. They will also address both top-down and bottom-up mechanisms between people and organizations. Finally, this set of panelists is drawn from the editors of two recent special issues on EDI in IB: The former was published recently in AIB Insights, and the latter is upcoming, with a submission deadline of September 2022 in JWB. Authors interested in submitting to the JWB special issue are encouraged to come to this panel to discuss their plans with editors.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **1690** | Submission: **18437** | Sponsor(s): **(MBR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 3:00PMPT (UTC-7)** at **Seattle Convention Center in Room 3A**

New Attendee Welcome Room *New Attendee Welcome Room*

Coordinator: **Julia Vesei**, *Academy of Management*
Participant: **Gabe Bramson**, *Academy of Management*

Membership staff are here to greet all new attendees and help to answer any of your questions, from program and logistical help, to how to make the most of your membership. Enjoy a relaxing atmosphere, the opportunity to meet new friends, and a quiet respite between your sessions!

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **1691** | Submission: **18496** | Sponsor(s): **(MBR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 12:00PMPT (UTC-7)** at **Sheraton Grand Seattle in Fremont**

Career Services Center
Career Services Center

Coordinator: **Wendy A. Kramer**, *Academy of Management*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1692** | Submission: **19371** | Sponsor(s): (MC)
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at Sheraton Grand Seattle in Cedar A

Storytelling, SEAM, Public Service, and Coaching

Session Moderator: **Veronique Zardet**, *U. of Lyon, IAE Lyon, MAGELLAN, ISEOR, FRANCE*

MC: Qualimetric Storytelling Techniques {Words and Numbers} for Decision Making and Effective Management

Author: **Veronique Zardet**, *U. of Lyon, IAE Lyon, MAGELLAN, ISEOR, FRANCE*
Author: **Maité Rateau**, *ISEOR*

Carolyn Dexter Award Nominee

Combining qualimetric concept with storytelling principles could allow each stakeholders to better appropriate the various issues of the organization, make them involved in the figures of the company and so improve their decisions and actions. The many observations made during interventions-researches, and which the chapter details, show that qualimetric storytelling makes possible to potentiate the energies of change of the actors, then to put this energy at the service of a better level of professionalism.

Paper is Available to Meeting Registrants Only.

MC: Value Creation and Internationalization of Performing Arts: SEAM Evaluation in Flamenco Festivals

Author: **María Angeles Rastrollo-Horrillo**, *U. of Málaga*

This paper tells the story of a consulting research project in the International Association of Flamenco Festivals, with the aim of evaluating their role in the internationalization of flamenco and thus legitimizing their position in the performing arts (PAs) network. It would seem that the contribution of Flamenco Festivals (FFs) to the internationalization of flamenco companies is not known by other agents in the domestic network (artists, producers, or Spanish public administrations), nor has it been the subject of study in the literature. Using the Socio-Economic Approach to Management (SEAM), this research highlights the areas of value creation of these festivals, and their contribution to the internationalization of Spanish flamenco artists. Together with the organizers of festivals held in Spain and in 8 other countries, Spanish artists and producers are incorporated into the evaluation to generate a shared storytelling. The result shows that FFs have a central role in the creation of value (economic, social-cultural) by mobilizing PAs agents in origin and destination, helping to reduce the tensions that limit the creation of value in international markets. This research supports the important contribution of management consulting in the generation of useful and innovative knowledge with and for organizations.

Paper is Available to Meeting Registrants Only.

MC: Role Tensions of Local Authority Executives: An Empirical Study in a Local Authority

Author: **Florence Noguera**, *U. Paul Valery, Montpellier*
Author: **Eric Scarazzini**, *U. Paul Valery, Montpellier*
Author: **Laurent Cappelletti**, *LIRSA-Cnam Paris*
Author: **Jean-Michel Plane**, *U. Paul Valery, Montpellier*

The governance of local authorities is strongly linked to political leadership. Based on an empirical study based on an intervention-research process carried out in a local authority of 797 employees, the article proposes to analyze the causes and effects of role tensions experienced by local authority executives on involvement. How do these role tensions manifest themselves between elected officials and local executives? The article develops a reflection on the perspectives of improvement allowing a better balance between political and managerial leadership in the governance of local authorities.

Paper is Available to Meeting Registrants Only.

MC: Managing Metaphors—Executive Coaching and the Role and Power of Analogy

Author: **Evan Hayden Offstein**, *Frostburg State U.*
Author: **Ryan Kentrus**, *Frostburg State U.*
Author: **Stacy Wassell**, *Frostburg State U.*
Author: **Ronald L. Dufresne**, *Saint Joseph's U.*

For the better part of two decades, the practice of executive coaching seems to have outpaced the scholarly study of this popular managerial development intervention. Cemented now as commercially mainstream and pivotal in the portfolio of executive education tools, academics have urged fellow scholars to better understand the “black box” of how coaching is enacted and how it unfolds in practice. Indeed, some of the mixed results concerning the efficacy of executive coaching appear anchored to the confusion and surrounding ambiguity of the episodic and processual nature of coaching. In this conceptual paper and field study, we turn to the power of metaphor to explore how executive coaches, either consciously or subconsciously, approach and enact their role. In particular, we identify two core metaphors that enjoy some dominance in how executive coaches make sense of their role and duties: coach as pastor and coach as therapist. Even more, and in light of some of the limitations of the existing metaphors, we offer an alternative metaphor, coach as physical trainer, that may offer a more compelling, comprehensive, and accurate portrayal of the executive coach.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Teaching and Enhancing Teamwork Development Skills

Session Moderator: **Rosalyn J. Rufer**, *State U. of New York Empire State College*

MED: Succeeding in a Virtual World – Best Practices for Teaching Teamwork Skills  

Author: **Rosalyn J. Rufer**, *State U. of New York Empire State College*
Author: **Betul Lus**, *SUNY Empire State College*

Effective teamwork has grown to be one of the most important aspects of any organization to enhance its performance and success in today’s highly competitive global business environment. As a result, business programs are including teamwork as part of their curricula; and higher business education accrediting agencies have identified teamwork as one of key student learning outcomes. This paper identifies strategies for incorporating teamwork as part of developing effective teamwork pedagogy in online graduate business courses. Building on the work by Tuckman (1965) and Matthews and McLees (2015), this paper discusses a pedagogical approach to teamwork that is organized around the four steps of successful group process, namely forming, storming, norming, and performing, and how to develop team leadership skills for each of these in a virtual learning environment. Empirical data from a case study provides statistical evidence that supports our recommendations

Paper is Available to Meeting Registrants Only.

MED: Reconceptualizing Extremes in Global Virtual Teams and Their Effect on Performance

Author: **Theresa Bernhard**, *FAU Erlangen-Nürnberg*
Author: **Justin Kraemer**, *Mae Fah Luang U.*
Author: **Michael Raisinighani**, *Texas Woman's U.*
Author: **Erika Vaiginiene**, *Vilnius U.*

In global virtual teams (GVTs), members need to navigate across various types of differences to achieve common goals, whereby cultural, language and organization-related distances have been at the center of attention of extant literature. Research has largely neglected to focus on the dispersion of cognitive ability among members and time zone differences. We integrate insight from social comparison theory and the choice effect to better understand how members of GVTs reconceptualize these differences in their efforts to achieve team performance. To test our hypotheses, we employed Hierarchical Linear Regression on 173 GVTs from the x-culture project. Our analysis reveals that the individual with the highest cognitive ability drives the performance of the team, while the team member with the farthest geographical positioning from the center of instruction depicts an impediment to team performance. Thereby, both the cultural diversity within the team as well as the dispersion of time zone differences among team members influence these relationships.

Paper is Available to Meeting Registrants Only.

MED: Managing Groups: Skills to Uncover the Pre-forming Stage and Distributing Roles 

Author: **Ankit Agarwal**, *U. of Adelaide*

Until organizations exist, groups will continue to exist. As the literature is abundant on what managers could do to ensure that groups function properly, it also discusses group failure and managers' mismanagement the cause of the failure. In this paper, I have kept Tuckman & Jensen's (1977) Stages of Group Development Model at the centre of the discussion and introduced the Pre-Forming Stage that precedes the Forming stage of the Tuckman & Jensen's (1977) model. In this stage, using scholarly concepts, I have identified how people harbour positive or negative mindsets (mostly unaware) about others before starting a conversation at a group level and how adjourning stage from the previous group experience play an active role in it. I have discussed how exploring the Pre-Storming stage managers can identify the source of conflict that could plague the group work if not uncovered. In addition, I have discussed how managers can allocate roles and responsibilities according to group members' strengths and allowable weaknesses (Belbin, 1993) by looking at the strengths of one team member and how they complement the weaknesses of another team member(s). The discussion in this paper adds value to the literature on group development and conflicts, showing skills and mindsets that managers could develop to manage their group. This paper discusses how the seeds of its development (the start of a conflict) are self-sown in the pre-forming stage at an individual level, well before the forming and storming stages of Tuckman and Jensen's (1977) group development model.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1694** | Submission: **19173** | Sponsor(s): **(MED)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **The Westin Seattle in Cascade I-A**

Teaching Entrepreneurship: Challenges and Opportunities

Session Moderator: **Marco Van Gelderen**, *Vrije U. Amsterdam*

MED: Entrepreneurship Education for Gross National Happiness in Bhutan 

Author: **Marco Van Gelderen**, *Vrije U. Amsterdam*

The Buddhist Kingdom of Bhutan enjoys global fame for its pursuit of GNH (Gross National Happiness) as an alternative model of development. An increase in youth unemployment has made it look at entrepreneurship as a possible solution. What would entrepreneurship education look like in a context where policies and culture promote simple living and contentment, are cautious with regard to cultural change, and seek to constrain wealth accumulation of private sector entrepreneurs? This essay offers a number of suggestions for entrepreneurship education guided by GNH principles in the service of “Gross National Happiness entrepreneurship”. The essay concludes by discussing what Western cultures can learn from GNH infused entrepreneurship education.

Paper is Available to Meeting Registrants Only.

MED: Creation, Control, and Co-existence as the Foundations of Experiential Entrepreneurial Education

Author: **Apurva Ganoo**, *Aalto U. School of Business*

Author: **Ville Eloranta**, *Aalto U. School of Business*

This study explores the key foundations of experiential entrepreneurial education. More specifically, the study looks at experiential methods in teaching entrepreneurial education, and understanding the roles and responsibilities of the key stakeholders. Connecting to the universities as a whole, possible implications of experiential entrepreneurial education on universities are assessed. Utilizing a grounded theory approach, this study looked at the Young Innovators and Entrepreneurs Pilot, a pilot under the EU ATTRACT initiative. A total of 22 semi-structured interviews were conducted over two rounds, focusing upon the students involved within the pilot, the organizing committee, and the educators responsible for the implementation of the pilot. The results show that three aspects – 1) creation, referring to a constructivist approach towards entrepreneurial education, 2) control, pertaining to the level of involvement of students and educators, and 3) co-existence, the ability for entrepreneurial education to co-exist within existing educational paradigms – can provide suitable foundations for the implementation of experiential entrepreneurial education.

Paper is Available to Meeting Registrants Only.

MED: Ideation Stage STEM Entrepreneur’s Cognitive Frame on Sustainability: A Leadership Development   

Author: **Sushil S. Chaurasia**, *U. of New Brunswick*

Author: **Dominic J. Blakely**, *U. of New Brunswick*

Author: **Dhirendra Shukla**, *U. of New Brunswick*

There are consistent appeals for STEM (Science, Technology, Engineering and Mathematics) entrepreneurial efforts, to sync with real-world problems and sustainability. Even though most entrepreneur acknowledge their efforts for tackling sustainability concerns, it is uncertain how serious they are or whether they truly comprehend the basic sustainability understanding. So, it’s important to have a critical understanding of underlying cognitive components that drive the sustainability leadership paradigm, as young entrepreneurs find it difficult to interpret and make sense of it. By using a cognitive approach to sustainability leadership development, the current investigation looks at how nascent entrepreneurs think about sustainability leadership and how they make sense of them to be sustainability leader. Qualitative data from 113 ideation stage startups showed that sustainability leadership identity is associated with implicit leadership theory and leadership-structure schema. Sustainability Leaders were categorized as sustainability agnostic leaders, sustainability compliance leaders, situational sustainability leaders and sustainability evangelists. Managerial and policy for nurturing sustainability leadership development are discussed.

Paper is Available to Meeting Registrants Only.

MED: Institutional Entrepreneurship and Curriculum Development in the European Higher Education Area      

Author: **Toyoko Sato**, *Copenhagen Business School*

Author: **Charles Thomas Tackney**, *Copenhagen Business School*

This paper examines institutional entrepreneurship in curriculum development within the Bologna Process and European Higher Education Area. As an exploratory qualitative paper focusing on a business university in Scandinavia, we interviewed 22 individuals variously involved in curriculum development at the school and included two scholar-practitioners from another EHEA member state along with four scholars working with curriculum development in the U.S.A. for contrast and complementary perspectives. We demonstrate the inside-out and the outside-in dynamic flows and specify key factors that constitute contemporary institutional entrepreneurship for university level curriculum change in the European Higher Education Area.

Paper is Available to Meeting Registrants Only.

MED: Developing Enterprising Competencies by Means of Deliberate Practice  

Author: **Marco Van Gelderen**, *Vrije U. Amsterdam*

This submission describes an entrepreneurship training in which participants, over a seven-week period, learn about deliberate practice (DP) and use this approach to develop an aspect of an entrepreneurial competency of their choosing. Participants first identify a point of improvement, and investigate this point conceptually. They then co-design, together with the teacher, a learning task in daily life in which they are able to repeat the behavior to be practiced for approximately one hour a day for two weeks (depending on each participant’s task). Applying Deliberate Practice principles, they collect a range of feedback on their performance and make small adjustments to their practice if necessary. Evaluation results show that participants find both short- and long-term gains in their competency development, and value having not only developed a competency, but having learned a competency development method as well.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1695** | Submission: **10773** | Sponsor(s): **(MED, SIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)**

Using Humor in Management Education: A Tool to Thrive Positive Change *Using Humor in Management Education*



Organizer: **Florian Findler**, *WU Vienna U. of Economics and Business*
Organizer: **Anja Grill**, *WU Vienna U. of Economics and Business, Institute for Managing Sustainability*
Presenter: **G. James Lemoine**, *U. at Buffalo, The State U. of New York*
Presenter: **Lisa T. Stickney**, *U. of Baltimore*
Presenter: **Patrick Chandler**, *U. of Colorado, Boulder*
Presenter: **Beth Osnes**, *U. of Colorado, Boulder*
Presenter: **Andre Martinuzzi**, *WU Vienna U. of Economics and Business*
Presenter: **Angelo Spörk**, *WU Vienna U. of Economics and Business*

Research shows that utilizing humor in the classroom helps to motivate students and build a positive relationship between them and educators. When integrated into course design, humor increases students' understanding of the topic and improves their learning outcomes. Humor also helps to increase awareness among students for current social and ecological problems, while also encouraging them to positively deal with these issues. However, management educators often regard their role and the topic they cover as too serious to engage with humor and are afraid of negative responses in case humor comes across inappropriately. This might be a potential reason why humor has not become commonplace within the professional development of educators. This PDW addresses this gap by demonstrating tools that allow participants to utilize humor in their teaching strategies. It introduces the basic functions of humor and illustrates how it can be successfully applied inside the classroom and through online education. It also introduces approaches to integrate humor in course design that enable students to address social and ecological problems. In this regard, the PDW will illustrate a successful format in which students collaborate with professional comedians to create stand-up comedy on climate change, and an award-winning course, in which students create scientifically sound scripts centered upon sustainability problems in the style of late-night comedy (e.g., John Oliver). In an interactive exercise session participants gain novel insights into how to effectively utilize humor in their teaching strategies while avoiding possible negative effects.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Leadership Matters: Contemporary Topics in Leadership

Session Moderator: **Karyn L. Wang**, *U. Of Sydney*

MOC: Social Outcomes of Leader Covering up Errors for Employee: A Relational Identification Perspective

Author: **Qiao-Ting HU**, *School of management, Zhejiang U.*
Author: **Junjie WEI**, *School of management, Zhejiang U.*
Author: **Xiaoyun Xie**, *Zhejiang U.*

Leader covering up errors for employee defined as the act of leaders keeping employee's errors known only to those who make mistakes is common in today's workplace, yet research on errors has focused on how employees coping with their own errors (e.g., learning from errors, reporting errors) and has paid less attention to how leaders dealing with employee's errors. Thus, existing theory is unclear on the consequences of leader covering up errors for employee. Drawing on relational identification theory, we propose that leader covering up errors for employee produces social gains for leaders. The results of a multi-source, three-wave field study revealed that leader covering up errors for employee was positively related to OCB toward leader via relational identification with leader. Furthermore, the extent to which leader covering up errors for employee was associated with relational identification with leader depended upon employee psychological entitlement, such that employees experienced higher relational identification with leader when their psychological entitlement was high rather than low. Overall, our work provides insights into the social consequences of leader covering up errors for employee and offers theoretical contributions for research on errors.

Paper is Available to Meeting Registrants Only.

MOC: Make your mark: How leaders' Implicit Voice Theories Affect Team Voice Dynamics and Patient Safety

Author: **Karyn L. Wang**, *U. Of Sydney*
Author: **Helena Nguyen**, *U. Of Sydney*

To date, researchers have largely examined the implicit voice theories of individual employees on their behaviors at work. But these implicit voice theories are generally acquired through life experiences and can be held by organizational leaders. The extent to which the implicit voice theories held by leaders influence their team's voice dynamics is currently unknown. In this study, we examine a theoretical model detailing how leaders' implicit voice theories interact with empowering leader behaviors to influence downstream emergent team states (psychological safety), team motivation (team potency), and team behaviors (team voice), as well as its impact on the end-user (patient falls in acute hospital settings). Using a sample of over 2,000 nurses and midwives working across 159 wards/teams in hospitals, we find that leaders' implicit voice belief of negative career consequences together with low empowering leader behaviors increase patient falls by decreasing team psychological safety, team voice, and team potency. On the other hand, the implicit voice belief of needing solid evidence combined with high empowering leader behaviors to increase patient falls through these cascading downstream team dynamics. We conclude by discussing the theoretical advancements and practical implications of our findings.

Paper is Available to Meeting Registrants Only.

MOC: A Moderated Mediation Model of Self-Leadership and Innovative Work Behaviors

Author: **Hira Salah Ud Din Khan**, *School of Management, Jiangsu U., China*
Author: **Ma Zhiqiang**, *School of Management, Jiangsu U.*
Author: **Muhammad Salman Chughtai**, *Faculty of Management Sciences, International Islamic U., Islamabad*
Author: **Li Mingxing**, *School of Management, Jiangsu U.*

By infusing social cognitive theory, the present study examines the moderated mediation model of self-leadership on innovative work behaviors. This study investigates the mediating effect of creative self-efficacy and the moderating influence of knowledge sharing in the proposed model. To assess this phenomenon, the data were collected at two different times from 283 voluntary participants working in different software houses in major cities of Punjab, Pakistan. The findings indicated that self-leadership is essential for promoting innovative work behaviors. The results also support the mediating role of creative self-efficacy in the association between self-leadership and innovative work behaviors. Moreover, the moderating impact of knowledge sharing indicated that a higher level of knowledge sharing strengthens the relationship between self-leadership and innovative work behaviors. This study recommends ways for organizations to develop innovative work behavior through self-leadership attributes. Keywords Self-Leadership; Creative Self-Efficacy; Knowledge Sharing; Innovative Work Behaviors

Paper is Available to Meeting Registrants Only.

MOC: Deciphering The Perils Of Working With A Psychopath Leader: A Dual Moderated Mediation Model

Author: **Tasneem Fatima**, *International Islamic U., Islamabad, Pakistan*
Author: **Muhammad Ali Asghar Sandhu**, -

This study aims to examine the relationship between psychopathic leadership and subordinates' work alienation through a serial mediation and moderation mechanism. The study suggests that malicious envy and anger rumination sequentially mediate the relationship between psychopathic leadership and employee work alienation. Hostile Attribution Bias is proposed as a moderator both between leader psychopathy and malicious envy relationship along with malicious envy and anger rumination relationship. The study takes its theoretical foundation from Affective Events Theory (AET) as an overarching theory. We suggest that psychopathic leadership causes malicious envy, an emotional reaction that further leads to an employee's cognitive appraisal of such a situation in the form of anger rumination, which further manifests into work alienation. The study employs a time-lagged survey method to quantify the 417 responses from service sector organizations at three-different time lags. Results indicate psychopathic leadership is positively associated with work alienation; this relationship is further sequentially mediated by malicious envy and anger rumination. Moreover, Hostile Attribution Bias, a dual moderator, strengthens psychopathic leadership's impact on malicious envy and malicious envy's impact on anger rumination for employees with high levels of hostile attribution bias.

Paper is Available to Meeting Registrants Only.

Author: **Chandra Shekhar Rao Pathki**, *Graduate School of Business, Nazarbayev U.*

Author: **Donald H. Klueemper**, *Texas Tech U.*

Abusive supervision undermines subordinate's extra role behaviors such as voice. However, certain subordinates see positive motives in their supervisor's abusive behaviors. Taking insights from the attribution-based theory of workplace harassment, we suggest that subordinates attribute leader's abusive supervision to three motives: injury initiation, leader-centric performance promotion and follower-centric performance promotion. We contend that the more the follower attributes their leader's abusive behavior to injury initiation and leader-centric performance promotion motives, the more likely they are to engage in defensive voice. Contrarily, we posit that the more the follower attributes their leader's abusive behavior to follower-centric performance promotion motive, the less likely they are to engage in defensive voice. Pilot Study employs a one-time, single-source design to test the psychometric properties of the focal measures and construct validity of the follower-centric and leader-centric performance promotion motives. Main Study employs a multi-source, time separated design to test mediation and moderated-mediation hypotheses via structural equation modeling. Further, the theoretical and practical implications of the findings are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1697** | Submission: **19233** | Sponsor(s): **(MOC)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 308**

Resilience and Growth: Individual, Relational, Team, and Leader Perspectives



Session Moderator: **Daniela Datzer**, *LMU Munich*

MOC: Trait Resilience: Jingle Fallacy or Triangulation? 

Author: **Mehri E. Baloochi**, *Alberta School of Business*
Author: **Arran Caza**, *U. of North Carolina, Greensboro*

This study investigated conceptual and empirical concerns related to trait resilience through systematic review and meta-analysis. First, investigating multiple conceptualizations and operationalizations of trait resilience, we found imprecision and incompatibility in definitions and measures of this construct. Then, based on an analysis of 85 samples comprising 23,983 participants, we assessed whether the eight most commonly used measures of trait resilience in the organizational literature reflected a jingle fallacy (i.e., calling different constructs by the same name) or triangulation (i.e., assessing different aspects of a complex construct) across different measures. The results indicated that the specific measure used to operationalize trait resilience explained between 18% and 85% of the variance in the relationship between trait resilience and its correlates. Moreover, an item-level examination of the measures revealed little consistency across scales and uneven theoretical correspondence with the concept of trait resilience. The findings suggested the presence of a jingle fallacy in the literature. To advance the study of trait resilience and stimulate theoretically informed new research, we used the results to propose a different way of thinking about trait resilience and its measurement.

Paper is Available to Meeting Registrants Only.

MOC: Team Members' Resilience and the Emergence of Team Resilience as Drivers of Innovation Performance

Author: **Daniela Datzler**, *LMU Munich*
Author: **Stefan Razinskas**, *Freie U. Berlin*

Resilience — the capacity to bounce back from adversity — is critical for innovation. However, most studies have examined resilience and its positive effects for innovation performance at the individual level, which does not fully capture the organizational reality of individuals working together in teams. By following core tenets of conservation of resources theory, we ask whether resilient individuals also build a more resilient and, eventually, a more innovative team. To address this critical question, we conduct a three-wave study of 58 newly formed innovation teams with 169 individuals and external performance ratings. Specifically, we examine whether the average level of members' individual resilience initially available to their teams translates into innovation team performance via team resilience as an emergent state later in the process. We further test whether this indirect effect is contingent on teams' collective exposure to setbacks. The results support our theorizing that only when there is little exposure to setbacks early in the project, team members' average resilience capacities relate to innovation team performance via team resilience. We conclude that resilient individuals do not necessarily make resilient teams because the experience of intense setbacks in early project phases tend to inhibit team members' resilience capacities to materialize in team resilience and innovation team performance. Our findings contribute to current discussions on the emergence of team resilience as a critical process in innovation teams.

Paper is NOT Available. Please contact the author(s).

MOC: Resilient Leadership: The Role of Leaders in Facilitating Positive Adaptation to Adversity

Author: **Elen Choi**, *Ted Rogers School of Management, Toronto Metropolitan U.*
Author: **Kristyn A. Scott**, *Ted Rogers School of Management, Toronto Metropolitan U.*
Author: **Ramzi Fathallah**, *Telfer School of Management, U. of Ottawa*
Author: **Pearlyn Ng**, *Ted Rogers School of Management, Toronto Metropolitan U.*

Despite the increasing need to understand the processes that underpin resilience in organizations, leader resilience and the role of the leader supporting the resilience of their followers are understudied. Adopting an exploratory and inductive qualitative approach we draw on 32 in-depth interviews with leaders in a wide variety of industries and occupations to advance a model of leading with resilience. We propose that leaders who respond to adverse situations with resilience do so by drawing on their intrapersonal resources so that they can function as affective, behavioral, and cognitive resources for their followers. This, in turn, allows them to strengthen their ability to lead. We conclude by integrating regulatory focus theory, proposing that resilient leaders filter their intrapersonal responses to adverse situations to model resilience for their followers. In turn, they learn from the resulting follower responses, strengthening their ability to lead with resilience.

Paper is NOT Available. Please contact the author(s).

 MOC: Organizational Attention Towards Relationships: A Dynamic Model of Loneliness and Resilience

Author: **Caroline A Bartel**, *U. of Texas at Austin*
Author: **Kevin W. Rockmann**, *George Mason U.*

Reported rates of loneliness recently have reached unprecedented levels, suggesting that organizations can be difficult places to cultivate interpersonal connections. Research shows that loneliness carries numerous negative outcomes for individuals and casts loneliness as an individual problem that requires individual-oriented solutions. This view ignores the possibility that loneliness is symptomatic of a broader organizational problem, and further that organizations may be a root cause of widespread loneliness. This conceptual paper develops a framework that construes loneliness as a collective-level property; a crucial indicator that the relationships organizations need to be resilient during crises are deficient. We theorize a dynamic system in which the attention paid to relationships at the organizational-level continually shapes and is shaped by the quality of relationships emerging at lower levels. We adopt the attention-based view to outline how different patterns of attention are animated by different configurations of structures for building relationships, creating distinct relational systems. We contrast three prototypical relational systems: relational advocacy, relational antipathy, and relational indifference. These relational systems trigger different relational networks that affect loneliness at the individual-level and resilience at the organizational-level. This framework offers an entirely novel view of loneliness with notable theoretical and practical contributions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **1698** | Submission: **17854** | Sponsor(s): **(MOC, CM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 305**

Group Morality: Perceptions and Presentations

Group Morality: Perceptions and Presentations



Presenter: **Julia A. Langdon**, *London Business School*
Presenter: **Ana Gantman**, *Brooklyn College*
Presenter: **Aharon Cohen Mohliver**, *London Business School*
Presenter: **William Brady**, *Yale U.*

Perceptions of the morality of organizations drive important outcomes for both organizations themselves and their stakeholders. In this symposium four teams of scholars present research on morality in groups explaining the psychological processes behind our perceptions of group morality as well as providing insight into the consequences that these perceptions create. Ana Gantman begins the symposium with evidence for a mental model through which people assess wrongdoing in hierarchical organizations. Next, Julia Langdon also explores perceptions following unethical behavior by group members. She investigates the relationship between the number of group members responsible and perceptions of the group as a whole, making the case that perceptions of collusion mediate this relationship. Subsequently, Aharon Mohliver explores how closing loopholes – an act done in the service of reducing deviance and increasing compliance – can, under certain conditions increase subversion. Finally, Bill Brady submits research that shows how the medium through which many people learn news – social media – is itself triggering systemic over perception of the moral outrage of groups. Together these talks provide insights into the underlying psychological mechanisms driving our perceptions of group morality, as well as the consequences that this can have.

Intuitive Dualism and Corporate Responsibility

Author: **Ana Gantman**, *Brooklyn College*
Author: **Nirupika Sharma**, *U. of California, Berkeley*
Author: **Grace Flores-Robles**, *CUNY Graduate Center, Baruch College*

Members Behaving Badly: Perceptions of Group Morality Following Unethical Behavior

Author: **Julia A. Langdon**, *London Business School*
Author: **Gabrielle Adams**, *U. of Virginia*

When a Finger in the Dike Floods the Plains: Closing Loopholes Can Increase Subversion of the Law

Author: **Aharon Cohen Mohliver**, *London Business School*
Author: **Celia Moore**, *Imperial College Business School*

Overperception of collective outrage in online social networks

Author: **William Brady**, *Yale U.*
Author: **Killian McLoughlin**, *Yale U.*
Author: **Mark Torres**, *Yale U.*
Author: **Kara Luo**, *Yale U.*
Author: **Molly Crockett**, *Yale U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **1699** | Submission: **11849** | Sponsor(s): **(MOC, OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 606**

The Good in the Bad and the Bad in the Good: The Counterintuitive Self in Organizational Life

The Counterintuitive Self in Organizational Life



Session Chair: **Danbee Chon**, *Stanford U.*
Session Chair: **Kristina Wald**, *U. of Chicago Booth School of business*
Discussant: **Richard Paul Larrick**, *Duke U.*
Presenter: **Danbee Chon**, *Stanford U.*
Presenter: **Kristina Wald**, *U. of Chicago Booth School of business*
Presenter: **Marius Van Dijke**, *Erasmus U. Rotterdam*
Presenter: **Rebecca Schaumberg**, *The Wharton School, U. of Pennsylvania*
Presenter: **Daniel Newark**, *HEC Paris*

In this symposium, we seek to bring together a collection of papers that not only broaden our understanding of self-oriented research in organizations, but also that highlight the ways in which these self-processes—some of which have been considered as largely positive and others as negative—may have unexpected upsides and downsides. In our first presentation, Chon, Sitkin, and Wiesenfeld propose that conceptions of self-awareness should distinguish among its three distinct focal targets (internal, external, and social) and present a new measure grounded in these distinctions through the lens of experienced (self-reported) and perceived (other-reported) self-awareness. The authors then use this reframing to challenge lay beliefs regarding the positive influence of self-awareness. In our second presentation, Wald and Chaudhry examine how self-awareness affects interpersonal judgment. They find that in some cases, self-awareness actually lowers trust, and that this effect is strongest when the target's behavior is perceived as easy to change (i.e., highly mutable). In our third presentation, Brockner and Van Dijke examine how self-affirmation can affect workplace behavior. They find that self-affirmation and work engagement interactively influence employees' return to work behavior. In our fourth presentation, Schaumberg and Chavez disentangle the consequences of shame, a self-conscious emotion. They find that the affective core of shame proneness relates positively to task performance, but that avoidance tendencies in response to transgressions are unrelated or negatively related to performance. Finally, in our fifth presentation, Newark and Dane examine the upside of abandoning a self-narrative. They consider why and how one might do so – and what one may stand to gain when one does.

A Preliminary Examination of the Dark Side of Self-Awareness

Author: **Danbee Chon**, *Stanford U.*
Author: **Sim B. Sitkin**, *Duke U.*
Author: **Batia Mishan Wiesenfeld**, *New York U.*

People are More Trusting of Others Who are Unaware (vs. Aware) of their own Negative Behavior

Author: **Kristina Wald**, *U. of Chicago Booth School of business*
Author: **Shereen J. Chaudhry**, *U. of Chicago Booth School of business*

The Interactive Effect of Self-affirmation and Work Engagement on the Decision to Return to Work

Author: **Joel Brockner**, *Columbia U.*
Author: **Marius Van Dijke**, *Erasmus U. Rotterdam*

Shame Predicts Success: When and Why Shame Proneness Relates Positively to Task Performance

Author: **Rebecca Schaumberg**, *The Wharton School, U. of Pennsylvania*
Author: **Koji Chavez**, *Indiana U.*

When Your Tale Becomes Untenable: Abandoning Self-Narratives for an Unnarrated Self

Author: **Daniel Newark**, *HEC Paris*
Author: **Erik Ian Dane**, *Washington U. in St. Louis*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1700** | Submission: **19630** | Sponsor(s): **(MSR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Hyatt Regency Seattle in 501 Chihawa**

**Gender & Spirituality: Engagement, Sustainability, and
Voice**



Session Moderator: **Debjani Ghosh**, *Indian Institute of Management, Ranchi*

The papers in this session explore the issue of gender and spirituality in multiple cultures and contexts.

MSR: **Gender and Religious Diversity, Task-Related Team Attributes, and Organizational Embeddedness**   

Author: **Debjani Ghosh**, *Indian Institute of Management, Ranchi*
Author: **Jorge A. Gonzalez**, *U. of Texas Rio Grande Valley*
Author: **Richard Aristeo Rodriguez**, *U. of Texas Rio Grande Valley*

Drawing from the categorization elaboration model, we examine gender and religious diversity as antecedents of organizational embeddedness, including the moderating effects of team-level cognitive diversity and goal interdependence. The study was conducted in Malaysia, a country where religious diversity has become more prominent following a wave of Islamic fundamentalism and that is also less gender-egalitarian than Western societies. Study results found that the main effects of gender and religious diversity were not associated with organizational embeddedness, and that there were no asymmetrical group differences. However, results for moderation showed that cognitive diversity exacerbated an adverse relationship between religious diversity and organizational embeddedness for Muslim employees, but not for non-Muslim employees. Further, goal interdependence weakened an adverse relationship between gender diversity, an effect that was more pronounced for female employees.

Paper is NOT Available. Please contact the author(s).

MSR: **Gender, Civic Engagement, and the Importance of Integrating Spirituality**   

Author: **Jeffrey Miles**, *U. of the Pacific*
Author: **Stefanie E Naumann**, *U. of the Pacific*

Spirituality is associated with a variety of positive life outcomes, and the university experience has long been regarded as a critical period of spiritual identity development. We empirically examine a model of the relationships between gender, civic engagement, and the importance of integrating spirituality into one's life in a large sample of undergraduates. We propose that a key explanation for why gender differences exist in the importance of integrating spirituality into one's life may be that civic engagement is intervening in the relationship between gender and spirituality. To test our hypotheses, we administered surveys to 964 first-year undergraduate students in the western United States. We found that women had higher scores for civic engagement and the importance of integrating spirituality into their lives than men. In addition, civic engagement mediated the influence of gender on the importance of integrating spirituality into one's life. Implications for theory and practice are discussed.

Paper is NOT Available. Please contact the author(s).

MSR: **Valuing the Good. Female Top Leaders Development of a Sustainable Mindset (WITHDRAWN)**

Author: **Gry Espedal**, *VID Specialized U.*
Author: **Ingunn Ulfsten**, *VID Specialized U.*

While much literature on female leadership has been concerned with gender equality and female and men's different qualities, little research has investigated how women develop into becoming leaders, as well as how they build a sustainable mindset. Based on life story interviews of three female top leaders, this study empirically analyzes the women leaders' way to top positions in organizations with national and international affairs. The findings indicate that despite resistance and cultural differences, the interaction between specific values from their upbringing and leadership qualities motivated the women to work for sustainability. Values and leadership skills were reinforced when values and capabilities were part of repetitive processes. The growth of resilient capabilities, as well as a sustainable mindset, became the result of the process.

Paper is NOT Available. Please contact the author(s).

MSR: **How and when Workplace Spirituality leads toward Employees' Voice Behavior: A Gender Perspective**

Author: **Muhammad Arshad**, *U. of Lahore*
Author: **Omer Farooq**, *Zayed U.*
Author: **Mariam Farooq**, *Al-Ain U., UAE*
Author: **Muhammad Muavia**, *COMSATS U., Islamabad, Lahore Campus*

This research enhances our current understanding of the effects of workplace spirituality on voice behaviors of male and female employees i) by examining the multiple underlying mechanisms of psychological safety and psychological empowerment and ii) by comparing the diverse use of these mechanisms across gender. Particularly, we posit that the strength of the two mechanisms varies across male and female in such a way that the impact of spirituality on females' voice behavior primarily flow via psychological safety and for male employees, this effect mainly flows via psychological empowerment. The analysis of our theoretical model relies on two independent studies. Study-1 (n=331 employees) tested our model in the manufacturing sector whereas study-2 (n=255 employees) replicated the results in the service (banking) sector. The aggregate results obtained from both studies by using structural equation modeling in MPlus revealed (with some variations) that spirituality, directly and indirectly, influences the voice behaviors of both male and female employees. However, the direct effect of spirituality on female voice behavior was stronger than the male employees. Moreover, the specific indirect effects obtained from moderated mediation analysis in Mplus demonstrate that the indirect effect of spirituality on female voice behavior mainly flows via psychological safety whereas on male voice behavior via psychological empowerment. The results are discussed in terms of their implication for theory and practice.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1701** | Submission: **10124** | Sponsor(s): **(MSR, ODC, MED)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:00AM- 9:30AMPT (UTC-7)** at **Hyatt Regency Seattle** in **Regency A**

Meeting Your Leadership Shadow: A Jungian Approach for Building Better Organizations
A Jungian Approach for Better Organizations



Participant: **William L. Sparks**, *Queen's U. of Charlotte*

Abstract This highly interactive PDW is designed to provide participants an opportunity to assess their management style and "shadow" and outline a process for integrating their management shadow (i.e., negative qualities and tendencies exhibited under stress) in order to be more effective and agile. The Actualized Leadership Framework is based primarily on the seminal work of Carl Jung, who stated that the only way to live an authentic life is to acknowledge and accept our darkness. This session will allow participants to complete a short online assessment (<http://www.ALFree.com>) to determine their dominant motive need and resulting management style and "shadow." The ALP framework consists of three styles and shadows: Achiever/Fear of Failure, Affirmer/Fear of Rejection and Asserter/Fear of Betrayal. The strengths of each style will be discussed before providing an overview of the three resulting Leadership Shadows and their impact on others in organizational settings. The session will conclude with discussing strategies for becoming more fully integrated individual. The Actualized Leader Framework has been developed over the last 20 years of the author's applied research efforts is the subject of the author's recent book "Actualized Leadership: Meeting Your Shadow & Maximizing Your Potential" (Society for Human Resource Management (SHRM) Publishing) published in 2019.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented

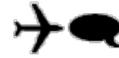


Selected as a Best Paper

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Session Type: **Symposium**
Program Session: **1702** | Submission: **11998** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 607**

Intangible Capital: The Organizational Assets that Build a Better World



Intangible Capital in Organizations

Organizer: **Batia Ben Hador**, *Ariel U. Department of Economics and Business Administration, Israel*
Participant: **Tracy Hopkins**, *Curtin Business School*
Participant: **Chu-Chen Rosa Yeh**, *National Taiwan Normal U.*
Organizer: **Galit Klein**, *Department of Economics and Business Administration, Ariel U.*
Participant: **Agnieszka Slomka-Golebiowska**, *Warsaw School of Economics*
Discussant: **Morten Huse**, *Professor Emeritus*
Discussant: **G. T. Lumpkin**, *U. of Oklahoma*

The recent period challenges many assumptions about the way organizations should act and perform. The Covid-19 pandemic and the economic crisis led to many changes, some temporary and some permanent. However, a more profound inspection must be made about some paradigms. For example, Alvarez et al. (2020) placed a question mark over the need for organizations to adapt economic theories. The worldwide crisis pointed at the need for an added value, and as Alvarez et al. (2020) noted - perhaps the economy needs to learn from organizational theories and not the other way around. The purpose of this symposium is to look at the concept of "Capital", not as a financial concept but as an intangible asset that promotes organizations and employees, by investing in their different kinds of capital such as human, social, psychological, and relational. An acquisition and sharpening of intangible capital skills will allow organizations and employees to respond better to unpredictable situations and to better manage future needs. The studies in the symposium provide different perspectives and views on different types of intangible capital in organizations. Despite the differences, there is an agreement that a common effort of implementation intangible capital will lead to better and more satisfied employees, will weaken gender biases, and by that lead to a better world together.

Human capital in the artificial intelligence era

Author: **Chu-Chen Rosa Yeh**, *National Taiwan Normal U.*

"I Can DO THIS", a true value of capital for executive women in the resources sector

Author: **Tracy Hopkins**, *Curtin Business School*

How external and internal social capital impact the performances and entrepreneurial activities

Author: **Galit Klein**, *Department of Economics and Business Administration, Ariel U.*
Author: **Batia Ben Hador**, *Ariel U. Department of Economics and Business Administration, Israel*

Women on boards and corporate environmental performance in Italian companies

Author: **Agnieszka Slomka-Golebiowska**, *Warsaw School of Economics*
Author: **Sara De Masi**, *U. of Florence*
Author: **Andrea Paci**, *Department of Economics and Management - U. of Florence*

What are the antecedents of Intra-organizational Social Capital for men and women?

Author: **Batia Ben Hador**, *Ariel U. Department of Economics and Business Administration, Israel*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Creating a Better World: Mindfulness and Organizational Practices

Session Moderator: **Yanina Rashkova**, *U. degli Studi di Cagliari*

OB: Toward an Organizational Capability-Based Theory of Mindfulness for Social Justice 

Author: **Yanina Rashkova**, *U. degli Studi di Cagliari*
Author: **Ludovica Moi**, *U. of Cagliari*
Author: **Francesca Cabiddu**, *U. of Cagliari*

The impact of mindfulness on many organizational practices is well documented in the literature, but its influence on social justice issues has been largely overlooked. The present study attempts to fill this research gap and explain how mindfulness may lead to a higher collective orientation toward social justice issues in organizations. Drawing on microfoundations of organizational capability, we explain what resources and collective practices organizations may use to develop sensitivity in organizations toward social justice issues. By conducting an integrative literature review, we develop a framework that identifies the key microfoundations of a collective mindfulness capability for social justice, defined as an organizational capability that helps companies recognize and overcome social inequalities ingrained in their organizational practices by operating in a sustainable and ethical way. With this study, we contribute to extending the literature on mindfulness and organizational capabilities by examining the main mechanisms and interactions that contribute to developing a collective mindfulness capability for social justice. Moreover, by examining mindfulness from multiple perspectives (individual and collective), we contribute to research progressing towards a multi-level theory of mindfulness. Managerial implications and future research directions are also discussed.

Paper is Available to Meeting Registrants Only.

OB: The Underlying Mechanism and Behavioural Outcomes of Working from Home During the Lockdown  

Author: **Mojdeh Mehrganrad**, *Northumbria U.*

Purpose -This paper examines the implications of remote working on employees' well-being during the COVID-19 lockdown. To this aim, we invoked boundary theory and source attribution perspective. We identified the underlying mechanisms and within-domain (i.e., family) behavioural outcomes when work and home are physically intertwined during the pandemic. **Design**-A theoretical model is proposed and empirically tested in a two-waves study of 141 university teachers in London, England (N = 282), who adapted remote working with computer-based assisted technology during the pandemic. **Findings** Our findings revealed that family-to-work interruption increases family-work conflict and the consequent spouse undermining behaviour. However, the extent to which employees engage in undermining behaviour at home depends on how these interruptions delay work goals achievement (Path A). In the alternative path, we observed that work interrupting during family time directly increases work-family conflict and is only partially explained by family goal obstruction (Path B). **Originality/value** This study was the first to use source attribution perspective to extend boundary theory and specify, in two asymmetrical paths, a different mechanism for the effect of work-to-family and family-to-work interruptions, WFC/FWC and their within-domain behaviour outcomes. **Keywords**-Boundary theory; Source attribution theory; Spouse undermining behaviour; Work-family conflict, Family-work conflict; London, UK, COVID-19 pandemic.

Paper is Available to Meeting Registrants Only.

OB: Organizational Walking. The New Normal of Bodily Movements In and Around Organizational Life

Author: **Peter Holdt Christensen**, *Copenhagen Business School*

A central characteristic of the workday of the millions of people working from home during the pandemic was the monumental lack of movement. Not physical exercise as such, but sheer movement like walking from one office to another, walking to the watercooler or to the cantina, or walking from one meeting room to another. In this conceptual paper I focus on one type of movement: walking, and I first define and distinguish four types of organizational walking: transition-related walking, recovery-related walking, visibility-related walking, and relational-related walking. Second, I elaborate on why organizational walking – beyond increasing employees' well-being – has important outcomes. In bringing back the body and bodily movements to the corporate office, and to working-from-home arrangements, the concept of organizational walking helps explain how and why walking has important consequences for everyday organizational life, and why we in a new normal also needs to facilitate and foster organizational walking.

Paper is Available to Meeting Registrants Only.

OB: Is Mindfulness Good or Bad for Work Motivation? The Role of Ambition as Boundary Condition

Author: **Mariana Toniolo-Barrrios**, *Simon Fraser U.*

The investigation of the effects of mindfulness on work motivation has been limited by a piecemeal approach, with mixed findings and predictions. While a number of scholars draw on Self-Determination Theory to contend that mindfulness is beneficial for motivation, other scholars draw on Goal-Setting Theory to argue that mindfulness is detrimental for motivation. This paper proposes a theoretical model that reconciles these two different lines of debate, by explaining the mediating mechanisms (i.e., self-awareness, needs fulfillment, future focus, goal setting) and boundary conditions (i.e., ambition) of the effects of mindfulness on motivation. In particular, I propose that mindfulness leads to enhanced work motivation for individuals that are low in ambition, whereas it leads to reduced work motivation for individuals that are high in ambition.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1704** | Submission: **19411** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 615**

Causes and Consequences of Workplace Gossip



Session Moderator: **Yating Wang**, *National U. of Singapore*

OB: Structural Foundations of Concrete Outcomes: Embeddedness Fosters Gossip, Trust, and Performance ➔

Author: **Kevin Nanakdewa**, *U. of Toronto*

Author: **Yi Huang**, *Nanyang Technological U.*

Author: **Xi Zou**, *Nanyang Business School*

Prior work has shown that employees are more likely to trust colleagues that are more embedded in their professional network. The prevailing assumption is that embeddedness serves a social monitoring function: the more third-party connections employees share, the less they would risk engaging in behaviors that might destroy trust, such as lying and cheating. We propose that embeddedness not only deters behaviors that are harmful to trust, but also serves as a structural foundation for behaviors that establish and increase trust, such as gossip. We thus propose a structural theory of gossip. Data from field studies across three organizations in Mainland China supported the hypothesis that gossip mediated the positive relationship between embeddedness and trust. The higher levels of trust linked to embeddedness and gossip was associated with positive downstream consequences in colleagues' peer performance evaluations of the gossip. We further discuss the role of gender in moderating trust relationships developing from positive and negative gossip. This research underscores the role that seemingly passive network structures can play in shaping concrete behaviors that have important interpersonal and organizational outcomes.

Paper is Available to Meeting Registrants Only.

OB: Don't Shoot the Messenger? A Morality- and Gender-based Model of Reactions to Workplace Gossip 🖨

Author: **Maria Kakarika**, *EM Normandie Business School*

Author: **Shiva Taghavi**, *NEOMA Business School*

Author: **Helena Gonzalez**, *NEOMA Business School*

We examined workplace gossip recipients' inferences of the sender's morality and their subsequent behavioral responses in three studies with experimental and observational methods. Study 1 provided experimental evidence that gossip recipients perceive the senders as low in morality, with female recipients rating the sender's morality more negatively than male. In a follow-up experiment (Study 2), we replicated these results and found that, in turn, perceived morality translates into behavioral responses in the form of career-related sanctions to the gossip sender. A critical incident study (Study 3) enhanced the external validity of our findings and extended the moderated mediation model by showing that gossip recipients also penalize senders with social exclusion. We discuss implications for practice and research on workplace gossip and understanding gender differences in attributions of morality and behavioral responses of gossip recipients.

Paper is Available to Meeting Registrants Only.

OB: How Does Perceived Negative Workplace Gossip Influence Employee Knowledge Sharing Behavior 🖨

Author: **Pengbo Li**, *Beijing International Studies U.*

Author: **Zixin Huang**, *Beijing International Studies U.*

Author: **Runna Wang**, *Beijing Institute of Fashion Technology*

Based on social information processing theory, this study explored the impact of perceived negative workplace gossip on employees' knowledge sharing behavior. It further examined the mediating role of work engagement and the moderating role of caring ethical climate in the process. Data from 295 employees from 10 hotels indicated that: (1) employees' perceived negative workplace gossip negatively affected their knowledge sharing behavior; (2) work engagement mediated the relationship between perceived negative workplace gossip and knowledge sharing behavior; (3) caring ethical climate moderated the direct influence of perceived negative workplace gossip on work engagement as well as the process of perceived negative workplace gossip influencing knowledge sharing behavior through work engagement. This study expanded the understanding about the effects and influencing mechanisms of negative gossip in the workplace. It also has practical implications for organizations and managers to better deal with negative gossip in the workplace, to foster a good team climate, and to promote knowledge sharing among employees.

Paper is Available to Meeting Registrants Only.

OB: Filling The Secrecy Vacuum: How Perceived Leader Secrecy Invites Gossip and Feedback Seeking?

Author: **Yating Wang**, *National U. of Singapore*

Author: **Rui Zhong**, *Sauder School of Business, U. of British Columbia*

Author: **Jingxian Yao**, *Catolica Lisbon School of Business and Economics*

Our organizational lives are awash with secrecy. Despite its importance in shaping social dynamics at the workplace, interpersonal reactions to secrecy have rarely been empirically investigated within specific relationships. By locating secrecy in the most significant dyadic relationship in organizations (i.e., leader-member relationship), this study aims to reveal how employees respond to and deal with their experienced leader secrecy—leader intentionally keeping some information secret from them at work. Drawing from cognitive theories of rumination, we contend that perceived leader secrecy signals to employees for their failure in achieving interpersonal goals and thus gives rise to rumination, which in turn triggers employees to gossip with their coworkers and seek information from the leader and, at the same time, leaves employees in a state of emotional exhaustion. Such mediating effects of perceived leader secrecy on dependent outcomes via rumination are stronger for employees in higher-quality relationships with their leader. By employing an experiment in the Western context (i.e., Study 1) and an experience-sampling study with three daily assessments in the Eastern context (i.e., Study 2), we find support for most of these predictions, except for the relationship between rumination and feedback-seeking from the leader. Interestingly, we found in Study 2 that both gossip and feedback-seeking could not actually eliminate employees' following perception of leader secrecy. We conclude by discussing the theoretical and practical implications of our work.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Diversity and Difference

Session Moderator: **Ademola Ajeyomi**, *LSBU Business School, London / UK*

OB: Antecedents of Multicultural Identity: The Role of Stereotypes and Need for Cognitive Closure

Author: **Ademola Ajeyomi**, *LSBU Business School, London / UK*
Author: **Karin S. Moser**, *LSBU Business School, London / UK*
Author: **Barbara Czarnecka**, *LSBU Business School, London / UK*

A noticeable rise in global mobility has led to an increase in people identifying with more than one culture. This has been described as 'effects of globalisation' on the microlevel by some authors (Arnette, 2003; Fitzsimmons et al., 2017). The reasons for this are manifold and include: increase in migration for both economic and political reasons, increase in binational relationships and marriages, easier access to education abroad with international recognition of degrees, increased travel for both leisure and work, and not least, the increase in digitalisation. These developments facilitate private and professional interactions and relations with people across the globe. Building on previous work on multiculturalism, this paper aims to make a theoretical contribution to understand how daily behaviour is impacted by antecedents of multiculturalism, ranging from monocultural to multicultural individuals. Specifically, we hypothesise multiculturalism as relevant for behavioural outcomes, only to the extent of antecedent a) situational cues of in- vs outgroup cultural identity, b) degrees of stereotype activation and moderated by c) the individual need for cognitive closure. We postulate a theoretical model that explains the impact of various degrees of individual multiculturalism on behaviours. With this, the paper contributes to understanding the psychological antecedents and underlying processes of people within an increasingly multicultural environment.

Paper is Available to Meeting Registrants Only.

OB: Encouraging Better Treatments Through Macro Faultlines  

Author: **Chester S. Spell**, *Rutgers U., Camden*
Author: **Yekaterina Bezrukova**, *U. at Buffalo, The State U. of New York*
Author: **Huiru Evangeline Yang**, *U. at Buffalo, The State U. of New York*
Author: **Terry Blum**, *Georgia Institute of Technology*
Author: **Paul Roman**, *U. of Georgia*

Drawing upon demography and intergroup relations theory, we introduce the novel construct of macro-faultlines that separate groups of interdependent organizations into distinct subgroups of organizations based on their similar demographic and intrapersonal profiles. We test these ideas in three multi-level, multi-source, and multi-wave studies spanning 10 years of research based on national samples of substance abuse disorder (SUD) treatment centers, organized into regionally selected groups of organizations intended as collaborative platforms for the execution of clinical trials. We found that faultlines based on employee life events (e.g., addiction) overpowered demographic faultlines in their effects on adoption of innovation. Divides within client populations (e.g., relapse status) encouraged innovation via information availability, whereas divides within employee populations discourage innovation. Finally, both employee and client-based faultlines were related to increased adoption of evidence-based treatments over a ten-year period. Implications for innovative responses to the opioid epidemic and substance abuse treatment in general are discussed.

Paper is Available to Meeting Registrants Only.

OB: Three-way Interaction of Team Faultline, Value Diversity, and Task Design on Team Effectiveness    

Author: **Dongwon Choi**, *Ewha Womans U.*
Author: **Bo-young Kim**, *Kookmin U.*
Author: **Eunhong Min**, *Kookmin U.*

In the current organizations, successful management of diversity at work has become the most important and challenging issue for managers. While scholars have deepened the understanding on the nature of diversity by proposing new concept such as faultline, previous studies on diversity and faultline have focused more on structural aspect of diversity, while neglecting the role of psychological aspect of diversity among team members. In addition, although team task design plays an important role in interactions among team members, the extent literature has not examined how team task design changes team processes under the different structural and psychological team compositions. To overcome the above limitations, this study constitutes an integrative model of team faultline, value diversity, and team task design on team process and on team effectiveness. Integrating the categorization-elaboration model and the false-consensus bias theory, we suggest that team faultline has positive effect on team effectiveness through team mental model only when both team value diversity and team task design are high. This paper intends to contribute to the literature of team diversity, team design, and team mental model.

Paper is Available to Meeting Registrants Only.

OB: Committing to the Digital Change in Organizations: A Study on Aging Blue-Collar Workers 

Author: **Kilian Hampel**, *U. of Konstanz*

Industrial companies and their workforce are currently facing several trends that challenge them in their working environment: First, the ongoing digitalization and automation of the workplace leads to unprecedented career challenges for blue-collar employees and requires them to increasingly incorporate digital technologies at work. Second, the demographic change leads to an aging workforce and a higher proportion of older employees at work. Therefore, it becomes increasingly important for blue-collar employees of all age groups to be willing to commit to the digital change at their organization and adapt to the changing working environment. Drawing from the socioemotional selectivity theory, I argue that age is generally negatively related to blue-collar employees' readiness for digital change. Furthermore, I assume this relationship to be moderated by technological insecurity and promotion-oriented change communication. Testing multiple regression analyses with survey data on 158 blue-collar employees at a manufacturing company, I find support for three of my four hypotheses: While age is generally negatively related to readiness for digital change, promotion-oriented change communication moderates this effect. Furthermore, promotion-oriented change communication was shown to, when absent, amplify or, when present, countervail the particular negative effects of technological insecurity on the age-change readiness relationship. Therefore, my findings have important theoretical and practical implications.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1706** | Submission: **19555** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:00AM- 9:30AMPT (UTC-7)** at **Seattle Convention Center in Tahoma 5**

Knowledge Acquisition and Sharing

Session Moderator: **Anne Burmeister**, *Rotterdam School of Management, Erasmus U.*

OB: Facilitating Knowledge Sharing: The Role of Knowledge Sharing Identity 

Author: **Anne Burmeister**, *Rotterdam School of Management, Erasmus U.*

Author: **Yifan Song**, *Texas A&M U.*

Author: **Andreas Hirschi**, *U. of Bern, Work and Organisational Psychology*

Existing research has typically adopted a social exchange perspective to portray employee knowledge sharing as an act of reciprocation for received support at work. In this study, we adopt an agentic perspective to understand the role of knowledge sharing identity as an inner driving force of knowledge sharing. We integrate identity theory with social cognitive theory to depict how knowledge sharing identity triggers a self-verification process that facilitates knowledge sharing through knowledge sharing envisioning and knowledge sharing self-efficacy as two agentic mechanisms. We further argue that the positive effects of knowledge sharing identity are strengthened by employee self-verification striving. We conducted two studies with Swiss employees from diverse industries to understand why, how, and when employees share knowledge. In a within-person field experiment (Study 1), we showed that knowledge sharing identity activation intervention increased an employee's daily knowledge sharing via knowledge sharing envisioning and knowledge sharing self-efficacy. In a between-person field study with time-lagged data (Study 2), we replicated the within-person findings regarding the two agentic mechanisms and identified self-verification striving as a moderator strengthening knowledge sharing identity's effects. Our findings provide theoretical and practical implications to the literature on knowledge sharing, work role identities, and personal agency.

Paper is Available to Meeting Registrants Only.

OB: Workplace Romance and Job Performance: Mediation Through Relational Capital and Knowledge Acquisition

Author: **Muhammad Aamir Shafique Khan**, *Jiangsu U.*

Author: **Du Jianguo**, *School of Management, Jiangsu U., China*

Author: **Mohsin Altaf**, *The U. of Lahore*

Author: **Ahmed Abdul Hameed**, *The U. of Lahore*

Author: **Shuja Iqbal**, *Jiangsu U., Zhenjiang China*

There is a lot of loving going on in the offices. The fact is that we are all human beings and when you put human beings together for 8 or 10 hours a day stuff is just going to happen which have its impact. This study examines the effect of lateral heterosexual workplace romance on employee performance. We examined the role of relational capital and knowledge acquisition as serial mediators in the relationship between workplace romance and employee performance. By collecting data in three rounds from 394 doctors working in Chinese hospitals through surveys and using structural equation modeling and bootstrapping, we found that lateral heterosexual workplace romance positively influences employee performance. We also found that the two serial mediators—relational capital, and knowledge acquisition—significantly mediate the effect of workplace romance on employee performance. Our study has important implications for managers and policymakers as the positive effects of a workplace romance are not confined to those involved; instead, these effects go beyond personal knowledge and job-related and psychological outcomes to have constructive, as well as affective influences in the form of positive emotions, care, trust, and reciprocity.

Paper is Available to Meeting Registrants Only.

OB: Self-interested Knowledge Sharing Behavior: Examination of Role Overload

Author: **Jessica Good**, *York U.*

Author: **Mark Podolsky**, *York U.*

Author: **You-Ta Chuang**, *York U.*

Author: **Janet Boekhorst**, *U. of Waterloo*

Author: **Michael Halinski**, *Ted Rogers School of Management*

Encouraging knowledge sharing is crucial for organizational success; however, employees are reluctant to share knowledge because it decreases their strategic advantage. It is essential for us to understand the different ways in which employees share knowledge (i.e., self-interested knowledge sharing behavior). Drawing from the stressor-emotion model of Counterproductive Work Behavior, we examine the indirect effect of role overload on two self-interested knowledge-sharing behaviors (i.e., knowledge hiding and manipulation) via negative affect. In a time-separated field study (n= 161), our analysis reveals that role overload is positively related to negative affect. Also, negative affect was positively associated with both self-interested knowledge sharing behaviors (i.e., knowledge hiding and knowledge manipulation). Finally, our analysis found that negative affect fully mediates the relationship between role overload and (a) knowledge hiding and partially mediates the relationship between role overload and (c) knowledge manipulating.

Paper is Available to Meeting Registrants Only.

Author: **Tomislav Hernaus**, *Faculty of Economics & Business, U. of Zagreb*
Author: **Ales Sasa Sitar**, *School of Economics and Business, U. of Ljubljana*
Author: **Nikolina Dragicevic**, *Faculty of Economics & Business, U. of Zagreb*

We take a knowledge hider's perspective and follow the conservation of resources (COR) theory to investigate performance consequences of hiding knowledge from colleagues, particularly focusing on the contextual role of job design in stimulating or demotivating such behavior in work relationships. Two field survey studies were conducted (Study 1, N = 155 business and economics scholars; and Study 2, N = 178 bank employees and 61 direct supervisors) to examine the influence of job resources (i.e., job autonomy and task variety) on task performance of evasive knowledge hidiers. Hierarchical regression analyses were run and confirmed the main positive effect of evasive hiding on (factual and supervisor-rated) task performance. In addition, conditional process analyses were applied to examine 2-way and 3-way interactions of evasive hiding, job autonomy and/or task variety. The data analysis results led us to conclude that having higher levels of job resources might motivate knowledge holders to hide knowledge less while maintaining the same level of performance, as well as offers an evidence that premium performance is reached when a knowledge holder has an adequate (instead of an excess) level of resources.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: **1707** | Submission: **10488** | Sponsor(s): **(OB, GDO)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center** in **Room 612**

Let's Talk About It: An Examination of Voice Behaviors And Outcomes For Social Issues *Social Issues and Voice in Organizations*



Session Chair: **McKenzie Preston**, *The Wharton School, U. of Pennsylvania*

Session Chair: **Michael Parke**, *The Wharton School, U. of Pennsylvania*

Discussant: **Susan J. Ashford**, *U. of Michigan*

Presenter: **Crystal I Chien Farh**, *U. of Washington*

Presenter: **Blair Middlebrook**, *U. of Washington*

Presenter: **Gwendalyn Camacho**, *Seattle Pacific U.*

Presenter: **Robin Fowler**, *U. of Michigan*

Presenter: **Insiya Hussain**, *U. of Texas at Austin*

Presenter: **Min Ju Lee**, *U. of Texas at Austin*

Presenter: **Ethan Burris**, *U. of Texas at Austin*

Presenter: **Bradford Edward Baker**, *Georgia Institute of Technology*

Broader societal concerns in the past few years have fueled greater emphasis on addressing important social issues within organizations, such as sustainability, culture, and diversity, equity, and inclusion (DEI). Employee voice—in which employees raise concerns, issues, problems, or ideas—is a key mechanism through which organizations can change and improve their efforts in addressing these important social issues. However, studies on such social issues typically do not examine employee voice. Likewise, existing research in the voice literature typically neglects social issues as a specific content of voice and instead primarily addresses issues directly related to work (i.e., task-related issues). As such, the projects in this symposium examine voice on social issues. Collectively, they examine why and when employees are more likely to speak up about social issues, as well as why and when leaders are more likely to listen to and implement employee voice on these issues. In doing so, they contribute to the management literature by uniquely advancing knowledge on employee voice and social issues at work.

Why and When Leader Input Solicitation on DEI Issues Yields Employee Silence

Author: **McKenzie Preston**, *The Wharton School, U. of Pennsylvania*

Author: **Michael Parke**, *The Wharton School, U. of Pennsylvania*

Race and the Costs of Voice (Un)enacted: Implications for Voice Safety and Inclusion

Author: **Crystal I Chien Farh**, *U. of Washington*

Author: **Blair Middlebrook**, *U. of Washington*

Author: **Robin Fowler**, *U. of Michigan*

Author: **Gwendalyn Camacho**, *Seattle Pacific U.*

Is All Voice Created Equal? Examining Employee Input on Overlooked Topics of Concern

Author: **Insiya Hussain**, *U. of Texas at Austin*

Author: **Min Ju Lee**, *U. of Texas at Austin*

Author: **Ethan Burris**, *U. of Texas at Austin*

Reckoning, Repair, and Regeneration: A Case Study of Voice Content Within the Agricultural Industry

Author: **Bradford Edward Baker**, *Georgia Institute of Technology*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

No Hard Feelings? Leadership, Emotions, and Emotional Capacities

Leadership, Emotions, and Emotional Capacities



Session Chair: **Alisha Gupta**, *Virginia Commonwealth U.*
Discussant: **Janaki Gooty**, *U. of North Carolina, Charlotte*
Presenter: **Alisha Gupta**, *Virginia Commonwealth U.*
Participant: **Zhavit Levitats**, *Yale U. (Yale Center for Emotional Intelligence)*
Participant: **Alexander S. McKay**, *Virginia Commonwealth U.*
Participant: **Zorana Ivcevic**, *Yale U. (Yale Center for Emotional Intelligence)*
Participant: **Chris Alwine**, -
Participant: **Shengjie Lin**, *Yale U. (Yale Center for Emotional Intelligence)*
Presenter: **Matthew Crayne**, *U. at Albany, State U. of New York*
Participant: **Omer Kocak**, *Istanbul Medipol U.*
Presenter: **Keaton Allen Fletcher**, *Georgia Institute of Technology*
Participant: **Cooper Drose**, *Georgia Institute of Technology*
Participant: **Claire Burnett**, *Georgia Institute of Technology*
Participant: **Spencer Garcia**, *Georgia Institute of Technology*
Presenter: **Michael Lance Frazier**, *Creighton U.*
Participant: **Steve Russell**, *Creighton U.*

The global pandemic left the world with prevailing uncertainties, which leaders continue to navigate and adapt to in attempts to create a new sense of normalcy for their employees. This major shift in work elicits intense emotions (e.g., ambiguity, tension, fear) that leaders must manage both for themselves and their followers. Consequently, leaders must now, more than ever, pay attention to their own and their followers' emotions. Leadership and emotions both inherently have interpersonal outcomes, thus, it is important to understand the psychological mechanisms that are at play and its relevant outcomes. In the present symposium, we advance the role of emotions in workplace relationships, namely the leader-follower relationship, in hopes to further develop academics' and practitioners' understanding of the interpersonal effects of emotions (gratitude, positive and negative affect) and emotional capacities (emotional intelligence) that may influence a more successful, healthier, and happier work environment. It is our hope that practitioners and scholars will recognize the importance of and take action to create healthier social interactions at work to ultimately improve workplace behaviors and well-being during the challenging transitions the workforce currently faces.

Self, Follower, and Ability Ratings of Leader Emotional Intelligence and Follower Outcomes

Author: **Alisha Gupta**, *Virginia Commonwealth U.*
Author: **Zhavit Levitats**, *Yale U. (Yale Center for Emotional Intelligence)*
Author: **Alexander S. McKay**, *Virginia Commonwealth U.*
Author: **Zorana Ivcevic**, *Yale U. (Yale Center for Emotional Intelligence)*
Author: **Chris Alwine**, -
Author: **Shengjie Lin**, *Yale U. (Yale Center for Emotional Intelligence)*

Unpacking Dimensional Complexity between Emotional Intelligence and Transformational Leadership

Author: **Matthew Crayne**, *U. at Albany, State U. of New York*
Author: **Omer Kocak**, *Istanbul Medipol U.*

The Daily Impact of Leadership Interactions on Positive and Negative Affect

Author: **Keaton Allen Fletcher**, *Georgia Institute of Technology*
Author: **Claire Burnett**, *Georgia Institute of Technology*
Author: **Cooper Drose**, *Georgia Institute of Technology*
Author: **Spencer Garcia**, *Georgia Institute of Technology*

Group Gratitude and Group Helping Behavior: The Role of Leader Entitlement and Servant Leadership

Author: **Michael Lance Frazier**, *Creighton U.*
Author: **Steve Russell**, *Creighton U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **1709** | Submission: **11775** | Sponsor(s): **(OB, MOC, ODC)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Chelan 2**

Office Work Interrupted: Evolving Understandings of Work and Organizing in the Shadow of COVID-19

Office Work Interrupted



Organizer: **Julia Coff**, *New York U.*
Presenter: **Julia Coff**, *New York U.*
Organizer: **Frances J. Milliken**, *New York U.*
Participant: **Frances J. Milliken**, *New York U.*
Organizer: **Kevin Woojin Lee**, *U. of British Columbia*
Participant: **Kevin Woojin Lee**, *U. of British Columbia*
Discussant: **Catherine Cramton**, *Professor emerita*
Participant: **Kevin W. Rockmann**, *George Mason U.*
Presenter: **Maily George**, *IESE Business School*
Presenter: **Melissa Mazmanian**, *U. of California, Irvine*
Participant: **Ingrid Erickson**, *Syracuse U. School of Information*
Participant: **Margaret Jack**, *Syracuse U. School of Information*
Participant: **Christine Beckman**, *U. of Southern California*
Presenter: **Cynthia Wilkes**, *U. of Southern California*

For many workers, COVID-19 catalyzed a rapid disappearance of the physical organization and a dramatic rise in technologically mediated forms of organizing. Prior research on remote and virtual work has largely focused on what changes enable virtual workers to succeed, under the assumption that these virtual workers would represent a minority of the workforce and would primarily occupy specialized roles. Key questions to be asked are: do we need to revisit our thinking about virtual work in light of our changed, and changing, circumstances? And what might the recent, widespread virtualization of work teach us not just about virtual work, but, also, about workers and organizations, more broadly? Our goal with this symposium is to feature future-of-work scholars who can share their insights into the ways that we might understand virtual work anew, as well as the ways that virtualization can impact how workers understand themselves, their work, and their organizations. The presentations contained in this symposium cover newcomer socialization, the doing of virtual work, the emotional costs of that work, and workers' reflections upon the transition to virtual work. In so doing, they invite us to question both scholarly and practitioner assumptions about virtual work and highlight the ways in which workers shape their experience of work.

Benefits To Onboarding Remotely? Building Trust With Supervisors Without Face-To-Face Contact

Author: **Maily George**, *IESE Business School*
Author: **Kevin W. Rockmann**, *George Mason U.*

The Work Of Getting to Work: Independent Workers and The Articulation Work People Engage In...

Author: **Melissa Mazmanian**, *U. of California, Irvine*
Author: **Ingrid Erickson**, *Syracuse U. School of Information*
Author: **Margaret Jack**, *Syracuse U. School of Information*

The Emotional Costs Of Remote Work Arrangements

Author: **Christine Beckman**, *U. of Southern California*
Author: **Cynthia Wilkes**, *U. of Southern California*

You Can Take It With You: Worker Adaptation To The Virtualized Organization

Author: **Julia Coff**, *New York U.*
Author: **Frances J. Milliken**, *New York U.*
Author: **Kevin Woojin Lee**, *U. of British Columbia*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1710** | Submission: **19211** | Sponsor(s): **(ODC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Sheraton Grand Seattle in Juniper**

Adept Leaders and Organizational Change



Session Moderator: **Michael E. Palanski**, *Rochester Institute of Technology*

ODC: **Leader Development in Work and Volunteer Contexts: Expected Practice and Unexpected Opportunities** 

Author: **Michael E. Palanski**, *Rochester Institute of Technology*

Author: **Michelle Hammond**, *Oakland U.*

Author: **Shalini Khazanchi**, *Rochester Institute of Technology*

Although engagement in leadership in both work and volunteer contexts is a fairly common occurrence, little is known about ways in which leaders develop through these experiences. To better understand leaders' experiences leading in both work and volunteer roles, we interviewed 40 leaders, seeking to understand their motivation to lead in multiple domains, the process of development, and the outcomes of development. Our findings highlight how leaders develop through intentionally seeking leadership roles, learning, and developing skills, and how they develop through incidental means of unanticipated - even serendipitous - situations that represent new opportunities to lead, exposure to new people and ideas, and new perspectives. Further, leaders reported developing a more integrated leader identity (leading as a "whole person") through both intentional and incidental development. We discuss ways in which the findings suggest that an expanded approach to leader development beyond intentional, workplace-based approaches may open other important avenues for leader development.

Paper is Available to Meeting Registrants Only.

ODC: **The Role of Leadership Political Skills in the Context of Organizational Change** 

Author: **Noufou Ouedraogo**, *MacEwan U.*

Author: **Mohammed Laid Ouakouak**, *Gulf U. of Science and Technology*

Author: **Gertrude Iranganie Hewapathirana**, *Gulf U. of Science and Technology*

In this research, we measured the impact of leaders' political skills on employee behavioral support for organizational change and the latter's effect on change fatigue and change outcome. Organizations nowadays face dynamic environments that require constant change. Therefore, leaders should develop the political skills necessary to gain employee behavioral support for organizational change, manage employees' change fatigue, and ultimately achieve positive change outcomes. We based our study on a sample of 197 participants from Canadian organizations and used structural equation modeling to test our research hypotheses. We found that leader networking ability and apparent sincerity positively affect employees' intentions to support change, whereas interpersonal influence and social astuteness do not. In turn, employees' intentions to support change positively affect change outcome, although it has no significant effect on employees' change fatigue. Finally, we found that change fatigue negatively affects change outcome. The findings have implications on organizations' HRD practices to facilitate effective change management efforts and have a theoretical contribution.

Paper is Available to Meeting Registrants Only.

ODC: **Giving Sense to Change Leadership: Towards a Narrative-Based Process Model**

Author: **Antonio Sadaric**, *U. of Ljubljana, School of Economics and Business*

Recent studies on change agency and organizational change failure have significantly broadened the organizational behavior perspective on individual change experiences and related group dynamics. However, the underlying mechanism for change leaders' influential behavior remains a relatively underspecified area. We examine the various strands of research in management concerned with change leadership and persuasive communication, and propose a multidisciplinary perspective from developmental psychology, linguistics and consumer psychology. This approach draws on key theoretical perspectives from social cognitive theory and commensurable interdisciplinary findings as the basis for a narrative-based process model of change leaders' influential behavior. Our model includes propositions about the change leader's interpretation of ideological change as well as the change leader's process of sensemaking and sensegiving. We argue that the change leader's persuasive communication efforts are based on the leader's narrative intelligence and influence, which promote the change recipient's attachment formation. We conclude by addressing the theoretical limitations of interdisciplinary perspectives and suggesting future directions for the importance of narrative research in change agency.

Paper is Available to Meeting Registrants Only.

 ODC: **The Impact of CEOs Winning Awards on Firm Strategic Change**

Author: **Veronika Ciarleglio**, *Old Dominion U.*

Author: **Anil Nair**, *Old Dominion U.*

Author: **Jing Zhang**, *Old Dominion U.*

Author: **Stav Fainshmidt**, *Ivey Business School*

Author: **Ashley Salaiz**, *U. of Tampa*

ODC Division Best Paper Finalist

Research on award-winning CEOs have led to two contradictory assertions: some scholars argue that CEOs who win awards may engage in strategic change and risk-taking behavior, while others argue that such CEOs become complacent, risk-averse, and less likely to engage in strategic change. Using theories of cognition, especially prospect theory (PT) and behavioral theory of the firm (BTOF), we examine the effects of CEOs winning awards on firm strategic change. Using S&P 500 data from 2009 to 2021, we found that award-winning CEOs are less likely to engage in strategic change; moreover, performance below or above firm aspirations had no impact on subsequent strategic behavior. Thus, the results help resolve the contradictory assertions in the CEO award literature. The theoretical contributions to the literature on firm strategic change and BTOF are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1711** | Submission: **11424** | Sponsor(s): **(ODC, OMI)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 8:00AM- 10:00AMPT (UTC-7)**

New Perspectives of Organization Change Processes *New Perspectives of Organization Change Processes*



Organizer: **Janina Klein**, *Vrije U. Amsterdam, School of Business and Economics*
Organizer: **Andrew H. Van de Ven**, *U. of Minnesota*
Presenter: **Andrew H. Van de Ven**, *U. of Minnesota*
Presenter: **Dennis A. Gioia**, *Pennsylvania State U.*
Presenter: **Janina Klein**, *Vrije U. Amsterdam, School of Business and Economics*
Presenter: **Jennifer Woolley**, *Santa Clara U.*
Presenter: **Moshe Farjoun**, *York U.*
Presenter: **Saku Mantere**, *McGill U.*
Facilitator: **Alexandra Rheinhardt**, *U. of Connecticut*
Presenter: **Marshall Scott Poole**, *U. of Illinois at Urbana-Champaign*

This Professional Development Workshop (PDW) on New Perspectives of Organization Change Processes gives scholars and practitioners an opportunity to learn about and engage with the latest research on organization change processes. More specifically, this PDW focusses on processes of change, or the sequence of events in which organizational characteristics and activities change and develop over time, and the factors that influence these processes. The PDW is organized around themes from the 2nd edition of the 2021 Oxford Handbook of Organization Change and Innovation. The PDW aims to expand participants' perspectives and develop new ways to think about organization change processes that expand upon (Van de Ven & Poole's 1995) teleology, life cycle, evolutionary, and dialectical models of change. The format of the PDW consists of impulse presentations by authors of selected chapters of the Oxford Handbook, small group breakouts which are facilitated by the presenters, a plenary session of small group reports and a panel questions and answers session.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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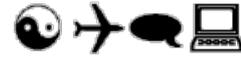
Session Type: **Paper Session**

Program Session: **1712** | Submission: **18553** | Sponsor(s): **(ONE)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 8:00AM- 9:30AMPT (UTC-7)** at **Hyatt Regency Seattle** in **403 Cispus**

**Sustainability Transitions, Net-Zero Targets and
Fighting the Climate Crisis (In-Person)**



Session Moderator: **Lucrezia Nava**, *Cambridge Judge Business School*

ONE: Does Environmental Regulation Induce Service Transition? Evidence from Manufacturing Firms

Author: **Feng Zhang**, *School of Economics, Nankai U.*

Author: **Xiangcen Zhan**, *Nankai U.*

Author: **Haina Zhang**, *U. of Aberdeen*

Author: **Xile Yin**, *ZheJiang GongShang U.*

The Glasgow Climate Pact at COP26 requires emission-intensive sectors initiate a strategic transition towards low-emission energy system. However, investigations on the roles of environmental regulation policies in promoting service transition of manufacturing firms remains to be limited. We employ the DID (difference-in-difference) method using the year 2008 policy in China as an exogenous shock. As per our findings, we have determined that firms in regulated industries are more likely to conduct service transition than those in non-regulated ones. Specifically, when facing environmental regulation, firms prefer developing basic rather than advanced services. Furthermore, resource slack strengthens the positive effect of environmental regulation on service transition. Thus, this study provides policy suggestions for governments to design environmental regulation policies and managerial implications for manufacturing firms to develop business model innovations.

Paper is NOT Available. Please contact the author(s).

ONE: Dealing with an Identity Threat: Porsche and the Transition to Electric Mobility  

Author: **Marcelo Brull**, -

Author: **Christina Bidmon**, *Copernicus Institute of Sustainable Development, Utrecht U.*

An important and underexamined topic in the literature on innovation and sustainability concerns situations in which dramatic shifts in the environment require an organization to make time-sensitive changes to its corporate identity. We conduct a qualitative study of luxury sports car manufacturer Porsche during the breakthrough of electric mobility and explore the discursive process of quickly 'fitting in' a novel product category. We find that revisionist work takes place in two stages; first, by re-framing product and market-fit of the new category and, second, by authenticating the modernization of the organization. Our findings explain under what conditions a novel product category is likely to trigger changes to a corporate identity, and how this is accomplished. This is important for sustainability scholars, because it can help to explain how organizations account for the integration of novel, more sustainable product categories that pose a threat to their current, less sustainable operations.

Paper is NOT Available. Please contact the author(s).

ONE: From Opportunity to Transformation: How Impact Entrepreneurs Lead in Fighting the Climate Crisis 

Author: **Felix Decker**, *Rotterdam School of Management, Erasmus U.*

Author: **Joris Meijaard**, *RSM, Erasmus U. Rotterdam*

This study investigates how impact entrepreneurs contribute to the sustainable transition of markets and systems. It examines the paths of four successful European ventures leading bottom-up change, and it develops a model for a sustainable transition driven by impact entrepreneurs, which consists of three phases. Firstly, in the opportunity emergence phase, impact entrepreneurs seek a societally desired niche that did not innovate as yet. Secondly, throughout the action formation phase, impact entrepreneurs develop an innovative and attractive solution and mobilize resources. Finally, in the transformation phase, the entrepreneurial ventures contribute to market and system transition.

Paper is Available to Meeting Registrants Only.

ONE: The Way to Net-Zero: Exploring Stakeholder Perceptions 

Author: **Lucrezia Nava**, *Cambridge Judge Business School*

Author: **Celina Scott-Buechle**, *Stanford U.*

Author: **David Reiner**, *Cambridge Judge Business School*

Achieving the goal of net-zero emissions, set by many governments for the next decades, requires the joint effort of policymakers and stakeholders, primarily the private sector and NGOs. Even if the target is defined, the way to reach it is still under discussion, due to the fragmentation of opinion and polarization of stakeholders. In this exploratory study, we seek to shed light on the perceptions of different stakeholders about potential instruments to achieve net-zero emissions, such as the use of carbon dioxide removals (CDR) or the further development of a carbon market. Moreover, to measure the presence of in-group/out-group biases affecting the discussion, we also investigate the perceptions about other stakeholders participating in the discussion. Through text mining and sentiment analysis of 691 organizational documents, produced by either companies or NGOs, we are able to outline the perceptions of stakeholders in different sectors and how these perceptions change over space and time. Important implications for policymakers emerge, along with a contribution to the literature on stakeholder participation in policymaking processes and collaborative governance.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1713** | Submission: **18558** | Sponsor(s): **(ONE)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Hyatt Regency Seattle** in **404 Entiat**

Corporate (Ir)responsibility and Responses to Adverse Events (In-Person)



Session Moderator: **Guido Berends**, *U. of Groningen*

ONE: Forgetting Work: Its Role in Sustaining Corporate Social Irresponsibility

Author: **Nilufer Yapici**, *Middle East Technical U.*
Author: **Ratan Dheer**, *Eastern Michigan U.*

Irresponsible behaviors by corporations continue despite institutional pressures for corporate social responsibility, resulting in disasters like the Kalamazoo River Oil Spill and the Exxon Valdez Oil Spill. We develop a comprehensive model explaining how firms revert to their usual self after committing environmental disasters. Our in-depth abductive analysis of the Kalamazoo River Oil Spill illustrates that forgetting work allows corporations to protect their image and maintain legitimacy in the shareholder and state's eyes, attenuate institutional pressures, and co-opt external stakeholders, communities, and the society while continuing irresponsible behaviors. While forgetting work's success relies on the corporation's political activities, the success of corporate social responsibility is less clear. Corporate social responsibility fails when it contributes to the marginalization of involved communities, making it ineffective and unethical. Our research contributes to the forgetting work literature by showing how irresponsible corporations engage in short and long-term social forgetting after stimulating environmental disasters. We highlight the plurality of voices and interpretations in the mnemonic processes involved in narratives regarding corporate irresponsibility.

Paper is NOT Available. Please contact the author(s).

ONE: Rehabilitating from Environmental Misconduct: The Potential of Orchestrating Corrective Actions

Author: **Guido Berends**, *U. of Groningen*
Author: **Bjoern C. Mitzinneck**, *Groningen U. (RuG)*
Author: **Jordi Surroca**, *U. of Liverpool Management School*

Most firms attempt to regain lost public reputation after reports of corporate misconduct. Prior research has focused on identifying individual corrective actions for reputation repair, suggesting a costly and disruptive action such as replacing organizational leadership is necessary. This research, however, gave limited consideration to the use of multiple corrective actions over time. Integrating signaling theory and the literature on rehabilitation and corrective actions, we argue that the orchestration of corrective actions can restore reputation, even if individually taken these actions do not meet the conventional criteria of successful repair signals. We find support for our theory in a sample of publicly traded U.S. firms implicated in environmental misconduct between 2008 and 2018. We advance the literature on rehabilitation by providing insights into the orchestration of corrective actions over time and caution firm stakeholders that well-crafted reform efforts do not necessarily reflect underlying attributes of the firm. In doing so, we also alert signaling research to the importance of signal orchestration when combining multiple signals to form a set.

Paper is NOT Available. Please contact the author(s).

ONE: Organizational Ambidexterity and Environmental Catastrophes: Lessons from the Covid-19 Experience

Author: **Md Kamrul Hasan**, *U. of North Texas*
Author: **Derrick ED'Souza**, *U. of North Texas*

How organizations respond to environmental catastrophes has drawn significant attention among management scholars. Investigations have focused on either the short- or long-term organizational actions and outcomes related to such events. However, the short- and long-term organizational actions occur concurrently, and this concurrency has not been adequately addressed in the literature. The environmental effects induced by the Covid-19 pandemic may offer opportunities to refine our understanding of how organizations manage the long and short-term effects of catastrophic events concurrently. Drawing on published Covid-19 experiences, we use the ambidexterity lens to frame how organizations address short and long-term effects of catastrophic events concurrently, and we offer a generalized model to reflect the underlying relationships. Next, recognizing that organizations act within their referent group, we explore how the relative ambidexterity construct can be used to explore the competitive actions of individual organizations.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1714** | Submission: **18811** | Sponsor(s): **(OSCM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:00AM- 9:30AMPT (UTC-7)** at **The Westin Seattle in Vashon II**

Interorganizational Projects & Buyer-Supplier Relationships

Session Moderator: **Jesus Diego Castillo**, *U. Carlos III de Madrid*

OSCM: **Looking Outwards and Inwards to Improve Patient Care Quality and Clinical Outcomes in U.S. Hospitals**  

Author: **Subhjit Chakraborty**, *Coastal Carolina U.*

Keeping a typical U.S. hospital in mind, we draw support from quality management and lean systems theory to empirically test a framework that links variables looking outwards (supplier relationship management), and inwards (internal lean orientation) to patient care quality and two important hospital clinical outcomes—mortality rate and readmission rate. This integrated framework can help U.S. hospitals identify and solve issues—both internal and external, some of which lie outside their current boundaries, with their supply chain partners. Contrary to our expectations, we do not find support for a link between patient care quality and readmission rate; and instead, internal lean orientation is positively associated with the mortality rate for a hospital. We offer plausible explanations and conclude with broader implications of our research for both health care research and practice. **KEYWORDS:** Supplier relationship management; internal lean orientation; patient care quality; 30-day risk-adjusted mortality rate (RAMR); 30-day risk-adjusted readmission rate (RARR); hospital clinical outcomes

Paper is Available to Meeting Registrants Only.

OSCM: **Relational Dynamics of Inter-Organizational Projects in the Wake of Digitalization**  

Author: **Timo Braun**, *Darmstadt U. of Applied Sciences*

Author: **Eskil Ekstedt**, *Uppsala U.*

Author: **Rolf A. Lundin**, -

Focusing on operational coordination and the related dynamics of relations, we ask how inter-organizational projects respond to digitalization. A comparative study of two inter-organizational projects in the construction industry not only shows that such projects are embedded into wider networks of inter-organizational relations, but also that digitalization causes additional relational dynamics. This is particularly the case regarding Building Information Modeling (BIM), which aims at supporting operational coordination across organizations, although its usage differs significantly in the two projects studied. With its focus on embedded inter-organizational projects, operational coordination, and relational dynamics in the light of the recursive interplay between stability and change, the study contributes to operations management as well as project management scholarship.

Paper is Available to Meeting Registrants Only.

OSCM: **The Impact of Interorganizational Strategic Activities on Product Recall Risk**

Author: **Julian Schulte**, *U. of Münster*

Author: **Karl Lucas Kleine-Stegemann**, *Westfälische Wilhelms-U. Münster*

Product recalls can pose major financial and reputational risks for firms. However, there is limited empirical research about the antecedents of these harmful events. This study investigates the impact of mergers and acquisitions and joint ventures on product recalls. Furthermore, we introduce the strategic flexibility of the firm's industry rivals as a moderator, influencing these relationships. We draw on the punctuated equilibrium theory and a large longitudinal dataset from the U.S. Food and Drug Administration. Our results indicate that mergers and acquisition activity has an inverted U-shaped relationship and that joint venture activity has a U-shaped relationship with product recalls. Additionally, we show that the latter relationship is flatter when the strategic flexibility of rivals is higher. Our findings contribute to theory in several ways: First, we advance punctuated equilibrium theory by identifying why firms can change from the equilibrium period to the revolutionary period and, more importantly, what negative outcomes can emerge in this period. Second, we advance mergers and acquisition and joint venture literature by demonstrating that inorganic growth can be related to increased product recalls, especially if the firm has a moderate level of mergers and acquisition activity, as opposed to either a low or a high level of it. Third, the findings contribute to product recall literature by giving another explanation for the increase of product recalls for firms. Practical implications are discussed.

Paper is Available to Meeting Registrants Only.

OSCM: **Creating Better Supply Chains Together: Influence of Supply Chain Orientation and Knowledge Sharing** 

Author: **Kip Kiefer**, *Rollins College*

Author: **Timothy Pett**, *Rollins College*

Author: **Mark Heileman**, *Rollins College*

Author: **Laurent Sie**, *ESC Pau Business School*

This study examines the relationship between supply chain orientation and knowledge sharing on small business strategy and firm performance. This paper also explores potential differences that may exist across national boundaries for international firms. 392 surveys were administered to managing directors of small- and medium-sized enterprises in the United States, France and India and explored how managerial practices may impact firm's financial and non-financial performance outcomes via triple bottom line assessments. Interestingly, findings suggest that differences in managerial practices for business strategy exist across the three countries and that these differences are associated with differences with respect to firm performance outcomes. The paper discusses implications for scholars and practitioners, suggests future research opportunities, and provides concluding thoughts.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1715** | Submission: **19266** | Sponsor(s): **(PNP)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Hyatt Regency Seattle in 509 Tolt**

Nonprofit Structure and Finance

Session Moderator: **Gowun Park**, *U. of Washington*

This panel explores nonprofit financial instruments and philosophies. In particular, the papers explore the relationships between nonprofit finance and the structure and relative stability of nonprofit organizations.

PNP: **Which Nonprofits Are More Financially Stable? Organizational Attributes And Revenue Diversification** 

Author: **Gowun Park**, *U. of Washington*

This paper examines the effects of organizational attributes on nonprofit financial stability measured by revenue diversification. By combining institutional theory, resource dependence theory, and financial portfolio theory literature, this study seeks to provide a systematic understanding of nonprofits' organizational factors that influence their financial stability and, furthermore, organizational sustainability. A structural equation model was developed for an empirical test, based on survey data of nonprofits in the Washington state. This research finds that nonprofits with higher managerialism or higher collaboration are more likely to have diversified revenue portfolios, controlling for other organizational factors. In contrast, community ties have a negative impact on revenue diversification.

Paper is NOT Available. Please contact the author(s).

PNP: **Less Than Zero: A Positive Theory of Negative Prices in for Donative Nonprofits**  

Author: **Jennifer Kuan**, *California State U., Monterey Bay*

Author: **Jeremy Thornton**, *Brock School of Business, Samford U.*

The paper introduces a simplified platform model of nonprofit pricing, where client and donor prices are determined jointly. The interaction of donor and client markets has been discussed for decades but has not been addressed formally. Recent advances in economic theory offer analytic tools to model interaction of multiple markets explicitly, via a platform theory of the firm. Our model extends this tool to the case of pricing decisions for donative nonprofits and offers novel guidance to managers based on the relative elasticities among its clients and donors. We demonstrate that negative prices may be optimal for the nonprofit when cross-market elasticity between clients and donors is less than the own-price elasticity to its clients. Under this circumstance, the losses endured by lowering prices to clients will be more than offset by higher donation revenues. We further demonstrate analytically that low or negative prices are not an indicator of altruistic preferences of the organization. Alternatively, altruistic preferences are not necessary to drive prices below marginal cost. Our formulation offers a novel and clearly defined framework for nonprofit managers, funders, and researchers to distinguish optimal pricing decisions for their distinct charitable missions.

Paper is Available to Meeting Registrants Only.

PNP: **Nonprofit Capital Structure and Financial Determinants of Nonprofit Debt Instruments**   

Author: **Qingqing Sun**, *Universsity of Maryland-College Park*

Nonprofits that want to finance infrastructure need to design a capital structure - the mix of accumulated funds and external debt - that can raise enough capital while minimizing borrowing costs. Many scholars test two competing capital structure theories - the pecking order and static trade-off theories - in the nonprofit context by examining the determinants of leverage but cannot find results that conclusively support either theory. The inconsistent results raise the question of whether the applicability of two theories vary by debt instruments, due to the varying issuance costs, and default risks associated with debt instruments. To answer these questions, I investigate the financial determinants of the use of debt instruments by nonprofits using IRS 990 form data on public charities from 2010 to 2016 and two-step Heckman selection models. I find the pecking order theory can explain the use of tax-exempt bonds better, while the static trade-off theory can interpret the use of mortgages better. When nonprofits have diversified revenue streams, and rely on a predictable source of revenue, nonprofits increase the use of mortgages but reduce the use of tax-exempt bonds. This paper makes theoretical contributions by delineating the applicability of pecking order and static trade-off theories. Keywords: nonprofits, capital structure, mortgages, tax-exempt bonds

Paper is NOT Available. Please contact the author(s).

PNP: **The Impact of Flexible Labor Arrangements on Nonprofit Financial Performance and Program Outcomes (WITHDRAWN)**

Author: **Qiaozhen Liu**, *Georgia State U.*

Author: **Hala Altamimi**, *Georgia State U.*

The use of flexible labor in the nonprofit sector raises the question about the organizational implications of this strategic decision. Studies on for-profit firms suggest that flexible labor brings benefits to organizations in the form of cost reduction and improved program outcomes, yet evidence remains inconclusive. To understand whether nonprofits can accrue similar benefits from using flexible labor, we examine the link between flexible labor and organizational performance in the nonprofit sector. Using panel data from 2008-2016, we observe the financial and programmatic outcomes of a large sample of arts nonprofits and find that the increase in the share of flexible labor spending is associated with improved financial health and a decline in program outcomes.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1716** | Submission: **19263** | Sponsor(s): **(PNP)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Hyatt Regency Seattle in 703 Hoko**

Perspectives on Cross-sector Value Creation

Session Moderator: **Jessica Weaver**, *U. of Liverpool*

This session explores a range of theoretical perspectives on inter-sector collaborations and partnerships, particularly across the lines that divide the public, private, and nonprofit sectors.

PNP: Unlocking the Full Potential of Transformative Service Research by Co-Creating Value

Author: **Jessica Weaver**, *U. of Liverpool*
Author: **Philippa Hunter-Jones**, *U. of Liverpool Management School*
Author: **Rory Donnelly**, *U. of Liverpool*

Research aiming to transform services requires the disruption of power dynamics to ensure that service users are fully embedded in decision-making and disparities are not reproduced. This article presents a systematic review of how service users have been included in the co-creation of Transformative Service Research (TSR) in published articles. Despite consensus over the scope for value co-creation to improve wellbeing, our analysis reveals that user collaboration does not feature in most TSR papers, and even when it is reported, it has rarely been embedded extensively across all stages of the process, thus missing the potential for greater value co-creation. We contribute to the existing literature in two important ways. Firstly, by highlighting how this imbalance provides the opportunity for the reflexive application of TSR knowledge within the research process, drawing on the relationship between ethics-based and impact-based motivations for co-creating value. Secondly, we add to literature calling for deeper reflection on how TSR should be approached by proposing five working principles for TSR practice. These principles provide a guide to assess ethical engagement with disempowered groups and embed service users in the research of critically important fields such as healthcare, finance, and social services.

Paper is NOT Available. Please contact the author(s).

PNP: Identity Implications of Cross-Sector Partnerships: A Case Study in the Nonprofit Sector

Author: **India Jana Kandel**, *Leibniz U. Hannover*
Author: **Alina McCandless Baluch**, *U. of St Andrews*
Author: **Erk Peter Piening**, *Leibniz U. Hannover*

Best Conference Paper by a Public and Nonprofit Division Doctoral Student

Nonprofit organizations increasingly engage in various forms of collaboration with corporate actors. Business collaborations can aid nonprofit organizations in fulfilling their mission; however, they are also likely to bring about internal tensions, particularly, when nonprofit members feel that partnerships are not aligned with the nonprofit's mission or core values. Indeed, previous research has indicated that "who we are" as an organization has important implications for "what we should do" and thus, who "we" should associate with, highlighting the role of organizational identity in assessments of inter-organizational relationships. To date, we still have a limited understanding of how nonprofit members perceive corporate collaborations and their implications for member perceptions of organizational identity. To address this important gap, we examine how nonprofit members make sense of nonprofit-business partnerships and how they manage identity tensions arising from them. Our study employs a qualitative research design including 40 semi-structured interviews across 15 nonprofit organizations over two phases of data collection. We show the identity tensions arising from corporate partnerships and identify four identity work tactics that nonprofit members engage in to alleviate these tensions. By offering a grounded model of identity work in cross-sector partnerships, we bring attention to relational elements of organizational identity.

Paper is NOT Available. Please contact the author(s).

PNP: Articulating the Regulation Logics in Governments-Nonprofits Collaboration

Author: **Caroline Julie Demeyere**, *Copenhagen Business School*

Calls for the construction of a post-New Public Management paradigm to engage collaboratively in wicked public problem solving are important. However, the shift toward more horizontal relations between public and civil society actors is constrained by an institutional environment. This article studies the efforts of public and nonprofit actors to articulate the network logic carried in the collaboration with the preexistent hierarchical and market logics. A two-year inter-organizational ethnography was conducted within a government-association collaboration structure: the Equality Group as a community of public and nonprofit actors seeking to co-construct regional public policies on gender equality in France. The results highlight two different conceptions of the articulation of collaboration with regulation logics: mandated collaboration and co-competition. This discrepancy generates a collaborative distrust. A positive role of the public actor's hierarchical authority in the collaboration between governments and nonprofits is highlighted with the theorization of a collaborative ratchet effect. The research argues for the need to shift the debate from the legitimacy of hierarchical authority in collaboration to the legitimate and ethical ways in which hierarchy could be exercised for collaborative purposes. It supports practitioners wishing to develop collaboration by shedding light on the mutual representations and expectations of partners.

Paper is NOT Available. Please contact the author(s).

PNP: Overcoming Information Asymmetry in Public-Private Relationships: Boundary Objects in Contracts

Author: **Florence Karaba Stadler**, *School of Management, U. of Bath*
Author: **Jens Roehrich**, *U. of Bath*
Author: **Steve Conway**, *U. of Leicester*
Author: **Jack Turner**, *Janssen pharmaceuticals*

The paper builds on information processing theory to investigate the yet under-explored roles of contracts and their nested boundary objects to address information asymmetry in public-private relationships. Drawing on interviews, observation, archival data and contracts, we examine relationships between a pharmaceutical company and three public healthcare organizations. While findings reveal that contracts can function as a common reference point, boundary objects differ both in their information processing capacities and effect on information uncertainty and equivocality. Also, where one partner is more dominant than the other, boundary objects may have a negative impact on information asymmetry.

Paper is Available to Meeting Registrants Only.

Author: **Stephan Leixnering**, *WU Vienna*

Author: **Markus A. Höllerer**, *UNSW Sydney & WU Vienna*

Author: **Tobias Polzer**, *WU Vienna*

Author: **Michael Schiffinger**, *WU Vienna*

Contemporary public services are regularly delivered by a broad range of decentralized providers across the public, private, and non-profit sectors. In these fragmented settings of ‘delegated’ governance, central administrative overview and accountability have become increasingly elusive objectives. Public audit institutions, on the other hand, occupy a unique position at the nexus of central administrative units and decentralized service providers. Our work addresses the often-underestimated role that public auditing plays in such organizational arrangements by unpacking how administrative units respond to audits that identify performance and coordination issues in the delivery of public services. Empirically, we examine survey data from organizations audited by the City of Vienna Court of Audit. We find that audits indeed make administrative units (re-)act – but also talk and listen to service providers. Thus, audits strengthen central administrative accountability and lead to (re-)engagement and improved relationship management in settings of delegated governance.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1717** | Submission: **19183** | Sponsor(s): **(RM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)**

Advances in Text Analysis for Management Research



Session Moderator: **Janice Wobst**, *Leuphana U. Lüneburg*

RM: [Computer Aided/Assisted Qualitative Data Analysis Software in Management and Organizational Research](#) 

Author: **Paula Marie O'Kane**, *U. of Otago*

Author: **Anne D. Smith**, *U. of Tennessee, Knoxville*

This paper analyses 128 journal articles, published in the field of management and organizations between 2011 and 2020, which articulated the use of CAQDAS programs in their data analysis. Our analysis of these articles revealed that scholars are using CAQDAS in many novel ways to support their data analysis process. Yet, many scholars tend to over-legitimize the role of CAQDAS in their study, without a detailed description of the CAQDAS techniques used in the data analysis. We provide examples and exemplars of CAQDAS explanations and point to the continued need to grow and refine CAQDAS terminology in order to communicate our data analysis effectively and enable readers to both understand and learn from other researchers.

Paper is Available to Meeting Registrants Only.

RM: [Avoiding Algorithm Error in Computer-Aided Text Analysis: Selecting Text Analysis Software](#) 

Author: **Janice Wobst**, *Leuphana U. Lüneburg*

Author: **Rainer Lueg**, *Leuphana U. Lüneburg*

The use of computer-aided text analysis as a tool to quantify qualitative information continues to grow in management research. Academia increasingly develops guiding principles that aid scholars in addressing reliability and validity issues. However, there is little guidance in selecting a proper software solution that aligns the features of the software with the features of the underlying construct. Further guidelines are particularly relevant because computer-aided text analysis is highly software dependent. This paper demonstrates a systematic software selection process using two illustrative constructs: a theoretically complex construct (value-based management sophistication) and a more straightforward construct (firm's future orientation). The paper develops generalizable principles for selecting proper software solutions. After reviewing relevant literature, this paper compares the algorithmic proximity of frequently applied software solutions in management research, performing analysis of variance and convergent validity analysis. The results demonstrate that the algorithmic performance depends on the construct type. The analysis of variance indicates statistically significant differences in mean values between various software solutions. However, these differences do not lead to substantial deviations in convergent validity results between the applied software solutions. This paper contributes to the literature by assisting scholars in choosing a proper software solution when conducting computer-aided text analysis.

Paper is NOT Available. Please contact the author(s).

RM: [Leveraging Text Mining for the Grounded Theory Method in Qualitative Research](#) 

Author: **Dillon Berjani**, *Vrije U. Amsterdam*

Despite the broader recognition of the grounded theory methodology in qualitative research, this methodological approach bears limitations mainly concerning its analytical rigor, including unreliable generalizations about language use or inaccurate conclusions that result from subjective preconceptions about the data. Reflecting these considerations, this study reports on two specific text mining features, namely keywords and keyword combinations. It discusses their relevance for researchers and applicability in reducing analytical weaknesses of the grounded theory approach explicitly relating to the analysis of extensive textual data. In particular, their relevance lies in enabling researchers to localize and contextualize general themes in the data, commonly performed manually, indicating where and in what context such themes have been used. This approach enables more rigorously grounded and accurate findings by making more reliable and objective generalizations of language use. It helps researchers more accurately identify relevant themes in the data and build a data structure. This paper contributes to scholarship focused on organizational research using qualitative methods. It informs about specific features in the context of text mining, allowing researchers to improve analytical rigor and the overall quality of their qualitative study.

Paper is Available to Meeting Registrants Only.

RM: [Quantifying Narrative Data in Qualitative Analysis: An Abductive Approach and Interactive Process](#)  

Author: **Hongxia Peng**, *Rouen U.*

The analysis of narrative data frequently raises methodological concerns oscillating between, on the one hand, the necessity to structure and highly heterogeneous and descriptive data for operationalizing analysis and, on the other hand, the interest to preserve the subtlety and context of narration for enhancing analysis. Based on existing research that evidences the inherent coherence of qualitative analysis for narrative data and the operational advantage of quantifying narrative data via textual analysis, this paper presents a methodological exploration combining textual analysis and qualitative content analysis to analyze narrative data. Positioning this methodological process within an abductive approach, this research assesses an analysis conducted on 75 narrative texts written by employees and managers about their work and shows that 1) the textual analysis, with its quantifying techniques, helps peruse and structure narrative data, particularly heterogeneous and massive data; 2) the interaction between quantifying techniques supported by textual analysis and qualitative content analysis based on interpretation favors the interaction between deductive reasoning and inductive reasoning during the analytical process and therefore reinforces the interpretative robustness of qualitative content analysis; 3) if qualitative content analysis cannot intrinsically dissociate from the subjective interpretation, textual analysis might provide relative objectifying adjustments to the subjectivity of interpretation. The paper ends by presenting propositions and recommendations with regard to the utilization of quantifying techniques in the qualitative analysis of narrative data.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1718** | Submission: **11796** | Sponsor(s): **(RM, OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 605**

Novel Applications of Mixture Modeling to Organizational Research
Mixture Models in Organizational Research



Organizer: **Ann-Renee Blais**, *Statistics Canada*
Organizer: **Matthew McLarnon**, *Mount Royal U.*
Organizer: **Simon Houle**, *Concordia U.*
Presenter: **Simon Houle**, *Concordia U.*
Presenter: **Michaela Scanlon**, *Smith School of Business, Queen's U.*
Presenter: **Matthew McLarnon**, *Mount Royal U.*
Presenter: **Greg Thrasher**, *Oakland U.*

This symposium highlights ways in which organizational researchers can utilize person-centered mixture models in their work. Specifically, this symposium illustrates the application of latent profile analysis (LPA) at both the event and person levels, as well as its extension to also include predictors and outcomes of profile membership.

Investigating Newcomer Employees' Commitment Profiles: A Person-Centered Approach

Author: **Simon Houle**, *Concordia U.*
Author: **Arya Shafei**, *Concordia U.*
Author: **Istvan Toth-Kiraly**, *Concordia U.*
Author: **Alexandre Morin**, *Concordia U.*

Understanding Reluctant Leaders: A Person-Centered Approach to Examine Leader Emergence

Author: **Michaela Scanlon**, *Smith School of Business, Queen's U.*
Author: **Ann-Renee Blais**, *Statistics Canada*
Author: **Cindy D. Suurd Ralph**, *Royal Military College of Canada*
Author: **Alyssa Grocutt**, *Smith School of Business, Queen's U.*
Author: **Shani Pupco**, *Smith School of Business, Queen's U.*
Author: **Kaylee Somerville**, *Smith School of Business, Queen's U.*

The Daily Grind: Multilevel LPA of Employees' Motivation During the Work Day

Author: **Matthew McLarnon**, *Mount Royal U.*
Author: **James M. Diefendorff**, *U. of Akron*
Author: **Megan Nolan**, -

A Person-Centered Analysis of Multi-Domain Leader Identity Construction

Author: **Greg Thrasher**, *Oakland U.*
Author: **Benjamin Biermeir-Hanson**, *Radford U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1719** | Submission: **18528** | Sponsor(s): **(SAP)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Room 205**

Managing Strategic Tensions for a Better World

Session Moderator: **Lorenzo Skade**, *European Uni Viadrina, Frankfurt (Oder)*

SAP: **“Senator, We Run Ads!”: On The Persistence of Facebook’s Paradoxical Tensions** 

Author: **Lorenzo Skade**, *European Uni Viadrina, Frankfurt (Oder)*

Author: **Jochen Koch**, *European Uni Viadrina, Frankfurt (Oder)*

Author: **Eric Knight**, *Macquarie Business School, Macquarie U.*

Despite the ongoing interest in studying organizational paradoxes, we still lack knowledge of how and why these paradoxes persist over time. Based on a critical discourse analysis of video data of Facebook’s Congressional hearings in 2018, we develop a process model of the dynamic persistence of paradoxical tensions. We argue that CEO Mark Zuckerberg mobilized embodied four discursive practices—conforming, rejecting, transcending, and generalizing—in an attempt to create complexity to conceal Facebook’s strategic tensions. As a result, these practices led to circles of resolving, exposing, and concealing tensions, giving rise to the persistence of the paradox of the company’s business model. Based on Luhmann’s systems theory, our study contributes to the theoretical advancement of the dynamics of the persistence of paradoxes that showcases the evolution of tensions over time. Doing so, our study advances the knowledge of the persistence of paradoxes and extends the literature on paradoxes in system theory.

Paper is Available to Meeting Registrants Only.

SAP: **Communication of Crisis or Crisis of Communication**

Author: **Elisa Lehrer**, *European Uni Viadrina, Frankfurt (Oder)*

Author: **Jochen Koch**, *European Uni Viadrina, Frankfurt (Oder)*

All over the world, scientists and governance systems are currently challenged to assess and strategically communicate information towards the public to contain the COVID-19 pandemic. Spurred by the global outbreak of COVID-19, affecting all areas of social and economic life the interest of management and organization scholars into the topic of crisis has rekindled. However, little is known about how organizations communicate to monitor, detect, prevent, and/or control crises, that are characterized by high levels of uncertainty and complexity. In our empirical study we investigate the communication of the Robert Koch-Institute, a federal institution of the German government, throughout the early stages of the pandemic in 2020. Thereby, we seek to understand how organizations perform such mission-driven communication, by drawing on speech act theory and the concept of performativity. Finally, we develop a process model of a process-model of performative communication.

Paper is Available to Meeting Registrants Only.

SAP: **Tracing Paradoxes: The Nonlinear Movement of Paradoxical Tension in Interorganizational Partnerships**

Author: **Jane Kirsten Le**, *WHU - Otto Beisheim School of Management*

Author: **Margaret Koli**, *WHU Otto Beisheim School of Management*

Interorganizational partnerships are a key mechanism to address grand challenges including climate change, poverty, energy security, and health crises. These partnerships are beset with paradoxes and must thus continuously respond to tensions at multiple levels. By studying paradoxical tensions and the responses to these tensions across the various levels of an interorganizational partnerships, this thesis traces the movement of paradoxical tension across levels and over time showing consequences for Grand challenges. Specifically, this longitudinal case study of interorganizational actors addressing the grand challenge of renewable energy in emerging economies, shows – in contrast to existing studies – that tensions continuously move between the individual, organizational, and interorganizational levels of the partnership in non-linear movements. This study explains these non-linear movements and highlights the implications for interorganizational partnerships and their ability to address grand challenges. Specifically, the research shows how critical incidents, can occur at any level, making tensions salient, sometimes at multiple levels simultaneously, with tensions then moving dynamically between various levels of the partnership based on how paradoxes are experienced and responded to by actors. The simultaneous dynamic movements, experience and response to paradoxical tension can provide an explanatory mechanism for how interorganizational partnerships are beset by paradox which in turn creates tensions and how the experience and response to tensions influences the focus on the grand challenge. Our narratives of dynamically moving tensions challenge existing depictions of paradoxical movement and highlights critical mechanisms in understanding the role of paradoxes in interorganizational settings.

Paper is Available to Meeting Registrants Only.

 SAP: **NASA’s Inter-Organizational Open Innovation Practices to Tackle the Exploration-Exploitation Paradox**  

Author: **Christina Angelika Wawarta**, *Warwick Business School*

Author: **Loizos Th. Heracleous**, *Warwick Business School*

Author: **Sotirios Paroutis**, *Warwick Business School*

Carolyn Dexter Award Nominee

While open innovation has become an established approach to exploration we still remain with a limited understanding of how incumbent firms use open innovation practices at the inter-organization level and what effects these might have. This is a surprising omission for strategy scholarship as many firms rely on inter-organizational engagements to execute complex projects. Drawing on a longitudinal study of open innovation practices in NASA, we reveal the multi-layered effects of open innovation practices and their implications for the inter-organizational level. We theorize an inductive model that shows how open innovation practices can mitigate exploration-exploitation paradoxes.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Business, Social Value and Purpose-Driven Strategy

Session Moderator: **Francesca Collevocchio**, *U. Politecnica delle Marche*

SIM: On Becoming a Purpose-Driven Firm: Practices and Drivers of Corporate Purpose

Author: **Zahra Kashanizadeh**, *Amsterdam Business School, U. of Amsterdam*
Author: **Jatinder Singh Sidhu**, *Leeds U. Business School*
Author: **Kevin Heij**, *Amsterdam Business School, U. of Amsterdam*

There is currently much interest in the notion of business or corporate purpose as an organizing concept to capture for-profit firms' balanced attention to the simultaneous pursuit of financial performance goals and social impact goals. Recent years have seen a steady flow of conceptual and empirical articles seeking to illuminate the concept and shed light on how and why companies differ in their purpose orientation. Speaking to this line of research, our article reports a study of ten prominent companies in the Netherlands, offering a new and unique perspective on companies' varied engagement with and expression of purpose as well as the factors that influence the direction and speed of companies' purpose orientation. Based on qualitative analysis of archival material and 58 semi-structured interviews with the companies' internal and external stakeholders, we present a network of the drivers and practices central to having an explicit purpose orientation. We moreover identify two alternative pathways or trajectories that companies tend to follow on their way to becoming more purpose-driven. The empirically grounded insights of this study contribute a more fine-grained understanding of companies' commitment to a purpose orientation as they strive to find the right balance between the attainment of financial and social goals in the context of their specific industries. The study also contributes to laying the foundation for variance research interested in operationalizing the purpose concept to examine the relative strength of internal and external contingencies affecting a company's purpose, and the impact this last has on different performance parameters.

Paper is Available to Meeting Registrants Only.

SIM: The Conjoint Effects of Accountability and Capability on Financial/Social Balance

Author: **Fengbin Wang**, *School of Business, Renmin U. of China*
Author: **Changwei Guo**, *School of Business, Renmin U. of China*
Author: **Jianxun Chen**, *U. of International Business and Economics*

Dual-purpose companies with financial/social tradeoffs face conflicting expectations from various stakeholders. We theorize this issue by a combinatory consideration of accountabilities regarding what the focal organization “should do” and the capabilities that guarantee what they “could do”. By distinguishing accountabilities in terms of upward vs. downward relationships and organization capabilities in terms of orientations toward presence and the orientations toward presence and future, our research addresses the two aspects of strategy holistically through qualitative analysis. Then we applied a QCA analysis to explore the causal configurations of these conditions. Our findings reveal three configurational patterns that enable the financial/social balance and three patterns that inhibit it. These patterns demonstrate complementary and substitutive relationships within and between accountabilities and capabilities, and provide empirical evidence for how dual-purpose companies can deploy different accountabilities and capabilities to achieve financial/social balance.

Paper is Available to Meeting Registrants Only.

SIM: Do Board Characteristics Affect the Adoption of Purpose-Driven Strategies? Evidence from EU firms

Author: **Francesca Collevocchio**, *U. Politecnica delle Marche*
Author: **Gianluca Gionfriddo**, *Institute of Management, Scuola Superiore Sant'Anna, Pisa*

The debate around corporate purpose in the modern economic system has gained considerable momentum in the last decade, and the growing awareness of the social role played by firms has triggered an urgent call to pursue purpose-driven strategies (PDSs), i.e., strategies aimed at satisfying one or more societal needs other than profit maximization. Since the board of directors plays a key role in defining the corporate purpose and supporting decision-making in the definition of strategies, it is fair to assume that the characteristics of the board can impact the adoption of PDSs. However, the relationship between the board and PDSs has not yet been examined. Our study aims to fill this gap by investigating whether and which specific board characteristics influence the adoption of PDSs. To this end, we employed propensity score matching and logistic regression methods to analyze a sample of 580 European firms. Results show that board independence, network size, gender diversity, and education positively affect the adoption of PDSs, while the impact of directors' age and board tenure is negative. In addition to contributing to research by connecting the board literature with the corporate purpose literature, our results provide practical implications for directors and investors.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1721** | Submission: **19481** | Sponsor(s): **(SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Hyatt Regency Seattle** in **302 Beckler**

Governance, Ethics and Corporate Social Performance

Session Moderator: **Steven Mueller**, *Longwood U.*

SIM: The Effects of Ownership Structure and CEO Duality on Family Firm CSR Performance

Author: **Lin-Hua Lu**, *National Taipei U. of Technology*
Author: **Chien-Cheng Chen**, *National Taipei U. of Technology*
Author: **Meng-Rou Li**, *National Taipei U. of Technology*

In our study, we investigate specific issues related to how family firms engage in corporate social responsibility activities. In addition, we make predictions about how family firm corporate social responsibility activity engagement is moderated by CEO duality and professional manager equity ownership. We find that a higher divergence between control and cash flow rights will attract family firms to engage in more corporate social responsibility activities. Moreover, two contingency variables, CEO duality and professional manager equity ownership, are found to have negative interaction effects on the relationship between the divergence between control and cash flow rights and corporate social responsibility activities. A longitudinal data set from 2008 to 2019 prove our predictions.

Paper is Available to Meeting Registrants Only.

SIM: The Relationship Between Ethics and Firm Turnover Among Investment Brokers

Author: **Steven Mueller**, *Longwood U.*
Author: **Daniel Nelson Jones**, *U. of Nevada Reno*
Author: **Shelby Curtis**, *U. of Nevada, Reno*
Author: **Jessica Carre**, *Mind Research Network*

Unethical brokers wreak havoc on the personal and financial lives of their clients. However, in order to have confidence that a broker is ethical, clients must be able to identify warning signs. The occupational and demographic history of brokers may hold clues to a broker's ethics. For example, brokers who move from firm to firm may be doing so to avoid legal trouble. However, moving from firm to firm may also simply reflect ambition. Thus, research is needed to determine if turnover is a legitimate warning sign for unethical behavior. Study 1 used an archival sample from the Financial Industry Regulatory Authority organization (i.e., FINRA; www.finra.org) to replicate and extend previous findings that frequent turnover is a warning sign for unethical behavior. We found that having been banned from trading or having high amount disclosures was associated with more turnover and less time spent at each firm. Study 2 surveyed 235 full time workers in the financial sector. Although we found no evidence that firm turnover was associated with legal concerns, we did find a negative relationship between time spent at their longest appointment and legal concerns. This association remained even when controlling for personality, workplace culture, greed, and ambition. These findings contribute to a greater understanding of how demographic variables may be useful for flagging unethical brokers.

Paper is Available to Meeting Registrants Only.

SIM: Family Ownership, Financial Performance, and Social Performance: A Stakeholder Salience View

Author: **K. Praveen Parboteeah**, *U. of Wisconsin, Whitewater*
Author: **Hsi Mei Chung**, *I-Shou U., Taiwan*
Author: **Andy Yu**, *U. of Wisconsin-Whitewater*

Employing an integrated framework from stakeholder salience and socioemotional wealth perspective, this study addresses family firms' heterogeneity on corporate social performance (CSP) issues by utilizing balanced panel data from 2007-2018. We found that family firms prioritize CSP dimensions (i.e., shareholder, employee, society, and environmental protection) as salient or not based on the socioemotional wealth concern (measured by the family ownership). Additionally, firm financial performance increases the positive relationship between family ownership and the overall CSP. Specifically, the moderating effect helps the shareholder, employee, and the society dimension of CSP. This study provides insights on realizing how and under what kind of conditions that family ownership matters on distinct aspects of CSP in family firms

Paper is Available to Meeting Registrants Only.

SIM: Entrepreneurs' Childhood Family-Decline and Corporate Social Responsibility Performance

Author: **Mengyu Cai**, *Business School at Nankai U.*
Author: **Nan Zhou**, *Tongji U.*

We examine the impact of entrepreneurs' childhood family-decline on a firm's corporate social responsibility (CSR) performance, and investigate the mediation mechanism of long-term orientation. We first argue that entrepreneurs' childhood family-decline will foster their long-term orientation by enhancing their cognitive judgment and self-control ability. Long-term orientation further leads to a firm's CSR activities. Moreover, we explore two moderators of the relationship between childhood family-decline and long-term orientation: entrepreneurs' social experience and education, both of which influence their cognitive judgement and self-control ability. We test our hypotheses in a sample of private-owned listed firms in China and find support for our predictions.

Paper is Available to Meeting Registrants Only.

Author: **Clarissa Rene Steele**, *Kansas State U.*

Author: **Sarah Marie Holtzen**, *Missouri Southern State U.*

Over the last few decades, CEO compensation has been increasing at a rate much faster than the pay of the average worker. Though a recent AFL-CIO (2021) report notes that the average CEO-to-worker compensation ratio currently sits at 299:1, differences exist in the extent to which this value is seen as a topic of concern. These differences may depend, in part, on the extent to which individuals' knowledge of and perceptions surrounding CEO compensation are accurate. For example, in a year when CEOs earned an average of \$15.5 million, American adults incorrectly estimated CEOs earned a substantially smaller amount of \$1 million (Larcker, Donatiello, & Taya, 2016). To begin investigating such discrepancies in how the compensation of CEOs is perceived, we use equity theory (Adams, 1965) to test a series of hypotheses in a sample of students and adults. While we expected students to be less knowledgeable about and hold less accurate perceptions of CEO compensation, our results found no significant differences in initial perceptions held by the two groups. Following an experimental manipulation that presented participants with accurate information on both CEO compensation and average worker pay, both groups reported that CEO compensation was more of a concern. Contrary to the principles of equity theory, however, participants also reported that CEO pay was more justified after reading the information. We close the paper by addressing these contradictory findings while providing concrete directions for future research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Platform Strategies: Entry and Diversification

Session Moderator: **Hyuck David Chung**, *U. of Michigan*

STR: Selective Revealing for Building Innovation Ecosystems: Incumbent Firms' and New Ventures' Behaviors  

Author: **Pia Kerstin Neudert**, *EBS Business School*
Author: **Markus Kreutzer**, *EBS Business School*
Author: **Katrin Burmeister-Lamp**, *EBS U. of Business and Law*

Incumbent firms and new ventures form innovation ecosystems that provide innovative value propositions based on their complementary resources. To jointly build these innovation ecosystems, firms must open their organizational boundaries by sharing information with each other. Research suggests that selective revealing contributes to tie formation in innovation ecosystems: As firms voluntarily, purposefully, and irrevocably disclose information to third parties—including competitors—they hope to gain access to other firms' resources and thereby create multipartner innovations. However, theory on selective revealing and the formation of innovation ecosystems is still sparse, as the two phenomena have been studied from different management perspectives: open innovation research and ecosystem research. We overcome this disparity by drawing on the resource-based view to disentangle the threats of substitution and imitation that impact selective revealing behaviors in building innovation ecosystems. Specifically, we develop propositions on how the radicalness of innovations, incumbent firms' diversity of knowledge bases and resource commitments, as well as new ventures' use of power change tactics and intentions for ecosystem learning influence the propensity for selective revealing. We thereby theoretically illuminate information sharing tensions in emerging innovation ecosystems and derive new research impulses for open innovation and ecosystem research, including configurational and organizational learning perspectives on ecosystem building.

Paper is Available to Meeting Registrants Only.

STR: Legitimizing Nascent Platforms: The Dynamics and Complementarities of Strategic Framing

Author: **Saeed Khanagha**, *Vrije U. Amsterdam*
Author: **Joost Rietveld**, *UCL School of Management*

Nascent platforms face important legitimacy issues arising from the need to gain visibility and to meet the expectations of users and complementors on whom the platform depends for its success. Heterogeneity in these stakeholders' expectations and the absence of demonstrable value in the early stages escalate such legitimacy issues. We investigate how platform sponsors may deal with these challenges by using framing strategies that complement technological and economic strategies to convince audiences that the new platform is credible, legitimate, and valuable. Our framework identifies firm- and ecosystem-specific issues as two boundary conditions that determine the nature and sequence of framing strategies. We derive framing strategy archetypes—disruptive and sustaining framing—and highlight how these can add to the platform's technological and economic strategies by either making their salient aspects more noticeable (supplementary effect) or neutralizing the hazards of those strategies (compensatory effect). These complementarities between framing and other strategies help the sponsor deal with the tensions in creating a new platform.

Paper is Available to Meeting Registrants Only.

STR: When Uber Eats its Own Business, and That of its Competitors Too 

Author: **Hyuck David Chung**, *U. of Michigan*
Author: **Yue Maggie Zhou**, *U. of Michigan*
Author: **Christine Choi**, *U. of North Carolina at Chapel Hill*

How does diversification influence a platform firm's existing business? We conjecture that a diversifying platform firm faces a unique challenge in allocating complementors' resources between businesses due to its lack of ownership over them. At the same time, the potential synergy from serving multiple businesses in a diversifying platform firm can divert ownership-free complementors away from competing platform firms. We analyze changes in the rideshare business in Manhattan, New York City, after Uber launched Uber Eats in the city. We find that the launch of Uber Eats was associated with a reduction in trip volumes for both Uber and Lyft. Both effects were weakened during rush hours, when the opportunity costs of resource reallocation to Uber Eats were higher for the rideshare drivers.

Paper is NOT Available. Please contact the author(s).

STR: Within Platform Diversification: The Performance Implications of Diversification Breadth and Depth

Author: **Kenan Guler**, *Rochester Institute of Technology*
Author: **Ettore Spadafora**, *Rochester Institute of Technology*

We add a new dimension to the diversification literature by investigating the diversification behaviors of complementors within a platform ecosystem. Drawing on resource based-theory and transaction cost economics, our theoretical framework suggests that the existing diversification measures inappropriately gather diversification breadth and depth under a single construct and treat related and unrelated diversification as if they are exogenous. Collecting and analyzing a unique Airbnb hospitality dataset, 2,969,737 listings by a total of 218,532 Airbnb hosts over 55 months, we provide performance implications of diversification breadth and depth by accounting for the "multi-faceted" nature of these constructs. Our findings on the relationship between diversification breadth and performance suggest that combined related and unrelated diversifiers are the highest performers based on financial metrics but lowest based on "evaluated performance." We also find that pure related and pure unrelated diversifiers outperform single businesses based on financial metrics but underperform based on evaluated performance. Finally, we found an inverted-U shape relationship between diversification depth (related/unrelated expansion) and performance.

Paper is Available to Meeting Registrants Only.

Author: **Karl Taeuscher**, *U. of Manchester*

Author: **Hannes Rothe**, *ICN Business School*

How can providers of multisided platforms grow their user base? A central tenet in platform research is that user growth is driven by increases in a platform’s ecosystem, but this tenet rests on the implicit assumption that potential users attend to and perceive such changes. Such an assumption might be problematic in the case of platforms provided by new ventures (platform ventures) because attracting stakeholder attention generally represents a major challenge for any new venture. In this paper, we aim to address this complication by developing and testing theory about how platform ventures can strategically attract user attention through growth announcements – public claims about the growth of their ecosystem and user base. We study the performance consequences of growth announcements in the market for Massive Open Online Courses (MOOCs), in which new ventures like Coursera and Udacity launched competing MOOC platforms in 2012. Our fixed-effects time series of the monthly user growth of nine competing MOOC platforms between 2012 and 2021 shows that growth announcements substantially drive platforms’ user growth. We find that the benefits of growth announcements are strongly contingent on a platform venture’s pressure to attract attention – reflected in its prominence and the prominence of its direct competitors – and its ability to leverage its existing ecosystem to make compelling growth claims. We discuss how these findings contribute to research on platform strategy and cultural entrepreneurship.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1723** | Submission: **18767** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center** in **Ballroom 6E**

CEO Personal Characteristics and Firm Strategic Decisions

Session Moderator: **Evans Ofosu Boamah**, *Lancaster U. Management School*

STR: Narcissistic CEOs Promise More than they Deliver: A Case from Share Repurchases 

Author: **Evans Ofosu Boamah**, *Lancaster U. Management School*

The paper examines how CEO narcissism affects a firm's likelihood of share repurchase announcement. Using the novel signature size measure of narcissism, we find that firms with narcissist CEOs are more likely to make repurchase announcements and announce higher repurchase amounts. However, they are unlikely to make the actual repurchase and are likely to repurchase a small amount if they do. The announcement effect is pronounced in poor-governed firms. Further, actual repurchases only happen when the repurchase can be made at a discount. To mitigate endogeneity concerns, we use a matched sample and difference in difference analysis and find a statistically significant and supportive result. Finally, controlling for overconfidence and using an alternative measure of narcissism provide supportive and more robust results.

Paper is Available to Meeting Registrants Only.

STR: Curb Your Enthusiasm! Concentrated Institutional Ownership as a Check on CEO Overconfidence

Author: **Yi Huang**, *Syracuse U. Whitman School of Management*

Author: **Pamela Brandes**, *Syracuse U.*

Author: **Ravi Dharwadkar**, *Syracuse U.*

Extensive research has documented the consequences of CEO overconfidence. However, we know precious little about governance factors that curtail it. We argue that monitoring intensity and informational advantages of concentrated institutional ownership are associated with surveillance and oversight necessary for curbing CEO overconfidence. Using a sample of S&P 1500 firms from 1998-2018, we find that concentrated institutional ownership is negatively associated with CEO overconfidence across multiple measures and model specifications. We further examine the moderating effects of CEO power indicators and the firm's information environment, documenting when these contingency factors strengthen or weaken the primary association. Finally, we investigate the direct and indirect monitoring effects (through CEO overconfidence) of concentrated institutional ownership for firm acquisition intensity and find significant support for our mediating hypothesis. Our contributions highlight the importance of concentrated institutional owners for curtailing CEO overconfidence and identify multiple channels through which their monitoring capabilities reduce acquisition-related agency problems.

Paper is Available to Meeting Registrants Only.

STR: The Effects of Family Firm CEO Political Ideology on Successor Choice 

Author: **Chunhui Cao**, *School of Business and Management, Shanghai International Studies U.*

Author: **Zi Yun He**, *Shanghai International Studies U.*

Integrating upper echelons theory and socioemotional wealth (SEW) literature, this study examines how family CEOs' political ideology influences their decisions on family firms' successor choices. Using donations records to measure CEO political ideology, we test our ideas on a sample of 157 family CEOs from S&P 1500 firms from 1991 to 2021. We show that a family CEO's political ideology regarding conservatism has a significant positive effect on the probability of choosing a family member as a successor. In addition, the SEW endowment (family control and management) mediates the positive relationship between CEO conservatism and intrafamily succession. By showing that CEO political ideology manifests in family business succession, we contribute to research on family business succession, CEO political ideology, SEW, and upper echelons theory.

Paper is NOT Available. Please contact the author(s).

STR: CEO Political Ideology: Revisiting its Responsibility Implications

Author: **Marc Kowalzick**, *U. of Mannheim*

Author: **Michael Woywode**, *U. of Mannheim*

As an integral component of their value system, CEOs' political ideology—their stance along the liberal–conservative continuum—has come to be regarded a major determinant for (ir)responsible behavior. Yet, prior work remains inconclusive on whether a more liberal or a more conservative ideological leaning induces CEOs to engage in more or less (ir)responsible behavior. Applying an upper echelons perspective to assess the effect of CEO political ideology on a highly controversial corporate practice, earnings management, we argue that what distinguishes the (ir)responsibility of liberal versus conservative-leaning CEOs may at times rather be its configuration than its degree and depend on the context in which managerial action occurs. Analyzing a panel dataset of 872 S&P 1500 CEOs, we find considerable support for our arguments that liberal-leaning CEOs particularly prefer to inflate reported earnings in line with their preference for current achievement. Conservative-leaning CEOs likewise engage in earnings management, yet particularly tend to deflate reported earnings in line with their preference for inhibition to forestall potential future ambiguity. We show how this ideological inclination to manage earnings varies along contextual characteristics inducing variance in CEOs' short-term versus long-term orientation and thus offer a comprehensive contribution to our understanding of the irresponsibility of liberal and conservative-leaning CEOs.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1724** | Submission: **18576** | Sponsor(s): **(STR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Sheraton Grand Seattle** in **Grand Ballroom A**

Managing the Unexpected: Signals, Surprises, and Search

Session Moderator: **Karen Van Gia Tu**, *U. of Groningen*

STR: **Multiplicity and Simultaneity in Signaling: The Effect of Summary Signals on Partner Selection** 

Author: **Karen Van Gia Tu**, *U. of Groningen*

Author: **Pedro Faria**, *U. of Groningen*

Author: **Pasi Kuusela**, *U. of Groningen, Faculty of Economics and Business*

Author: **Jordi Surroca**, *U. of Liverpool Management School*

Prior signaling research has shown that a signal portfolio can communicate multiple underlying attributes of a partner to an organization. However, we know relatively little about how multiple attributes can be effectively signaled to multi-goal organizations. A multi-goal organization often prefers to collaborate with partners who act in accordance with multiple attributes simultaneously, that is, at the same time and in the same context. Although a signal portfolio can show multiple attributes of a partner, a portfolio does not reflect the simultaneity of attributes. We introduce the concept of summary signals, defined as signals that show multiple underlying attributes of a partner simultaneously. We argue that a partner's likelihood of being selected as a collaboration partner increases with its use of summary signals, and the effect of summary signals is stronger than that of an equivalent signal portfolio. Using data on government procurement of innovation from 2010 to 2019, we find that firms possessing highly cited, green, and joint patents, our measure of summary signals, are more likely to be selected by the government, and that this effect is stronger than the effect of signal portfolios. Our study has important implications for research on signaling, partner selection, and government procurement.

Paper is Available to Meeting Registrants Only.

STR: **The Construct of Surprise. A Review**

Author: **Jeffrey Baker**, *U.S. Army War College*

While the construct of surprise has increasingly been used in recent years, its proliferation across the social sciences has led to different words and meanings for the same construct that create confusion and a distinct lack of construct clarity. In addition, organizations are increasingly subjected to surprises that draw executive attention, additional resources, and organizational energy. In our review of the construct, the author searched the top journals in Management, Economics, Psychology, Sociology, and Political Science and found that three prominent perspectives emerge. The author, therefore, provides a concise overview of the construct and its key concepts and provides guidance about promising avenues for future research.

Paper is Available to Meeting Registrants Only.

STR: **When M&A Attempts Fail: M&A Deal Termination and Subsequent Corporate Strategy Transactions** 

Author: **Heejung Byun**, *Purdue U.*

Author: **Koungjin Lim**, *Purdue U.*

Despite the prevalence and severity of M&A deal termination, the consequence of deal termination on corporate strategy is largely unexplored, missing out on a significant portion of the population in analyzing M&As. In this paper, we study whether and when firms switch to alliance after a failure of initial M&A attempt due to deal termination. Drawing on the notion of problemistic search, we argue that deal termination triggers problemistic search which makes the firm recalibrate its sourcing strategy and switch to alliance. Using a sample of 1,009 M&A deal terminations among publicly-traded U.S. firms between 1984 and 2019, we find that firms are more likely to make a subsequent switch to alliance for failed technological acquisition attempts compared to failed attempts with other M&A motives. Consistent with the theory, we find that the switch to alliance after a termination of technological acquisition is stronger when the stock market reaction to termination is negative. While some firms internally develop to fill capability gaps when M&A attempts fail, we find that firms are relatively more likely to switch to alliances compared to internally building particularly after a negative market. These findings shed a new light on the choice between acquisition and alliance.

Paper is Available to Meeting Registrants Only.

STR: **Firms' Political Connection Adaptations in the Aftermath of Political Faulting** 

Author: **Han Jiang**, *Tulane U.*

In this study, we develop a novel framework to highlight the two central concerns for firms to manage political connections. We theorize that firms will craft their political connections to strategically balance the value of political connections in seeking government resources and the downside risks for those connections to get firms entangled in political conflicts and struggles. In light of these two concerns, we further highlight that firms can adopt two strategies to adapt to political changes: adding new political connections to promote resource seeking in the post-change political system, and removing existing political connections to avoid being implicated by political conflicts. Drawing on this nuanced theoretical framework, we explore how political faulting—defined as the political shocks caused by the sudden downfall and replacements of major political leaders—drive firms to add new political connections and remove existing ones in distinct and asymmetric fashions. We conceptualize an inverted U-shaped relationship between political faulting intensity and the addition of new political connections, while predicting a monotonically positive relationship between political faulting intensity on firms' removal of existing political connections. We further argue that such effects of political faulting will be moderated by firms' government dependence. Evidence from Chinese listed firms' political connection adaptations in response to the indictment and replacements of high-level corrupt officials in their headquarter provinces between 2012 and 2019 lends strong support to our theory.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **1725** | Submission: **12478** | Sponsor(s): **(STR, OMI, OB)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center** in **Tahoma 3**

Goals & Decision-making: Exploring the Current State & Future Agenda for Goals Research *Goals & Decision-making*



Organizer: **Stefan Maric**, *Eli Broad School of Business, Michigan State U.*

Organizer: **Shelby Gai**, *Michigan State U.*

Participant: **Nicholas Hays**, *Michigan State U.*

Discussant: **Philip Bromiley**, *U. of California, Irvine*

Presenter: **Gary P. Latham**, *U. of Toronto*

Presenter: **Zur Shapira**, *New York U.*

Presenter: **Tomasz Obloj**, *HEC Paris*

Participant: **Daniel Levinthal**, *U. of Pennsylvania*

Presenter: **Dong-Nghi PHAM**, *ESSEC Business School*

In this symposium, we seek to advance the current state of several theoretical paradigms that deal with multiple goals at multiple levels. In doing so, we aim to explicate the mechanisms connecting the micro-level processes to organization-level outcomes. We hope to provide a forum for reviewing prior work in this area and identifying new avenues for future research that will further elucidate the complexities of having multiple goals at the individual- and firm-level. Our ultimate objective is to advance scholarship on multiple goals across and between theoretical areas using theoretical, empirical and simulation approaches.

A Review of Goal Setting Theory

Author: **Gary P. Latham**, *U. of Toronto*

Decisions on Multiple Goals: Uni vs. Multi-Dimensional and Variable vs. Fixed Reference Points

Author: **Zur Shapira**, *New York U.*

Multiple Anchor Points and Risk-Taking

Author: **Stefan Maric**, *Eli Broad School of Business, Michigan State U.*

Author: **Shelby Gai**, *Michigan State U.*

Author: **Nicholas Hays**, *Michigan State U.*

Multiple Objectives in Organizations: Current Findings and Challenges

Author: **Tomasz Obloj**, *HEC Paris*

Power and Organizational Adaptation

Author: **Daniel Levinthal**, *U. of Pennsylvania*

Author: **Dong-Nghi PHAM**, *ESSEC Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: 1726 | Submission: 10671 | Sponsor(s): (STR, SIM)

Session Format: Hybrid View: Seattle + Virtual; Zoom “webinar” style

Scheduled: Tuesday, Aug 9 2022 8:00AM- 9:30AMPT (UTC-7) at Seattle Convention Center in Skagit 3

Firms’ Market and Non-market Strategies in Response to the Climate Crisis



Firms Strategies in Response to the Climate Crisis

Organizer: **Xia Li**, *Boston U. Questrom School of Business*

Moderator: **Caroline Flammer**, *Columbia U.*

Panelist: **Rodolphe Durand**, *HEC Paris*

Panelist: **Andrew J. Hoffman**, *U. of Michigan*

Panelist: **Bruce Kogut**, *Columbia Business School*

Panelist: **Marvin B Lieberman**, *UCLA Anderson School of Management*

Panelist: **Xia Li**, *Boston U. Questrom School of Business*

The purpose of this panel symposium is to engage a group of expert panelists in a moderated, interactive discussion of (1) the impact of the climate crisis on market strategies such as location choice, M&A, and product innovation; (2) the impact of the climate crisis on non-market strategies such as political actions and sustainable business practices; (3) the implications for the broader business environment and policy; and (4) the measurement and disclosure of firms’ climate risk exposure and impact.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: 1727 | Submission: 16216 | Sponsor(s): (STR, TIM)

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 8:00AM- 10:30AMPT (UTC-7)** at **Seattle Convention Center in Tahoma 4**

**Researching Ecosystems: Taking Stock, Revisiting Existing
Constructs, Being Useful to Practice**
Researching Ecosystems: Retrospect and Prospect



Participant: **Michael G Jacobides**, *London Business School*

Participant: **Ron Adner**, *Dartmouth College*

Participant: **Catherine Maritan**, *Syracuse U.*

Participant: **Carliss Baldwin**, *Harvard Business School*

Participant: **Giuseppe Stigliano**, *Spring Studios*

Over the last few years, “ecosystems” as a term has become an ever more important part of the management vernacular, in practice and research alike. This symposium aims to take stock of the progress we have made in ecosystem research, and consider three complementary angles. First, to look at progress and areas yet to be developed in terms of ecosystem research proper – offering a critical assessment from some of the leading scholars in this emerging field. Second, taking ecosystem as a real-life experiment, a source of variation that can be used to answer broader questions about how we organize and how we jointly create and add value. And third, as an opportunity to revisit our existing, established construct and abstractions, and see how they need to be adjusted, modified or evolve in this shifting, fluid context. Finally, this analysis should all be in the service of the needs of organizations and of polity, which is striving to adjust – for instance, through the very real question of how we should regulate platforms and ecosystems, a question that our intellectual community can contribute to. This symposium is meant to be discussion, rather than presentation-focused, and combine research questions with an exploration of how such research can, true to this years’ theme, help us “build a better world”

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1728** | Submission: **13288** | Sponsor(s): (STR, TIM, ENT)
Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at **Seattle Convention Center in Yakima 1**

Geographies of Innovation: Challenges and Opportunities

Geographies of Innovation: Future Directions



Organizer: **Sandeep Pillai**, *Department of Management and Technology, Bocconi U.*

Organizer: **Valeria Giacomini**, *Bocconi U.*

Panelist: **J. Myles Shaver**, *U. of Minnesota*

Panelist: **William R. Kerr**, *Harvard Business School*

Panelist: **Juan Alcacer**, *Harvard U.*

Panelist: **Anna Lamin**, *Northeastern U.*

Panelist: **Ron Boschma**, *Utrecht U., Department of Human Geography and Planning*

The purpose of this panel symposium is to generate new insights into the theoretical and empirical challenges and opportunities that lie ahead for scholars interested in agglomeration research. Though the extensive literature on agglomeration has documented the positive externalities, boundary conditions, and moderators of outcomes among clustered firms, there are a variety of theoretical and methodological aspects related to agglomeration literature that remains to be explored. This panel symposium will bring together thought leaders engaged in scholarly work at the frontiers of agglomeration research to reflect on the state of agglomeration research and its implications for management scholars. The scholars will identify questions, mechanisms and phenomena that can guide frontier scholarly work by STR, TIM, and ENT division members.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: **1729** | Submission: **10823** | Sponsor(s): (STR, TIM, OMT)

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Tuesday, Aug 9 2022 8:00AM - 9:30AMPT (UTC-7)** at Seattle Convention Center in Skagit 4

Strategy and Innovation in the Biopharmaceutical & Healthcare Sectors



Strategy and Innovation in Biopharma/Healthcare

Discussant: **Francisco Polidoro**, *U. of Texas at Austin*
Discussant: **Isin Guler**, *U. of North Carolina, Chapel Hill*
Organizer: **Sandip Bisui**, *U. of Colorado, Boulder*
Organizer: **Sukhun Kang**, *London Business School*
Organizer: **Sohyun Park**, *U. of Minnesota*
Participant: **Sungyong Chang**, *London Business School*
Participant: **Maria Roche**, *Harvard Business School*
Participant: **Daniel Erian Armanios**, *Oxford U., Saïd Business School*
Participant: **Sunasir Dutta**, *U. of Minnesota*
Participant: **Russell James Funk**, *U. of Minnesota*
Participant: **John Eklund**, *U. of Southern California*
Participant: **Jeffrey J. Reuer**, *U. of Colorado, Boulder*

The purpose of this symposium is to foster and accelerate scholarly conversations around the strategy and innovation of the bio-pharmaceutical and healthcare sectors. Our goal not only includes highlighting the aspects of importance of these sectors, but also involves contributing to the emergence of new ideas and research agenda, in light of recent events including Covid-19. We bring together a great set of five working papers and two senior scholars as discussants, who all study important theoretical issues and emerging phenomena in the biopharma and healthcare sectors. We have organized this presenter symposium with three goals in mind. First, to provide and motivate the importance of these sectors as an important empirical setting for strategy and management scholars. Second, to provide a brief overview of the strategy literature that has grounded their studies in these settings. We especially would like to highlight the theoretical insights from studies ranging from the management of innovation to the relationships between incumbents and entrepreneurial firms. Lastly, to introduce the working papers that use these settings that shed light on the direction and trajectory of the literature.

If you have any questions, please contact Sukhun Kang (skang@london.edu).

When do Firms Provide Early Access prior to Commercialization? Evidence from Expanded Access Program

Author: **Sukhun Kang**, *London Business School*
Author: **Sungyong Chang**, *London Business School*

Targeting vs. Expansion: What does physical connectivity actually provide?

Author: **Daniel Erian Armanios**, *Oxford U., Saïd Business School*
Author: **Sunasir Dutta**, *U. of Minnesota*
Author: **Maria Roche**, *Harvard Business School*

The Problem of Fragmentation and the Paradox of Network Intervention: Evidence From Policy Change

Author: **Russell James Funk**, *U. of Minnesota*
Author: **Sohyun Park**, *U. of Minnesota*

Tight or Loose? Unpacking the Impact of Organization Design on the Development & Commercialization

Author: **John Eklund**, *U. of Southern California*

Looking Beyond Dyad: Impact of Information Environment on Value Capturing from Technology Partners

Author: **Sandip Bisui**, *U. of Colorado, Boulder*
Author: **Jeffrey J. Reuer**, *U. of Colorado, Boulder*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **1730** | Submission: **19673** | Sponsor(s): **(SVC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 3:00PMPT (UTC-7)** at **Seattle Convention Center in Atrium Lobby**

Conference Registration

Conference Registration

Pre-Registration Badge Pick-up, Onsite Registration and Exhibitor/Press Registration

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**

Program Session: **1731** | Submission: **19663** | Sponsor(s): **(SVC)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 8:00AM - 3:00PMPT (UTC-7)** at **Seattle Convention Center in Atrium Lobby**

Express Self Check-In Kiosks (Seattle Convention Center) *Self Check-In*

KIOSKS ONLY- The express self-check-in kiosks will be available for pre-registered attendees to print your badge and pick up other registration materials. The kiosks will be open the following times: Friday 7:30AM-8PM, Saturday-Monday 8AM-8PM and Tuesday 8AM-3PM. The kiosks are located in Exhibit Hall 4A foyer.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **1732** | Submission: **19668** | Sponsor(s): **(SVC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:00AM - 5:00PMPT (UTC-7)** at **The Westin Seattle in Baker**

Reflection Room

Reflection Room

This space is designated as a non-denominational room for attendees to use for prayer or quiet reflection amidst the busy backdrop of the meeting. Use of this space requires tolerance for all faiths, spiritual beliefs and practices. In order to make this space available to attendees, the following rules apply: Only registered Academy of Management attendees are permitted. No candles, incense burning or other smoke, fragrance or flame is allowed. The space is open to registrants at all scheduled times. Conversation and music are prohibited and noise is to be kept to the strictest minimum. Use is restricted to purposes of personal reflection, meditation or prayer. No sleeping is permitted.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1733** | Submission: **18638** | Sponsor(s): **(GDO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:30AM- 10:00AMPT (UTC-7)** at **Sheraton Grand Seattle in Jefferson A**

Rewriting Diversity into Theory and Method

Session Moderator: **Henriett Primecz**, *Johannes Kepler U. Linz*

GDO: **Blind-Spots of Diversity Management in CEE: Sexual Minorities, Ethnicity, and Religion**  

Author: **Henriett Primecz**, *Johannes Kepler U. Linz*
Author: **Peter Munkacsi**, *ELTE U.*

Diversity management concepts originated in the USA, and reflect social problems there, yet academic literature on diversity management, textbooks, and diversity management practices has spread across the world. Diversity management has, however, proven to be strongly context dependent. Local diversity management theories and practices should reflect local social problems. This paper aims to map social problems unique to post-socialist societies, concentrating on Central Eastern European countries. Three diversity categories (gender, age and disability) are considered to be important for the practitioners in the region, whereas the other three (sexual-orientation, ethnicity and religion) are blind-spots.

Paper is Available to Meeting Registrants Only.

GDO: **Barriers and Boosts: Expanding the Lens on Mechanisms of Racial and Gender Inequity**   

Author: **L Taylor Phillips**, *NYU Stern*
Author: **Sora Jun**, *Rice U.*
Author: **Angela Shakeri**, *NYU Stern School of Business*

Managerial scholarship has made great strides in documenting persisting demographic inequities in organizations, and suggesting promising interventions. However, progress has also stalled, as many organizational solutions to race and gender inequities continue to fall short (Apfelbaum, Stephens, & Reagans, 2016; Kalev, Dobbin, & Kelly, 2006; Leslie, 2019). Here, we consider whether the scientific lens scholars themselves use to approach this topic may affect their findings (e.g., Kaplan, 2008). To do so, we first review research on inequity frames theory, which provides a theoretical foundation for distinguishing advantage versus disadvantage lenses on inequity, and the potential effects of these lenses. Then, taking the critical perspective of inequity frames theory, we undertake a comprehensive review of recent literature on race and gender inequity in organizations, which reveals that scholars have largely relied on a disadvantage lens to study mechanisms of, and thus solutions to, such inequity. This implicit lens obscures the reality that both advantaging and disadvantaging mechanisms contribute to race and gender inequity in organizations, leading scholars to mis-specify or miss entirely some root causes and solutions.

Paper is Available to Meeting Registrants Only.

GDO: **Making Waves – An Examination of Major Trends in Feminism and Gender and Entrepreneurship Research**  

Author: **Aardra Chandra Mouli**, *UCL School of Management*

The research literature in gender and entrepreneurship has been punctuated by regular and recurring appeals for exploring and adopting feminist theoretical underpinnings, especially in response to contextual changes. In spite of the same, there has not been a conspicuous upturn in the adoption or blending of feminist concepts in gender and entrepreneurship research. In contrast, feminist scholarship appears to have been more responsive to critique, evolving in new conceptual and practical directions that address concerns raised in prior literature. Using the narrative tool of waves to organise thematic and temporal trends, this paper attempts to examine and consolidate major trends in feminist history, feminist literature and gender and entrepreneurship research. Based on a comparative analysis of trends in the two disciplines, I identify commonalities and divergences, highlight lacunae in how foundational concepts are treated and updated, and propose directions for future research.

Paper is Available to Meeting Registrants Only.

 GDO: **Social Exchange Between Racial Minority Small Businesses and Small Business Support Organizations**

Author: **Tanja R. Darden**, *Towson U.*
Author: **Jay O'Toole**, *Old Dominion U.*

Small business owners provide needed economic growth to their communities while fulfilling their own desires for financial and personal success by pursuing their entrepreneurial dreams. Often, small business owners seek help from business support organizations, entering into relationship with the support organization. Over the past 2 years due to the pandemic and racial and social injustices witnessed around the globe, many organizations are focused on how to better serve minority clients. Although social exchange theory (SET) has been a dominant paradigm for organizational behavior (Cropanzano & Mitchell, 2005) that explores the economic and social nature of transactions and relationships between parties, little research has explored the theory within the context of race. That is, how do we address the issues of racial and social justice within the paradigm of SET, why is this important, and what does it mean in the specific context of racial minority small business owners and small business support organizations? We conduct a qualitative study to answer this research question, interviewing staff members, clients, and nonclients of a federal support organization in the U.S. Although we interviewed and analyzed data of small business owners of varying racial backgrounds, this paper focuses on the findings specific to racial minority small business owners because they are at the center of the research question proposed as well as the practical interest of the support organization that we teamed with. We contribute to SET by extending the conversation to include how race influences social exchanges.

Paper is Available to Meeting Registrants Only.

GDO: **More Than Just Sex: Reviewing How Gender Constructs Are Conceptualized and Measured in Leadership**

Author: **HeyIn Gang**, *Iowa State U.*
Author: **Marc H. Anderson**, *Iowa State U.*

Scholars have long been interested in explaining and rectifying the persistent lack of gender equality in management and leadership positions, and in addressing gender inequality in its many guises in organizational behavior. Although there have been many reviews concerning diverse gender-related topics that take various forms (e.g., narrative reviews and meta-analyses), none has directly reviewed how gender-related constructs have been conceptualized and operationalized in leadership studies. Using a sample of 199 articles published between 2000-2020 from 14 leading management and psychology journals, we reviewed the constructs that appeared in formal hypotheses. We identified nine distinct categories of gender-related constructs (as well as a tenth "other" category) and analyzed how conceptualizations in each of these categories have been operationalized. Our analysis highlights several disconnects between the conceptualizations and operationalizations of gender-related concepts, as well as several other issues that represent future research avenues.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Network Centrality and Brokerage

Session Moderator: **Carolyn Yesse Ngowi**, *U. of New South Wales*

OMT: **Disentangling the Effects of Interpersonal and Interfirm Network Centrality on Knowledge Transfer**

Author: **Carolyn Yesse Ngowi**, *U. of New South Wales*

Author: **Steven Siu-Yun Lui**, *U. of New South Wales*

Author: **Suzanne Chan-Serafin**, *UNSW Sydney*

Author: **Salih Zeki Ozdemir**, *U. of New South Wales*

Social network scholars have placed emphasis on the benefits of occupying central network positions on knowledge transfer. Yet, there is a limited understanding on the boundary conditions influencing the relationship between centrality and knowledge transfer. We conduct a meta-analysis to unravel and provide a systematic and comprehensive account of the effects of centrality on knowledge transfer in interfirm and interpersonal networks and identify potential moderators. From meta-analysing 77 empirical studies representing 82 independent samples with 147 effect sizes, we find that the relationship between centrality and knowledge transfer varies depending on the level of analysis but remains consistent across various cultural context. Moreover, the magnitudes of effects of centrality on knowledge transfer significantly differ when diverse centrality types and transferred knowledge dimensions are teased apart, simultaneously examined and compared. To this end, we contribute to social network theory and knowledge-based view by providing a more elaborate account of effects of centrality on knowledge transfer, their boundary conditions, potential theoretical advancements, and managerial implications.

Paper is Available to Meeting Registrants Only.

OMT: **Whistleblower as Broker: Social Networks of the 2017 Hollywood Whistleblowers**

Author: **Azusa Nakamura**, *U. of Groningen, Faculty of Economics and Business*

Author: **Tanya Menon**, *Ohio State U.*

Author: **Giuseppe Soda**, *Bocconi U.*

We study the network structure of the 2017 Hollywood whistleblowers—who, despite career risks, identified sexual harassers in the industry. Whereas brokerage is often associated with access to positive resources, whistleblowers broker negative resources. The whistleblower-as-broker: 1) Threatens certain powerful ingroup members by revealing their unethical behavior to an audience; 2) Faces significant risk from exclusive occupancy of the structural hole; and 3) Benefits by attracting others to it. We propose that this unique role is ideally filled by the Protected Broker, who has both the informational power of an open network, and a protective shell of support. Exploratory analyses reveal that brokers who had high proportion of women in the network were less likely to be whistleblowers. One explanation is that protected brokers remained silent, and the other is that they were protected, and therefore victimized less. A follow up analysis of whistleblowers only revealed that protected brokerage predicted speed of whistleblowing—suggesting that this network composition empowered rather than inhibited action. We consider distinct types of protection (status via Oscar nominations, centrality, and proportion of women in the network), finding effects for only gender. We characterize whistleblowing, not as a solo act, but as contagious and dynamic over time, with protected brokers simultaneously insulated from threat, and driving social change when they confront it.

Paper is Available to Meeting Registrants Only.

OMT: **A Theory of Social Capital Transference**

Author: **Ambra Mazzelli**, *MIT Sloan School of Management*

Author: **Emanuela Rondi**, *U. degli Studi di Bergamo*

Author: **Alfredo De Massis**, *Free U. Bozen, Bolzano and Lancaster U.*

Brokerage – occupying a social network position that spans two otherwise disconnected alters – is a well-established construct in the social network literature. While most academic attention has been devoted to examining brokers’ role and interests in keeping the two alters separated, theorists have yet to clarify the mechanisms through which brokers act as connectors. Integrating socio-cognitive and discursive perspectives, we conceptualize social capital transference as the process enabling a broker to join the two alters by facilitating goodwill between them. More specifically, we theorize the discursive strategies that brokers use to engender, in each of the two alters, cognitive expectations on the nature of their potential relationship that, if validated, lead to the formation of a closed triad. Our study sheds new light on social capital dynamics through cognitive and discursive perspectives and improves understanding of the microfoundations of brokering.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Symposium**
Program Session: **1735** | Submission: **12172** | Sponsor(s): **(OMT)**
Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**
Scheduled: **Tuesday, Aug 9 2022 8:30AM- 10:00AMPT (UTC-7)** at **Seattle Convention Center in Skagit 5**

Cultural Production, Creativity, and Networks *Cultural Production, Creativity, and Networks*

Organizer: **Daphné Baldassari**, *U. of Toronto*
Organizer: **Khwan Kim**, *INSEAD*
Presenter: **Khwan Kim**, *INSEAD*
Participant: **Noah Askin**, *INSEAD*
Participant: **Martin Gargiulo**, *INSEAD*
Presenter: **Mitali Banerjee**, *HEC Paris*
Participant: **Daniel Kaplan**, *Adelphi U.*
Participant: **Shreeansh Agrawal**, *The Brattle Group*
Presenter: **Heeyon Kim**, *Cornell U.*
Participant: **Xuege (Cathy) Lu**, *Cornell U./U. of Minnesota*
Presenter: **Daphné Baldassari**, *U. of Toronto*

Sociologists and organizational scholars interested in the social aspects of creative industries have paid increasing attention to the structural conditions that facilitate the generation and production of creative work, particularly in the cultural markets. Drawing upon but extending seminal ideas from Coleman (1988) and Granovetter (1973), literature has bred substantial development in the field both in theory (Perry-Smith and Shalley, 2003; Schilling, 2005) and empirics (Burt, 2004; Uzzi and Spiro, 2005; Perry-Smith, 2006; Cattani and Ferriani, 2008). These studies investigate structural and relational antecedents for creativity in an effort to explore which configuration of actors’ social networks is likely to foster the emergence of novel outcomes. One consistent finding across various studies in the field is that social networks serve as an interface through which individuals may tap novelty for the creative production of culture. Our aim in this symposium is to introduce the most up-to-date research that cuts across social networks and creativity. Concretely, we intend to address a long-lasting but still ongoing debate such as how and why individual actors’ structural position in the social field shapes not only their ability to generate creative work but also whether this work conforms to or departs from a field’s established norms and standards—thus affecting its reception by relevant social audiences. Social networks could be the main driver in the persistent inequalities in who gets to create and present their work in cultural markets. The nature of creators’ networks based on their past activity can enable or constrain their future career path. This symposium will bring together scholars drawing on research in organizational behavior, strategic management, and organizational theory to make progress on this overarching topic area.

Exploration and Exploitation in Cultural Tastes from a Core/Periphery Perspective

Author: **Khwan Kim**, *INSEAD*
Author: **Noah Askin**, *INSEAD*
Author: **Martin Gargiulo**, *INSEAD*

Differentiation & Social Structure: A Machine Vision Approach to Dynamics of Creativity

Author: **Mitali Banerjee**, *HEC Paris*
Author: **Daniel Kaplan**, *Adelphi U.*
Author: **Shreeansh Agrawal**, *The Brattle Group*

Old Wine in New Bottles? How Awards Affect the Originality of Broadway Shows

Author: **Xuege (Cathy) Lu**, *Cornell U./U. of Minnesota*
Author: **Heeyon Kim**, *Cornell U.*

How Social Movements Influence Hiring via Networks: Evidence from the Film Industry

Author: **Daphné Baldassari**, *U. of Toronto*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Political Ideology and Politics In and Around Organizations



Session Moderator: **Ludovica Castiglia**, *IESE Business School*

OMT: **Purple Innovation? The Negative Effect of Political Diversity on Corporate Innovation**

Author: **Ludovica Castiglia**, *IESE Business School*

Does political diversity in an organization affect its innovation outcomes? Researchers have begun to explore how political ideologies of organizational members affect corporate outcomes, but they have focused primarily on the effect of the firm's dominant ideology. Showing that the workplace can expose individuals to dissimilar political beliefs, I introduce the concept of organizational political diversity as heterogeneity in members' political ideologies. Building on research on political polarization from political science, I propose that firms with greater political diversity are less innovative. Negative sentiments toward individuals with opposing ideologies hinder the willingness to cooperate and the coordination needed to foster innovation. This negative effect prevails over the benefits of having access to multiple perspectives, and it is stronger the more salient politics is in the workplace. I test my theory using data on the political affiliation of employees of 394 publicly traded companies and their corporate patenting activity for the period 2008–2015 in the United States and find a negative relationship between political diversity and innovation. These results inform research on political ideologies in organizational theory and on diversity and innovation, suggesting that political polarization in society might directly affect corporate innovation, a central driver of value creation in the economy.

Paper is NOT Available. Please contact the author(s).

OMT: **Organizational Politics: A Multi-factor Explanation**

Author: **Pradeep Kumar Mishra**, *XIM U., Bhubaneswar*

The existing literature attributes organizational politics (OP) to behavioral and structural factors. This attribution suggests that OP originates at the level of individuals or groups and sometimes from structural ambiguity, and the organizational processes become a platform for political activities. The present paper argues that the root causes of political behavior are not adequately explained, and proposes that economic and institutional factors play a key role in generating OP. Further, organizations, as political entities, engender to a sense of entitlement and rights among their employees; that such rights and entitlements (or the perception of it) are embedded in the organization's power structure; the origins of which can be found in the political roots of organizations.

Paper is Available to Meeting Registrants Only.

OMT: **Political Ideology and Collaboration: Evidence from the Artist Blacklist Disclosure in South Korea**

Author: **Yoon Jae Shin**, *Seoul National U.*

Author: **Keun Woo Jeong**, *London Business School*

Author: **Sun Hyun Park**, *Seoul National U.*

While political ideology has been discussed as an important source of social identification, less has been investigated on the impact of political ideology on the formation of collaboration relationships. In this study, we examine whether the alignment in terms of political ideology affects the degree to which collaboration relationships are established. We conceptualize the idea of ideological homophily, which refers to the perception of similarity in terms of political orientation, and suggest that this may serve as a strong driver of collaboration decisions. We exploit the exogenous disclosure of the artist blacklist created by the South Korean government in 2016 and show that the film directors who were blacklisted by the conservative regime in South Korea are significantly more likely to establish collaborative relationships with fellow blacklisted actors. We also show such collaboration decisions based on homophily are stronger for directors who are of lower status in the industry and who possess greater social capital. A series of analyses including alternative model choices and matching techniques provide additional support for our predictions. We contribute to the literature on homophily by showing that individuals of the same political ideologies are more likely to collaborate. We also shed light on various boundary conditions that helps explain when and how ideological homophily influences collaboration decisions.

Paper is Available to Meeting Registrants Only.

OMT: **The Elephant in the Room: How Workers Infer and Disclose Political Beliefs in the Workplace**

Author: **Christopher James Lam**, *UC Irvine*

Finalist for the OMT Division Best Paper Award

In the US, workers across industries are trying to resolve the new norms for discussing national-level politics with coworkers, especially when they are in the political minority in their organization. While existing research has focused on the negative outcomes of differences in political ideology at work, it has not yet examined how workers deal with the risk of such outcomes. By conceptualizing minority political ideology status as a situationally determined form of stigma, I argue that its nature allows workers to be strategic in how they disclose their beliefs to others. Through interviews with workers in the political minority within their workplace, I find that workers first use a practice of "ascertaining" to infer the political beliefs of others through use of statistical stereotypes or probing questions. Ascertaining the political ideology of their coworkers enables them to use disclosure practices I term "thresholding," which can involve mitigating the political context, establishing common ground, and acknowledging the other side of the debate to share their own position. This serves to project a roughly accurate image of their political ideology to their coworkers, while avoiding the harsher consequences of revealing more objectionable parts of their beliefs.

Paper is Available to Meeting Registrants Only.

Author: **Cameron Verhaal**, *Tulane U.*

Author: **Samira Reis**, *U. Carlos III de Madrid*

Author: **Olga Khessina**, *U. of Illinois at Urbana-Champaign*

A documented rise in the polarization of American legislative politics in the last 50 years underscores the question of how increasing political polarization affects organizations and industries. Yet, so far organizational scholars have not directed significant attention to the impact of polarization. In this paper, we demonstrate that political polarization may play an important role in organizational dynamics, by revealing that polarization may expedite destigmatization of legal yet historically stigmatized markets. To this end, we develop a theory explaining how political polarization normalizes counter-normative behavior and, consequently, encourages customers to become open about their engagement with stigmatized products and organizations – a key step towards market destigmatization. We find empirical evidence for our theorizing in GLM and two-stage instrumental variable analyses of all U.S. dispensaries of medical marijuana that existed on the online forum Weedmaps.com from its beginning in 2008 to 2014. Ultimately, this paper suggests that political polarization can significantly influence organizations and industries, and thus warrants more systematic investigation and attention from organizational scholars, particularly in stigmatized markets.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

-  Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
-  Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1737** | Submission: **18933** | Sponsor(s): **(OMI)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:30AM- 10:00AMPT (UTC-7)** at **The Westin Seattle** in **Elliot Bay**

Category Dynamics and Career Trajectories



Session Moderator: **Federica De Stefano**, *HEC Paris*

OMT: **The Optimal Project Portfolio: Career Consequences of Content and Collaboration Specialization** 

Author: **Federica De Stefano**, *HEC Paris*

Author: **Matthew James Bidwell**, *U. of Pennsylvania*

Research on careers often focuses on understanding the sequence of jobs that people move through. In project-based organizations, though, different career trajectories tend to reflect differences in the kinds of projects that people work on over time. In this paper we explore two aspects of the project portfolios that people assemble – variety in the content that they involve and variety in the collaborators worked with. Drawing on theories of human and social capital and careers, we propose that increased diversification in both the kinds of projects that an employee works on and the collaborators that they work with are likely to lead to faster promotion. We also suggest that the effects of increased content diversity and collaborator diversity are likely to offset each other, so that the benefits of content diversity are less when employees work with a greater variety of collaborators. We explore this question using project data from a services organization. We leverage variation in client demand as an exogenous source of variation in project portfolios to generate instruments for project variety. We find that increased diversification in content and collaborators is associated with increased promotion and that their effects do offset each other. We also find strong non-linearities in the effects, as increases in content diversity show strongly diminishing returns, while returns from collaborator diversity are highest for those who have the most collaborators.

Paper is Available to Meeting Registrants Only.

OMT: **Job Titles and Mobility of Knowledge Workers** 

Author: **Diego Zunino**, *SKEMA Business School - U. Côte d'Azur*

Author: **Filippo Carlo Wezel**, *USI Lugano*

Author: **Bruno Cirillo**, *SKEMA Business School*

Author: **Stefano Breschi**, *Bocconi U.*

How do job titles affect an employee's propensity for outward mobility? In high-tech contexts, firms are constantly at risk of losing their high quality human capital, such as inventors, due to an increasingly significant threat of employee poaching. Recruiters seek for credible quality signals to assess candidates, and job titles are the first piece of information available. In this paper, we study the role of job title ambiguity for knowledge workers' mobility. Specifically, we whether ambiguous job titles may create a barrier to outward mobility for knowledge workers in markets with high risk of poaching. Ambiguous job titles may confuse prospective recruiters when they scan poaching targets; they exert more cognitive effort to make sense of the value of those candidates and, thus, are less likely to contact them for mobility opportunities. We utilize the resumes and patent data of 12,719 corporate inventors employed at 172 US corporations in the Information and Communication Technology industry between 2000 and 2014 to test our hypothesis. Our results indicate that individuals holding job titles associated with a high ambiguity are less likely to leave the firm. The result is robust to different measurement techniques of titles' ambiguity. Our study highlights how job titles as a form of symbolic cues can constitute a meaningful barrier to poaching that complements existing human capital retaining tactics.

Paper is Available to Meeting Registrants Only.

OMT: **Reputation on Career: An Antecedent of Category Spanning in External Labor Market**

Author: **Seongbin Yoon**, *U. of California, Irvine*

Author: **Ming De Leung**, *U. of California, Irvine*

This study examines the role of reputation in career progression decisions in external labor markets. While many prior studies have been devoted to investigating the consequences of generalist and specialist careers in labor markets, much less work has examined the antecedents to whether or not one chooses to work across disparate jobs. Drawing on social category, reputation, and self-efficacy theories, we investigate how reputation influences job seekers to have different interpretations and expectations for their own abilities, leading to varying decisions and behaviors. Better reputation triggers self-efficacy, or one's belief on their own abilities, helping to believe that their abilities can be generalized from one to others. Our analyses of one of the largest online freelancing platforms, Elance.com, between 2008 and 2013 demonstrate that job seekers with better reputation will be more likely to span disparate job categories than those with worst reputation. Moreover, we suggest this relationship is attenuated for more competitive market conditions in the main job categories and strengthened for more failures in the periphery job categories that they have experienced. Since self-efficacy helps to perceive these threatening situations as things to be overcome rather than things to be avoided, job seekers facing stressful situations such as high competition in their own main job areas and failures in the periphery job areas are more likely to choose to persist in the face of threats. The results provide some evidence that whether generalist or specialist careers are chosen depends on the reputations of job seekers.

Paper is Available to Meeting Registrants Only.

OMT: **Don't Go Changing to Try and Please Me: Firms Market Expansion and Professionals' Mobility**

Author: **Eugene Taeha Paik**, *U. of Mississippi*

Author: **Joseph P. Broschak**, *U. of Arizona*

We investigate whether, and how, firms changing their market position affects their likelihood of losing professionals. We posit that market expansion is a strategic change that can divert firms' attention and resources from existing categories to new ones, damage social relationships through internal structure reorganization, and disrupt current routines. These can constrain professionals' career advancement, triggering mobility events within the firms. Using data of the music recording industry between 1963 and 1999, we find that record labels' adopting new genres, and greater number of those, increases the likelihood that they lose artists to other labels. The detrimental effect of genre adoption is amplified for record labels that have larger genre portfolio and that tend to maintain longer relationships with their artists. Our findings bridge the literature of category and turnover by uncovering the effect of market category expansion on mobility events within firms.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1738** | Submission: **18936** | Sponsor(s): **(OMI)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:30AM - 10:00AMPT (UTC-7)** at **The Westin Seattle in Pike**

Evaluation, Biases, and Diversity



Session Moderator: **Andrew von Nordenflycht**, *Simon Fraser U.*

OMT: [Passing on Power in Professional Partnerships: Who Inherits Client Relationships?](#)  

Author: **Andrew von Nordenflycht**, *Simon Fraser U.*

Author: **Heidi K. Gardner**, *Harvard U.*

We analyze internal records of a large law firm to assess whether female partners experience disadvantages in the process of the transfer of responsibility for client relationships across partners. We outline a framework that identifies multiple stages and sources of potential gender-driven biases that may make female partners less likely to “inherit” clients from senior partners. Using the firm’s records, we identify 102 client accounts where internal responsibility (“ownership”) transferred from a senior partner to another partner, and then further identify all the partners who logged work either on projects for those clients or for other clients also owned by the owners of the 102 accounts (the “contenders”). In this sample, we find little evidence of a female partners being at a disadvantage in inheriting a client, relative to male partners. There is no evidence that female partners have less opportunity to work on these transferred clients; no evidence of gender homophily (men favoring men; women favoring women); and no evidence of women needing to work harder than men to inherit a client. There is at best weak residual evidence that female partners, all things equal, are less likely than male partners to inherit a client. We discuss how these findings are both consistent with and yet also inconsistent with prior findings in professional partnerships, suggesting an urgent need for conducting similar analyses in additional firms

Paper is Available to Meeting Registrants Only.

OMT: [Platforms and Prejudice: The Cycle of Racial Disparities on a Labor Platform](#) 

Author: **Tristan L. Botelho**, *Yale School of Management*

Author: **Katherine Ann DeCelles**, *U. of Toronto*

Finalist for the Responsible Research Award

We examine a multistage evaluation process to understand the conditions under which racial minorities are at risk for disparate work outcomes using data from a platform-based skilled labor market for small business entrepreneurs. Analyzing various evaluative outcomes including job cancellations, ratings, and job allocation for nearly 100,000 jobs, we find that workers perceived as racial minorities (relative to white) receive significantly more cancellations, as well as more one-star ratings and fewer five-star ratings, even among top performers. Factors that reduce uncertainty, including worker quality, and both worker and customer experience, help attenuate the disparity in cancellations but not in ratings. Further, we demonstrate the cyclical nature of bias entrenchment and the interplay of bias with formal practices—ratings and cancellations are mutually reinforcing, and feed back into priority algorithmic work assignments. Our research illustrates the critical role that uncertainty plays in magnifying bias against racial minorities in labor market contexts and that the mechanism driving bias is a function of the evaluation stage. We contribute to the sociological literature on bias in labor market processes, status and inequality in organizations, and work precarity.

Paper is NOT Available. Please contact the author(s).

 OMT: [What it Takes to Reach the Top: An Analysis of Gender Differences in Status Benefits for Shaping Pay](#) 

Author: **Mabel Abraham**, *Columbia Business School*

Author: **Tristan L. Botelho**, *Yale School of Management*

Gender is commonly thought to factor into evaluations, leading to worse outcomes for women. Even when objective performance information is available, women often face double standards whereby they are disadvantaged relative to similarly performing men. While most research on double standards has focused on performance metrics, we advance this research by examining whether similar gender-based double standards emerge in assessments of attained status. Using data from a digital platform that collects compensation information from a diverse set of professionals, we find that women must cross a higher threshold of educational status than men to receive status benefits, even within the same firms and positions. Because men begin receiving status benefits at a lower point in the status hierarchy, the gender gap widens among men and women at this level of attained status. An implication of this differential threshold is that men, overall, realize a larger cumulative advantage to status than women. Further, this differential threshold is only for non-salary compensation (e.g., bonuses), highlighting the importance of considering the structure of evaluation processes. Our research reveals how attained status serves as a lever that may both exacerbate and reduce gender inequities at different points of the status hierarchy.

Paper is NOT Available. Please contact the author(s).

 OMT: [Making Intuition Count](#)

Author: **Amisha Miller**, *Boston U. Questrom School of Business*

Investors have concentrated their investments into ideas led by white, male founders and this situation is problematic for talented underrepresented founders and investors who aim to invest in valuable opportunities. Audit studies and experiments have modelled demographic disparities as conditional on a given or fixed evaluation process, but evaluation practices can vary across investment organizations, which could affect outcomes. To reduce demographic disparities, investment organizations face a tension between structuring evaluation to enable equitable comparison across novel ideas by all evaluators and founders, and leveraging evaluator intuition, which can improve decision-making in uncertain environments. I conducted a multimethod field study leveraging interviews, observation data, and two field experiments with 69 trainee investors making over 510 \$20,000 investment decisions. I theorize that by structuring intuition – providing organization-level evaluation tools to encourage individual investors to systematically seek and report data gathered through intuition – organizations could reduce demographic disparities in outcomes. I provide causal evidence that when investment organizations structure evaluation they can reduce gender disparities in evaluation, with meaningful implications for startups with female founders. I discuss the implications for investment organizations, and any organization managing the tension between using structured data and leveraging employee intuition when making decisions in innovation settings.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Strategic Leadership in Organization Theory

Session Moderator: **Cyndi Man Zhang**, *Singapore Management U.*

OMT: **Coalition Support and Priority of Multiple Goals**

Author: **Cyndi Man Zhang**, *Singapore Management U.*
Author: **Helen Wei Hu**, *U. of Melbourne*
Author: **Toru Yoshikawa**, *Singapore Management U.*

Organizational goals are interdependent and follow a priority order to enable decision makers to fulfill the top priority goals before they proceed to pursue the succeeding ones. Previous research has shown that profitability is the top priority goal of firms. However, what determines the pursuit of lower priority goals after the profitability goal is met has remained unexplored. We leverage dominant coalition theory in the behavioral theory of the firm to theorize that whether a lower priority goal is subsequently pursued depends on the power of its supporting coalition on the board of directors. In particular, we identify resource allocations to the shareholders and to the society as two goals secondary to profitability goal and examine whether firms' pursuit of these goals depends on the power of coalitions supporting or opposing them. By examining 2,071 Chinese listed firms, we find that the fulfillment of the profitability goal encourages the pursuit of two secondary goals. We also find that the membership of different board coalitions, namely, shareholder-value coalition and state-endorsement coalition, affects firms' engagement in rewarding the shareholders and rewarding the society differently. These findings support our theory that coalitions shape the prioritization of multiple secondary goals in organizational decision making.

Paper is Available to Meeting Registrants Only.

OMT: **CEO Personality: The Cornerstone of Organizational Culture?**

Author: **Charles A. O'Reilly**, *Stanford U.*
Author: **Xubo Cao**, *Stanford Graduate School of Business*
Author: **Don Sull**, *London Business School*

Organizational culture is widely seen as an important element in a firm's success or failure. While there is almost universal agreement that leaders define and shape organizational culture, there is little research exploring how they do this. We propose that a leader's personality and values are the cornerstone of organizational culture. Using a validated natural language processing instrument, we used earnings call data to collect data on the personalities of 460 CEOs in 309 firms and matched this to organizational culture ratings based on Glassdoor employee ratings for the period 2015-2019. Results show strong, interpretable associations between a CEO's personality and the culture of the firm—and this association is strengthened the longer the CEO is in the role. Further, by examining 128 succession events during this period, we also show that, consistent with attraction-similarity-retention logic, there is some weak evidence that the existing culture of a firm can be related to the selection of a new CEO. We discuss the implications of these findings for future research on organizational culture.

Paper is Available to Meeting Registrants Only.

OMT: **Top Management Teams Hierarchical Structures: An Exploration of Characteristics and Determinants**

Author: **Aras Can Aktan**, *Department of Management and Technology, Bocconi U.*

Although researchers started to focus on the role structure of top management teams (TMT), the hierarchical structure of TMTs remains under researched. In this study, I conduct an empirical analysis to better understand how TMTs are hierarchically structured and what drives different hierarchical configurations across TMTs. My exploratory analysis of 260 Standard & Poor firms between 2007 and 2018 offers unique insights. In descriptive terms, I find that even though TMT sizes remained constant between the years of observation, their hierarchical stratification decreased slightly meaning that TMTs became relatively flatter hierarchically. In prescriptive terms, I find that several factors related to CEO characteristics, strategic leadership, firm, and environmental conditions, as well as firm performance influence the hierarchical structure of TMTs. These combined empirical insights call for nuanced theoretical explanations of TMT hierarchical structures. I contribute to the TMT literature by highlighting the characteristics of different TMT hierarchical structures and providing new insights into their determinants.

Paper is Available to Meeting Registrants Only.

OMT: **Do Bad Times Cultivate Courage?: CEO Downcycle Imprinting and Counter-Cyclical Strategies**

Author: **Jangwoon Kim**, *Seoul National U.*
Author: **Sun Hyun Park**, *Seoul National U.*

While scholars and practitioners alike emphasized the importance of counter-cyclical strategies for achieving competitive advantage in highly cyclical industries, little research attention has been paid to the qualities of CEOs who establish and implement such counter-cyclical strategies. Drawing from the literature on career imprinting, we propose downcycle imprinting as one of the CEO characteristics that leads CEOs to implement counter-cyclical strategies. We suggest that downcycle-imprinted CEOs (i.e., CEOs who started their industry career during industry downturns) are imprinted with downcycle-specific cognitive capabilities and interpretive frames, which make them more capable of sensing and seizing investment opportunities that emerge amid industry downturns. We tested our argument using firms operating in the semiconductor industry between 2001 and 2020. We found that downcycle-imprinted CEOs engaged in more counter-cyclical investments in terms of capital expenditures (capex) during downturns. Moreover, capex executed by downcycle-imprinted CEOs yielded higher post-downcycle performance. Our idea about CEO downcycle imprinting suggests the importance of strategic leadership in cyclical industries, in particular, the origins of the micro-foundations of dynamic capabilities to cope with the changes in business environment.

Paper is Available to Meeting Registrants Only.

Author: **Christina Matz Carnes**, *Indiana U. - Kelley School of Business*

Author: **Jonathan O'Brien**, *U. of Nebraska*

Author: **Palash Deb**, *Indian Institute of Management, Calcutta*

By integrating ideas from upper echelons and relative deprivation theory, we extend the work on the microfoundations of the behavioral theory of the firm to articulate how deviations from a CEO's personal aspirations can impact firm behavior. Specifically, we explore how CEO pay relative to peers impacts the firm's competitive aggressiveness. We theorize that CEOs' peer comparisons and need for visibility motivate them to chase the next higher level, suggesting that unlike firms that have relatively stable aspiration groups based on factors such as size and industry, CEOs adapt their peer groups to fit their increasing aspiration. We propose industry competitive intensity as a boundary condition to our theory, arguing that it both reduces CEO discretion over competitive repertoires and increases self-evaluation that reduces the impact of cognitive biases. Our empirical analysis of 1,536 firms and 92,018 competitive actions over a 15-year time span provided strong support for our hypotheses.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1740** | Submission: **14990** | Sponsor(s): **(OMT, ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:30AM - 10:00AMPT (UTC-7)** at **Seattle Convention Center in Tahoma 1**

‘Resilience Activation’: Exploring Relational Mechanisms in Strategy and Practice

A Relational View: Resilience Activation

Organizer: **Jacqueline Jing You**, *Durham U. Business School*
Discussant: **Trenton A. Williams**, *Indiana U. - Kelley School of Business*
Discussant: **Mathew Hughes**, *Loughborough U.*
Presenter: **Christopher Williams**, *U. of York*
Presenter: **Josh Morton**, *U. of Leeds*
Organizer: **Christopher Golding**, *Alliance Manchester Business School, U. of Manchester*
Presenter: **Folajimi Yesir Ashiru**, *Coventry Business School*
Participant: **Franklin Nakpodia**, *Durham U. Business School*
Participant: **Aljona Zorina**, *Leeds U. Business School*
Presenter: **Jacqueline Jing You**, *Durham U. Business School*

‘Rebuilding resilience’ has received extensive attention from practitioners, policy-makers and scholars alike since the outbreak of the Covid-19 pandemic and the issue presents a fundamental challenge to our society, economy and ways of living. The aim of this symposium is to bring together scholars working on resilience, inter/intra-organizational relationships, strategy and entrepreneurship (RISE) to delve deeper into the discussion of how conventional theories inform our understanding of the ‘fluid’ phenomenon and how the role of RISE can help to address the pressing and complex issues faced by business and society in achieving sustainable development goals. More specifically, our symposium features four empirical studies conducted in various adverse situations, including a remote island, China, Nigeria and professional communities, with a particular focus on relational mechanisms. The first two presentations focus on external relationships organizations form and maintain. In the first paper, authors draw on the Instrumental Stakeholder Theory (IST) to investigate how close relationship capabilities with stakeholders affect small business resilience on the remote tourist destination of St Helena. The second presentation draws on the perspective of inter-organizational relationships (IORs) to examine how various attributes of IORs shape organizational resilience in a Chinese context. The third presentation investigates how SMEs in Nigeria utilize the emerging technologies (e.g., social media, communication-based digital technologies) to cope with supply chain disruptions prompted by the COVID-19 pandemic. The fourth presentation uses qualitative methods to examine how the multiple voices and emotional reactions of different professional communities involved in digitally-mediated open strategy influenced the development of a new, resilient strategy for a professional association. This symposium makes several important contributions to different divisions. First, the issues addressed at the symposium lie at the OMT division’s mission, aiming to explore emerging or understudied research questions and encourage engagement with relevant but underexplored phenomena around organizations and organizing. The existing literature has recognized that relational connections are essential for organizational resilience because they provide the conditions under which other resilience-related resources are activated in the face of adversity. We know little about the nature of these relational mechanisms and how they affect resilience in organizations. The empirical papers presented at this symposium explore and illustrate how these relational mechanisms discovered in different adverse contexts affect resilience in organizations, which, in turn, provides scholars with a common ground to discuss and develop a more unified theory of relational resilience. Second, our symposium is in line with the mission of the Entrepreneurship division by providing the audience with insight into how enterprises survive in such a way as to thrive in the face of adversity generated through either sudden-onset or slow-onset events. The symposium explores this phenomenon in various contexts (e.g., remote island, Nigeria, China, professional communities) and covers various research constructs ranging from economic-oriented theory to behavioural-oriented theory, which are widely examined in the field of strategy and organization. These are all of interest to entrepreneurship scholars. Additionally, presentations in this symposium demonstrate how ecological modelling (Fuzzy Cognitive Mapping) can be used as a tool in business and management studies. It offers new ways of seeing the phenomenon, which may stimulate new theoretical insight and generate debate amongst entrepreneurship scholars and practitioners. Third, this symposium is relevant to the STR division, which aims to develop and disseminate knowledge relevant to general managers and those who study, shape, or influence the strategy of organizations, as well as to the effective teaching of these issues. Prior to the Covid-19 pandemic, over 70 percent of firms experienced disruptions at least once per year, of which 9 percent suffered in excess of \$1 million losses (BSI, 2016). Crises news stories have exceeded 1.7 millions, since the outbreak of Covid-19. The ability of firms to anticipate and manage these challenges, therefore, will be a determining factor in how well they maintain their continued existence and sustainability. This is the other side of coin in addressing the question of when and why some firms perform better than others over time. Resilience, as a critical resource for individuals and organizations, particularly when facing the unfamiliar adversity, would be of interest to strategy scholars and practitioners, while exploring how firms bank resilience-related resources in such a way as to improve their performance. Additionally, in the STR division, there is a research stream which is dedicated to investigating the relationship between various forms of inter-organizational relationships (e.g., alliances, networks) and decision-making in order to gain a competitive advantage. Our symposium, which will focus on relational mechanisms, expands this line of inquiry from the relatively stable environment to the disruptive environment. As such, the symposium will stimulate a conversation with scholars and practitioners on the role of relational mechanisms. Finally, the symposium will contribute to the Communication, Digital Technology, and Organization division, by highlighting the role of emerging technologies that can help organizations to function better, in coping with supply chain disruption. Supply chains, as economic systems, constitute a wide variety of individuals, groups, and organizations, which are highly interconnected. The Covid-19 pandemic has exemplified how the use of digital technology can facilitate communication and collaboration amongst actors in supply chains for information sharing and resource deployment. Due to the size and heterogeneity of enterprises, however, the difference between large- and small-medium sized enterprises (SMEs) in terms of adopting different technologies is revealed. Compared to the wealthy studies of how large enterprises adopt digital technology in responding to adverse situations, our symposium features how SMEs, in a weak institutional context, manage adversity through the adoption of emerging technology presented at the symposium. With these efforts, our symposium will benefit to scholars and practitioners in the CTO division, and stimulate debate on the emerging paradigm aimed at addressing values such as sustainability, justice, dignity and integrity in order to generate an ethical, positive, and meaningful contribution to organizational change.

Small-business resilience : exploring close relationship capability on the island of St Helena

Author: **Christopher Williams**, *U. of York*

Author: **Jacqueline Jing You**, *Durham U. Business School*

Determinants of Organizational Resilience: An Inter-organizational Perspective

Author: **Jacqueline Jing You**, *Durham U. Business School*

The Use of Emerging Technologies in Supply Chain Disruption During Covid-19 Pandemic

Author: **Folajimi Yesir Ashiru**, *Coventry Business School*

Author: **Franklin Nakpodia**, *Durham U. Business School*

Polyphony and Inclusion as a Substratum of Resilience: Exploring the Role of Voice and Emotion

Author: **Christopher Golding**, *Alliance Manchester Business School, U. of Manchester*

Author: **Josh Morton**, *U. of Leeds*

Author: **Aljona Zorina**, *Leeds U. Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1741** | Submission: **14035** | Sponsor(s): **(OMT, OB, MOC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:30AM - 10:00AMPT (UTC-7)** at **The Westin Seattle** in **Cascade II**

Leading Through Tensions: How, Why and When a Paradox Approach Can Help Create a Better World *Leading Through Tensions: A Paradox Approach*



Session Chair: **Matthew Rubin**, *INSEAD*
Session Chair: **Ella Miron-Spektor**, *INSEAD*
Discussant: **Marianne W. Lewis**, *U. of Cincinnati*
Presenter: **Jennifer Linda Sparr**, *U. of Zurich*
Presenter: **Yan Zhang**, *Peking U.*
Presenter: **Orit Zommer-Balicer**, *U. of Haifa*
Presenter: **Rany Salvoldi**, *Ben Gurion U.*

In this symposium, we will focus on how leaders cope with the competing tensions ubiquitous in organizational life and how paradoxical leadership improves their followers' willingness and ability to navigate tensions and competing demands. As much as ever, two years into the COVID-19 global pandemic, tensions from contradictory elements are highly salient, posing significant challenges to organizations and their leaders. To cope with increasing uncertainty and change, leaders must inspire optimism while remaining realistic, cultivate psychological closeness despite employees working remotely and balance health and economy related needs. Moreover, leaders influence the way their followers make sense of tensions and manage competing demands. Their navigation and articulation of paradoxes are therefore closely tied to virtuous dynamics. This symposium will present a theoretical paper and four empirical works, all exploring how, why and when a paradox approach is conducive for leaders in volatile times. Adopting a multi-method, multi-level approach, it investigates how leaders experience and communicate paradoxes, as well as develop paradoxical leadership mindsets and abilities. We address the following questions: 1) How do paradoxical leaders influence their followers identity and creativity? 2) How does a paradoxical approach influence leaders' position in the social network? 3) How should leaders articulate paradoxical messages? and 4) How can leaders cultivate a paradox mindset? Our discussant, Marianne Lewis, will tie together the research and contribute her unique perspective on the implications for paradox theory and leadership, as well as offer future directions for research.

Leadership with Agency and Communion: Implications for Shared Leadership Identity Construction

Author: **Jennifer Linda Sparr**, *U. of Zurich*
Author: **Andreas Wihler**, *U. of Exeter Business School*

Communicating from a Distance: Construal Level and Leader's Communication of Paradoxical Tensions

Author: **Matthew Rubin**, *INSEAD*
Author: **Ella Miron-Spektor**, *INSEAD*
Author: **Yair Berson**, *McMaster U.*

How Does Paradoxical Leadership Influence Employee Creativity? Control, Uncertainty, and Culture

Author: **Yan Zhang**, *Peking U.*
Author: **Ying Zhang**, *Peking U.*

How a Paradox Mindset Influences Leaders' Role in a Social Network

Author: **Orit Zommer-Balicer**, *U. of Haifa*
Author: **Dana Rachel Vashdi**, *U. of Haifa*

The Role of Intercultural Interactions in Stimulating Paradox Mindset

Author: **Rany Salvoldi**, *Ben Gurion U.*
Author: **Dorit Efrat-Treister**, *Ben Gurion U. of the Negev*
Author: **David M. Brock**, *Ben-Gurion U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Symposium**
Program Session: **1742** | Submission: **16602** | Sponsor(s): **(OMT, STR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 8:30AM- 10:00AMPT (UTC-7)**

**A Critical View on Achieving Organizational Resilience:
Unpacking the Underlying Trade-offs**
A Critical View on Organizational Resilience



Organizer: **Ekin Ilseven**, *INSEAD*
Panelist: **Hazhir Rahmandad**, *MIT Sloan School of Management*
Panelist: **Vibha Gaba**, *INSEAD*
Panelist: **Heidi Elizabeth Askin**, -
Panelist: **Hart E. Posen**, *U. of Wisconsin, Madison*

In past decades, many natural disasters and social crises that occurred even before the 2020 Coronavirus pandemic have directed the attention of many scholars towards organizational resilience. There have been many reviews and reconceptualizations of this construct that are paramount for rigorous future research which have highlighted the complex multi-level nature of this phenomenon. However, a critical view of organizational resilience seems to be left out of the conversation. With this panel symposium, we expand the discussion - both from academic and practitioners' perspectives - by delineating and discussing three underlying trade-offs: 1) Efficiency vs. resilience, 2) Buffering vs. adaptation, 3) System resilience vs. component resilience. While doing this, we elaborate on the multi-level sources and mechanisms leading to organizational resilience as well as associated challenges.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **1743** | Submission: **19520** | Sponsor(s): **(SIM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 8:30AM - 10:00AMPT (UTC-7)** at **Hyatt Regency Seattle** in **306 Duwamish**

Social Innovation for a Better World

Session Moderator: **Li-Hsiang Yi**, *National Tsing Hua U.*

SIM: Guided Effectuation: Shaping the Market to Create a Better World Together 

Author: **Wouter Rosingh**, *the OMREUS Companies*

Author: **Michele Simoni**, *Parthenope U. of Naples*

Author: **Peter Moran**, *China Europe International Business School (CEIBS)*

Author: **Han Ming Daniel Chng**, *China Europe International Business School (CEIBS)*

Author: **Byron Y. Lee**, *China Europe International Business School (CEIBS)*

Market forces greatly impact our world. Such forces and the world they help forge are constantly changing, albeit blindly. This paper suggests that market forces can be shaped so that the help of many can be harnessed to address prevailing social problems on a large scale. Coaxing the market to allocate resources to more solutions will enable us to create a better world together. But this requires changes in what the market signals as valuable so resources can be allocated to new uses. The argument introduces the concept of guided effectuation – i.e., a process by which firms play an active role in shaping the market, and thereby change what it values. Through this process, firms render new services that both influence the perceptions of market actors regarding what the market should value and establish new conditions for the market efficiency of those services that are consistent with their shaping purpose. Our argument contributes to the effectuation literature by highlighting how effectuation can be leveraged to shape the market. It also contributes to the literatures on performativity and those theories of the firm that cast the firm in a more agentic role than one of merely adapting to a given market.

Paper is Available to Meeting Registrants Only.

SIM: Creating Value from Purpose-Based Innovation: Starting from Frailty 

Author: **Valentina Cucino**, *Institute of Management, Scuola Superiore Sant'Anna, Pisa*

Author: **Daniel Adrian Lungu**, *Sant'Anna School of Advanced Studies*

Author: **Sabina De Rosis**, *Sant'Anna School of Advanced Studies*

Author: **Andrea Piccaluga**, *Scuola Superiore Sant'Anna*

In recent years, a growing number of firms have implemented the concept of shared value creation and recognized themselves as purpose-driven organizations. It is argued that such a dynamic will influence and eventually drive the next wave of innovation and productivity growth in the global economy and - most importantly - will also reshape capitalism and its impact on society. In this sense, the active participation of people, both users/consumers and businesses, to innovation processes is fundamental for producing wider value. In this study, we aim at providing a contribution by exploring the creation of value by purpose-driven businesses which introduce innovations in the field of frail people (for example, people with disabilities) with a participative innovation approach using relatively simple technologies. More concretely, drawing on the literature about purpose-driven innovation management concerning innovation from frailty, we develop a conceptual framework for understanding how businesses create social value for society in order to investigate the facilitating factors and the obstacles they experience in implementing innovations from frailty.

Paper is Available to Meeting Registrants Only.

SIM: Exploring Diversity of Hybrid Business Models: Institutional Logic Perspective on Social Enterprises  

Author: **Li-Hsiang Yi**, *National Tsing Hua U.*

Author: **Jingjing Weng**, *National Taiwan U. of Science and Technology*

Author: **Ying-Che Ali Hsieh**, *National Tsing Hua U.*

Author: **Wan-Jung Tsai**, *National Tsing Hua U.*

To extend the discussion of hybrid business models (HBMs) in the literature, this study examines how multiple logics interact and facilitate the construction of HBMs, using empirical evidence from 30 social enterprises that are hybrid organizations with both social and business missions. Taking a qualitative multiple-case-study approach, we identify three factors (social mission, industrial segment, collaborative relationship with stakeholders) as sources of institutional hybridity. We also illustrate why institutional hybridity differs among businesses by exploring from where incompatibility and centrality are derived. As a result, an HBM with five typologies (interaction, integration, co-production, bridging, self-branding) is proposed. Based on this, we adopt an institutional logic perspective in explaining how the HBM emerges, develops, and creates and delivers value. This study makes an important contribution in bridging the institutional logics theory and HBM literatures, as well as informing practitioners engaged in hybrid organizations.

Paper is Available to Meeting Registrants Only.

SIM: Orchestrated Intervention to address Multifaceted Farmer Poverty: Cases of Digital Social Innovation    

Author: **Mohammad Zainuddin**, *Australian National U.*

Author: **Babita Bhatt**, *ANU College of Business and Economics*

Author: **Israr Qureshi**, *Australian National U.*

Although existing research highlights different instances of ICT-enabled social innovation for socially disadvantaged or excluded groups, it largely overlooks how multiple facets of smallholder farmer poverty can be addressed by intermediaries through the use of digital platforms. In this paper, we discuss piecemeal, synchronized and orchestrated interventions of social intermediaries through a combined strategic framework which identifies three strategic decision levels—structuring decision, scoping decision, and symbiotic decision—that are progressive in nature in terms of strategic engagement and complexity. We argue that the present form of intermediation theory only explains the first tier of strategic decisions made by a social intermediary. The theory focuses exclusively on the depth of intermediation and not the breadth of intermediation. It offers little to explain the phenomenon of multiple interventions and, in particular, why social intermediaries internalize several interventions themselves. In the study, we illustrate three cases of social intermediaries who each makes a set of combined interventions to address multifaceted smallholder farmer poverty. We explore why and under what conditions an intermediary internalizes multiple synergistic interventions to deliver an augmented social impact and how digital technology can be leveraged during the process of implementing such interventions to bring about transformative change in marginalized settings. Our research digs deeper into the strategic orientation of social intermediaries, unveils the organizational mechanisms of internalizing the breadth, and thereby contributes to the organization-centered reasoning of the theory of intermediation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1744** | Submission: **13423** | Sponsor(s): **(STR, OMT)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 8:30AM- 10:00AMPT (UTC-7)** at **Seattle Convention Center in Chelan 4**

Shaping the Future: Past, Present, and Future Avenues for Research on Market Shaping

Shaping the Future



Organizer: **Mana Heshmati**, *U. of Washington*
Organizer: **Carolyn Fu**, *Harvard Business School*
Organizer: **Hui Sun**, *Northwestern Kellogg School of Management*
Panelist: **Ron Adner**, *Dartmouth College*
Panelist: **Constance E. Helfat**, *Tuck School of Business at Dartmouth*
Panelist: **Elizabeth Pontikes**, *UC Davis*
Panelist: **Violina Rindova**, *U. of Southern California*
Panelist: **Tiona Zuzul**, *Harvard Business School*

An emerging stream of behavioral strategy research has examined how firms can engage in shaping strategies to alter the competitive landscape of a market such as by altering the market (Pontikes & Rindova, 2020) or payoff structure (Gavetti, Helfat, & Marengo, 2017). This stream of work has shown that firms often shape the competitive landscape by introducing new products, building ecosystems, and sculpting consumer preferences. Despite the pervasiveness of firms' shaping strategies, empirical answers to when and how firms engage in shaping and what capabilities lead to successful shaping remain rare. We contend that this gap arises from both theoretical and empirical challenges to delineate shaping from adapting, shaping intentions from shaping outcomes, and the specific role of different stakeholders. Given these fundamental challenges, this symposium seeks to bring together a group of scholars from diverse theoretical and methodological backgrounds to share their expertise on market shaping to facilitate future research on this important yet understudied topic. Specifically, this symposium will shed light on ways to: (i) differentiate between adaptive and shaping strategies, (ii) examine the capability antecedents of shaping firms, (iii) identify the role of various stakeholders in determining the success of focal firms' shaping strategies, and (iv) understand how new markets and ecosystems emerge from the dynamics of shaping processes.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1745** | Submission: **19131** | Sponsor(s): **(TIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 8:30AM- 10:00AMPT (UTC-7)**

**Innovation and Entrepreneurship Track: Gender Gap and
Radical/Incremental Innovation**

Session Moderator: **Ana Cristina O. Siqueira**, *William Paterson U.*

TIM: Entrepreneurial Patching: How do Start-ups Implement Incremental Innovation through Complementarities

Author: **Shilong Jia**, *Peking U., College of Engineering*

Author: **Delin Yang**, *School of Economics and Management Tsinghua U.*

Author: **Xiao Hu**, *Southwestern U. of Finance and Economics*

Mass phenomena of incremental innovation in start-ups in hybrid markets through complements have continued to emerge. However, the existing literature lacks such categories of research. Thus, it is necessary to explore how start-ups implement incremental innovation. By studying four SaaS exceptional growing start-ups that service four distinct traditional industries in the Zhongguancun Science Park of Beijing in China, we contribute a theoretical framework describing an incremental innovation process of dominant products in start-ups through complementarities in hybrid markets as entrepreneurial patching: (i) The dominant logic of entrepreneurial patching is the logic of learning by patching within start-ups; (ii) and the framework indicates that entrepreneurs focus on top-down patching in product markets while dominant product teams focus on bottom-up patching in product development. Central to our contribution is the notion that entrepreneurial patching effectively helps illustrate incremental innovation processes of dominant products in start-ups.

Paper is Available to Meeting Registrants Only.

TIM: Entrepreneurial Ingenuity Enabled by Information Technology: Insights for Women Entrepreneurship

Author: **Ana Cristina O. Siqueira**, *William Paterson U.*

Author: **Benson Honig**, *McMaster U.*

Author: **Javid Nafari**, *McMaster U.*

We examine how entrepreneurial ingenuity can be facilitated by information technology (IT)-enabled community-based applications, such as multimedia content and online social interaction, to support underserved women entrepreneurs in a context of physical distancing constraints. Many women entrepreneurs have been intensely affected by the COVID-19 pandemic. The entrepreneurial ingenuity perspective maintains that constraints may serve as catalysts for entrepreneurs to pivot, adapt, and identify novel solutions. Using a qualitative approach and the Gioia methodology, we analyze data from interviews with underserved women entrepreneurs in Canada and the United States. We find that IT-enabled community-based applications provide opportunities for women entrepreneurs to develop their entrepreneurial ingenuity by facilitating reflection about their community and personal transformations, awareness of their broader definitions of success, and expression of their economic and social goals. In this way, this study extends knowledge on the entrepreneurial ingenuity perspective and thereby brings new theorizing to enrich the information systems theoretical literature.

Paper is NOT Available. Please contact the author(s).

TIM: How Does Big Data Capability Drive Firm Innovation? 

Author: **Ao Zan**, *Hunan U.*

As a key prerequisite for data-driven innovation, big data capability is crucial for firms to gain a competitive advantage. However, the role of big data capability on innovation is still in its infancy. Using the data from 228 Chinese firms, we investigated how and under what conditions big data capability affects radical innovation and incremental innovation. Our results show that big data capability is positively associated with radical/incremental innovation. Further, spontaneous improvisation plays a partial mediating role between big data capability and radical innovation, and creative improvisation plays a partial mediating role between big data capability and radical/incremental innovation. Additionally, data-driven culture strengthens the positive impact of big data capability on creative improvisation. These findings highlight novel pathways and contingencies through which improvisation may prove to be a potential means for big data capability to drive firm innovation.

Paper is Available to Meeting Registrants Only.

TIM: Closing the Gender Gap in Patenting: Evidence from a Randomized Control Trial at the USPTO  

Author: **Nicholas Pairolo**, *USPTO*

Author: **Andrew Toole**, *USPTO*

Author: **Charles DeGrazia**, *EMLV*

Author: **Mike Horia Teodorescu**, *U. of Washington*

Author: **Peter-Anthony Pappas**, *USPTO*

TIM Best Paper Award Finalist

Women are underrepresented in patenting and the gap is not closing quickly. The challenge for policy is that the sources of this gap are complex and not well understood. Using a randomized control trial (RCT) at the United States Patent and Trademark Office (USPTO), we identify the heterogeneous causal impacts (across gender) of increased patent examination assistance on the probability of obtaining patent rights. Women applicants were 11 percentage points more likely than men to benefit from this assistance, and the benefits were largest for new inventors, and in areas of technology where women have the worst relative outcomes.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1746** | Submission: **19083** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:30AM - 10:00AMPT (UTC-7)** at **Sheraton Grand Seattle in Aspen**

Technological Change Track: Automotive Industry - Past and Future

Session Moderator: **Johann Peter Murmann**, *U. of St. Gallen*

TIM: Exploring the Structure and Modularity of Internal Combustion Engine and Battery Electric Vehicles  

Author: **Johann Peter Murmann**, *U. of St. Gallen*
Author: **Benedikt Alexander Schuler**, *U. of St. Gallen*

How will the technological shift from internal combustion engine vehicles (ICEVs) to battery electric vehicles (BEVs) change the architecture of the automotive industry? Based on unstructured interviews with engineers at large automobile companies and start-ups, we create design structure matrices to compare the technological structure and modularity of ICEVs and BEVs. Based on these results, we derive hypotheses about the future architecture of the automotive industry focusing on firms involved in the manufacturing of automobiles.

Paper is Available to Meeting Registrants Only.

 **TIM: How It's Made: A General Theory of the Labor Implications of Technological Change**

Author: **Christophe Combemale**, *Engineering & Public Policy (EPP), Carnegie Mellon U.*
Author: **Laurence Ales**, *Carnegie Mellon U. - Tepper School of Business*
Author: **Erica R.H. Fuchs**, *Carnegie Mellon U.*
Author: **Kate S. Whitefoot**, *Engineering & Public Policy (EPP), Carnegie Mellon U.*

This paper develops a general theory relating technology change and skill demand, capable of rationalizing the labor impacts of various technology changes since the 19th century. Performers (human or machine) face stochastic issues that must be solved in a given time to complete tasks. Firms choose how production tasks are divided into steps, the rate at which steps need to be completed, and the type of performer assigned to a step. Performers differ in the breadth of issues they can solve (generality) and in their tolerance for working at higher rates. Human performers tend to be generalists with low rate-tolerance. Machine performers tend to be specialists less sensitive to rate. Central to the theory are the cost of fragmenting tasks into smaller steps, the cost of allocating performers to multiple steps, and the negative relationship between step complexity and the rate of completing that step. We derive the cost-minimizing division of tasks and level of automation of production and the demand for workers of different skills that those conditions create. Our theory predicts that the division of tasks under increased complexity is skill polarizing; automation is skill polarizing at lower production volumes and upskilling at higher volumes; and that parts consolidation increases the demand for mid-level skills. We find counterparts to the theory across a range of industrial contexts and time periods, including the Hand-Machine Labor Study covering mechanization and process improvement at the end of the 19th century, automotive body assembly, and emerging techno-logical changes in optoelectronic semiconductors used for communications.

Paper is Available to Meeting Registrants Only.

TIM: Integrating the Technology Acceptance Model with Innovation Diffusion Theory: An Empirical Research

Author: **Nicole Xanthi Vartziotis**, *Athens U. of Business & Economics*
Author: **Matina Dimitropoulou**, *Athens U. of Business & Economics*
Author: **Dimitris Kardaras**, *Athens U. of Economics and Business*
Author: **Dimitris Manolopoulos**, *Athens U. of Economics and Business*

The present study aims to explore the extent to which factors of technology acceptance influence the innovation diffusion process in organizations. In response to the highly competitive global market, organizations seek to promote technological innovation and facilitate the proper context for employees to foster change and innovation diffusion. For this purpose, we suggest the integration of the two most prominent innovation models; the Technological Acceptance Model and Innovation Diffusion Theory model. The research question focuses to the predictive ability of factors of TAM to the factors of IDT in order to bridge a research gap in the literature. The contribution of this study has also managerial implications, as TAM can be used to predict whether and how an innovation will be successfully diffused in organizations. Our empirical findings, deriving from our research conducted in the largest companies of the automotive industry in Germany, suggest that several factors of the Technology Acceptance model, such as attitude and perceived usefulness have significant impact on diffusion of innovation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1747** | Submission: **19100** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:30AM - 10:00AMPT (UTC-7)** at **Sheraton Grand Seattle in Columbia**

Technology and Competitive Strategy Track: Entry Decisions and Resource Allocation

Session Moderator: **Sung Hoon Lee**, *PhD Candidate at Bocconi U.*

TIM: Where do firms come from? Knowledge Relatedness and Firm Entry

Author: **Sung Hoon Lee**, *PhD Candidate at Bocconi U.*
Author: **Roberto Fontana**, *U. of Pavia & Bocconi U.*
Author: **Franco Malerba**, *Bocconi U.*

The role of knowledge, in particular its relatedness to that of the target industry, has often been emphasized as one of the main drivers in firms' entry decisions. However, empirical analyses seem to show that knowledge relatedness may not always have a positive impact on entry, because the relationship is potentially nonlinear and may vary by entrant type. This study aims to explore these issues by proposing a perspective that may shed light on the mechanisms that govern the relationship between knowledge relatedness and firm entry. It then empirically tests these mechanisms by using a dataset constructed from the Western Electronics Manufacturer Association (WEMA) directory, spanning a time period from 1960 to 1990. The results suggest that the relationship takes an inverted U shape, which however can change drastically depending on the type of entrant.

Paper is NOT Available. Please contact the author(s).

TIM: Pre-entry Knowledge Context and Post-entry Firm Innovation

Author: **Jarrod Humphrey**, *U. of Florida*
Author: **Dong Hyun Shin**, *City U. of Hong Kong*

Knowledge contexts are the setting where founders develop informational advantages that serve as the basis for the formation of a new venture. When individuals depart an organization, such as incumbent firms or universities, to launch a new venture they are endowed with knowledge that reflects their prior affiliation and shapes the behavior and performance of their startups. Surprisingly, however, it remains unclear whether differences between the academic or industry knowledge context influences heterogeneity in how firms allocate resources to innovation. Using a sample of over 700 firms and 1,400 founders I address this gap using a mediation model. I find that in knowledge-intensive industries, academic and employee entrepreneurs both allocate substantial financial resources to innovation activities. However, I show that for academic spinouts the key driver of R&D expenditure is R&D employment intensity. In other words, academics form startups with more employees engaged in R&D than founders from other contexts. This reflects both their need to further incubate new technologies and their preference for a research-friendly organizational culture.

Paper is Available to Meeting Registrants Only.

TIM: Exploring with Predictive and Control Strategies under Uncertainty

Author: **Danilo Messinese**, *PhD Candidate at Bocconi U.*

Prior research suggests that managers and entrepreneurs adopt explorative approaches to cope with uncertainty. This paper studies the implications of adopting (explorative) predictive and control-oriented strategies, empirically operationalized respectively as scientific and effectual approach (Camuffo et al. 2021; Sarasvathy 2001), and directly tests a potential mechanism driving the different decision outcomes. By analysing data from a Randomized Control Trial (RCT) involving 308 start-ups and 2,772 data points over time, I find that predictive decision-makers terminate ideas more frequently and earlier, while control-oriented decision-makers terminate less frequently and later, due different strategies of dynamic information acquisition during the exploration phase.

Paper is Available to Meeting Registrants Only.

TIM: Fuels for Moving Forward and Staying Ahead: Effective Knowledge Sourcing Strategy for Leaders

Author: **Hyunseob Kim**, *Jackson State U.*

This paper examines leading firms' strategies in the strategic factor market for technological competition. We try to examine the effects of knowledge sourcing for leaders' performance in competitions with followers. Particularly, this paper focuses on where leaders can obtain knowledge to move forward and keep their technological leadership. The findings of this paper suggest that the optimal knowledge sourcing strategy in the strategic factor market for a leader may be different from the strategy for a follower. Relying on the other leading firm's knowledge does not provide benefits to leaders, but relying on the exploitation of their own knowledge hinders future innovative performance. In addition, knowledge sourcing from followers also shows positive impacts on leaders' innovative performance. It suggests that relying on other similar players in the same area does not provide enough benefit to leaders for future innovation. However, relatively new knowledge from followers is beneficial for leading firms. Regarding distant knowledge sourcing, outer knowledge contributes to the better innovative performance of leaders. On the other hand, regarding the capability of staying ahead, the findings of this paper show interesting results. Path dependence and outer knowledge show the same results with the innovative performance. However, in contrast to the previous model, knowledge sourcing from leading firms benefits leaders for staying ahead, but knowledge sourcing from followers does not help the leaders. It suggests leaders have to consider the proper knowledge sourcing in the strategic factor market according to their status and goals. Empirical analyses using US patents data on 3,357 firms in chemicals, pharmaceutical, and semiconductor industries over the 1981-2004 period largely support our arguments.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1748** | Submission: **19068** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:30AM - 10:00AMPT (UTC-7)** at **Sheraton Grand Seattle in Madrona**

People and Innovation Track: Role of Personality Traits in Shaping Innovation

Session Moderator: **Matthew Aplin-Houtz**, *U. of Missouri -St. Louis*

TIM: Tales from the Dark Side of Technology Acceptance: The Direct Effects of the Dark Triad on TAM 

Author: **Matthew Aplin-Houtz**, *U. of Missouri -St. Louis*
Author: **Sean Leahy**, *UMSL School of Business*
Author: **Sarah Willey**, *UMSL School of Business*
Author: **Emily Lane**, *College of Business Administration, U. of Missouri - St. Louis*
Author: **Sachin Sharma**, *UMSL School of Business*

With a dramatic shift in the American workforce in the post-Covid-19 world, workers' emotions present very negatively, causing people to overtly display the dark aspects of their personality while at work. Additionally, organizations must use new technologies to fill the gaps in outcomes and changes in market demand. Sadly, an intense conflict exists between the current environment of workers' negative emotions and the need to implement new technology. Most people would perceive having learned a new technology to do their job as 'one more thing,' thus resulting in adverse work outcomes. We hypothesized that dark personality traits (narcissism, Machiavellianism, and psychopathy) individually would have a direct relationship with elements in the technology acceptance model. We tested our hypotheses using a sample of general workers from multiple industries. We found that narcissism alone was significant in technology acceptance among the tested variables. We conclude with a summary of our findings' theoretical and practical implications and managerial implications.

Paper is Available to Meeting Registrants Only.

TIM: Executive Job Demands and Innovation: Exploring the Role of CEO Emotions

Author: **Andres Felipe Cortes**, *Sacred Heart U.*
Author: **Pol Herrmann**, *Iowa State U.*

Our study explores how Chief Executive Officers' (CEOs) job demands and emotions influence innovation. Drawing on upper echelons theory and research on emotions, we propose that CEOs' perceptions of job difficulty can hurt firm innovation through CEOs' experience of negative emotional reactions. Additionally, we explore how CEOs with higher levels of emotional intelligence can mitigate how perceptions of job demands translate into negative emotional reactions. We test our predictions in a sample of CEOs and top management team members from 120 small- and medium-sized enterprises. We find that CEO job demands are positively associated with CEOs' negative emotional reactions, which in turn have negative implications for firm innovation. We also find that two dimensions of emotional intelligence (self-appraisal and regulation) weaken the influence of CEO job demands on negative emotional reactions. Our research contributes to strategic leadership research by studying the organizational implications of executive job demands and CEO emotions.

Paper is Available to Meeting Registrants Only.

TIM: The Impact of Leader Humor on Creativity    

Author: **Ahmad Nabeel Siddiquei**, *Bond Business School, Bond U., Australia*
Author: **Kamal Badar**, *Victoria U. of Wellington*
Author: **Fahad Asmi**, *Dept. of Science Communication, U. of Science and Technology of China*

As the construction industry faces several human resource challenges, leaders need to maintain a positive working ethos to cope with the creative challenges. This study examined the direct and indirect impact of leader humor on team creativity and employee creativity. We draw on Benign Violation Theory to hypothesize that the display of leader humor signals the acceptability of norm violations in the team, hence facilitating employee creativity and team creativity. Further, we integrate Benign Violation Theory with Social Learning Theory to propose that leader humor while signaling norm violation enables the team's learning orientation, influencing team creativity and employee creativity. We use multi-level modeling and ordinary least squares regression to examine data gathered from 165 team members nested with 45 construction projects in China. The results show that leader humor has a dual positive direct effect on team creativity and employee creativity. Furthermore, the direct effects are partially mediated by team learning orientation. We discuss the theoretical and managerial implications of our study.

Paper is Available to Meeting Registrants Only.

TIM: Does Strategic Agility Matter for Product Development Performance? The Role of Employee Resilience

Author: **Abderaouf Bouguerra**, *Surrey Business School*
Author: **Ismail Golgeci**, *Aarhus U.*
Author: **David Gligor**, *U. of Mississippi*
Author: **Zaheer Khan**, *U. of Aberdeen Business School*
Author: **Ahmad Arslan**, *OBS - Oulu Business School Finland*

As firms conduct their product development in increasingly dynamic and continuously changing environments, strategic agility can be an important source of product development performance (PDP). However, little attention has been paid to the micro individual capabilities that translate strategic agility into greater PDP. This study examines the mediating roles of employee resilience and self-efficacy as key dynamic micro-level (individual) capabilities that connect firms' strategic agility to their PDP. Adopting a microfoundations approach and multilevel analysis and using data of 758 managers from 185 firms in Turkey, the findings suggest that strategic agility's impact on PDP is conveyed through individual-level capabilities of employee resilience and self-efficacy. We draw on the microfoundations of dynamic capabilities and provide important insights on how firms developing individual capabilities attain higher PDP.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **1749** | Submission: **19052** | Sponsor(s): **(TIM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 8:30AM - 10:00AMPT (UTC-7)** at **Sheraton Grand Seattle** in **Seneca**

Digitalization Track: Creation and Consumption in Online Markets

Session Moderator: **Poruz Khambatta**, *UCLA Anderson School of Management*

TIM: NFT Marketplaces – Digital Artists’ Perspectives and Strategies (WITHDRAWN)

Author: **Ferdinand Thies**, *Bern U. of Applied Sciences*
Author: **Leon Pawelzik**, *U. of Innsbruck*

When a digital picture, that can be copied and distributed at zero costs, goes on sale for \$69 million, something is up. Non-Fungible-Tokens, or simply NFTs, which became one of the most exciting topics in the digital realm in 2021 due to the rise in interest in blockchain technologies and the hype generated by internet personas and celebrities. This study is a short-term explorative approach towards understanding the motivation, needs, goals, and strategies of creating and selling non-fungible tokens on Art Platforms. To do so we utilize a qualitative, inductive category formation methodology with nine semi-structured interviews with digital artists that sold their creations on newly established NFT marketplaces for up to \$400.000 apiece. Creator’s motivations to engage in these new platform ecosystems ranged from to Social, Monetary, to Technological aspects, with classical platform aspects such as control mechanisms and network effects playing a major role in their adoption.

Paper is NOT Available. Please contact the author(s).

TIM: Targeting Recommendation Algorithms to Ideal Preferences Would Make Users and Companies Better Off 

Author: **Poruz Khambatta**, *UCLA Anderson School of Management*
Author: **Shwetha Mariadassou**, *Stanford Graduate School of Business*
Author: **Joshua Morris**, *Stanford Graduate School of Business*
Author: **Christian Wheeler**, *Stanford Graduate School of Business*

People often struggle to live up to their ideals because of a tension between what they actually want and what they ideally want. Unfortunately, rather than helping people with this, the way recommendation algorithms on social media are programmed may make this struggle worse. However, this need not be the case. Here we show that tailoring recommendation algorithms to ideal (vs. actual) preferences would provide meaningful benefits to both users and companies. To examine this, we built algorithmic recommendation systems that generated real-time, personalized recommendations tailored to either a particular person’s actual or ideal preferences. Then, in a high-powered, pre-registered experiment (N = 6,488), we measured the effects that these algorithmic recommendation systems had on individuals’ perceptions of the recommendation, perceptions of the company, and reactions after reading the recommended content. Our results suggest that both users and companies would be better off if recommendation algorithms learned what each person was striving for and nudged individuals toward their own unique ideals.

Paper is NOT Available. Please contact the author(s).

TIM: How Online Creators Gain Traction: A Simulation Model of Content Provision  

Author: **David Maslach**, *Florida State U.*
Author: **Rod B. McNaughton**, *U. of Auckland*

Online creators create, make, or combine informational content on social media platforms. Despite understanding platform strategy and social media for organizations, few studies focus on online creators’ content creation strategies to gain traction with their followers. We provide a model of content provision for online creators and investigate the effects of these strategies on provisioning. The impact of a creator’s appeal to followers and the follower’s influence over the creator is also explored. The results suggest that different content strategies and contexts impact content provision heterogeneity and growth. These results contribute to our understanding of online platform strategies, strategy and social media, and the emerging phenomenon of online creators.

Paper is Available to Meeting Registrants Only.

TIM: I Know What You Want Before You Know It: A Model for Predicting Time-Dependent Customer Behavior

Author: **Tobias Kollmann**, *U. of Duisburg-Essen*
Author: **Simon Hensellek**, *TU Dortmund U.*
Author: **Katharina De Cruppe**, *U. Duisburg-Essen*
Author: **Cornelia Flatten**, *SOPTIM AG*
Author: **Christina Then-Bergh**, *U. of Duisburg-Essen*

Today, customers are intensively exposed to (digital) information, such as advertisements. However, many advertisements appear irrelevant for customers. But what would happen if advertisements could match the precise customer interests better, even over time? Using psychological reactance theory, we show that there is a high need for targeting customers along their current and future interests as precisely as possible to prevent consumer reactance such as advertising avoidance. A specific branch of research dealing with this topic is behavioral targeting and more specifically, predictive behavioral targeting (PBT) models. PBT models allow a more accurate prediction of interests to personalize advertising and generate clicks that push sales. However, many models assume temporally stable consumer interests without considering that interests vary over time. Hence, we develop a dynamic PBT model based on decision trees and neural networks that allows a temporal differentiation of of interests into short-, medium-, and long-term. Thereby, we introduce a transformation function based on a time series of interest rates that permits the model to switch between multiple behavioral targeting (BT) and PBT models depending on the type of interest. By underlining the effects of our model with the psychological reactance theory, we offer insights for research and practice.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1750** | Submission: **19078** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:30AM- 10:00AMPT (UTC-7)** at **Sheraton Grand Seattle in University**

AI and Emerging Technologies Track: Automation and Employment

Session Moderator: **Emilia Filippi, U. of Trento**

TIM: The Impact of Automation Technologies on Employment: A Review and Future Research Agenda

Author: **Emilia Filippi, U. of Trento**
Author: **Mariasole Bannò, U. of Brescia**
Author: **Sandro Trento, U. of Trento**

This article aims to review prior studies that investigate how automation technologies affect employment. Our structured systematic review resulted in 105 publications. Relevant publications are presented by distinguishing the type of method applied in evaluating the effects of automation technologies, i.e., distinguishing between publications estimating the probability of automation and those evaluating the net impact on employment. Moreover, evidence is exposed at different levels of analysis (i.e., global, international, continental, country, regional, labour market, industry, firm, occupational, worker, work activities). Based on the findings, research gaps and research agenda are identified and discussed.

Paper is Available to Meeting Registrants Only.

TIM: The Key to Digital Scaling: Simultaneous Automation, Individualization and Interdisciplinarity

Author: **Johannes Gartner, Lund U., School of Economics and Management**
Author: **Daniela Maresch, Grenoble Ecole de Management**
Author: **Robert Tierney, Northern New Mexico College**

In this paper, we develop a theoretical framework that explains how digital technologies can help firms generate competitive advantages that enable firms to scale. To gain and sustain competitive advantages firms traditionally had the strategic choice between cost leadership and differentiation. Digital technologies, however, enable more and more firms to reduce their costs and at the same time enhance the value of their market offerings through differentiation. The aim of this paper is to explain the role of digital technologies in such hybrid strategies. We first identify automation, individualization and interdisciplinarity as the dimensions of digital technologies that together enable technology-driven firms to gain and sustain considerable competitive advantage and to scale rapidly. Second, we integrate the three dimensions into a theoretical framework, which we, third, test and confirm in an explanatory case study.

Paper is Available to Meeting Registrants Only.

TIM: A.I. and Post-Truth: Will 'Virtual Robots' Replace Humans on the Internet

Author: **Paula Chimenti, COPPEAD Graduate School of Business, UFRJ, Rio de Janeiro**
Author: **Antonio Batista Da Silva Oliveira, COPPEAD Graduate School of Business, UFRJ, Rio de Janeiro**

The use of "virtual robots", or post-human brands, such as Virtual Influencers (VIs) has been growing in marketing campaigns in recent years and receives investments from several relevant brands that hire or develop artificial influencers for activities previously performed by humans (influencers, celebrities, etc.). Some VIs are highly humanized in image and behaviour, which raises a debate—and fascination—from many. Through a netnography with the profiles of @lilmiquela and @imma.gram, this study analyses the emerging phenomenon of the replacement of human brands by VI post-human type brands. The results suggest that VIs have the potential to meet some human needs in similarity and eventual superiority to humans. As a theoretical contribution, the study proposes adding a new analytical category to the Theory of Human Brands: "Synthetic Human Brands" or "Post-Human Brands". Furthermore, the study connects authenticity and post-truth and contributes risk-free endorsement theory and management practice, which is unprecedented. The replacement of human influencers with "virtual robots" raises debates about the future of marketing and other areas, especially since that future has in fact already begun.

Paper is Available to Meeting Registrants Only.

TIM: To Automate or not to Automate? The Impact of Algorithmic Technologies on Improving Knowledge Work

Author: **Javier Ricardo Amaya Silva, Oxford U., Saïd Business School**

In this paper we study the application of algorithmic technologies in improving knowledge work in four areas of a multinational engineering firm, which were selected as to cover the varying degrees of social interaction and task discretion commonly present. Our findings show that the automation of knowledge work is well established in practice, where it demonstrates considerable performance improvements. However, they also show that the automatability of knowledge work varies greatly depending on the task at hand. We propose that two primary aspects determine a firm's ability to successfully automate white-collar work: the 'nature of the process' (the degree of repetition and standardisation of the process) and the 'nature of the task' (the degree of creativity, social interaction, and physical manipulation inherent in the task). Our findings provide an important qualification to the present discourse on the future of work, suggesting that the characteristics of the task at hand, as well as the process the task is embedded in, determine the degree to which it is possible to automate such processes. In practice, this means that digital transformation strategies should be implemented at task and process rather than occupational level, as present studies commonly would suggest.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **1751** | Submission: **19092** | Sponsor(s): **(TIM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 8:30AM- 10:00AMPT (UTC-7)** at **Sheraton Grand Seattle in Virginia**

Organizational Learning and Search Track: Networks and Knowledge Flows

Session Moderator: **Valentina Tartari**, *Copenhagen Business School*

TIM: Bridging The Gap: Boundary Spanners' Selective Network Mobilization

Author: **Valentina Tartari**, *Copenhagen Business School*
Author: **Anne L.J. Ter Wal**, *Imperial College Business School*
Author: **Bálint Diószegi**, *Imperial College Business School*
Author: **Maureen McKelvey**, *U. of Gothenburg*

Network boundary spanners have been shown to be in a privileged position to generate innovation outcomes, yet it is unclear how they decide which contacts to rely on when. This paper posits that many boundary spanners will forgo the opportunities their structural position affords, as stronger identification with one of the two domains they span may lead them to predominantly mobilize network contacts in that domain, irrespective of the type of input specific situations may require. We argue that those with a high self-monitoring orientation, however, will overcome tendencies to have identity inform network choices, and will thus selectively mobilize contacts from both sides of the boundary. We test these predictions in the context of scientists with dedicated boundary-spanning roles between industry and academia who are expected to routinely draw on network resources on both sides of the “divide” to perform their jobs. Using a multi-study setup which includes two framed field experiments, we find support for our predictions. Our findings imply that it may not be sufficient for organizations seeking to promote the cross-fertilization of ideas to allocate individuals to boundary-spanning roles; they need to train and encourage their staff to identify with the domains at both sides of the boundary to enable selective network mobilization to help them leverage the potential from boundary spanning.

Paper is Available to Meeting Registrants Only.

TIM: Strategies of Network Formation and Development: An Historical Account 

Author: **Francesca Mariotti**, *Cardiff Metropolitan U.*

A great deal of research has investigated the structural properties of networks and how these are central in explaining knowledge transfer and innovation. However, much less is known about how networks change and evolve over time and the extent to which these dynamic processes affect collaboration patterns. Using longitudinal data from the motorsport industry, this paper examines the dynamics of networks through a comparative analysis of the histories, industry contexts and lead firm networking actions to explain network formation and subsequent development. It finds that historical variation in terms of structure, resources and technology has influenced, to some extent, the strategic actions of key actors in forming and developing their networks.

Paper is NOT Available. Please contact the author(s).

TIM: Knowledge Generation and Knowledge-, Individual-, and Interfirm-Level Network Structural Features

Author: **Yang Gao**, *HEC Montreal*
Author: **Ekaterina Turkina**, *HEC Montreal*
Author: **Ari Van Assche**, *HEC Montreal*

Although there has been consensus that networks play critical roles in organizations' innovation, the multilevel feature of networks that nest into each other is underexplored. Despite empirical evidence that has been found at various levels of our social system, without multilevel analysis, our understanding in the relationship between networks and knowledge generation and innovation is limited. To address this limitation, this study adopts a multilevel lens to analyze the three level networks that composed of patent network, individual collaboration network, and interorganizational network in China's railway industry in a decade to illustrate how network positions at different levels are related to knowledge generation. We find that both knowledge network and interorganizational network contribute to knowledge generation.

Paper is Available to Meeting Registrants Only.

TIM: Dyadic Relationships for Collaborative Innovation: Lessons from the Danish Wind Industry 

Author: **Kamran Rashidi**, *Jönköping International Business School*
Author: **Agnieszka Radziwon**, *U. of California, Berkeley & Aarhus U.*
Author: **Peter Enevoldsen**, *BTECH, Aarhus U.*

Local and global businesses need to innovate otherwise they perish. Simply stated, companies need to open their doors to external partners to combine internal and external ideas for achieving values. However, establishing collaborative innovations with external partners in supply networks is not an easy task to execute for managers. This study examines different dyadic relationships within the Danish wind industry to highlight facilitators and barriers of such collaborations. Our data revealed that high vertical integration during the last two decades in the industry has limited the suppliers' R&D competencies. Additionally, more vertical complexity in upstream supply is required for involving suppliers in other tiers than the first one in innovation projects. Low order volume is another barrier for taking advantage of suppliers' R&D competencies as they prefer to allocate more resources to innovation projects in other industries with higher order volumes such as automotive industry. Other barriers for establishing collaborative innovations in the industry are information leakage, IPRs, intra-organizational communication, and lack of commitment.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1752** | Submission: **19065** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 8:30AM - 10:00AMPT (UTC-7)** at **Sheraton Grand Seattle in Willow A**

Ecosystems and Platforms Track: Healthy Ecosystems and Ecosystem Health

Session Moderator: **Maryia Zaitava, U. of Cagliari**

TIM: Ecosystem Health: A Systematic Review and Conceptual Framework

Author: **Denis Boevskiy, Geneva Business School**
Author: **Llewellyn D W Thomas, IESE Business School**

In our ecosystems-driving economy, organizations strongly depend on health of the ecosystems they participate in, so they search for healthy ecosystems and try to avoid unhealthy ones. Although the importance of ecosystem health was highlighted in the fundamental papers on ecosystems, further research was mostly fragmented. In our study, we systematically review the construct of ecosystem health and present our findings and contributions. First, we propose ecosystem health components of viability, and reactive and proactive health that capture essential health characteristics relevant for ecosystems. Second, we integrate these components into a conceptual framework representing the ecosystem health construct and interrelations between the ecosystem health components. Third, our work provides a clarification of future research directions on ecosystem theory for management scholars.

Paper is Available to Meeting Registrants Only.

TIM: Emergence of Multi-Sided Platforms: A Value-Based Perspective in Digital Health

Author: **Maryia Zaitava, U. of Cagliari**
Author: **Elona Marku, U. of Cagliari**
Author: **Maria Chiara Di Guardo, U. of Cagliari**

The present paper aims at understanding the emergence process of a multi-sided digital platform by applying the value-based perspective of (digital) health. While new emerging multi-sided platforms (MSPs) play a critical role in the shift towards digital health, with the prevailing interest in the established and mature platforms, the platform emergence phenomenon is almost neglected. Existing research on MSPs has mainly focused on the value and growth of established platforms enabled by network effects and the aggressive attraction of more new users. Exploring the case of the Safe Steps healthcare MSP, the present paper revealed the fine-grained process of the MSP emergence that consists of the three phases, namely, 1) platform activation, 2) platform scale-up, and 3) shared values merger. Moreover, we found that shared between the platform actors' values are the drivers of the platform emergence, platform actors' attraction, and value creation. The present research contributes to the digital platforms literature, specifically, platforms emergence. Moreover, the paper put the break into an understanding of the nature of value creation of an MSP health platform.

Paper is Available to Meeting Registrants Only.

TIM: Healthy Reviews! The Impact of Online Physician Ratings on Healthcare Outcomes

Author: **Michael Kummer, U. of East Anglia**
Author: **Cyrus Rich, Georgia Institute of Technology**
Author: **Ulrich Laitenberger, Telecom ParisTech**
Author: **Danny Hughes, -**
Author: **Turgay Ayer, Georgia Institute of Technology**

We show that review platforms reduce healthcare interruptions for patients looking for a new physician. We employ a difference-in-differences strategy using physician retirements as a “disruptive shock” that forces patients to find a new physician. Using insurance claims data combined with web-scraped physician reviews, we show that physician reviews help patients find a new physician faster. Our results are robust to including a variety of controls and various instruments for the availability of physician reviews, but are not found for patients of nonretiring physicians. By reducing interruptions in care, reviews can improve clinical outcomes and lower costs.

Paper is Available to Meeting Registrants Only.

TIM: Customer Interdependencies: Deepening the Ecosystem Lens

Author: **Dennis Van Kampen, Vrije U. Amsterdam**
Author: **Fleur Deken, Vrije U. Amsterdam**
Author: **Hans Berends, Vrije U. Amsterdam**

In this study, we explore how focal firms address existing customer interdependencies during ecosystem development for novel offerings. Customers are underexplored in ecosystem research despite their essential role in adopting ecosystem value propositions. We examined how three ventures of an incumbent in healthcare developed an ecosystem with a joint value proposition. Surprisingly, we find that adoption of the value proposition was hampered, despite focal firms aligning interdependencies with suppliers and complementors, jointly offering a compelling ecosystem value proposition to customers. We explain how existing interdependencies between customers and other actors limited their ability to adopt the focal firms' innovations. We identify three strategies to address constraints presented by such customer interdependencies – delegating, facilitating, and attuning – and explain their distinct consequences. We extend ecosystem research by explaining the importance of the customer ecosystem for integrating novel value propositions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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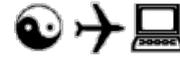
Session Type: **Showcase Symposium**

Program Session: **1753** | Submission: **12042** | Sponsor(s): **(TIM, STR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 2:00PM - 3:30PMPT (UTC-7)** at **Sheraton Grand Seattle in Jefferson B**

**Technology Strategy and Competition Track: Causal
Inference and Strategic Management**
Causal Inference and Strategic Management



Session Chair: **Jorge Guzman**, *Columbia Business School*

Participant: **Bo Cowgill**, *Columbia Business School*

Participant: **Jermain Christopher Kaminski**, *Maastricht U., School of Business & Economics*

Participant: **Paul Huenermund**, *Copenhagen Business School*

Discussant: **Caroline Flammer**, *Columbia U.*

This session introduces a few papers hoping to understand the role and opportunities of causal inference in strategic management research and practice. Its goal is to consider how the identification revolution influences strategy research, and what new avenues and opportunities exist given recent advances in causal identification. The workshop will conclude with a summary of the discussion and an outlook for future research.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Symposium**

Program Session: **1754** | Submission: **16001** | Sponsor(s): **(TIM, STR, ENT)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Sunday, Aug 7 2022 4:00PM - 5:30PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 3**

Innovation Processes Track: Endogenous Shaping of the Business Environment



Endogenous Shaping of the Business Environment

Organizer: **Charlotte Jacobs**, *Louisiana State U.*

Organizer: **Gwendolyn Kuo-fang Lee**, *U. of Florida*

Panelist: **Felipe Csaszar**, *U. of Michigan*

Panelist: **Constance E. Helfat**, *Tuck School of Business at Dartmouth*

Panelist: **Joseph Porac**, *New York U.*

Panelist: **Nathan Furr**, *INSEAD*

The purpose of our panel symposium is to stimulate the emergent research on endogenous shaping of business environments. Distinguished scholars who have studied this subject from different perspectives will provide their insights on the ‘who,’ ‘when,’ and ‘how’ of shaping, as strategic actors seek to construct and alter their future business environment. Bringing these different perspectives together creates the opportunity to move the field forward in a systematic way. In addition, the discussion would highlight future avenues for theorization and empirical research that will take our understanding of shaping of the business environment a step further.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Biases That Plague Us: Overconfidence, Loss Aversion & Sunk Costs

Session Moderator: **Sandy Campbell**, *Haas School of Business, UC Berkeley*

CM: Overprecision in the Survey of Professional Forecasters

Author: **Sandy Campbell**, *Haas School of Business, UC Berkeley*

Author: **Don Moore**, *U. of California, Berkeley*

Every decision depends on a forecast of its consequences. We examine the calibration of the single longest and most complete forecasting project. The Survey of Professional Forecasters has, since 1968, elicited predictions of key economic indicators such as unemployment, inflation, and economic growth. Here, we test the accuracy of those forecasts ($n = 12,359$) and measure the degree to which they fall victim to overconfidence, both overoptimism and overprecision. We find forecasts are overly precise; forecasters report 53% confidence in the accuracy of their forecasts, but are correct only 28% of the time. By contrast, forecasts show little evidence of optimistic bias. These results have important implications for how policy makers ought to interpret forecasts. Moreover, we employ novel methodology in analyzing archival data: we split our dataset into exploration and validation halves. The current manuscript presents results from the exploration half. The final manuscript will include results from the hold-out sample, as guided by editorial input.

Paper is Available to Meeting Registrants Only.

CM: Managers' Use of Sunk Costs as a Nudge: A Misinfluence Perspective on "Escalation of Commitment"

Author: **Goh E-yang**, *National U. of Singapore*

Author: **David P. Daniels**, *NUS Business School*

Many current theoretical perspectives suggest that managers will be good at strategically leveraging others' decision biases to influence them. A common decision bias in organizations is the "sunk-cost fallacy," where individuals pursue an inferior course of action merely because resources were previously invested in it. In a series of experiments, we tested how good managers are at strategically using the sunk-cost effect as a nudge to influence others' commitment levels in desired directions. Managers were randomly assigned a goal – to escalate or de-escalate others' commitments to a project – and then decided whether to highlight or hide sunk costs of the project. In contrast to theoretical predictions, we find that managers often fail to optimally use the sunk-cost effect to nudge others in desired directions. In exploring why this happens, we find that while managers do understand some mechanisms which contribute to the sunk-cost effect (self-justification theory), they fail to understand others (self-presentation theory and prospect theory). Perhaps most startlingly, on average, managers appear to not believe in the sunk-cost effect at all. Our results support an emerging "misinfluence perspective" which suggests that managers will often fail to leverage influence tactics (such as decision biases) when trying to influence others, due to managers' own psychological limitations.

Paper is Available to Meeting Registrants Only.

CM: The Strategic Misuse of Loss Aversion in Social Interactions

Author: **David P. Daniels**, *NUS Business School*

Decisions are widely influenced by biases such as loss aversion, the overweighting of losses relative to gains. Loss aversion is a central driver of human behavior, and "is certainly the most significant contribution of psychology to behavioral economics" (Kahneman, 2011, p. 300). However, while much is known about the role of loss aversion in individual decision-making, its role in social interactions remains controversial. Current theories and indirect evidence suggest that individuals will be good at using loss aversion as an influence tactic in strategic interactions (e.g., negotiations). In contrast, across six studies, we show that individuals ($n = 3875$ managers, policymakers, and students) are strikingly bad at using loss aversion as an influence tactic. Specifically, across 17 cases where we measured whether individuals optimally used loss aversion as an influence tactic, individuals' performance in terms of optimally using loss aversion ranged from 40% worse than chance ("backfiringly bad" misuse of loss aversion) to only 18% better than chance (relatively bad performance that is closer to random chance than to optimality). For example, when individuals were given three opportunities to use loss aversion as an influence tactic (i.e., deciding whether to frame an outcome as a "gain" or a "loss"), only 10.5% of managers and 19.0% of policymakers used loss aversion optimally across all three opportunities. In exploring why this happens, we show that individuals' understanding of loss aversion is (also) strikingly bad. Across 8 cases where we measured whether individuals demonstrated correct beliefs about the direction of loss aversion, individuals' performance in terms of demonstrating correct beliefs ranged from 59% worse than chance ("backfiringly bad" misunderstanding of loss aversion) to only 15% better than chance (relatively bad performance that is closer to random chance than to correctness). These findings suggest that individuals may fail to understand even the most widespread and powerful of biases, and in many cases will fall prey to "metabiases" – attempts to exploit others' (decision) biases which backfire, thereby creating a new class of second-order (influencer) biases.

Paper is Available to Meeting Registrants Only.

CM: **High Stakes Overconfidence** 

Author: **Sandy Campbell**, *Haas School of Business, UC Berkeley*

Author: **Don Moore**, *U. of California, Berkeley*

Cognitive heuristics simplify decisions, even if they introduce biases. This can be an efficient tradeoff when the costs of bias are low, but may be problematic when the stakes are high. Study 1 (N = 118 contestants) examines the confidence of contestants on a game show, the Million Dollar Money Drop. The results show that, even in the presence of substantial incentives, contestants are more confident than they are accurate. Study 2 (N = 1567 MBA students) analyzes course examinations and finds again that test-takers are more confident than accurate. Study 3 (N = 226 Amazon Mechanical Turk Workers) demonstrates that these results are robust to variations in payoff schemes. These findings attest to the durability of overconfidence in judgment, even when stakes are high.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Showcase Symposium**

Program Session: **1756** | Submission: **10438** | Sponsor(s): (CM, OB, HR)

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Tuesday, Aug 9 2022 9:00AM - 10:30AMPT (UTC-7)** at **Seattle Convention Center in Room 203**

Managing “No” to Work-Related Requests: What, Really, Do We Know?



Managing “No” to Work-related Requests

Participant: **Debra L. Shapiro**, *U. of Maryland*

Participant: **Hillary Anger Efenbein**, *Washington U. in St. Louis*

Participant: **Sudeep Sharma**, *U. of Illinois Springfield*

Participant: **Laurie R. Weingart**, *Carnegie Mellon U.*

Participant: **Matthew A. Cronin**, *George Mason U.*

Participant: **Einav Hart**, *George Mason U.*

Participant: **Maurice Schweitzer**, *U. of Pennsylvania*

Participant: **Zhiying Ren**, *The Wharton School, U. of Pennsylvania*

Participant: **Catherine Tinsley**, *Georgetown U., McDonough School of Business*

Participant: **Renee M. Rinehart**, *George Mason U.*

Despite the many changes that have occurred in workplace trends over time and, especially since the onset and still-not-ended global pandemic of Covid 19, one aspect of managing remains unchanged: the need to manage “no” to variety of work-requests. Indeed, decades ago in his classic study regarding how managers spend their time, Mintzberg (1973) noted that managing conflict was the bulk of it. The need to manage “no” is probably exponentially higher now than ever given that employees over time have become increasingly culturally diverse, hence more likely to bring divergent values and/or preferences to their work (Kirkman & Shapiro, 2001; Von Glinow, Shapiro, & Brett, 2004); and have also become increasingly self-managing, or empowered (Kirkman & Rosen, 1999), hence expected to autonomously (without managerial intervention) resolve conflicts they have at work. It is, thus, a matter of practical as well as theoretical importance to understand how to effectively manage “no” in the workplace—wherever this may occur. What, really, do we know about how to manage “no” at work? The answer is surprisingly little; and the papers comprising this symposium each promise to meaningfully address this gap. More specifically, as a set, these papers illuminate the fact that the source of “no” that may cause tensions or frictions among individuals at work is broader than traditionally thought; this is because these tensions may arise from conflicts individuals at work have—not only between individuals who may or may not be teammates, but also—within themselves. As a result, this symposium promises to alert managers (which includes self-managing employees) as well as management scholars to a broader array of potential strategies for effectively managing “no”—and thereby enhancing agreements and their associated positive affect and behaviors—in the workplace.

The Need to Standardly Assess How Dispute-resolvers Reach Agreement

Author: **Sudeep Sharma**, *U. of Illinois Springfield*

I Just want to Feel Heard: Validation in Conversation

Author: **Zhiying Ren**, *The Wharton School, U. of Pennsylvania*

Resolving Relational Conflict: Why Engaging in, Not Avoiding, Conflict is Wise

Author: **Einav Hart**, *George Mason U.*

INTRApersonal influences on ‘no’: Unrecognized defenses of negotiators

Author: **Renee M. Rinehart**, *George Mason U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Digital Entrepreneurship, Innovation and Legitimacy

Session Moderator: **Florian-Marco Fengel**, *Chair of Innovation Management, TU Dortmund U.*

CTO: **Technology Entrepreneurship is More Than One Might Think**

Author: **E Burton Swanson**, *U. of California, Los Angeles*

Technology entrepreneurship, by which we mean entrepreneurship on behalf of a new technology and its organizational and social acquisition, is more than one might think, given present use of the term, which focuses on technology as device. Here, taking the perspective of technology as routine capability, we reframe the concept to incorporate not only distributed agency involved around devices, but also distributed agency concerned with use through associated routines. We argue that technology acquisition in the form of capabilities concerns use and that technology entrepreneurship typically entails substantial institutional work in the promotion of adoption and use. We illustrate this in the case of the long and painful history of the acquisition of electronic health records (EHR). Our reframing leads to new insights. Among these is the identification of what we term path convergence and its importance in the social acquisition of a technology. We argue that technology entrepreneurs must attend to this path convergence, or the technology may not be widely taken up.

Paper is Available to Meeting Registrants Only.

CTO: **Paradoxical Tensions in a Digital Era: The Impact of Digital Orientation on Innovation Ambidexterity**

Author: **Florian-Marco Fengel**, *Chair of Innovation Management, TU Dortmund U.*

Author: **Steffen Stresse**, *TU Dortmund U.*

Disruptive changes in organizations driven by the pervasive impact of digital technologies call for novel theorizing and empirical investigations on innovation management in a digital era. To thrive in an increasingly digital world, companies need to follow a dual imperative: constantly reinventing themselves while at the same time refining current viability. Following a recent literature shift from treating digital technologies as enablers of organizational efficiency to triggers of organizational change, we study how a firm's digital orientation (DO), a strategic posture aimed at realizing vital gains from digital technologies, fosters a simultaneous pursuit of exploitative and explorative innovation behaviors, i.e., innovation ambidexterity. We further introduce a firm's absorptive capacity (ACAP) and market turbulence as moderating influences into this relationship. In deriving our hypotheses, we extend the resource-based view (RBV) with a dynamic capabilities lens, and enrich our theoretical arguments with novel perspectives on technology affordances, openness and generativity. Our research model is empirically tested through multi-industry survey data from 1,474 German companies.

Paper is Available to Meeting Registrants Only.

CTO: **Legitimizing Illegitimate Practices: How Data Analysts Compromise Standards to Promote Quantification**

Author: **Ryan Stice-Lusvardi**, *Stanford U.*

Author: **Pamela Hinds**, *Stanford U.*

Author: **Melissa Valentine**, *Stanford U.*

Most studies of new expertise focus on the ways different occupations attempt to legitimate that expertise and thereby secure credibility and deference from other organizational groups. In this study, we similarly examine the work that an expert occupation did to legitimate their expertise – but in this case they were legitimating practices that they actually considered illegitimate. We report findings from our 20-month ethnography of data analysts at a financial technology company to explain this process. We show that the company had structured the data analysts as a captive occupation (Bechky 2021) that was dependent on their collaborators' cooperation to accomplish their work and demonstrate the value of quantification. Under these conditions, the data analysts constantly encountered or were asked to provide illegitimate data analysis practices such as hacking, peeking, or poor experimental design. In response, they sometimes resisted but more often reconciled themselves to the requests because they were so reliant on collaborators' cooperation. Notably, they also explicitly lowered their stated standards and then worked to broadly legitimate those now illegitimate versions of their expert practices through standardization, technology platforms, and evangelizing. Our findings connect the conditions of captive occupations to explain why and how experts work to legitimate illegitimate practices.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **1758** | Submission: **14144** | Sponsor(s): **(CTO, OB, TIM)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Tuesday, Aug 9 2022 9:00AM - 10:30AMPT (UTC-7)** at **Seattle Convention Center in Room 620**

Looking Forward: Introducing Artificial Intelligence in Teams

Introducing Artificial Intelligence in Teams



Session Chair: **Selina Stracke**, *TUM School of Management, Technical U. of Munich*
Session Chair: **Eleni Georganta**, *TUM School of Management, Technical U. of Munich*
Discussant: **Thomas Alexander O'Neill**, *U. of Calgary*
Participant: **Florian Erik Klonek**, *Centre for Transformative Work Design / Curtin U.*
Participant: **Xavier Parent-Rochelleau**, *HEC Montreal*
Presenter: **Lindsay Elizabeth Larson**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Presenter: **Anna-Sophie Ufert**, *Eindhoven U. of Technology*
Presenter: **Sophie Kerstan**, *ETH Zürich, D-MTEC*
Participant: **Jan B. Schmutz**, *ETH Zürich*
Presenter: **Neal Outland**, *U. of Georgia*
Participant: **Jasmin Boneberger**, *LMU Munich*
Participant: **Aaron Schechter**, *U. of Georgia*
Participant: **Malte Friedrich Jung**, *Stanford U.*
Participant: **Noshir Contractor**, *Northwestern U.*
Participant: **Leslie A. DeChurch**, *Northwestern U.*
Participant: **Carolina Centeio Jorge**, *Delft U. of Technology*
Participant: **Siddharth Mehrotra**, *Delft U. of Technology*
Participant: **Myrthe Tielman**, *Delft U. of Technology*
Participant: **Brandon Kang**, *U. of Georgia*

This symposium combines five high-quality papers that shed light on the changing role of artificial intelligence for teamwork. Artificial intelligence is becoming a major part of our work environment, especially now that digital technologies become more and more agentic, possibly even equivalent to human agents. This means that artificially intelligent agents not only support various tasks, such as monitoring and decision making, but they gradually evolve from a technology used as a tool to becoming our teammate. Therefore, in this symposium, we move beyond prior work (1) by exploring the future roles and functions of AI agents in teams, (2) by investigating the impact of human-AI collaboration on team processes, emergent states, and outcomes, and (3) by considering the interdisciplinarity of human-AI teamwork. With our findings, we aim to guide and inspire future research on AI in teams and support the introduction of human-AI-teamwork in practice.

How Science Fiction Might Help Us Forecasting the Future: The Potential Impact of AI on Team Effectiveness

Author: **Selina Stracke**, *TUM School of Management, Technical U. of Munich*
Author: **Florian Erik Klonek**, *Centre for Transformative Work Design / Curtin U.*
Author: **Jasmin Boneberger**, *LMU Munich*
Author: **Xavier Parent-Rochelleau**, *HEC Montreal*

AI Teammate Function and TMS in Human-AI Teams

Author: **Lindsay Elizabeth Larson**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Author: **Aaron Schechter**, *U. of Georgia*

Team Trust in Human-AI Teams: Taking a Multidisciplinary Perspective

Author: **Anna-Sophie Ufert**, *Eindhoven U. of Technology*
Author: **Eleni Georganta**, *TUM School of Management, Technical U. of Munich*
Author: **Carolina Centeio Jorge**, *Delft U. of Technology*
Author: **Siddharth Mehrotra**, *Delft U. of Technology*
Author: **Myrthe Tielman**, *Delft U. of Technology*

Something Old and Something New: Trust Dynamics of Artificial Intelligence as a Teammate

Author: **Neal Outland**, *U. of Georgia*
Author: **Brandon Kang**, *U. of Georgia*

How Simple Assumptions About AI Change Knowledge Sharing in Human-AI Team Decision-Making

Author: **Sophie Kerstan**, *ETH Zürich, D-MTEC*
Author: **Jan B. Schmutz**, *ETH Zürich*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Symposium**

Program Session: **1759** | Submission: **17961** | Sponsor(s): **(GDO, OB, MOC)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Tuesday, Aug 9 2022 9:00AM - 10:30AMPT (UTC-7)** at **Seattle Convention Center in Room 212**

Creating a Better World Together: How Different Groups Create, Maintain, and Utilize Their Networks *Create a Better World With A Social Networks Lens*



Organizer: **Francesca Nannetti**, *ESSEC Business School*
Organizer: **Teodora Tomova Shakur**, *Texas Christian U.*
Presenter: **Francesca Nannetti**, *ESSEC Business School*
Presenter: **Teodora Tomova Shakur**, *Texas Christian U.*
Discussant: **Giuseppe Labianca**, *U. of Massachusetts, Amherst*
Presenter: **Stefano Tasselli**, *Erasmus U. Rotterdam*
Participant: **Hongzhi Chen**, *Nanjing U. School of business*
Presenter: **Alessandro Iorio**, *Bocconi U.*
Participant: **Giuseppe Soda**, *Bocconi U.*
Participant: **Manuel David Gomez-Solorzano**, *Tilburg U.*
Participant: **Matthew Brashears**, *U. of South Carolina*
Participant: **Eric Quintane**, *ESMT Berlin*
Presenter: **Helena Gonzalez**, *NEOMA Business School*
Participant: **Elisa Operti**, *ESSEC Business School*

We seek to understand how individuals from different groups conceive, build and gain benefit from their social networks in order to be able to generate better predictions and interventions that could help more disadvantaged individuals to nurture more productive networks and extract greater gains from such networks. The projects included in the symposium tackle the idea of different network use and returns distinguishing categories of individuals along the lines of race, individual traits, and gender. The projects give insights on how actors that belong to specific social and demographic categories can use and leverage their networks to achieve positive outcomes and overcome their disadvantageous positions. Structural barriers, cognitive impediments, or beliefs about the other make minority groups unable to benefit from the networks in the same ways as the majority group. Yet, our symposium seeks to understand and propose different ways to solve the issue and create a better world in which all individuals have an equal opportunity to thrive, regardless of their group membership. With this symposium, we argue that there is a need to consider the different paths and conditions that impact individuals' intentions to create, maintain, and utilize their network ties more closely, in order to deepen our understanding of individuals networking patterns and be able to implement effective interventions.

The Ethnic Foundations of Network Inequality: An Integrative Perspective

Author: **Stefano Tasselli**, *Erasmus U. Rotterdam*

Network Utilization Across Racial Groups

Author: **Teodora Tomova Shakur**, *Texas Christian U.*

Stepping Out of Your Comfort Zone?

Author: **Alessandro Iorio**, *Bocconi U.*

Sex, Networks and Structural Holes: Recall and Usage

Author: **Helena Gonzalez**, *NEOMA Business School*

Gender differences along the idea journey

Author: **Francesca Nannetti**, *ESSEC Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Showcase Symposium**

Program Session: **1760** | Submission: **16442** | Sponsor(s): **(MOC, OB, OMT)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 9:00AM - 10:30AMPT (UTC-7)** at **Seattle Convention Center** in **Room 610**

Meaningful Work Across Levels of Analysis

Meaningful Work Across Levels of Analysis



Organizer: **Luke Hedden**, *Boston College*

Discussant: **Michael G. Pratt**, *Boston College*

Participant: **Siyin Chen**, *U. of Toronto, Rotman School of Management*

Participant: **Winnie Jiang**, *INSEAD*

Participant: **Laura Sunday**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

Participant: **Catherine Kleshinski**, *Indiana U. Bloomington*

Participant: **Kira Franziska Schabram**, *U. of Washington*

Participant: **Jennifer Tosti-Kharas**, *Babson College*

Participant: **Tiffany Trzebiatowski**, *Colorado State U.*

Participant: **Amy Wrzesniewski**, *Yale U.*

Finalist for MOC Division Best Symposium Award

Research on meaningful work has highlighted factors at various levels of analysis that can contribute to sense of meaningfulness, such as individual callings, organizational purpose, and even societal discourse. However, a significant opportunity remains for examining the mechanisms by which experiences and expressions of meaningfulness occur across these various levels of analysis. The presentations in this symposium answer this important call by addressing cross-level influences on meaningful work such as team dynamics, interpersonal interactions, organizational pressures, occupational values and norms, and even societal influences.

Fusing vs. Forgoing: How Individuals Make Meaning of Their Work in Interconnected Contexts

Author: **Siyin Chen**, *U. of Toronto, Rotman School of Management*

Author: **Winnie Jiang**, *INSEAD*

The Collective Construction of Autonomy and Downstream Effects on Meaningful Work

Author: **Laura Sunday**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*

Finding and Feeling Meaningfulness in an Invisible Occupation

Author: **Luke Hedden**, *Boston College*

Considering the “We” in “Me”aningfulness: The Impact of Called Members on Team Conflict

Author: **Catherine Kleshinski**, *Indiana U. Bloomington*

Author: **Kira Franziska Schabram**, *U. of Washington*

Author: **Jennifer Tosti-Kharas**, *Babson College*

Author: **Tiffany Trzebiatowski**, *Colorado State U.*

Author: **Amy Wrzesniewski**, *Yale U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**
Program Session: **1761** | Submission: **17161** | Sponsor(s): **(MOC, RM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 9:00AM- 10:30AMPT (UTC-7)**

Laddering: Using Means-end Chains to Discover Shared Motivations of a Group

Laddering Research Technique



Organizer: **Anup Krishnamurthy**, *St. Joseph's Institute of Management*
Organizer: **Caren Rodrigues**, *St. Joseph's Institute of Management*

The laddering technique is a lesser-known research method developed in the marketing domain and is based on the means-end theory. This technique, employed to discover the shared cognitions in a group, has been used successfully by researchers in both marketing and organizational behavior. Since this technique uniquely combines qualitative and quantitative methods to obtain results, it provides a way to introduce rigor without sacrificing the richness of the qualitative data. The workshop will use real (possibly live) data to increase the impact of its methodology. This workshop would be best suited for those who wish to use mixed methodologies for their research or for those who seek a method to understand the shared cognitive schema underlying a group-related phenomenon.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Corporate Social Responsibility, Varieties of Capitalism and Institutional Systems

Session Moderator: **Stephen Brammer**, *U. of Bath*

SIM: Upper Echelons and the Transmission of Institutional Norms: Varieties of Capitalism and CSR

Author: **Stephen Brammer**, *U. of Bath*
Author: **Layla Jayne Branicki**, *U. of Bath school of management*
Author: **Stephen Pavelin**, *U. of Bath*
Author: **Lynda Porter**, *U. of Bath*

Both national institutional context and the attributes of firms' upper echelons (UE) are well known to shape corporate social responsibility (CSR) policies, practices, and outcomes. However, prior research has paid little attention into interdependencies between the two, and especially to the role played by the attributes of firms' UEs in transmitting CSR norms internationally. In this study, we integrate the upper echelons perspective (UEP) and the varieties of capitalism (VOC) perspective to theorize upper echelons as critical to the transmission of CSR practices. Our theory suggests that representation among firms' UEs from multiple VOCs tends lead firms to exhibit less nationally stereotypical patterns of CSR and instead to exhibit hybrid forms of CSR that reflect the diversity of their UEs. Additionally, we propose that this tendency towards CSR hybridization is moderated by the degree of critical mass, positional power, and long tenure among “alternate” VOC UE members. We test our hypotheses on a sample of 4,010 large firms from 68 countries between 2009 and 2018, and find evidence that largely confirms our hypotheses.

Paper is Available to Meeting Registrants Only.

SIM: Exploring the Mirror versus Substitute Dichotomy in Social and Environmental Disclosure

Author: **Rômulo Soares**, *U. of Fortaleza (UNIFOR)*
Author: **Mônica Cavalcanti Sá De Abreu**, *Federal U. of Ceará*

Much of the debate over how the institutional context can shape corporate social responsibility (CSR) is focused on the dichotomy between liberal and coordinated markets drawn from Varieties of Capitalism. CSR in liberal market economies (LMEs) is seen as a substitute for institutional voids and relies on market incentives, while in coordinated market economies (CMEs), such practices are seen as a mirror of their institutional strengths and rely on stakeholders' networks. Recently, this view has been criticized for its neglect of developing countries since their CSR practices may not fit properly into this LME-CME dichotomy. We add to this debate by comparing the social and environmental disclosure practices of 86 companies from eight different countries: Australia, Brazil, Canada, Germany, India, South Africa, South Korea, and the United Kingdom. We show how institutional characteristics have different effects on social and environmental disclosure, depending on the context in which companies are operating. We show that social and environmental disclosure in LME countries is driven by market forces and is shareholder-oriented, while in CME countries, it is driven by regulatory provisions. Regarding developing countries, the inclusion of different institutional features may be required to better explain companies' social and environmental disclosure practices

Paper is Available to Meeting Registrants Only.

SIM: Effect of Varieties of Institutional Systems on Dynamics of Explicitization

Author: **Rômulo Soares**, *U. of Fortaleza (UNIFOR)*
Author: **Mônica Cavalcanti Sá De Abreu**, *Federal U. of Ceará*

We investigated the dynamic process of explicitization of Corporate Social Responsibility (CSR) through environmental disclosure and how this process unfolds in different varieties of institutional systems. We rely on the Varieties of Institutional Systems (VIS), a novel institutional comparative approach proposed by Fainshmidt et al. (2018), which encompasses the configurational context encapsulated by state, financial markets, human capital, social capital, and corporate governance institutions. We used a sample of 97 firms from four countries, Canada, Spain, Brazil and India, ranging from 2011 to 2018, summing up to 776 firm-year observations. We consider that the process of explicitization varies among VIS and is motivated by different institutional characteristics. We show that the explicitization process is weaker in Spain, standing for coordinated markets, while in Canada, which represents liberal markets, is significantly influenced by the extent of shareholder governance. In emerging countries under state-led configurations like India, the explicitization process is not significantly influenced by the institutional context, while Brazilian companies under family-led configurations are influenced by the capital market development and government integrity.

Paper is Available to Meeting Registrants Only.

SIM: The Public as a Definitive Stakeholder of Corporate Green Management?

Author: **Ziko Konwar**, *U. of Leeds*
Author: **Yingqi Wei**, *U. of Leeds*
Author: **Jeremy Eng-Tuck Cheah**, *Nottingham Business School, Nottingham Trent U.*

There is an emerging body of literature that links the well-known Varieties of Capitalism framework to the relative propensity of nations to move away from hydrocarbons. This research extends this work through exploring relationship between institutional configurations and what the general public expects from firms with respect to green management. Utilizing a theoretically well-refined recent construct, namely, the Varieties of Institutional Systems, and connecting a multi-country survey of the public-as-stakeholders to institutional configurations from 16 countries (N=7156), we find significant variations of stakeholder expectations across different institutional systems. The findings, however, do not confirm a neat dichotomy between mature and emerging markets, nor that mature institutional systems are necessarily associated with a willingness to hold firms to higher environmental standards. Rather, and somewhat counter-intuitively, we find that stakeholder expectations for green management were the highest in State-Led institutional systems.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1763** | Submission: **18593** | Sponsor(s): **(STR)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Tuesday, Aug 9 2022 9:00AM- 10:30AMPT (UTC-7)**

The Stability and Success of Alliances

Session Moderator: **Olga Bruyaka**, *West Virginia U.*

STR: Stick Together or Break Apart? Stigmatizing Adverse Events and Unplanned Alliance Dissolution 

Author: **Olga Bruyaka**, *West Virginia U.*
Author: **Gulnara Zaynutdinova**, *West Virginia U.*
Author: **Deborah Philippe**, *U. of Lausanne*
Author: **Miles A. Zachary**, *Auburn U.*

Our paper contributes to the emerging research on event-based explanations of alliance instability by conceptually linking theories of organizational stigma, status, and corporate governance to explain unplanned alliance dissolution. Our empirical study of alliance dissolutions by publicly traded US firms operating in the passenger air transportation industry in 1985-2016 confirms our prediction that (a) stigmatizing events affect alliance instability indirectly; (b) the extent of a firm's external corporate governance exacerbates positive effect of high stigma events on media vilification of a firm but attenuates negative effect of media vilification on the probability of unplanned alliance dissolution; (c) firm status has a penalizing effect when high stigma events occur. However, contrary to our predictions, firm status loses its buffering power when media vilification intensifies.

Paper is NOT Available. Please contact the author(s).

STR: When Friends Are Near Foes: The Choice of Steering Committees to Govern Nonequity Alliances

Author: **Chiung-Hui Tseng**, *Institute of International Business, National Cheng Kung U.*
Author: **Nguyen Thi Kim Lien**, *Institute of International Business, National Cheng Kung U.*

Knowledge leaking to rivals through alliance partners nearby the rivals has received scant scholarly attention thus far despite the importance of this topic, and it remains unknown as to how to manage this type of risk, hereinafter referred to as the partner-rival co-location risk, in nonequity alliances. This study argues that forming a steering committee can help tackle the risk, and there is a positive relationship between the partner-rival co-location risk and the likelihood of setting up a steering committee in a nonequity alliance; further, this relationship is moderated by two key conditions, i.e. the breadth (alliance scope) and depth (reciprocal interdependence) of interaction between allying firms. Drawing upon the agglomeration, knowledge management, and alliance governance literature, we developed a set of hypotheses and tested them on a sample of 499 nonequity alliances formed between the U.S. pharmaceutical firms (focal firms) and biological firms (partners). Empirical results confirm our conjectures. This research advances the alliance literature significantly and provides important insights for managers.

Paper is Available to Meeting Registrants Only.

STR: Using Machine Learning to Uncover the Role of Outside-Industry Catalysts in Multi-party Alliances 

Author: **Prothit Sen**, *Indian School of Business*
Author: **Vivek Tandon**, *Fox School of Business, Temple U.*

Participating in a multi-party alliance with competitors is an important yet tricky decision for firms. By focusing on interactions with industry peers, the extant literature has largely ignored the role of outside industry participants. We posit that industry outsiders impact this decision by behaving as catalysts that influence the governing principles and the milieu that underlies the alliance. While some catalysts induce an environment of formal governance that reduces inter-partner trust and disincentivizes collaboration among industry rivals, others create an opportune environment for learning that supports collaboration. Given little theoretical guidance by prior literature, we employ a novel methodology that uses pattern recognition by machine learning algorithms to inductively develop and test our theory by analyzing heterogeneous deal syndicates in the private equity (PE) industry.

Paper is Available to Meeting Registrants Only.

STR: Strength in Number: Scope, Scale, and Performance in Multipartner Alliances

Author: **Ramin Vandaie**, *UNCA*
Author: **John Bechara**, *Tilburg U.*

The received wisdom is that multipartner alliances are increasingly favored by firms as means of creating larger pools of shared resources and capabilities. Yet, extant literature has hardly moved beyond anecdotal evidence to systematically address the mechanisms driving their configuration and performance. This study is a step toward clarifying important unknowns about multipartner alliances by proposing and testing a model of multipartner alliance performance that involves two key intermediary mechanisms, i.e., alliance scale and scope, that may explain how higher performance is achieved in these increasingly popular forms of organizing interorganizational efforts. The empirical context of the study is the motion picture industry where multipartner alliances have become exceedingly popular in recent decades. Empirical results are strongly supportive of our proposed theory and hold important implications for the growing literature on multipartner alliances.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1764** | Submission: **18761** | Sponsor(s): (STR)
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Tuesday, Aug 9 2022 9:00AM- 10:30AMPT (UTC-7)**

Governing the Ship During Hard Times: CEO Dismissal, CEO Succession, and Scandals

Session Moderator: **Wenxin Wu**, *Guanghua School of Management, Peking U.*

STR: CEO Succession Type, Agency Risk and Firm Innovation: A Power Perspective

Author: **Jipeng Fei**, *National U. of Singapore*
Author: **Wei Yu**, *National U. of Singapore (NUS)*

How a firm choose a new CEO will significantly influence the potential agency risk, which results from the information asymmetry between the new CEO and the board. However, succession type could also induce agency risk by influencing the CEO’s managerial incentive, on which previous literature has provided limited understanding. We adopt a power perspective and theorize how succession type would affect a CEO’s power insecurity, which reflects the CEO’s concern over the ability to establish authority and wield control among various stakeholders and hence induce agency risk. Specifically, we argue that non-relay inside succession, which is associated with greater internal competition, creates greater agency risk compared to outside succession and relay succession. And such a negative impact would be smaller when the CEO has greater power. To test our theory, we investigate the innovation quality and quantity after succession using a sample of public firms in North America. The parametric event study estimation results provide overall support for our hypotheses. These findings provide new insights on CEO succession literature by exploring CEO succession as a continuous process and emphasize the role of the power dynamic, an under-investigated construct, within the process in shaping a CEO’s managerial incentive and organizational decision-making.

Paper is Available to Meeting Registrants Only.

STR: Vulnerability in Transition Period: Newly appointed CEO Dismissals and Rivals’ Competitive Actions

Author: **Wenxin Wu**, *Guanghua School of Management, Peking U.*
Author: **Mengying Yang**, *Peking U. Guanghua School of Management*

Dismissal of newly appointed CEOs has become increasingly prevalent and attracted significant scholars’ and practitioners’ attention. Prior studies on this topic have mainly focused on its implication for the focal firm. This study extends the extant research by investigating how a focal firm’s dismissal of its newly appointed CEO may influence its rivals’ competitive actions. Building on CEO dismissal and competitive dynamics literature, we argue that as focal firm may experience organizational disruption from dismissing its newly appointed CEO, its rivals may seize opportunities in the vulnerable transition period and benefit from initiating more intense competitive actions toward the focal firm. Using data on dismissals of newly appointed CEO and rivals’ competitive attacks in public firms listed in United States from 2000 to 2019, we find that rival firms initiate more intense competitive actions upon the announcement of the focal firm’s dismissal of its newly appointed CEO. Moreover, the main effect would be moderated by the degree of competition intensity in the focal-competitor dyad level, which are captured by geographic market overlap and product similarity. We find that geographic market overlap and product similarity between focal and competitor firms both will strengthen our main effect. These results suggest that closer competitors to the focal firm benefit more from the focal firm’s disruption. This study contributes to the CEO dismissal literature by demonstrating the impact of CEO dismissal beyond the focal firm.

Paper is NOT Available. Please contact the author(s).

STR: Blown Away by hurricane Katrina: The Impact of Exogenous Shocks on CEO Dismissals 

Author: **Johannes Luger**, *Copenhagen Business School*
Author: **Ali Mohammadi**, *Copenhagen Business School*

We utilize natural exogenous shocks to contrast alternative theoretical mechanisms underlying CEO dismissal. Specifically, in the context of major natural disasters, we analyze forced CEO dismissals occurring in over 2,500 US companies over 19 years (1994 – 2013). When contrasting existing theoretical explanations (e.g., natural shocks to have a zero effect because they are exogenous to CEO quality; natural shocks to have a negative effect because boards aim for internal stability during times of external instability, etc.), we identify a novel mechanism. Specifically, our results suggest that boards utilize shocks as a publicly visible excuse to legitimize dismissals—highly visible, high-stakes decisions that are often controversial. For example, we find that shocks’ entire dismissal effect goes back to CEOs showing low pre-shock peer-adjusted performance (i.e., signaling low quality) or that different board compositions (differing in their degree of aiming for public acceptance) moderate our main effect.

Paper is Available to Meeting Registrants Only.

STR: Role of Slacks on Firm Performance During a Corporate Scandal

Author: **Dimitri Simonin**, *UTS Business School*

Author: **Jan Hohberger**, *U. Ramon Llull, ESADE Business School*

Author: **Ljubomir Pupovac**, *UNSW Business School, Australia*

Corporate scandals have far-reaching consequences on firms in the short and long terms; however, only limited studies have examined how to mitigate them. Addressing this gap and drawing on a resource-based perspective, our study examines whether organizational slacks mitigate a corporate scandal's short- and long-term impact on firm value and firm risk. We posit that this mitigating effect depends on the timeframe of the strategic vision and the firm's needs and follows a curvilinear effect for each timeframe, short and long terms. In addition, we explore the role of different industry specifications in the mitigating effects of slacks in a scandal situation. Using an event study approach on 873 corporate scandals between 2012 and 2018, our empirical analysis first confirms that corporate scandals decrease short- and long-term firm value and increase firm risk. Then, based on a resource-based perspective, we reveal that holding slacks mitigates the corporate scandal's impact on short- and long-term firm values, represented as an (inverted) U-shape. Conversely, the mitigating effect of slacks follows a U-shape on firm risk. Overall, our study highlights how specific resources can mitigate corporate scandals' shock and how distinct levels of slacks and timeframes impact firm performance. From a practical perspective, we reveal that managers will benefit from accumulating slacks during shock-free periods to a certain amount which they can use when facing corporate scandals. Furthermore, we find that managers need to consider both short and long terms in using slacks during a corporate scandal. Finally, our findings shed light on the importance of considering industry characteristics when using internal resources to deal with a scandal.

KEY TO SYMBOLS

Paper Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented

Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1765** | Submission: **18734** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 9:00AM- 10:30AMPT (UTC-7)** at **Seattle Convention Center** in **Ballroom 6B**

Nonmarket Strategy During Crisis

Session Moderator: **Andrea Sottini**, *U.Cattolica del Sacro Cuore*

STR: Unveiling Mechanisms to Achieve Institutional Support Against COVID-19 Restrictions

Author: **Andrea Sottini**, *U.Cattolica del Sacro Cuore*

Author: **Benedetto Lorenzo Cannatelli**, *U. Cattolica del Sacro Cuore*

Entrepreneurs during global crises cope with formal institutional failures pursuing activities in the informal economy. However, informal institutions may become also unreliable or inefficient in hard times. Recently, COVID-19 pandemic created relationships barriers due to a lack of trust in society, health risks from participation in societal life and economic activities; resulting in extra costs for economic exchanges and risk of failures for businesses. We investigate the practices followed by 55 entrepreneurs that during the pandemic purposefully violated COVID-19 restrictions while activating mechanisms to achieve informal institutional support. We find that leveraging informal institutions entrepreneurs stimulated legitimacy for their actions from key social agents – customers and law enforcement agents – thereby leading them to violate formal prescriptions. Our study combined multiple data sources and rounds of data collection, such as direct interviews, observations, and archival data. We propose a grounded model and offer implications at the crossroad of entrepreneurship, institutional domains, and crisis.

Paper is Available to Meeting Registrants Only.

STR: Institutional Schisms and Strategic Responses: Understanding the Cascading Effects of the COVID-19 Pandemic  

Author: **Larissa Marchiori Pacheco**, *Northeastern U.*

Author: **Elizabeth Marie Moore**, *Northeastern U.*

Author: **Kristin Brandl**, *Gustavson School of Business, U. of Victoria*

Author: **Luis Alfonso Dau**, *Northeastern U.*

We set out to understand how communities, in particular firms within communities, were impacted by the COVID-19 pandemic. The pandemic represents an exogenous shock and while (we hope) the next exogenous shock will not be the same in nature, scholars of resilience and disaster have taught us that we can learn from each crisis. In particular, we posed three main research questions. First, we sought to understand how specifically the pandemic generated institutional uncertainty for local communities. Second, our goal was to understand how this uncertainty, and the pandemic itself, caused institutional schisms (or policy misalignments) at multiple levels (e.g., local-state-national). Third, our intention was to understand how firms, as critical stakeholders in communities, both experienced and responded to the schisms. To answer these questions we employed an in-depth, targeted, and intensive interview process. In total, we conducted interviews with 437 individuals across 18 diverse communities nested in 6 New England states within the USA. By using a structured and consistent interview process that was internally validated and created by experts in the fields of strategic management, resilience, and community-based economic development, our robust findings offer a more finely variegated lens through which we can understand the relationship between exogenous shocks, institutional schisms, and firm strategic responses.

Paper is NOT Available. Please contact the author(s).

STR: The Performance of Environmental and Social Activities in a Crisis 

Author: **Ismail El Fassi**, *U. of Lausanne, HEC Lausanne*

Author: **Daniel Oyon**, *HEC Lausanne - UNIL*

Author: **Giovanni Battista Derchi**, *Ecole hôtelière de Lausanne, HES-SO / U. of Applied Science Western Switzerland*

The financial crisis induced by covid-19 pandemic presents a unique exogenous setting to test the relationship between corporate social responsibility (CSR) and corporate financial performance (CFP). We analyze this relationship in the travel and leisure industry, being the most affected during this period, using both stock returns and risk measures. Consistent with stakeholder salience theory, our results suggest that the effect of CSR activities on financial performance depends on the salience of the stakeholders involved. Firms that invest more in activities that benefit the most salient stakeholders (i.e., customers and the environment) have higher stock returns and lower idiosyncratic risk. On the contrary, pre-crisis investments in human rights actions and community engagement are negatively related to firm value. Moreover, we find a concave relationship between CSR and CFP suggesting an optimal level of CSR. These two results provide an explanation for the mixed findings in the literature, in fact, when we exclude the two hypotheses of a contingent and non-linear relationship, we find a neutral relationship, consistent with recent articles

Paper is Available to Meeting Registrants Only.

STR: A Stakeholder Perspective on Crisis Management: Stakeholder Sensegiving and Firm Sensemaking  

Author: **Alanna Hirshman**, *Texas Tech U.*

Drawing on sensemaking, sensegiving, and stakeholder theory, I extend inquiry on stakeholder perceptions following an integrity-based organizational crisis. Whereas past studies focus on stakeholder perceptions as consequents, I take a dynamic, reciprocal approach that argues stakeholder perceptions are also important antecedents that influence a firm's selection of a crisis response strategy. Taking a mixed-methods approach, I conduct an event study of 577 integrity-based crises experienced by 188 S&P 500 companies and develop a novel policy capturing experiment that isolates focal sociocognitive mechanisms. Collectively, these studies support that media (moderate support) and investor (strong support) reactions to an integrity-based organizational crisis increase the likelihood of a firm selecting an accommodative, as compared to defensive, crisis response strategy. Interestingly, results from both studies support that media reactions to an integrity-based organizational crisis decrease the likelihood of a firm selecting an accommodative response strategy when firms have high endowments of social approval. As such, this paper extends theory on affective sensemaking and sensegiving, emotional-based social evaluations, the reciprocal relationship between firms and stakeholders, and the stakeholder perspective to crisis management. Methodologically, this paper introduces a novel sampling technique for crises events and develops a proximal measure for endowments of social approval.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1766** | Submission: **19130** | Sponsor(s): **(CAR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 9:30AM- 11:00AMPT (UTC-7)**

Employability, Promotability, Marketability

Session Moderator: **Noemi Nagy**, *U. of South Florida*

Virtual only: Synchronous Live Open: Zoom “meeting” style. Presenter(s) / panelists and entire audience on video. Anyone can share content (e.g., presentation slides, screens) with organizer’s approval. Sessions become available at a specific date and time. Breakout rooms are available. Technical setup and facilitation provided.

 **CAR: Wanting, Getting, Using, and Staying: Exploring the Capabilities and Sustainable Employability Link**    

Author: **Bram Fleuren**, *Maastricht U.*
Author: **Daan Westra**, *Maastricht U.*
Author: **Lieze Poesen**, *Maastricht U.*
Author: **Fred Zijlstra**, *Maastricht U.*
Author: **Dirk Ruwaard**, *Maastricht U.*
Author: **Frank Christian Van De Baan**, -
Author: **Rachel Gifford**, *Maastricht U.*

Changes in work complicate and necessitate facilitating individuals’ sustainable employability (SE), which refers to workers’ long-term abilities to function at work and in the labor market. Initial papers conceptualize SE as capability set – having several opportunities to achieve value at work – while more recent work suggests this set describes antecedent conditions of SE. The present paper examines how capabilities relate to change in SE indicators (i.e., employability (internal and external), work ability, and work engagement), by presenting a structural equation model fitted to two wave self-report data from 388 Dutch hospital employees. The results show that change in internal and external employability relates positively to developing knowledge and skills, but negatively to using knowledge and skills. Moreover, change in external employability relates negatively to involvement in decision-making and earning a good income. Change in work engagement relates positively to developing knowledge and skills, involvement in decision making, and contributing to something valuable, but negatively to using knowledge and skills. Finally, change in work ability relates to none of the seven capabilities. These findings suggest capabilities can be relevant to SE and thus be targeted by interventions for SE, but the capability set in general does not cover SE.

Paper is Available to Meeting Registrants Only.

CAR: Career Hurdle or Booster: Consequences of Ambition on Promotability Evaluations 

Author: **SIJIA ZHAO**, *East China Normal U.*
Author: **Ting Liu**, *Kyoto U.*

Existing research has shown that ambition acts as a personality variable for better understanding employees’ behaviors and work outcomes. However, research on how it is displayed and its impact is in its infancy. In this study, we propose that an ambitious employee may show more self-improvement behaviors, so a supervisor may consider them more promotable. An ambitious employee may also display unethical pro-organizational behaviors to obtain more money or power, thereby becoming less promotable. We adopt construal level theory to explain this dual mediating process in which employees consider either immediate or global rewards more, thereby determining their ambition realization pathway. The empirical results help us understand how career ambition helps or hinders career promotion. Our study provides significant theoretical and practical contributions to both ambition literature and construal-level theory.

Paper is NOT Available. Please contact the author(s).

CAR: Sustainable HRM, Training for Employability and Organizational Outcomes: the Employers’ Perspective

Author: **Mattia Martini**, *U. of Milano-Bicocca*
Author: **Egidio Riva**, *U. of Milan-Bicocca*
Author: **Elisabetta Marafioti**, -

The present study builds a bridge between sustainable HRM and employability streams of literatures to investigate the relationship between sustainability-oriented HR actions and organizational outcomes. More specifically, the paper explores the effect of training for employability on employer-employee relationship and employee retention, and considers competitive intensity as a potential moderator in these relationships. The analyses draw on the fourth European Company Survey (ECS 2019) with a sample of 21,869 firms with more than 10 employees. Results show that training for employability contributes in improving the employer-employee relationship and competitive intensity positively shapes this relationship. Contextually, training for employability reduces the overall employee retention capacity of the firms. Thus, while the study provide support for the potential win-win nature of employability support, especially for companies that operate in competitive markets and uncertain environment, it also brings out the existence of some paradoxical sustainability tensions which should be managed by the employers.

Paper is NOT Available. Please contact the author(s).

Author: **Wenjing Cai**, *Vrije U. Amsterdam*

Author: **Sabrine El Baroudi**, *Vrije U. Amsterdam*

Author: **Sergey Gorbатов**, *Vrije U. Amsterdam, School of Business and Economics*

Building a personal brand is a key concern of many celebrities. However, despite a growing need for self-promotion in the context of invisible work, little attention to this phenomenon is given for regular employees. In this paper, we argue that in the context of invisible work all knowledge employees need to invest in developing their personal brand to be internally and externally marketable. Specifically, we focus on the recently proposed concept of personal brand equity (PBE) and test its effects on employees perceived (internal and external) marketability. Following assertions of the signalling theory, we propose that career planning will lead to stronger PBE especially for employees with a proactive personality, and that PBE will have positive effects on employees perceived internal and external marketability. We test our model in two studies: an online experiment with 585 students from a Dutch public university (Study 1) and a time-lagged survey study with 278 Chinese employees (Study 2). Our findings suggest that PBE mediates the relationship between career planning and perceived marketability, particularly for individuals with a strong proactive personality. We discuss these findings in light of future research and practice.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1767** | Submission: **19144** | Sponsor(s): **(CAR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 9:30AM - 11:00AMPT (UTC-7)** at **Seattle Convention Center in Room 211**

Innovative Career Research Methods

Session Moderator: **Scott Seibert**, *Rutgers U., School of Management and Labor Relations*

Hybrid Live-Streamed Interactive: In-person, on-site in Seattle plus Zoom “meeting” style for virtual participants. Sessions taking place in Seattle are live-streamed to the virtual meeting platform so virtual attendees can interact with in-person, on-site attendees in Seattle. These sessions may include virtual presenters. Technical setup and facilitation provided.

CAR: The Dynamics of Career Sustainability: A Latent Transition Analysis

Author: **Zhongda Wu**, *Peking U., School of Psychological and Cognitive Sciences*

Author: **Changqin Lu**, *Peking U., School of Psychological and Cognitive Sciences*

Careers Division Best Overall Paper Award Nominee

As individuals are facing more and more uncertainties and challenges in their career development, building up sustainable careers with balanced health, happiness, and productivity is important for both employers and employees. In the field of career management, however, there are few empirical investigations on career sustainability and its dynamics. Integrating the theoretical framework of sustainable career and person-environment fit theory, the current study uses two-wave longitudinal data (N = 529) to empirically identify the profiles of employees' career sustainability and further examine the effect of person-environment fit on profile transitions. For each wave of data, Latent Profile Analyses (LPAs) consistently revealed four latent profile classes of employee career sustainability: highly sustainable, health-oriented, performance-oriented, and unsustainable. Moreover, a Latent Transition Analysis (LTA) model indicated that employees with higher person-environment fit were more likely to go through positive transitions in career sustainability; on the contrary, employees with lower person-environment fit were more likely to go through negative transitions in career sustainability. This study enriches the literature on employees' sustainable careers and further deepens the understanding of career dynamics and sustainability transitions from the perspective of person-environment fit. Also, this study provides practical implications for career management.

Paper is Available to Meeting Registrants Only.

CAR: Talent Retention and Ostracism: Examining a Moderated Mediation Model

Author: **Anand Prema Aschwin Van Zelderen**, *KU Leuven*

Author: **Nicky Dries**, *KU Leuven*

Author: **Elise Marescaux**, *IESEG School of Management (LEM-CNRS 9221)*

Based on social identity theory, we hypothesize that exclusive talent programs—which facilitate upward organizational mobility for a select subset of employees—divide employees into two distinct groups and create a setting where ostracism is likely to occur. We use an innovative study design—experimental 360-video vignettes—to recreate a fictional organization and empirically tested a moderated mediation model (N = 184). We found that employees identified as a talent exhibit lower intentions to leave their organization, partially suppressed by their anticipation of being ostracized by out-group members. Furthermore, the emotional responses of ‘non-talent’ co-workers moderate anticipated ostracism, with non-talents' negative emotional responses to the talent program causing talents to anticipate being more ostracized by them. The present study addresses researchers' and practitioners' concerns about talent retention, and provides important theoretical and practical implications for the field of talent management, social identity theory, and intergroup conflicts on the work floor.

Paper is Available to Meeting Registrants Only.

CAR: No more career resilient and passionate! A longitudinal experimental insight into work overload

Author: **Ahmad Raza Bilal**, *Sohar U. Oman*

Author: **Tehreem Fatima**, *The U. of Lahore Pakistan*

Author: **Muhammad Kashif Inran**, *The Islamia U. of Bahawalpur, Pakistan*

Complex and excess work demands are a byproduct of corporate model in higher educational settings, however, how work overload manifests in long-run career outcomes is yet to be examined. We therefore built on the ‘primacy of resource loss’ corollary of the Conservation of Resources theory to find out the repercussions of work overload on career resilience via reduced harmonious passion. We conducted a longitudinal natural field experiment of 402 faculty members (N=198 in the standardized group (optimal load) and N= 204 in the non-standardized (overload) group working in Higher Educational Institutions in Pakistan. Data were collected in three waves (six months apart). The analysis was performed through group comparisons, trend analysis, and longitudinal mediation analysis, using SPSS and MPlus. Our findings suggest that, as opposed to the much-held conception of harmonious passion and career resilience as buffering resources to sustain work overload, these resources are also depleted by the same phenomenon. Based on these results, we suggest that faculty members should be given optimal workload to retain their passion and resilience for teaching.

Paper is Available to Meeting Registrants Only.

Author: **Yutong Liu**, *Harbin Normal U.*

Author: **Bin Ling**, *Hohai U.*

Author: **Dusheng Chen**, *Hangzhou Hikvision Digital Technology Co., Ltd.*

Based on career construction theory, career adaptability is a psychological resource for individuals to deal with career events, and it is a system of human-environment interaction. The components of the career adaptability concept are not independent of each other, but rather an interactive network. Network analysis, as a new method in recent psychometric studies, is more suitable for revealing the internal structure of career adaptability by providing information on the different relationships between indicators. The present study aims to shed light on the nomological network of career adaptability and the job search outcome by investigating their facet levels using network analysis, to reveal their structural networks and interrelationships. In addition, we compared the similarities and differences between the networks of different gender groups. Each model analyzes the centrality indices to determine the relative importance of each facet in each network, and conducts the central-stability coefficient and bootstrapped difference tests. Results indicate that career adaptability is directly connected to job search outcome for students, realizing that today's choices shape the future and learning new skills may be the key adaptive factors that influence job search outcome. Second, the global structure of the gender-specific networks is very similar, although some differences have been detected, such that the overall strength of the male networks is higher than that of the female networks. Becoming curious about new opportunities is the core of the male network, while the core of the female network is doing what's right for me.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **1768** | Submission: **12980** | Sponsor(s): **(CAR, GDO)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Tuesday, Aug 9 2022 9:30AM - 11:00AMPT (UTC-7)** at **Seattle Convention Center in Room 204**

**Tell Me Something Good: Enabling Conditions for
Positive Individual Outcomes**
Positive Organizational Scholarship Outcomes



Organizer: **Megha Yadav**, *U. of Wisconsin, Milwaukee*
Organizer: **Natalie Schneider**, *U. of Wisconsin, Milwaukee*
Organizer: **Mirit K. Grabarski**, *Lakehead U.*
Discussant: **Jeffrey Yip**, *Simon Fraser U.*
Presenter: **Deshani Buddhika Ganegoda**, *Melbourne Business School*
Participant: **Prashant Bordia**, *Australian National U.*
Presenter: **Matthew Deeg**, *Abilene Christian U.*
Presenter: **Hayuta Yinon**, *Oranim College of Education*
Presenter: **Yvonne Lardner**, *U. of Cambridge*
Presenter: **Hongxia Peng**, *Rouen U.*

In the stressful times of the pandemic, civil unrest, and other worldly concerns, it's easy to slip into a negative mindset. Yet, in the recent two decades, positive organizational scholars have resiliently asked positive research questions to identify how we flourish in the workplace. Focusing on the positive side during such bleak societal times has become even more important, as we wrestle with dark feelings and mentalities. As such, this symposium will highlight the good with an emphasis on positive outcomes. Positive organizational scholarship (POS) is the study of positivity of organizational states following four approaches: adopting a positive lens, taking an affirmative bias, explaining extraordinary positive outcomes, and examining the best of the human condition (Cameron & Spreitzer, 2012). Key topical areas of POS include positive individual traits, states, emotions, strengths, and virtues, all of which have specific dependent variables of measurement (Caza, 2015). For example, broaden and build theory examines how physical, intellectual, social, and psychological resources are built (Fredrickson, 2001), and self-determination theory examines workplace wellness, success, and achievement (Deci, Olafsen, & Ryan, 2017). The purpose of this symposium is to contribute to our understanding of positive individual outcomes by examining dependent variables in three key topical areas across four cultures and countries (Australia, Israel, United Kingdom, United States). The symposium's papers examine outcomes of well-being, prosocial identity, helping behaviors, work meaningfulness, career success (positive individual traits and states), emotions and empathy (positive emotions), and perceived fairness and justice (strengths and virtues). By examining such positive outcomes across multiple cultures and different levels of analysis, this symposium creates an opportunity for cross-pollination of ideas and research on questions focused on individual thriving at work. This cross-pollination of ideas and research addresses the grand challenges being faced around the globe (George, Howard-Grenville, Joshi, & Tihanyi, 2016), thereby, contributing towards the conference's theme of 'Creating a Better World Together'.

Positive Empathy at Work: Conceptualization, Measurement, and Organizational Outcomes

Author: **Deshani Buddhika Ganegoda**, *Melbourne Business School*
Author: **Prashant Bordia**, *Australian National U.*

Personal and Interpersonal Drivers of Social Support Provision

Author: **Matthew Deeg**, *Abilene Christian U.*

Workplace Characteristics that Foster Experiences of Meaningfulness among Israeli Teachers

Author: **Hayuta Yinon**, *Oranim College of Education*

Leadership, Race and Positive Professional Identity: Exploring the Black Experience

Author: **Yvonne Lardner**, *U. of Cambridge*

The Inter-Communicability of Well-Being at Work

Author: **Hongxia Peng**, *Rouen U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1776** | Submission: **19323** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 9:30AM - 11:00AMPT (UTC-7)** at **Hyatt Regency Seattle** in **503 Duckabush**

Incubators and Accelerators 2

Session Moderator: **Guillaume Dumont**, *EMLYON Business School*

ENT: **Accelerator as Entrepreneurial Identity Workspace** 

Author: **Yerim Jo**, *Pennsylvania State U.*

In a longitudinal qualitative study of an accelerator program, I build theory about how accelerator plays a role as an identity workspace for entrepreneurs, helping entrepreneurs manage the dual liminality and emotional tension. My findings show that entrepreneurs engage in identity work at both individual and venture levels. Specifically, entrepreneurs who attempt to accelerate their early-stage ventures from the conception to the commercialization stage (or the commercialization to the growth stage) would not only feel angst with the liminality of their venture but also with the liminality of themselves, trying to figure out what it means and what it takes to be an entrepreneur. In this regard, participation in the accelerator implies identity work of occupational embedding – during which the accelerator supports their potential and normalizes such dual liminality – and provokes identity work of market embedding – through which the entrepreneurs would clarify the identity of their ventures as well. In so doing, I contribute to both the entrepreneurial identity literature in showing the central role of emotional dynamics in managing “both” entrepreneur and venture identities and the accelerator literature in discovering the importance of accelerator as an identity workspace.

Paper is Available to Meeting Registrants Only.

ENT: **Good Match: Feedback Interaction in Nascent Entrepreneurship (WITHDRAWN)**

Author: **Guillaume Dumont**, *EMLYON Business School*

Feedback is a key entrepreneurial practice that requires a good match between parties, but we have little theory that explains under what condition such a good match emerges. This article addresses this gap throughout 18 months of ethnographic fieldwork at a business accelerator to investigate the relational work performed by entrepreneurs and mentors and unpack the role of the relational infrastructure of the accelerator in framing their role and social interaction. The findings show that a good match requires the creation of a shared understanding of the situation and the media of exchange that overcomes its original framing by the third party and power asymmetry. Accordingly, a good match emerges because of the relational work making the relationship meaningful based on the construction of an alignment between relations, transactions, and resources.

Paper is NOT Available. Please contact the author(s).

 ENT: **Teaching Them How to Fish? The Makings of Business Accelerators** 

Author: **Chuan Chen**, *U. of Wisconsin, Madison*

Author: **Junnan He**, *Sciences Po*

One-third of early-stage venture financing currently goes to business accelerator-backed startups. We examine whether startups join accelerators to alleviate financing constraints or to improve human capital for long-term growth. Using a novel three-stage two-sided matching econometric framework, we quantify and compare explanatory powers of short-term financing prospects and long-term growth prospects for the revealed preference during the accelerator admission process. We find that short-term financing prospects explain 48% of the variations in the matching values, while variations of key five-year startup performance prospects can explain 96%.

Paper is Available to Meeting Registrants Only.

 ENT: **Unconventional Entrepreneurship: Shaping Practices Within Fablabs** 

Author: **Maria Rita Micheli**, *IESEG*

Author: **Mario Campana**, *U. of Bristol*

Author: **Marta Gasparin**, *Copenhagen Business School*

Author: **Amanda Shantz**, *U. of St. Gallen*

Unconventional entrepreneurship, driven by passion and hobby-related interests, rather than by conventional professional opportunities, can be facilitated within collaborative spaces, which provide access to collective resources. However, aspiring entrepreneurs might also experience uncertainty within these spaces, because of the lack of structured mechanisms to leverage resources. Prior research has not fully uncovered the practices through which actors' interactions in the space can be structured in order to manage uncertainty. We explore these practices within Fablabs (fabrication laboratories). We contribute to research on uncertainty in the context of unconventional entrepreneurship and on collaborative spaces. We specifically identify three practices to manage uncertainty: community shaping, knowledge shaping and entrepreneurial culture shaping. Through an inductive qualitative research, we show how they shape the space by setting boundaries to it, allowing uncertainty to be managed and unconventional entrepreneurship to flourish.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1777** | Submission: **19291** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 9:30AM - 11:00AMPT (UTC-7)** at **Hyatt Regency Seattle** in **504 Foss**

Emotion, Intention, Motivation 5

Session Moderator: **Niklas Frederik Kuehsel**, *KLU Hamburg*

ENT: Affect Versus Cognition: Examining the Nature of Entrepreneurial Self-Efficacy

Author: **Niklas Frederik Kuehsel**, *KLU Hamburg*

Author: **Prisca Brosi**, *KLU Hamburg*

Author: **Björn Michaelis**, *Kühne Logistics U.*

We examine whether affective constructs – positive affectivity, negative affectivity, and emotional intelligence – explain variance in entrepreneurial self-efficacy (ESE) over and above the established cognitive constructs – need for cognition, faith in intuition, and counterfactual thinking – and whether they may be even more important for the understanding of ESE. We examined these research questions with two longitudinal studies with two measurement points, sampling students (Study 1 N = 195) and entrepreneurs (Study 2 N = 144). Results of a hierarchical regression analysis complemented by a relative weight analysis confirm expectations that affective dimensions explain substantial variance in ESE above and beyond cognitive predictors. This holds for all its sub-dimensions related to searching for ideas, planning, marshalling, implementing-people, and implementing-financial. These findings open ways for new theorizing about ESE using established emotion theories in addition to social cognitive theory. The study has implications for entrepreneurial education and trainers in showing the need to include both emotional and cognitive components.

Paper is Available to Meeting Registrants Only.

ENT: A Reexamination of Antecedents of Entrepreneur Performance During Covid-19 Pandemic 

Author: **Arpita Joardar**, *UMass Dartmouth*

Author: **Sibin Wu**, *U. of Texas Rio Grande Valley*

Due to liability of foreignness, international entrepreneurs may face heightened barriers than domestic entrepreneurs at times of crisis such as the COVID-19 pandemic. In this paper, we examine the effects of various dimensions of individual entrepreneurial orientation (IEO) on performance of immigrant entrepreneurs in a situation like the global pandemic and whether cultural intelligence (CQ) may offset the effects. Our results suggest that while innovativeness has positive effect on entrepreneur performance, risk-taking and proactiveness have negative effects on it during times of crisis. Further, there is also evidence of CQ moderating the effects of IEO on performance. Specifically, innovative entrepreneurs need cultural skills to produce positive outcomes. During pandemic, innovative entrepreneurs with cultural knowledge and cultural cognition may delay the needed responses and hence there may be a negative effect on performance. The results and their implications are discussed.

Paper is Available to Meeting Registrants Only.

ENT: What Influences the Success of Academic Entrepreneurship? A Framework of Motivation Theory  

Author: **Apan Zhou**, *Tianjin U.*

Author: **Feng Guo**, *Tianjin U.*

Author: **Chaozhi Yang**, *Tianjin U.*

Author: **Qingyuan Tan**, *Tianjin U.*

Author: **Na Luo**, *Tianjin U.*

What influences the success of academic entrepreneurship? Drawing on motivation theory, this study aims to explore the effects of entrepreneurial intrinsic motivation and extrinsic motivation on entrepreneurial persistence and academic entrepreneurship performance by considering the contingency role of innovation and entrepreneurship support institutions. Data from 211 academic entrepreneurs from Chinese universities were adopted to test our research model. The results indicate that entrepreneurial intrinsic motivation increases entrepreneurial persistence which then results in promoted academic entrepreneurship performance, while entrepreneurial extrinsic motivation reduces entrepreneurial persistence. Entrepreneurial persistence mediates the effects of entrepreneurial intrinsic motivation and extrinsic motivation on academic entrepreneurship performance. Innovation and entrepreneurship support institutions alleviate the negative effect of entrepreneurial extrinsic motivation on entrepreneurial persistence and enhance the positive effect of entrepreneurial persistence on academic entrepreneurship performance. This study advances the literature on academic entrepreneurship and motivation theory and provides practical implications to academic entrepreneurs and governments.

Paper is Available to Meeting Registrants Only.

ENT: From Unemployed to Business Owner: Learning through Experimentation.

Author: **Elena Lizunova**, *Brigham Young U.*

Author: **Denisa Mindruta**, *HEC Paris*

Recent research in entrepreneurship has started to emphasize the view of entrepreneurship as experimentation, broadly understood as taking deliberate actions to reduce uncertainties concerning the viability of an idea. Building on this work, this paper employs unique, nationally representative data to examine the entrepreneurial process in an institutional context that offers protection against early failure and makes entrepreneurs more inclined to experiment after they found a venture. We document that entrepreneurs who transition into self-employment from unemployment engage in a greater number of both core and peripheral experimentation activities compared to other entrepreneurs. We also look at how individual characteristics influence the level of experimentation and find that there is more experimentation among individuals with higher human capital. The findings are robust to multiple alternative measures of experimentation. To validate that tolerance for failure is the main mechanism leading to experimentation, we look at an alternative pathway towards entrepreneurship that also offers insurance against failure— hybrid entrepreneurship—and find that both settings are associated with higher levels of experimentation. The study contributes to the literature by providing large-scale evidence for the link between tolerance for failure and experimentation. In doing so, it adopts a process view on entrepreneurial phenomena and gives complementary empirical insights on experimentation in terms of the actions entrepreneurs take in order to reduce the uncertainties of opportunity exploitation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1778** | Submission: **19331** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 9:30AM - 11:00AMPT (UTC-7)** at **Hyatt Regency Seattle** in **506 Samish**

International Entrepreneurship 1

Session Moderator: **Katja Bringmann**, *U. Ghent*

ENT: Which Way to Grow? Startup Internationalization and Innovation in Latin America and Europe

Author: **Katja Bringmann**, *U. Ghent*

Author: **Ilka Weichert**, *Eberhard Karls U. Tübingen*

Internationalization and innovation are both critical strategies for growth-oriented startups. Whereas high uncertainty and unique learning challenges in emerging markets such as Latin America make the respective startups set their preference on internationalization, and only thereafter on innovation, in developed markets like Europe internationalization and innovation are more and more regarded as “vicious circle”, reinforcing each other. This suggests that the institutional context of firms shapes the priorities set on innovation and internationalization, and the relationship of the two strategies. In this paper, we investigate potential tradeoffs between internationalization and innovation in Latin America and Europe by having a closer look at the legal business context in a startups home country. Our paper contributes to the literature on international and strategic entrepreneurship and the institutional context startups face in their home countries. Relying on proprietary data of a globally operating European ICT corporation that is listed at the EUROSTOXX 50 index, we analyze the strategic choices between internationalization and innovation in an unbalanced panel of 359 (336) ICT startups and 1,613 (1,422) observations from seven Latin American countries and five European countries during the years 2014-2016. Our findings suggest that the legal business context in a startup’s home country influences the likelihood of startup internationalization.

Paper is Available to Meeting Registrants Only.

ENT: Internationalization of Kuwaiti Entrepreneurship: Motives, Strategies, and Benefits  

Author: **Ruqayah Abdullah**, *U. of Essex*

Author: **Mohammed Shamsul Karim**, *U. of Essex, Essex Business School*

Author: **Nour Abdullah**, *U. of Essex*

Although the motives and strategies of internationalization of firms is a widely studied topic, the literature on the motives, strategies used by firms during their internationalization remains limited, especially within Kuwaiti entrepreneurs and more generally, in a Gulf Cooperation Council (GCC). In this context, the impact of benefits and effects derived from the internationalization process also remain very untouched by previous studies related to Kuwaiti entrepreneurs and the GCC region. Therefore, a qualitative approach and in-depth interviews were conducted with thirteen international entrepreneurs who have started up their own business abroad or are in the process of doing so in order to investigate the factors that motivate Kuwaiti entrepreneurs to internationalize their businesses, understand the strategies involved in international entrepreneurship and recognize the benefits and effects of the internationalization of entrepreneurship on business performance. The findings show that Kuwaiti entrepreneurs are motivated to internationalize their businesses due to personal achievement, knowledge and experience, a desire to expand sales and profits, and increase the company’s value, whereas, networking motives are considered very important for internationalization. The results also show that Kuwaiti entrepreneurs use different strategies while internationalizing their businesses. The main contribution of this study relates to the fact that it is the first to examine these issues in the context of Kuwait and thus it could be used as a basis for other researchers to conduct further research on entrepreneurship, internationalization, and the factors that motivate entrepreneurs, internationalization strategies and what benefits provide to companies in Kuwait and the Gulf Cooperation Council (GCC). The research was limited by the fact that only a few Kuwaiti businesses were included in the study sample and all of them were already involved in international entrepreneurship.

Paper is Available to Meeting Registrants Only.

ENT: Institutional Support for Entrepreneurship and New Venture Internationalization  

Author: **Kun Yang**, *Central Michigan U.*

Author: **Jintong Tang**, *Saint Louis U.*

Author: **Francis Donbesuur**, *Loughborough U., School of Business and Economics*

Author: **SAMUEL ADOMAKO**, *Birmingham Business School*

We build on institutional theory to predict that (1) home country institutional support for entrepreneurship promotes new venture internationalization, (2) entrepreneurial alertness positively impacts this relationship, and (3) political ties negatively impact the moderating effect of entrepreneurial alertness. We confirm our hypotheses with two sets of primary data collected in the emerging economy of Ghana. We conclude that home country institutional support for entrepreneurship exhibits the strongest effect on new venture internationalization for founders with higher levels of entrepreneurial alertness and weaker political ties.

Paper is Available to Meeting Registrants Only.

ENT: Incentive for Speed: an Incentive-Based View of Post-Entry Internationalization Speed of New Venture

Author: **Orhun Guldiken**, *Florida International U.*

Author: **Dasol Sim**, *Florida International U.*

Author: **Le Xu**, *Florida International U.*

While the initial international expansion of new ventures has received substantial research interest in extant international entrepreneurship research, our understanding of the pace of international expansion of new ventures after they already expand abroad – the post-entry internationalization speed (PEIS) – is limited, despite its theoretical and practical importance. For new ventures that have already expanded abroad, or international new ventures (INVs), PEIS acts as a double-edged sword that can bring tremendous upside potential and at the same time substantial downside risk for INVs. Using agency arguments, this study theorizes that stock options given to the CEO and outside directors of INVs insulate these individuals from downside risk but still expose them to tremendous upside potential associated with faster PEIS. Empirical analyses from the population of publicly held U.S. INVs over the 2005-16 period show that while INVs expand faster abroad when their CEO or outside directors are compensated with more stock options, PEIS becomes slower when both the CEO and outside directors are compensated with more stock options. By developing an incentive-based view of PEIS of INVs, this study departs from and complements previous studies in the international entrepreneurship literature that have predominantly focused on the role of firm-level resources or capabilities as a driver of internationalization speed of INVs.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1779** | Submission: **19298** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 9:30AM - 11:00AMPT (UTC-7)** at **Hyatt Regency Seattle in 603 Skagit**

Entrepreneurial Ecosystems 2

Session Moderator: **Andac T. Arikian**, *Florida Atlantic U.*

ENT: Does Misery Love Company? Small Business Clustering and the Development of Psychological Capital 

Author: **Andac T. Arikan**, *Florida Atlantic U.*

Author: **Juliet Oriairo**, *North Carolina A&T State U.*

Author: **Sam Ekwuribe**, *Path to Growth Entrepreneurship Centre*

In this study, we uncover a previously unacknowledged, yet highly significant source of performance advantage small businesses enjoy when they geographically cluster. Specifically, we argue that geographical clustering, and the associated increase in small business owners' (SBOs) density of interactions with other SBOs, facilitate SBOs' development of higher levels of positive psychological capital – a psychological resource whose significance for SBOs is uniquely acknowledged in the small business literature. We develop a set of hypotheses that explicate two specific paths – the 'psychological sense of community path' and the 'informational path' - through which increased density of interactions with other SBOs in a cluster leads to an SBO's development of positive psychological capital, ultimately resulting in improved business performance. A structural equation model using survey data from the Aba Industrial Cluster in South East Nigeria provides strong support for all of our hypotheses. We discuss contributions, implications, and future research directions.

Paper is Available to Meeting Registrants Only.

ENT: Towards a Theory of Ecosystem Catalyst 

Author: **Paulo Savaget**, *U. of Oxford*

Author: **Tyrone Pitsis**, *Durham U.*

Organizational growth, size, and longevity are core assumptions within the notion of 'scale' within the entrepreneurship literature. The concept of scale, however, has limited use when taken-for-granted in the social impact context because it neglects that a social venture may synchronize growth in value creation, exchange, and capture for their intended beneficiaries through changes that occur within an ecosystem, rather than through growth that is confined to the boundaries of the organization. In this study, we inductively explore the case of ColaLife - an organization created to scale up access to diarrhea treatment in Zambia while also rendering itself gradually more redundant until ceasing its operations. We ask an undertheorized question in entrepreneurship literature: How do social entrepreneurs scale social impact while simultaneously scaling away their own organizations? By studying ColaLife in-depth and over time, we theorize the role of Ecosystem Catalysts as the combinatorial function of instilling in an ecosystem a shared purpose, leveraging existing capabilities and resources, and enhancing the autonomy of local players. We argue for a more nuanced and value-based conceptualization of 'scale': one that is more adequate to interpreting scaling efforts at the intersection between social entrepreneurship and entrepreneurial ecosystems.

Paper is Available to Meeting Registrants Only.

ENT: Broadening the Reach: Effectual Entrepreneurs Building Impact Ecosystems Across Geographical Divides 

Author: **Marleen Wierenga**, *Nijmegen School of Management*

Author: **Jarkko Levänen**, *LUT U. School of Energy Systems*

Author: **Sara Lindeman**, *Aalto U. School of Business*

Author: **Mokter Hossain**, *College of Business and Economics, Qatar U.*

Author: **Paavo Ritala**, *LUT School of Business and Management*

Effectuation theory focuses on entrepreneurs using available means to create artefacts such as firms and markets. In this study, we explore three case companies which have initiated entrepreneurial innovation processes initiated in developed countries to address grand challenges in emerging markets. In these entrepreneurial processes, happening simultaneously in two geographical locations, the firms struggled to understand the local context, find themselves in a pioneering position and are inefficient in their operations. We find that the studied entrepreneurs build an "impact ecosystem" to develop and disseminate their solutions. Our findings contribute by linking effectuation theory with the literature on ecosystems and demonstrating how entrepreneurs engage in effectuation processes to create a new artefact, the impact ecosystem.

Paper is Available to Meeting Registrants Only.

ENT: A Conceptual Framework for Entrepreneurial Ecosystems Policy Formulation

Author: **João Carlos Candeias**, *PACT - Science and Technology Park of Alentejo*

Author: **Soumodip Sarkar**, *U. of Évora*

The entrepreneurial ecosystem concept has attracted the attention of many governments and regional authorities, encouraged by the ubiquitous belief in the value of entrepreneurship as a source of economic growth. However, the study of entrepreneurial ecosystems is recent, undertheorized and fragmented. Specifically, it has a limited capacity to explain the effect of policies in the development of entrepreneurial ecosystems, while two competing views of how to develop an entrepreneurial ecosystem coexist, the 'curator' versus 'builder' government. Without solid and coherent theoretical foundations to guide its formulation, policies risk being ineffective. We hold the development of entrepreneurial ecosystems requires a customized mix of policies adapted to the unique characteristics of each ecosystem; promote the quality of entrepreneurship to ensure allocation of resources to productive use; and address the complexity of entrepreneurial ecosystems with a holistic policy approach. Considering the unfeasibility of generic, 'one size fits all' solutions, we follow a different path to advance research and assist policymaking, by providing guidance on key parameters to inform the formulation of entrepreneurship policies for entrepreneurial ecosystems (EPE). Based on our findings we present a conceptual framework and discuss three parameters for policy formulation top-down versus bottom-up implementation, support to systemic versus framework conditions, and holistic versus siloed approaches.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1780** | Submission: **19353** | Sponsor(s): **(ENT)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 9:30AM - 11:00AMPT (UTC-7)** at **Hyatt Regency Seattle in 604 Skyomish**

Social Entrepreneurship 1

Session Moderator: **Andrew E. F. Fultz**, *U. of Texas at El Paso*

ENT: **What Does it Take to be a Changemaker? A Comprehensive Review of Social Entrepreneurship Competences**    

Author: **Anne-Karen Hueske**, *Copenhagen Business School Department of Management, Society and Communication*
Author: **Kai N. Hockerts**, *Copenhagen Business School*

The growing interest in social entrepreneurship has led to a nascent research interest into social entrepreneurship competences. This paper is the first to systematically review this research, examining studies on the competencies needed for social and sustainable entrepreneurship. Our review results in the synthesis of three competence groups: impact competences (analytical competence to understand wicked problems, future thinking competence, impact assessment competence, normative competence, commitment competence), entrepreneurship competences (problem solving competence, opportunity identification competence, action competence under uncertainty, opportunity exploitation competence, innovation diffusion competence) and engagement competences (perspective-taking competence, interpersonal communication competence, stakeholder commitment competence, participatory competence, tensions management competence). Our findings provide several avenues for future research. Comprehensive measurement scales are required to research dependencies and trade-offs among competences, the level of competences needed by whom at which stage and on what level of competence, their impact on the economic, ecologic and social performance of the venture, on its governance structure and its entrepreneurial ecosystem.

Paper is Available to Meeting Registrants Only.

ENT: **The Threshold-Level Determinants of Social Entrepreneurial Activity** 

Author: **Paulami Mitra**, *IESEG School of Management, France*
Author: **Jill R. Kickul**, *USC Marshall School of Business*
Author: **Mark Griffiths**, *Miami U. Ohio*

Market failures and governmental inadequacies often result in activities related to social entrepreneurship. If this is the case, why and how do social entrepreneurial activities (SEA) exist in developed countries like Norway, Switzerland or USA where macro-level factors are conducive to organised and efficient business and entrepreneurial practices? Additionally, since social entrepreneurship is expected to exist among institutional voids and BOP markets, SEA should occur in abundance in developing or least developed countries due to their fractured economic, cultural or socio-political structures. The purpose of this paper is to incorporate Compans and McMullen's (2006) distinctive framework based on supply and demand side theories on entrepreneurial opportunities to empirically test the macro-level factors that stimulate or impede SEA. By employing a number of robust empirical tests across fifty-three countries, this study makes theoretical and practical contributions by proposing that in addition to the existence of certain institutional voids and BOP markets related to weak governance, unpredictable GDP, wealth disparity and lack of personal freedom, a minimum threshold level of economic, cultural or socio-political infrastructure is often necessary in a country for an unstinted amount of SEA to occur. Theoretical and practical implications as well as limitations are discussed.

Paper is Available to Meeting Registrants Only.

ENT: **Connecting the Prosocial Action Mosaic: An Identity Lens on Student Food Insecurity**  

Author: **Andrew E. F. Fultz**, *U. of Texas at El Paso*
Author: **E. Erin Powell**, *North Carolina State U.*
Author: **Ted Baker**, *Rutgers U.*

A longitudinal field study of 11 on-campus food pantries and their founders allowed us to investigate what we label the "Prosocial Action Matrix" that interconnects the various forms of prosocial action that coalesce around an emerging social issue—in this case, student food insecurity. We discovered that the connection between the social movements that shape who founders are outside of work and who they seek to be through their prosocial venturing is strongly shaped by the nature of the broader role through which they are attached to a university bureaucracy. This has powerful implications for how founders enact the social issue, for continued activism as founders, and for how their strategies envision the social identities of beneficiaries and the social construction of stigma. The theory and process model we develop broaden and enrich Founder Identity Theory and provide a platform for research that better comprehends how various overlapping forms of organizing importantly shape the context of prosocial venturing.

Paper is Available to Meeting Registrants Only.

ENT: **How Dynamic Capabilities Facilitates Thriving Versus Reviving Resilience in Social Enterprises**

Author: **Kajari Mukherjee**, *Indian Institute of Management, Indore*
Author: **Bhavani Shankar Saripalli**, *Indian Institute of Management Indore*

The purpose of our study is to identify how dynamic capabilities facilitate the resilience of social enterprises facing environmental turbulence, namely pandemic and prolonged lockdowns in a developing country. We employ an inductive study of 18 social enterprises in India and propose that confluence of the social entrepreneur (the person), social entrepreneurship (the process), and dynamic capabilities – regenerative and renewing – drive resilience. We delve deeper and find that resilience can be categorized as thriving or reviving, based on the expected growth trajectory by these enterprises in near future, namely up to the next financial year. We link the regenerative capabilities to thriving resilience while renewing capabilities to reviving resilience. We further raise a pointer towards a probable explanation for such divergence. Finally, we draw some practical implications that dynamic capabilities play in creating resilient social enterprises.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1781** | Submission: **14763** | Sponsor(s): **(ENT, MOC)**
Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**
Scheduled: **Tuesday, Aug 9 2022 9:30AM- 11:00AMPT (UTC-7)** at **Seattle Convention Center** in **Room 616**

The Big Three of Entrepreneurial Financing: Crowdfunding, Angel Investment, and Venture Capital
Entrepreneurial Financing Symposium



Organizer: **Ashley Yerves Roccapriore**, *U. of Tennessee, Knoxville*
Organizer: **Nathan Hayes**, *Louisiana State U.*
Panelist: **Thomas Houston Allison**, *Texas Christian U.*
Panelist: **Aaron Anglin**, *Texas Christian U.*
Panelist: **Melissa S. Cardon**, *U. of Tennessee*
Panelist: **Emily Cox-Pahnke**, *U. of Washington*
Panelist: **Benjamin L. Hallen**, *U. of Washington, Seattle*
Panelist: **Charles Murnieks**, *U. of Missouri - Kansas City*

Securing sufficient capital is an imperative for any entrepreneurial venture’s growth, development, and survival. As such, it should be of little surprise that scholars have dedicated significant time and journal real estate to exploring the antecedents to, and implications of, different types of entrepreneurial investments. While many nascent entrepreneurial endeavors utilize a combination of both equity and debt financing, the former is indicative of greater entrepreneurial growth and as a result, has garnered much more interest from scholars. Equity financing can consist of a single investment type or multiple, but typically has at least one of the “Big Three:” venture capital, angel investment, or crowdfunding. As such, we focus our symposium discussion specifically on these investment types, including discussing the current and future directions of financing research, the influence of global pandemics, such as COVID-19, on the availability of funding, and other avenues for financing research outside of the equity investment space (e.g., accelerators, government funding programs).

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1782** | Submission: **12306** | Sponsor(s): **(GDO, CAR, HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 9:30AM - 12:00PMPT (UTC-7)** at **Sheraton Grand Seattle in Grand Ballroom D**

**Developing Gender Equality Plans For
Management and Business Schools: The
TARGETED-MPI Project**
Developing Gender Equality Plans



Session Chair: **Fida Afiouni**, *American U. of Beirut*
Session Chair: **Eleni Apospori**, *Athens U. of Economics and Business*
Organizer: **Eleni Apospori**, *Athens U. of Economics and Business*
Organizer: **Fida Afiouni**, *American U. of Beirut*
Facilitator: **Fida Afiouni**, *American U. of Beirut*
Presenter: **Sophie Alkhaled**, *Lancaster U. Management School*
Presenter: **Jelena Angelis**, *Stockholm School of Economics*
Presenter: **Eleni Apospori**, *Athens U. of Economics and Business*
Presenter: **Jan De Schampheleire**, *168606*
Presenter: **PARASKEVI DIMAKOU**, *Stockholm School of Economics*
Presenter: **Marie-Anne Guerry**, *Vrije U. Brussel*
Presenter: **Nur Gundogdu**, *Birmingham Business School, U. of Birmingham*
Presenter: **Stathis Katopodis**, *Athens U. of Business & Economics*
Presenter: **Claire Leitch**, *Queen's U. Belfast*
Facilitator: **Yasmeen Makarem**, *American U. of Beirut*
Presenter: **Irene Nikandrou**, *Athens U. of Economics and Business*
Presenter: **Mustafa Ozbilgin**, *Brunel U.*
Presenter: **Nancy Pouloudi**, -
Presenter: **Evgeniya Rangelova**, *Free U. Brussels*
Presenter: **Robyn Remke**, *Lancaster U. Management School*
Presenter: **Bert Schreurs**, *Vrije U. Brussel*
Presenter: **Malin Skanelid**, *Stockholm School of Economics*
Presenter: **Valerie Stead**, *Lancaster U.*
Presenter: **Mariangela Trompeta**, *Research Associate at Athens U. of Economics and Business*
Presenter: **Christos Tsanos**, *Athens U. of Economics and Business*
Presenter: **Christophe Vanroelen**, *Vrije U. Brussel*
Presenter: **Karol Vieker**, *Stockholm School of Economics*
Presenter: **Marina Yusupova**, *Lancaster U. Management School*
Presenter: **Konstantinos G. Zografos**, *Lancaster U. Management School*

This PDW targets university Administrators, academic leaders, and faculty interested in the development of Gender Equality Plans within higher education institutions and is based on materials developed within the TARGETED-MPI project funded by the Horizon H2020-SwafS-09- 2018-2019 Programme. In line with this year's AOM theme "Creating a Better World Together", The TARGETED-MPI project focuses specifically on institutional changes through the development and effective implementation of GEPs in business and management (B&M) schools to drive more inclusive, sustainable, and transparent academic cultures. Partner organizations in the TARGETED-MPI consortium include Athens University of Economics and Business (AUEB), Greece; Lancaster University (ULANC), United Kingdom; Stockholm School of Economics (SSE), Sweden; Vrije Universiteit Brussel (VUB), Belgium; and, American University of Beirut (AUB), Lebanon. The PDW will run in two parts. The first part will run for 80 minutes and will include 4 presentations about the methodology used by the TARGETED-MPI project to develop, implement, monitor, and evaluate GEPs in the partner institutions. The second part of the PDW will include round table discussions and will run for 60 minutes. Participants will have the chance to engage with the presenters and to share their experiences about the development of GEPs in their institutions. The PDW aims to raise awareness about the importance of developing GEPs in higher educations, to disseminate the results of the TARGETED-MPI project to the broader B&M professional and academic community to foster collaborations and build a network of scholars interested in bridging the gender gap in Academia.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Tuesday Coolness: A Collection of Creative & Innovative MOC Papers on a Variety of Topics

Session Moderator: **Ovul Sezer**, *Columbia Business School*

MOC: **Examining Idiosyncratic Deals in an International Context**    

Author: **Sargam Garg**, *California State U. Sacramento*

In today's business world, expatriates play a strategic role by assisting organizations with control and coordination of global operations, as well as in knowledge transfer between headquarters and subsidiaries. However, in the absence of emotional and instrumental support from Host Country Nationals (HCNs), expatriate adjustment and assignment success can be a challenge. So far, scholars have highlighted some organizational factors, e.g., compensation and job design, that can influence HCNs' attitudes and behaviors towards expatriates. This work weaves research on expatriates with the literature on idiosyncratic deals (i-deals; employee-employer negotiated personalized employment arrangements) to further enrich this discussion. Theory developed in this work discusses how HCNs' perceptions of availability of i-deals to expatriates and/or themselves can impact HCNs' organizational citizenship behaviors (OCBs) towards expatriates. These OCBs are known to impact expatriate adjustment. Moreover, this work identifies factors that can make some i-deals of expatriates more prominent to HCNs, and in turn influence HCN reactions. In doing so, this theoretical work also stimulates research on i-deal-related employee outcomes, which till now has ignored the context of expatriates (and hence the mobility of the i-dealer), as well as research on the juxtaposition of HR practices and i-deals. This work also contributes to the strategic human resource management (HRM) research by elucidating the role of i-deals in explaining variance in employee perceptions and reactions to HR practices.

Paper is NOT Available. Please contact the author(s).

MOC: **The Curiositor's Dilemma: Why Curious Employees are Perceived as Insubordinate and Unlikeable**

Author: **Kalan Robert Norris**, *U. at Buffalo School of Management*

Author: **Shu-tsen Kuo**, *Virginia Tech*

Author: **Haozhen Zhang**, *Virginia Tech*

Author: **Phillip S. Thompson**, *Virginia Tech*

The popular business press has portrayed workplace curiosity – defined as the need to seek information, knowledge, or learning in the workplace – as the most valuable characteristic employees can possess. Most research examining workplace curiosity has found that it is positively related to desirable employee outcomes; however, little is known about the potential dark sides of this well-intentioned, yet, risky workplace act. Further, past research suggests that well-intentioned risky follower acts can lead to unintended negative leader perceptions. In this paper, then, we utilize implicit followership theories to develop a theoretical model predicting a negative relationship between follower curiosity and leader ratings of follower likeability that is mediated by leader perceptions of follower insubordination. Across three independent organizational samples consisting of data from leader-follower dyads collected at three time points, we find support for this prediction. To examine a potential boundary condition, we find uniform support that this mediation model is moderated by follower political skill, such that the indirect effect of follower curiosity on follower likeability via perceptions of follower insubordination is stronger for followers with lower (rather than higher) political skill. This suggests that curious followers who also have strong political skills are more likely to avoid being viewed as insubordinate and, in turn, disliked by their leaders. These findings highlight the slippery slope that curious followers must negotiate to avoid leaders' negative perceptions associated with workplace curiosity (i.e., Curiositor's dilemma). Implications and future research directions are discussed.

Paper is Available to Meeting Registrants Only.

MOC: **How Outsiders Promote Organizational Change: Active Mediation in Adaptive Sensemaking** 

Author: **Katsuki Aoki**, *Meiji U.*

This study aims to build a framework for understanding the process of 'active mediation' in which outside mediators promote adaptive sensemaking through jointly using material artifacts with organizational members. To achieve this aim, I conducted in-depth analysis on qualitative data collected from two manufacturing plants of a Chinese company which tried to implement organizational change through the use of a Japanese consultant with more than 30 years' experience at Toyota. My analysis resulted in two different, but interrelated mediation patterns—instruction-oriented and experimentation-oriented active mediation. The former pattern did not lead to adaptive sensemaking, but laid the groundwork for implementing the latter pattern through enhancing the social position of an active mediator. The experimentation-oriented active mediation led to adaptive sensemaking and organizational change through the processes of problematizing, encouraging reflection and projection, and setting new standards. My study uncovers an inherent paradox in the role of active mediators—i.e. paradox between hands-on and hands-off, as well as shedding new light on a dual role of material artifacts in promoting adaptive sensemaking and organizational change—i.e. providing resources for deliberate sensemaking, and the basis for immanent sensemaking.

Paper is Available to Meeting Registrants Only.

MOC: **The Downside of Ranking Systems: Qualified Contenders May Quit**

Author: **Nuria Tolsa-Caballero**, *U. of Michigan, Ross School of Business*

Author: **Sunyoung Lee**, *UCL School of Management*

Ranking systems may deter qualified but lower ranked contenders from persisting or re-entering competitions ("ranking effect"). Using archival data from the U.S. Primary elections to the House of Representatives, we find that ranking one position lower is associated with a 22% decrease in the likelihood of the candidate running again in the next electoral cycle, even after controlling for differences in the percentage of votes, the level of funding and other potential confounders. Experimental evidence confirms that lower rankings, even when performance is similar to that of higher ranked contenders, undermines confidence in future success, discouraging lower ranked individuals from re-entering competitions. We extend the prior research that has focused on the positive consequences of ranking systems and show that rankings can have detrimental consequences for retaining talent. If ranking systems discourage competent and talented individuals from re-entering competitions, this could lead to significant losses for both individuals and organizations.

Paper is NOT Available. Please contact the author(s).

MOC: [Endorsing Deliberation but Selecting Intuitive Decision-Makers](#)

Author: **Nuria Tolsa-Caballero**, *U. of Michigan, Ross School of Business*

Author: **Chia-Jung Tsay**, *U. of Wisconsin-Madison*

Author: **Lishi Tan**, *Leeds U. Business School*

Given that effective decision making is a critical responsibility in many jobs, decision-making skills are coveted in the selection of leaders and the recruitment of personnel. Whereas scholars have explored the role of intuition and deliberation in decision making, little is known about whether deliberative or intuitive decision makers are more valued. We find that although people explicitly assign more value to deliberative decision-making styles, they display an implicit preference for intuitive decision makers. Using videos from actual electoral races, we show that political candidates perceived as more intuitive are more likely to be elected, suggesting that impressions about others' decision-making style are consequential. In subsequent experiments, people report more positive attitudes towards intuitive decision makers and more confidence in their decision-making abilities, relative to deliberative decision makers. The belief that intuitive decision-makers come to good decisions more quickly (decision-making efficiency) appears to account for these implicit preferences; the speed of decisions, the use of emotions, and accumulated knowledge are ruled out as alternative mechanisms. The implicit preference for intuitive over deliberative decision-making styles, which emerges even from limited exposure, may drive our choices of leaders and decision makers, at odds with our explicit endorsement for deliberation. Understanding these contradicting preferences will allow more targeted efforts to improve decision making.

Paper is NOT Available. Please contact the author(s).

MOC: [On Whether to Meditate Before a Negotiation: Mindfulness Slightly Impairs Negotiation Performance](#)  

Author: **Andrew Hafenbrack**, *U. of Washington*

Author: **Sigal Barsade**, *The Wharton School, U. of Pennsylvania*

Author: **Zoe Kinias**, *INSEAD*

What little prior empirical research there is that investigated the effects of mindfulness meditation on negotiation performance was conducted in Singapore and the UK and finds benefits. This research reports a mini meta-analysis of ten studies ($N > 1100$) we conducted in the US on the effect of a brief mindfulness meditation induction on negotiation outcomes and finds a small detriment in terms of value claimed. We had initially hypothesized that mindfulness meditation would help individuals obtain better objective outcomes by claiming more value for themselves. However, the first study we ran found a moderately strong result in the opposite direction – participants who had just meditated obtained worse objective outcomes by claiming less value than participants in the control condition who had not meditated. In terms of subjective negotiation outcomes, participants in the mindfulness condition reported less satisfaction with the instrumental outcome and their sense of self compared to participants in the control condition. Then we ran nine more experiments and never obtained a significant effect of mindfulness on objective outcomes again. The meta-analysis of the total effect on objective outcomes across these ten studies was significant ($p = .021$), negative, and very small (aggregated $d = -.139$, 95% confidence interval $[-.256, -.021]$). If Americans wonder whether they should meditate before a negotiation, our suggestion is that they probably should not, as it is unlikely to help performance, and may weakly hamper performance.

Paper is Available to Meeting Registrants Only.

MOC: [That's So Rude! Perceptions of Eating and Drinking During Virtual Meetings](#)

Author: **Julie Irene Hancock**, *U. of North Texas*

Author: **Michele N. Medina-Craven**, *Mississippi State U.*

Author: **Karen Landay**, *U. of Missouri - Kansas City*

The increased prevalence of virtual work in light of the COVID-19 pandemic has led to an increase in the amount of time that employees are spending in virtual meetings. This shift has blurred the lines of home and work, catapulting workers into uncharted territory with regards to proper etiquette. In this study, we aim to better understand the impact that engaging in certain behaviors during virtual meetings may have on perception formation of colleagues and referent others, as well as on subsequent outcomes. Drawing on signaling and attribution theories, we propose a model where observable consumption in virtual meetings (eating/drinking during a meeting versus not eat/drinking) signaled rudeness to coworkers and subsequently led to negative behavioral attributions. The results of an experimental vignette methodology (EVM) with a between-person design using 419 individuals partially supported our model, with supplemental analyses suggesting that coworkers' knowledge of an employee's health concern that requires eating or drinking influences perceptions of rudeness and cyber incivility. Our study provides key insights for organizations and managers as we move towards the "new normal" of remote work.

Paper is Available to Meeting Registrants Only.

MOC: [The Relationships Between Emotion Dimensions and Level of Construal](#) 

Author: **Dorit Efrat-Treister**, *Ben Gurion U. of the Negev*

Author: **Shaul Oreg**, *Hebrew U. of Jerusalem*

Author: **Yaniv Dover**, *Hebrew U. of Jerusalem*

The relationship between emotion and cognition is a central topic of interest in psychology. In the present study we focus specifically on the relationship of the affect dimensions of valence and activation with construal level. Although several studies have looked into this relationship, findings have been inconsistent. We propose that these inconsistencies may result from the fact that valence and activation, which have been typically linked with construal level separately, are not independent of each other. Specifically, we propose that emotion valence and activation interact in their effects on construal level, such that activation moderates the relationship between emotion valence and construal level. The relationship between the two increases the higher the emotion activation. We test this interaction effect through a text analysis of real-life descriptions of events. The content of 330,853 TripAdvisor online hotel reviews were analyzed, using the: (a) Affective Norms for English Words, (b) Warriner et al.'s Emotion Norms, and (c) Brysbaert et al.'s Concreteness Ratings. Results confirm the predicted U-shaped relationship between valence and activation, and the interaction effect between valence and activation on construal level.

Paper is Available to Meeting Registrants Only.

Author: **Valerie Alexandra**, *San Diego State U.*

Finalist for MOC Division Best Paper on Diversity and Cognition Award

Increasing diversity in workgroups and workplaces has accentuated the importance of inclusion, which allows to leverage diversity such that distinct perspectives and approaches are recognized and respected, flexibility and synergy are encouraged, information and resources are equitably available, and everyone can contribute. This work makes a case that the very concept of inclusion in diverse workgroups and workplaces might be viewed and enacted differently by diverse members due to variations in their culturally-shaped perceptions and behaviors. It is suggested that to reconcile these variations in perceptions and behaviors to achieve greater inclusion in workgroups and organizations, individuals must develop cultural intelligence (CQ) that will allow them to be aware of differences, adjust and regulate their perspectives and approaches to fit diverse contexts, have flexibility and empathy to be able to learn from interactions with different others, and contribute. Implications for research and practice will also be considered.

Paper is Available to Meeting Registrants Only.

Author: **Madeline Ong**, *Texas A&M U.*

Author: **Henrik M. Bresman**, *INSEAD*

The current research on reflection largely finds that reflection benefits performance. Most of this research has focused on the cognitive implications of reflection. We argue that when we account for the affective consequences of reflection, the link between reflection and performance becomes less clear-cut. Drawing from self-regulation theory, we argue that neuroticism, an affective personality trait governing individuals' emotional responses, moderates the relationship between reflection and performance. We hypothesize that individuals who are high in neuroticism are likely to experience less positive emotions and more negative emotions when they reflect on their work. These emotions limit their ability to realize the performance benefits of reflection. We conducted two weekly experience sampling studies to test our hypotheses. Study 1 involved a sample of mid- to top-level global executives (N = 101). Study 2 involved a sample of online platform workers (N = 202). In both studies, we found that neuroticism prevented individuals from reaping the positive performance benefits of reflection, and even led reflection to hurt certain types of performance (i.e., extra-role performance in Study 1). In Study 2, we also found that positive emotions, but not negative emotions, played an important mediating role. For workers low in neuroticism, reflection amplified their positive emotions and therefore their performance improved. However, those high in neuroticism had a muted positive emotional response when engaging in reflection and thus their performance did not improve.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1784** | Submission: **19228** | Sponsor(s): **(MOC)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 9:30AM- 11:00AMPT (UTC-7)** at **Seattle Convention Center** in **Room 306**

New Developments in Leadership Research

Session Moderator: **Eric Yuge Lou**, *INSEAD*

MOC: In Integrity We Trust: Organizational Crisis Elevates the Importance of Integrity for Leaders  

Author: **Eric Yuge Lou**, *INSEAD*

Author: **Li Huang**, *INSEAD*

Organizations today are increasingly exposed to crises of various magnitudes. Although research has started to highlight the positive impact of leader trust in facilitating adaptive responses to organizational crises, it has overlooked the flip side of the coin: how do organizational members assess leader trustworthiness in crises? The current research proposes that individuals experiencing organizational crisis prioritize leader integrity over ability and benevolence, and leaders who demonstrate integrity garner trust more easily. We further propose that the experience of organizational crisis leads to the primacy of integrity via a need to relieve anxiety. We tested these hypotheses in four studies using mixed methods. One field study (multiwave surveys from an organization operating through COVID-19), two classroom experiments (MBA students taking part in a complex business simulation), and one scenario-based online experiment (full-time employees from Prolific; total N = 975), together suggest a robust main effect across different types of organizational crises, and the mediating mechanism of anxiety. Connecting and advancing the research on organizational crises, leadership, and trust, our research sheds much-needed light on how organizational leaders can foster trust in times of crisis.

Paper is Available to Meeting Registrants Only.

MOC: Presidential Prototypes: Who Our Leaders Are Shape Who We Think Leaders Should Be  

Author: **Theodore Charles Masters-Waage**, *Singapore Management U.*

Author: **Nicolas Bastardo**, *KU Leuven*

Author: **Jayanth Narayanan**, *National U. of Singapore*

Individuals hold internal representations for the characteristics of the ideal leader, termed leadership prototypes, which affect how people engage with leaders and their own behaviors when in leadership roles. This paper examines how this prototype can change within a population in reaction to a prominent leadership transition, specifically, the 2020 US presidential election. A sample of Republicans (N=200), Democrats (N=200), and Independents (N=200), surveyed eight times between October 2020 and January 2021, reported their perceptions of the characteristics of the ideal leader. Results from parametric regression discontinuity in time and repeated measurement analyses found that the US election altered participants' leadership prototypes, such that post-election people's ideal leader became less tyrannical and less masculine. Contrary to our hypothesis, political identification did not moderate this effect, however, posthoc analysis did reveal that the shift in leadership prototypes was only present in individuals who accepted the result of the election as legitimate. Our results demonstrate a mechanism through which leadership prototypes shift and more broadly the societal impact of prominent leadership transitions.

Paper is Available to Meeting Registrants Only.

MOC: The Hauntings of Past Leaders: Why do Employees Invoke the Ghost?

Author: **Eneli Kindsiko**, *Associate Professor*

Author: **Aet Kiisla**, *Junior lecturer*

Author: **Maaja Vadi**, *Maaja V*

Author: **Anne Reino**, *U. of Tartu*

This article uses discursive positioning approach to reveal the multidimensional power of a 'sense' during a change of leadership. We investigate the presence of an organisational ghost in organisational discourses after the change of leaders in two university colleges. A ghost as a medium, a carrier of culture, history and meaning, reveals multiple ways of how organisational members perceive the ongoing situation. We apply discursive positioning theory, by highlighting the ways in which the interplay of various senses during the change of leaders helps to translate the hidden meanings that have the power to help the new leader to settle in. A longitudinal study gives evidence that not only the way people perceive their environment changes in time, but also "sensing" itself has multiple dimensions. Past leaders as ghosts highlight important messages via organisational discourses, the ones we are able to interpret as we make notice of variations in sensegiving, sensemaking, sensekeeping, and sensebreaking.

Paper is Available to Meeting Registrants Only.

MOC: Why Are There So Many Narcissistic Leaders? Subordinates Don't Give Them Negative Feedback

Author: **Emily Zitek**, *Cornell U.*

Author: **Rachel Schlund**, *Cornell U.*

Author: **Michelle Yang**, *Cornell U.*

Narcissists fill many prominent leadership positions even though they often do not perform better than non-narcissists and they have a leadership style that their subordinates do not like. Why is this the case? We hypothesized that negative feedback makes leaders want to quit and that narcissistic leaders do not receive as much of this discouraging negative feedback from their subordinates as non-narcissistic leaders do. We tested these hypotheses across a series of studies. In Study 1, we found that leaders who received negative feedback were less likely to want to continue in their current leadership roles or take on new leadership roles as compared to leaders who received positive feedback. The discouraging effect of negative feedback occurred for both more and less narcissistic leaders. In Studies 2 and 3, subordinates said that they would be less likely to provide negative feedback to a narcissistic manager than a non-narcissistic manager because they thought that the narcissistic manager would be less likely to be receptive to their concerns. Taken together, these results support our hypotheses and provide evidence that subordinates may be unwittingly forcing out the non-narcissistic leaders they would prefer to have by providing them with more negative feedback.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: 1785 | Submission: 11881 | Sponsor(s): (MOC, OB, GDO)

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 9:30AM- 11:00AMPT (UTC-7)** at **Seattle Convention Center** in **Room 608**

**Social Class and Class Inequality in Organizations: Facing
and Fighting Classism in the Workplace**
Social Class and Class Inequality at Work



Organizer: **Shawn Xiaoshi Quan**, *U. of Washington*

Participant: **Peter Belmi**, *U. of Virginia*

Participant: **Stephane Côté**, *U. of Toronto*

Participant: **Andrea Dittmann**, *Emory U., Goizueta Business School*

Participant: **Jennifer J. Kish-Gephart**, *U. of Massachusetts, Amherst*

Participant: **Sean Martin**, *U. of Virginia*

Participant: **Madan M Pillutla**, *London Business School*

OB Division AOM Meeting 2022 Best Symposium Award sponsored by Cambridge University Press

Social class provides a fundamental lens through which individuals see themselves and others and is a robust predictor of how people behave in organizations. As an intersectional form of diversity that intertwines with many other forms of difference, social class holds the potential to impact a wide range of individual work experiences, team processes, and organizational practices and cultures. This panel aims to contribute to our collective understanding of social class and class inequality in organizations by bringing leading social class experts into a conversation to explore how addressing class issues could uniquely improve organizational functioning amidst the current world challenges. The panel will shed light on understanding what social class is, what it is like to be an employee from a particular social class, and how social class dynamics influence a broad range of outcomes at work.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1786** | Submission: **19631** | Sponsor(s): **(MSR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 9:30AM- 11:00AMPT (UTC-7)** at **Hyatt Regency Seattle** in **708 Sol Duc**

Emotions, Moral Potency, and Spiritual Leadership



Session Moderator: **Farrukh Moin**, *Rabat Business School, International U. of Rabat, Morocco*

The papers in this session explore individual attributes (emotion regulation, moral potency, and spiritual leadership) in the workplace.

MSR: **Effect of Emotion Regulation at Work**

Author: **Farrukh Moin**, *Rabat Business School, International U. of Rabat, Morocco*

Drawing on cognitive appraisal theory of stress and personal resource allocation perspective, we examined the direct relationship between emotional labor strategies (i.e. surface and deep acting), and outcomes (i.e. psychological strain, and creativity). In addition, we investigated the indirect relationship between emotional labor strategies and outcomes via job stressors (i.e. challenge and hindrance stressors). We collected lagged survey data from service sector employees in Italy. Further, we tested the data using regression analysis. We found that surface acting predicted both psychological strain and creativity and that indirect relationships between surface acting and outcomes via hindrance stressor were also significant. In contrast, deep acting predicted only psychological strain but not creativity and that indirect relationship between deep acting and psychological strain via challenge stressor was significant, our data failed to support indirect relationship with creativity. Our results showed that employee emotion regulation strategies are related to work stressors. Moreover, surface acting is negatively related to creativity, at the same time both emotional labor strategies lead to psychological strain. We have built and tested a theoretical model thereby we have attempted to expand the scope of emotion regulation, stress-related literature, and creativity research by investigating the mechanism and outcomes of emotion labor.

Paper is Available to Meeting Registrants Only.

MSR: **Spiritual Leadership and Adaptive Selling: Intervening and Interaction Mechanisms**

Author: **Muhammad Usman**, *NUST Business School, National U. of Sciences and Technology, Islamabad*

Author: **Shoaib Shafique**, -

Author: **Moazzam Ali**, *COMSATS U., Islamabad, Lahore Campus*

Author: **Adeel Khalid**, -

Given the importance of adaptive selling for customer satisfaction and customer loyalty and the scarcity of research on the role of leadership in shaping salespeople's adaptive-selling behavior, building mainly on the conservation of resources theory, the present study proposes that spiritual leadership is positively associated with salesperson adaptive-selling behavior, directly and indirectly, via salesperson resilience. Furthermore, we hypothesize salesperson political skill as a boundary condition of the direct relationship between spiritual leadership and salesperson resilience and the indirect relationship between spiritual leadership and adaptive selling. Our results, based on time-lagged and two-source survey data collected from 505 supervisor-salesperson dyads, support the proposed relationships. Our findings offer several important practical suggestions that can help managers develop appropriate interventions for improving salespeople's resilience and encourage them to engage in adaptive-selling behaviors.

Paper is Available to Meeting Registrants Only.

MSR: **Moral Potency Profiles in the Context of Ethical Organizational Culture: A Multi-Sample Study**

Author: **Eina Riivari**, *U. of Jyväskylä*

Author: **Mari Huhtala**, *U. of Jyväskylä*

Author: **Marjo Elisa Siltaoja**, *U. of Jyväskylä*

Author: **Taru Feldt**, *U. of Jyväskylä*

Moral potency is a critical factor for individual's conation to act based on their moral judgments thus inhibiting or prohibiting ethical behavior. It is a three-dimensional individual psychological state and resource consisting of moral ownership, moral efficacy, and moral courage. However, what remains a black box is how moral potency varies among subgroups (i.e., profiles) in an organization, and how the profiles are linked with individuals' perceptions regarding the ethicality of their organizational culture. Our data consisted of three individual samples that enabled us to study the focal phenomena in different contexts (Top sports, Leaders, Followers). Individual latent profiles of moral potency were estimated based on the three dimensions. In addition, we used regression analyses to study the relationship between different moral potency profiles and ethical culture. Three moral potency profiles were identified among all three samples: Average, Below average, and Above average. Sample 3 (Followers) also included a fourth moral potency profile: Low. Our findings provide strong support for the relationship between moral potency profiles and ethical organizational culture. We contribute to the discussion on moral potency in different contexts and discuss how contextual factors, namely ethical organizational culture can effect moral potency profiles.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Working Towards Positive Outcomes

Session Moderator: **Anurag Gupta**, *London Business School*

OB: Measuring Digital Communication and Collaboration Competencies at Work: Validation of a Short Scale  

Author: **Maren OBERLÄNDER**, *U. of Heidelberg*
Author: **Tanja Bipp**, *U. of Heidelberg*
Author: **Sophie Schepp**, *U. of Heidelberg*

Digital communication and collaboration competencies are needed by most white-collar workers to successfully and efficiently accomplish their job tasks. In three studies, we further developed and validated an initially developed scale (Oberländer & Bipp, 2021) measuring these competencies. In Study 1 (N1 = 117, N2 = 102), we extended the item pool with adapted versions to broaden the range of the scale and empirically selected the items for an adapted scale. In Study 2 (N = 201), we reduced the adapted item set based on a combination of indicators from Classical Test and Item Response Theory and assessed the psychometric properties of the new viable short-scale including six items. In Study 3 (N1 = 137, N2 = 209), we cross-validated the internal factor structure and provided evidence of its convergent and discriminant validity, assessing the nomological net of digital communication and collaboration competencies at work. In summary, we contribute to practice by providing a free, available, and valid short-scale to measure digital communication and collaboration competencies at work and to theory by providing a solid base for much-needed theory building and expansion in this field.

Paper is Available to Meeting Registrants Only.

OB: Linking Implicit Motives and Explicit Motives with Negotiation Performance  

Author: **Cafer Bakaç**, *TUM School of Management, Technical U. of Munich*
Author: **Hugo M. Kehr**, *TUM School of Management, Technical U. of Munich*
Author: **Jonas W. B. Lang**, *Ghent U.*

Recently, some scholars voiced out a demand, to give a second chance to the study of individual differences in negotiation performance. The current study aims to do so, whilst building on McClelland's motives framework, and focusing on the Big Three classes of motives: achievement, affiliation and power. We hypothesized that achievement- and power-motivated individuals would exhibit high negotiation performance, whereas affiliation-motivated individuals would exhibit low negotiation performance. Further, we hypothesized that implicit motives explain additional variance in negotiation performance beyond explicit motives and traits. To test these hypotheses, in study 1, we collected data from 140 individuals (56 females) using self-report measures of negotiation performance. In study 2, we conducted a mixed-motive negotiation experiment with 84 participants (34 females). Results showed that explicit achievement and affiliation, and implicit power motives were positively related negotiation performance. Further, in study 2, we found that implicit achievement motive was positively associated with negotiation performance while explicit achievement motive was negatively related. We, also, found that implicit motives explain extra variance in negotiation performance beyond traits in study 2. We are among the few researchers who showed that motivational perspectives of personality should be taken into consideration when theorizing on antecedents of negotiation performance.

Paper is Available to Meeting Registrants Only.

OB: Stimulating Open Innovation Culture Emergence through Corporate-Startup Collaborations

Author: **Nora Varesco Kager**, *ETH Zürich*
Author: **Jennifer Linda Sparr**, *U. of Zurich*

An open innovation (OI) culture is crucial for successful inter-organizational innovation. While it is clear that an OI culture emerges in actual corporate-startup collaborations (CSCs), little is known about how these collaborations stimulate OI culture emergence in large organizations. To close this gap, we conducted 52 semi-structured interviews within a corporate accelerator. Our findings show that CSCs confront involved corporate employees from strategic and operative levels with different perspectives, working modes and actions. These demands pull their attention into different directions, resulting in tensions that create an adaptive space for OI culture emergence. Five practices help employees to navigate in this space and to integrate different demands, constituting visible signs of OI culture emergence. We contribute to OI research on culture and exemplify the complex cross-level nature of OI. We encourage corporates to engage employees broadly in CSCs, empowering them in realizing identified practices to convey openness into the organization.

Paper is NOT Available. Please contact the author(s).

OB: Desensitizing Taboo Tradeoffs: Can Communication By Scientists Reduce Outrage? 

Author: **Anurag Gupta**, *London Business School*
Author: **Aman Kabra**, *Penn State Smeal College of Business*
Author: **Madan M Pillutla**, *London Business School*

Most governments responded to the spread of COVID-19 with lockdowns and social distancing measures. These decisions involve taboo tradeoffs between saving lives and limiting economic damage. Past research has shown that individuals harshly judge those who consider such tradeoffs and react with outrage. We build on the theory of the spyglass self to suggest that communication of taboo tradeoffs by individuals who do not overlap with people's self-concept could reduce outrage. In line with this hypothesis, we conduct sentiment analysis on people's responses (N = 5,324) to taboo tradeoff tweets posted by 14 major UK news channels and show that people have lower outrage to taboo tradeoffs presented by scientists than politicians. Our preregistered experiments (NStudy 2 = 1,397, NStudy 3 = 2,085) confirm that reduction in outrage is because of participants' lower self-concept overlap with the scientists. We discuss implications for policymakers who often have to make taboo tradeoffs.

Paper is Available to Meeting Registrants Only.

Author: **Selen Oskan**, *Vrije U. Amsterdam, School of Business and Economics*

Employees' proactive motivations are central to most contemporary management theories. However, the empirical investigation of this subject is limited to predicting employee-related outcomes. Little research attention has been given to the organizational outcomes of employee proactive motivations and behaviors. Using multisource and time-lagged data, this study aims to fill this gap by examining a mediation model in which the relationship between employees' proactive motivation and organizational innovativeness is mediated by two organization-oriented proactive behaviors: organization member proactivity and proactive strategic scanning. The results suggest that proactive motivation is directly positively linked with organization member proactivity and proactive strategic scanning but that only proactive strategic scanning is positively linked with organizational innovativeness. Therefore, only proactive strategic scanning is found to mediate the link between proactive motivation and organizational innovativeness. The paper concludes with a discussion of these findings and their implications for future proactivity research and practice.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1788** | Submission: **11991** | Sponsor(s): **(OB)**
Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**
Scheduled: **Tuesday, Aug 9 2022 9:30AM- 11:00AMPT (UTC-7)** at **Seattle Convention Center in Room 307**

Creating a Better Retirement: New Insights about Retirement in Organizations

Retirement in Organizations



Organizer: **Min Yu**, *Arizona State U.*
Organizer: **Edward McClain Wellman**, *Arizona State U.*
Discussant: **Mo Wang**, *U. of Florida*
Participant: **Samir Nurmohamed**, *The Wharton School, U. of Pennsylvania*
Presenter: **Yixuan Li**, *U. of Florida*
Presenter: **Shona G. Smith**, *U. of Texas At Arlington*
Participant: **Ariane Froidevaux**, *U. of Texas At Arlington*
Presenter: **Suzanne Shu**, *Cornell U.*
Participant: **Helen Colby**, *Indiana U.*

Organizational scholars are coming to identify retirement as an important component of careers, with important implications for phenomena such as employee well-being and organizational competitiveness. However, important questions related to the psychological and social processes that predict individuals' retirement-related decisions, and well-being in retirement remain unexplored. This symposium advances our understanding of retirement by addressing some of these questions. We present four papers that draw on a variety of theoretical perspectives, levels of analysis, and research designs to offer novel insights into different aspects of retirement. Following the presentations, Mo Wang, a leading voice in the retirement literature will lead the audience in an interactive discussion.

Crafting a fulfilling second act: how personal projects facilitate well-being in retirement

Author: **Min Yu**, *Arizona State U.*
Author: **Samir Nurmohamed**, *The Wharton School, U. of Pennsylvania*
Author: **Edward McClain Wellman**, *Arizona State U.*

Retaining Retirement-Eligible Older Workers through Human Capital Development: The Effects of...

Author: **Yixuan Li**, *U. of Florida*
Author: **Konrad Turek**, *Netherlands Interdisciplinary Demographic Institute (NIDI)*
Author: **Kène Henkens**, *Netherlands Interdisciplinary Demographic Institute (NIDI)*
Author: **Mo Wang**, *U. of Florida*

The Role of Meaning in Life, Worker and Retiree Social Identities as Overlooked Key Challenges in...

Author: **Shona G. Smith**, *U. of Texas At Arlington*
Author: **Ariane Froidevaux**, *U. of Texas At Arlington*
Author: **Andreas Hirschi**, *U. of Bern, Work and Organisational Psychology*

The Role of Affect and Social Norms in Preferences for Guaranteed Income Streams in Retirement

Author: **Helen Colby**, *Indiana U.*
Author: **Suzanne Shu**, *Cornell U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1789** | Submission: **19413** | Sponsor(s): **(OB)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 9:30AM - 11:00AMPT (UTC-7)** at **Seattle Convention Center in Room 4C3**

Gratitude versus Incivility

Session Moderator: **Guanglei Zhang**, *Wuhan U. of Technology*

OB: A “Thank You” From Leader Energizes Employees to Voice: Power Distance Orientation as a Moderator

Author: **Xiaoyue Wu**, *Nanjing U. School of business*

Author: **Wenxing Liu**, *Zhongnan U. of Economics and Law*

Author: **Xuting Jiang**, *Nanjing U.*

Author: **Wei He**, *Nanjing U.*

Previous research on relational energy has examined various ways that leader can increase employees' relational energy. However, as a ubiquitous leader-follower interaction, whether leader emotion expression facilitates relational energy is still unknown. Based on recent theories and research about relational energy and workplace gratitude, we develop a conceptual model to explain whether and when leader emotion expression generates relational energy for employees. We hypothesize that leader downward gratitude expression enhances employees' relational energy at work, which further promotes employees to speak up. Besides, we also propose that the effect of gratitude on relational energy and its subsequent extra-role behavior (i.e., employee voice) are contingent on employees' power distance orientation. We found general support for our hypothesized model in a two-wave and multi-source field study and a pre-registered scenario experiment. We also discuss the theoretical and practical implications of our research.

Paper is Available to Meeting Registrants Only.

OB: “A Little Thanks Changes My World”: When and Why Dirty Workers Feel Meaningfulness at Work

Author: **Guanglei Zhang**, *Wuhan U. of Technology*

Author: **Huaying Wang**, *Wuhan U. of Technology*

Author: **Mingze Li**, *Wuhan U. of Technology*

Past research suggests that due to pervasive occupational stigma, employees performing dirty work derive their work meaningfulness from social identity process, through which they enact stigma-countering tactics at collective or individual level. However, identity research suggests that relational identity achieved through positive responses from specific and significant others at interpersonal level can be equally important in edifying employees' meaning of work. Based on this theoretical lens, we argue and find in a multi-source and multi-wave study that dirty work employees' (i.e. dirty workers') perceived work dirtiness renders their work less meaningful through a decreased sense of social worth; however, positive responses such as gratitude perceived at a relational level-from clients can mitigate the negative effects of perceived work dirtiness. A field study of 268 employees performing dirty works demonstrate that employees' perceived work dirtiness is negatively related to their sense of meaningfulness at work via social worth perception, and that gratitude from dirty workers' clients can attenuate this negative relationship. We extend research on dirty work literature by revealing that relational self can also be an important source for employees' meaningfulness at work.

Paper is Available to Meeting Registrants Only.

OB: Does Abusive Supervision Trigger Displaced Aggression?

Author: **Harry Wang**, *Rutgers Business School*

Author: **Shiyong Xu**, *Renmin U. of China*

When investigating the consequences of abusive supervision, studies often argue subordinates who experience abusive supervision will not directly confront their supervisor out of fear of further retaliation. Instead, abused subordinates will displace their aggression on coworkers or family members, known as displaced aggression. However, such an argument focused only on target displacement instigated by abusive supervision, but whether abusive supervision is a sufficient stimulus to disinhibit aggressions initiated by other sources goes unanswered. Drawing on the approach-avoidance framework of workplace aggression and using a field sample of employees in a two-wave design (N=178), we found time one abusive supervision strengthen the relationship between time one workplace ostracism and time two interpersonal counterproductive workplace behavior (CWB-P), with the relationship to be only significant in the high abusive supervision condition. Moreover, we also hypothesized perceived performance promotion motives of abusive supervision mitigate the interaction effects, and found support for the relationship. This study contributes to abusive supervision and displaced aggression research. We provided a theoretical explanation for why abusive supervision could also be a disinhibitor to displaced aggression. Moreover, perceived intent for abusive supervision as boundary condition highlights that displaced aggression is not merely the result of affective arousal but a cognitive process.

Paper is Available to Meeting Registrants Only.

OB: Norm Violations, Transgressor Status, and Punishment Intentions: A Meta-Analysis and Experiment

Author: **Kelly Nault**, *IE Business School*

Author: **Stefan Thau**, *INSEAD*

Do people desire to punish high-status wrongdoers relatively more or less than low-status ones? The existing body of evidence examining whether high- or low-status transgressors elicit greater punishment intentions is mixed. In Study 1, we meta-analyze 36 studies testing the effect of transgressor status and transgression type on punishment intentions. We observe no main effect of transgressor status ($d = .08$). We find that high-status transgressors elicit greater punishment intentions for severe transgressions ($d = -.13$), whereas low-status transgressors encourage greater punishment intentions for non-severe transgressions ($d = .37$). The meta-analysis also shows that high-status transgressors generate greater punishment intentions for harm-based acts (i.e., acts that violate norms of kindness), and low-status transgressors for betrayal acts (i.e., those which undermine a sense of self-sacrifice for the group), but these results seem to be driven by differences in transgression severity. Overall, the results of the meta-analysis support a role schema explanation: People seem to view transgressions violating high-status role-specific expectations as more severe, encouraging greater punishment intentions for these acts. In Study 2, we retested these role schema theory-consistent findings in a preregistered experiment. The results replicated the findings that high-status transgressors elicit greater punishment intentions for acts of harm, but not acts of betrayal, because such acts are deemed to be more severe when committed by high- (versus low) status transgressors. Our findings reveal that observers appraise transgressive behavior as a function of the transgressor's status as well as the nature of the transgression. Transgressive behavior that is deemed to violate status role-specific expectations elicits perceptions of greater severity and greater punishment.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**

Program Session: **1790** | Submission: **18329** | Sponsor(s): **(OB)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 9:30AM - 11:00AMPT (UTC-7)** at **Seattle Convention Center in Room 4C4**

**Organizational Behavior Division Lifetime Achievement Award
Ceremony**
OB Lifetime Achievement Award

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1791** | Submission: **19571** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 9:30AM - 11:00AMPT (UTC-7)** at **Seattle Convention Center in Tahoma 2**

Humor in the Workplace

Session Moderator: **Si Qian**, *Beijing Technology and Business U.*

OB: The Mixed Blessing of Turning down Employee Voice with Humor: Implications for Subsequent Voice

Author: **Si Qian**, *Beijing Technology and Business U.*
Author: **Bert Schreurs**, *Vrije U. Brussel*
Author: **I. M. Jawahar**, *Illinois State U.*
Author: **Melvyn Hamstra**, *IESEG School of Management*

Not all employee suggestions can be implemented. How do you turn down suggestions while ensuring employees will voice in the future? In this study, we examine the implications of leaders' use of humor when turning down employees' constructive, voiced suggestions. Drawing on social information processing theory, we propose that the use of humor is beneficial for voice safety but detrimental for voice efficacy and, accordingly, indirectly impacts future voice behavior. We also hypothesized that the degree of interpersonal sensitivity that leaders employ in turning down voice with humor will moderate these relationships, such that it strengthens the positive effect of humor on voice safety and weakens the negative effect of humor on voice efficacy. Our study among 345 workers, using a time-lagged design, supported our overall model. Results indicate that using humor when turning down voice can be a double-edged sword in terms of affecting employees' future voice and using interpersonal sensitivity may be an effective way of capitalizing on the benefits of humor in turning down employee voice. We discuss implications for theory, research, and practice.

Paper is NOT Available. Please contact the author(s).

OB: Helping You Also Benefits Me? Leader Self-deprecating Humor and Subordinate Learning from Failure

Author: **Xi Wang**, *Renmin U. of China*

From the standpoint of motivated information processing theory, we cast perspective taking as a novel explanatory mechanism and further propose leader-member exchange as a boundary condition to explain why and when leader self-deprecating humor has the potential to spur subordinate learning from failure. We conducted a multi-wave survey and tested our model with a sample of 604 members of 152 teams in the context of a Chinese high-technology company. Through multilevel path analyses, we demonstrate that leader self-deprecating humor is positively associated with subordinate learning from failure via perspective taking, and this mediated effect is stronger when leader-member exchange is higher. Our work enhances theoretical understanding of the pro-social nature of leader self-deprecating humor, and also highlights its boundary condition of leader-member exchange, thereby yielding useful insights for practitioners who aim to encourage subordinates to learn from failure.

Paper is Available to Meeting Registrants Only.

OB: Faking it With the Boss's Jokes: Leader Humor Expression, Follower Surface Acting, and Power Distance 🌐 ✈️ 📄

Author: **Xiaoran Hu**, *London School of Economics and Political Science*
Author: **Michael Parke**, *The Wharton School, U. of Pennsylvania*
Author: **Randall S Peterson**, *London Business School*

Leaders are often advised to use humor at work because it can promote positive work experiences for followers. However, research on leader humor has not fully considered the uneven power dynamics inherent in leader-follower interactions that could constrain and even aggravate follower reactions to leader humor. We theorize that leaders who attempt to express humor, regardless of its quality, put pressure on followers to fake positive emotional reactions and/or suppress negative emotions they may be feeling (i.e., surface acting). In turn, by increasing follower surface acting, we propose that leader humor expression can paradoxically harm followers' emotional wellbeing in the form of increased emotional exhaustion and reduced job satisfaction. Importantly, we propose that these negative outcomes of leader humor expression are more likely to occur when followers hold high power distance values, such that they more willingly accept the power differentials and obediently comply with expectations to display positive emotions in response to leader humor. Results from three field studies—including one randomized field experiment—of working professionals across three distinct national samples (the USA, India, and China) provide consistent support for these hypotheses. We discuss the managerial and theoretical implications for research on leadership, emotional labor, and employee wellbeing.

Paper is Available to Meeting Registrants Only.

OB: Utilizing Leader Humor to Conquer Paradoxes at Innovative Work: An Incongruity Theory Perspective

Author: **Xi Wang**, *Renmin U. of China*

Building upon incongruity theory, we cast paradox mindset as a novel explanatory mechanism and further propose subordinate interpersonal influence as a boundary condition to explain how and when leader humor has the potential to spur subordinate innovative behavior. We conducted a multi-wave survey and tested our model with a sample of 408 members of 133 teams in the context of a Chinese information and technology (IT) company. Results of multilevel path analyses demonstrate that leader humor facilitates subordinates' paradox mindset, which contributes to their innovative behavior. These predictions are stronger when subordinate interpersonal influence is higher. Our work enhances theoretical understanding of the incongruous nature of leader humor, and highlights its boundary condition of interpersonal influence, thereby yielding useful insights for practitioners who aim to improve subordinate innovative behavior.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Symposium**
Program Session: **1792** | Submission: **10759** | Sponsor(s): **(OB, TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 9:30AM - 11:00AMPT (UTC-7)** at **Seattle Convention Center** in **Room 309**

Examining Individual and Team Phenomena in the Context of Robots and AI Agents

Individual and Team Phenomena within Robotics



Organizer: **Jestine Philip**, *U. of New Haven*
Organizer: **Vasiliki Kosmidou**, *U. of New Haven*
Discussant: **Prithwiraj Choudhury**, *Harvard U.*

As AI-led robotics is a newly evolving technology that is steadily impacting organizational practice, it is crucial and timely for management research to study the consequent effects on employees. Hence, to bring to light current research being conducted on (embodied and unembodied) robotics from a behavioral perspective, this Symposium brings together five papers, each of which discusses a management phenomenon (collaboration, perception, conflict, performance, leadership) at the individual- or group-level. The purpose of this Symposium is to provide OB and management scholars several specific examples of robotics research and to offer a platform for a broader conversation about the future of behavioral research in the AI era. The Symposium will also allow the presenters and organizers to learn from each other about the array of opportunities available in behavioral management for robotics research - from extending the boundaries of micro-level theories to contemporizing conventional research questions and discussing practical and policy implications. Lastly, as several of the Symposium presenters/lead authors are doctoral and post-doctoral candidates, student attendees interested in robotics research will have the opportunity to connect and engage in dissertation-related conversations.

Robot Avatar in Virtual Teams: A Potential Solution to Conflict?

Author: **FUHE JIN**, *Binghamton U.-State U. of New York*
Author: **Chun-Han Chao**, *Binghamton U.-State U. of New York*
Author: **Biying Yang**, *Binghamton U.-State U. of New York*
Author: **Minjong Jun**, *Binghamton U.-State U. of New York*

Worker Attitudes Towards Robotic and AI Agents

Author: **Daria Morozova**, *HEC Paris*
Author: **Mathis Schulte**, *HEC Paris*

Navigating (Dystopian) Imaginaries of the Future of Work: An Ethnography of Robotics Creatives

Author: **Philip Rogiers**, *KU Leuven*
Author: **Nicky Dries**, *KU Leuven*
Author: **Joost Luyckx**, *KU Leuven*

Super Mario Meets AI Agent

Author: **Fabrizio Dell'Acqua**, *Columbia Business School*
Author: **Bruce Kogut**, *Columbia Business School*
Author: **Patryk Perkowski**, *Columbia Business School*

Human-Robot Collaboration in Organizations: A Multilevel and Complementary Perspective

Author: **Chou-Yu Tsai**, *Binghamton U.-State U. of New York*
Author: **Jason Marshall**, *Creighton U.*
Author: **Anwesa Choudhury**, *Binghamton U.-State U. of New York*
Author: **Andra Serban**, *Virginia Commonwealth U.*
Author: **Tsung-Yu Hou**, *Cornell U.*
Author: **Malte Friedrich Jung**, *Stanford U.*
Author: **Shelley D Dionne**, *Binghamton U.-State U. of New York*
Author: **Francis J. Yammarino**, *Binghamton U.-State U. of New York*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1793** | Submission: **18532** | Sponsor(s): (SAP)
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 9:30AM- 11:00AMPT (UTC-7)** at **Sheraton Grand Seattle in Boren**

Strategists Creating a Better World

Session Moderator: **Igor Pyrko**, *U. of Bristol*

SAP: **Understanding the Role of Courage and Phronesis in the Strategy Work of Sustainability Professionals**   

Author: **Igor Pyrko**, *U. of Bristol*
Author: **Gary Thomas Burke**, *Aston U.*
Author: **Bimal Arora**, *Aston Business School*
Author: **Divya Jyoti**, *Lancaster U. Management School*
Author: **Omid Omidvar**, *Aston Business School*

Scholars have turned their attention to the notion of ‘radical sustainability’, which entails reorganizing organizations around sustainable values rather than treating sustainability as an add-on to ‘business as usual’. Calls for radical sustainability are seen as urgent in the turbulent world affected by grand challenges and wicked problems. However, the implementation of sustainability strategies is obstructed by tensions with mainstream strategies traditionally concerned with efficiency and profitability. We argue that these tensions can be unpacked and understood better by investigating sustainability professionals’ courage as everyday experience, which they must have and employ to carry on with their strategy work. Building on MacIntyre’s virtue ethics, we present courage as a ‘virtue’ requiring delicate balancing acts through practical judgements and fine sensing of the situations for the right moment to push the sustainability agenda forward incrementally. Such practical judgments, we argue, are affected by the multi-stakeholder interests and pressures as well as internal mainstream business priorities that complexify sustainability professionals’ work.

Paper is Available to Meeting Registrants Only.

SAP: **Working in the Gaps: Exploring the Strategy Work of Accomplished Sustainability Professionals**    

Author: **Gary Thomas Burke**, *Aston U.*
Author: **Bimal Arora**, *Aston Business School*
Author: **Divya Jyoti**, *Lancaster U. Management School*
Author: **Omid Omidvar**, *Aston Business School*
Author: **Igor Pyrko**, *U. of Bristol*

This study explores how experienced sustainability professionals perform strategy work to integrate sustainability into business strategies and processes. Drawing on in-depth interviews and research on strategy-as-practice, sustainability, and paradox, we bring to light how divergent frames and competing temporalities conjointly work against sustainability integration. We develop a theoretical model that explains how sustainability professionals use persistent optimal cyclical stretching to navigate these barriers and integrate sustainability into businesses. We show that cyclical stretching constitutes an essential form of strategy work that requires sustainability professionals to continuously open and stretch others’ cognitive frames, temporal horizons and practice domains before cementing gains. By unpacking the complex process of cyclical stretching, the study offers new insights into the hard-fought strategy work involved in realizing sustainability transitions and draws attention to how divergent temporal orientations are central to the study of sustainability paradoxes and tensions.

Paper is Available to Meeting Registrants Only.

SAP: **Humanizing Organizations: The Coordinated Response of News Organizations to Defamatory Attacks**  

Author: **Krista Pettit**, *Ivey Business School*

We use the rare event of coordinated action among news organizations to advance our relational understanding of how organizations respond strategically to dehumanizing attacks by an influential intermediary. Our study highlights shortcoming in our current approach to image management research by demonstrating organizations consider an audience’s relationship with influential intermediaries when responding. Our findings reveal the theoretical underpinning of dehumanization and document how organizations use humanizing work in response. Finally, this study brings a well-established concept of ‘dehumanization’ into the field of management research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **1794** | Submission: **19527** | Sponsor(s): **(SIM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 9:30AM- 11:00AMPT (UTC-7)** at **Hyatt Regency Seattle in 407 Satsop**

Corporate Social Performance and Governance in International Business

Session Moderator: **Marloes Korendijk**, *U. of Groningen, Faculty of Economics and Business*

SIM: Distances Matter: Parent's CSR Reputation and CSP of Multinational Enterprises' Subsidiaries

Author: **Meijui Sun**, *Ming Chuan U.*

Author: **Chienchou Su**, *Shih Hsin U.*

Prior studies found that foreign subsidiaries of multinational enterprises (MNEs) suffer from liability of foreignness (LOF). According to stakeholder theory, foreign subsidiaries may be able to improve their legitimacy of business practices and overcome LOF by demonstrating social commitments to host-country constituents through corporate social responsibility (CSR). This study doesn't only investigate whether the distances between the MNE home countries and China (host country) affect multinational enterprises (MNEs) foreign subsidiaries' corporate social performance (CSP), but also examines how sub-national institutions affect the subsidiaries engaging in CSR in China. The study further tests the moderating role of parent's CSR reputation. Using the data from 2009 to 2015 in the blue books of corporate social responsibility issued by Research Center for Corporate Social Responsibility Chinese Academy of Social Sciences (CASSCSR), the study adopts the top 100 foreign-invested enterprises in China as our sample. The CASSCSR collected the CSR information via their CSR reports, financial reports and official websites; they did an all-around research and valuation on their current CSR information disclosure. The results show the effect of distances on subsidiaries' CSP in China, and highlight the importance of parent's CSR reputation as a mechanism that may induce foreign subsidiaries to engage in CSR in China.

Paper is Available to Meeting Registrants Only.

SIM: Mind the Gap: How Institutional Complexity Influences CSR Performance Within MNEs

Author: **Marloes Korendijk**, *U. of Groningen, Faculty of Economics and Business*

Author: **Alan Muller**, *U. of Groningen*

Author: **Rieneke Slager**, *U. of Groningen*

In a world where organizations are increasing in size and are scattered around the globe, the complexity with regards to strategy implementation throughout multinational enterprises (MNEs) has increased as well. Especially corporate social responsibility (CSR) strategies are often differently implemented across the MNE, which may result in underperforming subunits relative to their headquarters. We examine these CSR differences by focusing on institutional complexity through an institutional logics lens. Specifically, we hypothesize that cultural distance between the home and host country positively relates to subsidiary CSR underperformance relative to their headquarters. In addition, we examine whether the institutional complexity within the home and host country, based on the logic multiplicity within the country, positively moderates the former effect. Analysis consisting of 82 firm-dyads over 11 years (555 dyad-year observations) offers general support for our hypothesized relationships. Our findings have important implications for CSR and institutional logics scholars.

Paper is Available to Meeting Registrants Only.

SIM: Does MNCs Bribery Strategy Work in a Highly-Corrupt Host Country?

Author: **Yu-Ching Chiao**, *National Chung Hsing U.*

Author: **Tang-Shun Chuang**, *Department of Business Administration National Chung Hsing U.*

This study examines and tries to explain how corruption and bribery in a country impacts firm performance and how they interact. After examining a sample of 125 Taiwanese manufacturers' foreign direct investment (FDI) cases in the Southeast Asian countries, the empirical results revealed: Corruption and bribery in a host country have negative impacts on the performance of multi-national companies (MNCs); with high corruption, firms that participate in bribery perform better than those that don't. Our study aims to shed light on bribing behavior implications for future FDI in Southeast Asian countries.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1795** | Submission: **18742** | Sponsor(s): (STR)
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Tuesday, Aug 9 2022 9:30AM- 11:00AMPT (UTC-7)**

CEOs, Board of Directors, and Nonmarket Strategy

Session Moderator: **Chuljin Park**, *U. of New South Wales*

STR: What's In a Name: The Impact of Executive Patriotic Names on Corporate Philanthropy 

Author: **Ying Cao**, *Renmin U. of China*
Author: **Jun Zheng**, *School of Business, Renmin U. of China*
Author: **Majid Ghorbani**, *Renmin U. of China*

Integrating implicit egotism theory and upper echelons theory, this study investigates how an executive's patriotic name may be related to corporate philanthropy. Because of the implicit psychological motive for maintaining positive self-evaluation, individuals tend to appreciate their names and internalize the connotations embodied in the name, which will further influence their decisions and behaviors. Accordingly, we propose that executives with patriotic names have higher levels of pro-social orientation, and hence firms led by them are more generous in philanthropic giving. Considering the degree of favorable self-evaluation and the influence of social norms, we further suggest that this positive relationship is strengthened if executives attract more public attention and weakened for firms in regions with higher levels of openness. We find evidence for our arguments in the archival data from 2007 to 2019 of China's publicly listed firms. This research provides new insights on the antecedents of corporate philanthropy by highlighting the implicit egotism motive within executives' names.

Paper is Available to Meeting Registrants Only.

STR: Bias is Not Always a Bad Thing: Non-Local CEOs and Environmental, Social and Governance Performance 

Author: **Mengyao Li**, *Harbin Institute of Technology*
Author: **Min Huang**, *Renmin U. of China*
Author: **Xiaobo Li**, *Xiamen U.*

This study builds on social identity perspective, to examine the influences on environmental, social and governance (ESG) performance of non-local CEOs. We argue that because non-local CEOs who are perceived as out-group members by the local stakeholders, companies with non-local CEOs would engage in a higher level of ESG performance to enhance their trustworthiness, legitimacy status, and the availability of local resources as a response to intergroup bias. Moreover, we explore the moderating role of organizational and environment factors (i.e., Confucianism, media coverage and firm slack). We show that companies located in the richer Confucianism region and faced on more media coverage will promote the relationship between non-local CEOs and ESG performance; conversely, firms with less slack will ease the positive relationship between non-local CEOs and ESG performance. Our empirical evidence, from 836 firms in China during 2006 - 2019, support for our ideas.

Paper is Available to Meeting Registrants Only.

STR: CEOs' Tenure and the Synergistic Effect Between Mandatory and Voluntary Environmental Pressures

Author: **Martial Stephane Ndtoungou Pfouga**, *Grenoble Ecole de Management*

ABSTRACT This study investigates how the interplay of mandatory environmental pressure from governments and voluntary pressure self-imposed by firms themselves influences the environmental performance of the firm at different stages of the CEO's career horizon. The result reveals that there is only a synergistic effect between mandatory and voluntary environmental pressures when the CEO's career horizon is low. We argue that this phenomenon could be explained by the fact that the motivation to improve the firm environmental performance decreases as the CEO's career horizon shortens because of the associated economic short-termism. Theoretically, this study builds on the Awareness-Motivation-Capability framework to provide a social cognitive model that links mandatory environmental pressure, voluntary environmental pressure, CEOs' career horizon and the environmental performance of the firm.

Paper is Available to Meeting Registrants Only.

STR: A Network Perspective on Corporate Social Responsibility

Author: **Jimi Kim**, *U. of New South Wales*
Author: **Chuljin Park**, *U. of New South Wales*

The connectedness of outsider directors affects firm outcomes, including corporate social responsibility (CSR). Focusing on the structural aspects of board interlock networks, we investigate the impact of outsider director networks on CSR and how such an impact is influenced by insider directors. We posit that informational benefits and long-term views stemming from networks rich in structural holes enhance outsider directors' positive impact on CSR performance. Such an influence is reinforced when insider directors also hold external connections, as it leads to stronger incentives to be concerned about the firm and personal reputation. However, with the lone-insider board structure, where only one insider is on the board of directors, the structural holes of outside directors become less influential due to the reduced impact outsiders can have under such a board structure. We test our hypotheses and find supportive evidence using a sample of 931 U.S. firms from 2002 to 2015.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Caucus**
Program Session: **1796** | Submission: **18303** | Sponsor(s): **(CAU)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 9:45AM- 11:15AMPT (UTC-7)**

**Moving Beyond Streetlight Issues: Envisioning a Bright Future of
Crowdfunding Research**
Streetlight Issues in Crowdfunding Research



Organizer: **Swati Oberoi**, *Indian Institute of Management, Shillong*
Organizer: **Smita Srivastava**, *Wichita State U.*
Participant: **Arvin Sahaym**, *Washington State U.*
Participant: **Chandra Bhusan Dubey**, *XLRI-Xavier School of Management*
Participant: **John Christian Broberg**, *Wichita State U.*
Participant: **David W. Sullivan**, *U. of Houston*
Participant: **Dev K. Dutta**, *U. of New Hampshire*
Participant: **Golsan Javadian**, *Morgan State U.*
Participant: **Prasad MV Thotapalli**, -
Participant: **Sana Zafar**, *Auburn U.*
Participant: **Vishal K. Gupta**, *U. of Alabama*

The goal of our caucus is to provide a forum for conversation about crowdfunding (CF) research. Specifically, we wish to shed light on some of the ‘streetlight issues’ in CF research and draw attention to potentially productive fields of inquiry that are conspicuous by their absence in this exciting field of scientific inquiry.

For any questions regarding the topic, presenters, caucus format and your participation, please feel free to contact Swati Oberoi at swati.oberoi@sharda.ac.in or Smita Srivastava at smita.srivastava@wichita.edu. We look forward to hosting you virtually!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Symposium**
Program Session: **1797** | Submission: **14866** | Sponsor(s): **(GDO, ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Monday, Aug 8 2022 3:00PM - 4:30PMPT (UTC-7)** at Sheraton Grand Seattle in Boren

Putting Mindsets into Context: Extending the Study of Fixed-Growth Lay Theories to the Workplace

Mindsets in the Context of the Workplace



Organizer: **Eva Hsin-Lian Lin**, *London Business School*
Organizer: **Ezgi Ozgumus**, *London Business School*
Presenter: **Eva Hsin-Lian Lin**, *London Business School*
Presenter: **Jeffrey M. Pollack**, *NC State U.*
Presenter: **Krishna Savani**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*
Presenter: **Ezgi Ozgumus**, *London Business School*
Discussant: **Aneeta Rattan**, *London Business School*

Over the last two decades, organizations across a wide range of industries have increasingly started to discuss mindsets, or lay beliefs, about the fixedness or malleability of human attributes could shape employees experiences, performance, and thus organizations. These organizations build their approaches from initial research showing that the growth (vs. fixed) mindset shapes how managers evaluate their employees, how employees respond to challenges and setbacks in their environments, and how much trust and belonging they feel in organizations (Canning et al., 2020; Emerson & Murphy, 2014; Heslin & VandeWalle, 2008, 2011; Murphy & Reeves, 2019; Rattan & Ozgumus, 2019). Despite these encouraging insights, however, mindsets research in the workplace settings is still in its nascent stages. The purpose of this symposium is to feature new research that examines whether, how, and which mindsets shape important outcomes in the workplace, in order to more rigorously build a scholarship of mindsets in organizations. We believe that researchers in organizational behavior must seize upon this moment of engagement to accelerate the development of a substantial body of rigorous research on mindsets in workplace contexts. Inspired by the Academy of Management 2022 theme, "Creating a Better World Together," these projects extend research and theory on how mindsets help individuals to overcome challenges in their careers and workplaces, as well as organizational leaders to foster a better workplace for the employees. By elucidating the processes with which mindsets shape previously understudied outcomes in the workplace, we hope to contribute to a fascinating new area of mindsets research that promotes human flourishing in organizations.

Frugality Mindsets: Exploring Entrepreneurs' Beliefs about the Nature of Resourcefulness

Author: **Jeffrey M. Pollack**, *NC State U.*
Author: **Tim Michaelis**, *Northern Illinois U.*
Author: **Joseph Billingsley**, *NC State U.*
Author: **Jeni Burnette**, *North Carolina State U.*

Mindsets and Employee Experience in the Workplace

Author: **Eva Hsin-Lian Lin**, *London Business School*
Author: **Aneeta Rattan**, *London Business School*

Support for Increasing Low-Wage Workers' Compensation: The Role of Fixed-Growth Mindsets

Author: **Shilpa Madan**, *Virginia Tech*
Author: **Ramadhar Singh**, *Amrut Mody School of Management*,
Author: **Aneeta Rattan**, *London Business School*
Author: **Krishna Savani**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*

Why Do American Workplaces Still Lack Paid Family Leave? The Role of Gender Role Mindsets

Author: **Ezgi Ozgumus**, *London Business School*
Author: **Aneeta Rattan**, *London Business School*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

The Role of the Manager in IM

Session Moderator: **Felix Hoch**, *U. of Münster*

IM: **Building Bridges: Bilateral Manager Connections and International Trade**

Author: **Felix Hoch**, *U. of Münster*

Author: **Jonas F. Rudsinske**, *Georg-August-U. Göttingen*

We investigate whether top managers with personal ties to a foreign country facilitate trade with that country by overcoming bilateral trade barriers that obstruct international business relationships. Using individual managers' nationality, we construct a novel database of bilateral top manager connections. We analyze the trade effects of these bilateral manager connections both on the firm and on the country level. On the country level, we provide evidence for a positive effect on both bilateral exports and imports. On the firm level, we find positive effects on destination-specific foreign sales. We show that this firm-level effect is especially pronounced for institutionally distant destinations, which we interpret as bridging the gap between institutionally dissimilar countries. Furthermore, the effect is stronger for destinations with less developed institutions indicating that manager connections help overcoming trade barriers created by low institutional quality. Moreover, we show that the strength of this effect also depends on characteristics of the individual manager. Namely, the effect differs between connections of male and female managers. Gender discriminating institutions in the destination country severely downsize the pro-trade effect of female managers' connections, which could give rise to an unintended importing of gender inequality regarding management positions.

Paper is Available to Meeting Registrants Only.

IM: **Let's Talk About Senior Managers. Investigating Managerial Roles in Foreign Divestment Decisions**

Author: **Ha Nguyen**, *U. of Vaasa*

Global economy has been damaged severely by the pandemic, macroeconomics and geopolitical tensions, leading to a significant amount of foreign divestment made by several large multinational enterprises. This research delves into roles of top managers at headquarters in foreign divestment through their executive decisions. Adopting the dynamic managerial capabilities framework, we establish the linkage between global dynamic managerial human capital, social capital and managerial cognition on divestment probability. In addition, we examine if a turnover of a chief officer leads to foreign divestment decisions. We further investigate how the influences could be modified by cultural, economic and political differences. Accordingly, we fill the gap voiced by prior scholars about the striking omission of managerial roles in divestment studies and develop our understanding of the microfoundations of the dynamic capabilities. Several theoretical and practical implications have been also discussed in this study.

Paper is Available to Meeting Registrants Only.

IM: **Managerial Flexibility Implications of Globalization Strategies**

Author: **Xuejing Yang**, *ESCP Europe*

Author: **Regis Coeurderoy**, *ESCP Business School*

Author: **Valerie Duplat**, *Vrije U. Amsterdam, School of Business and Economics*

This research is a first attempt to provide empirical evidence with a unique panel database on the strategic value implications of corporate globalization of the largest multinational enterprises (MNEs) in terms of R&D expenditures. In the extant multinationality-performance research, only financial performance indicators are used. The value of active management under high uncertainty is therefore ignored. In the process of business global expansion as well as R&D investment, high market uncertainty is precisely the reality that MNEs face. Our research builds on the real options perspective to investigate the managerial flexibility implications of home-region orientation of top R&D spending MNEs. The current research has three main findings. First, host-regional MNEs have higher upside potential and downside risk than home-regional MNEs. Second, MNEs can exploit innovation FSA in the home-region more efficiently, compared to non-home regions. Finally, we also found that the corporate globalization strategies of companies contribute to the company's managerial flexibility, to certain extent, due to the specificities of company's regional culture, institution and economic development, as well as the industrial structure of the company's industry.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1799** | Submission: **18727** | Sponsor(s): **(IM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 9:45AM- 11:15AMPT (UTC-7)** at **Seattle Convention Center in Room 2B**

IM Division HKUST Best Paper in Global Strategy Award Finalists

Session Moderator: **Sayan Sarkar**, *Hong Kong U. of Science and Technology*

IM: Re-internationalization and Firm’s Post-re-entry Performance: The Role of International Heritage (WITHDRAWN)  

Author: **Arash Sadeghi**, *U. of Leicester*
Author: **Jun Du**, *Aston Business School*
Author: **Mustapha Douch**, *U. of Edinburgh business school*
Author: **Stephen Roper**, *Enterprise Research Centre, WBS*

This paper studies the drivers of re-internationalization to export market and post-re-entry performance from the perspective of international heritage. We develop a conceptual framework to explain how three key aspects of international heritage (firm specific competitive advantage, market and product diversification strategies, and overall exporting experience) as well as firm’s time-out period drive re-internationalisation. Using granular trade transaction-level firm exports data from UK HM Revenue & Customs linked with profit records for 2002-2013, we found that, despite their inter-relationships, re-entry and post-re-entry performance are driven by different mechanisms, and therefore, the same factor may influence them differently or even in an opposite direction. In other words, what increases the chances of firm’s re-entry, may prove to be detrimental for their performance and vice versa.

Paper is NOT Available. Please contact the author(s).

IM: Divestiture of Foreign Subsidiaries for Deletion and Recombination: A Reconfiguration Viewpoint 

Author: **Toshimitsu Ueta**, *Copenhagen Business School*
Author: **Naoki Yasuda**, *Rikkyo U.*

This study develops a reconfiguration view of foreign subsidiary divestitures, arguing that multinational firms selectively implement divestitures for deletion (DD) and divestitures for recombination (DR) depending on the value of the divested operations and the viability of their redeployment. Instead of seeing divestitures as uniform actions, the study identifies several types of divestitures based on a unique dataset of Japanese manufacturers in the period 2004–2013 and examines them jointly as competing risks. The result of the empirical analysis supports this argument, demonstrating that even well-established factors associated with divestitures require further consideration on their distinctive relation to DD and DR. The findings reveal how DD and DR coexist and thus contribute to our understanding of reconfiguration in international business management.

Paper is Available to Meeting Registrants Only.

IM: Foreign Firms’ Outsiderness, Status, and Cross-Border Tie Formation Through Local Intermediaries 

Author: **Tae-Seok Kim**, *Emory U., Goizueta Business School*
Author: **Eunjung Hyun**, *Hongik U. College of Business*

In this paper, we develop and test the idea that the extent to which foreign firms benefit from third-party referral, introduction, and endorsement, especially those provided by local intermediaries, in obtaining cross-border exchange relationships depends on the perceived outsidership associated with their country of origin. Using the empirical setting of M&A legal advisory markets across 40 different countries from 2001 to 2016, where we tracked both collaborative relationships among law firms and market relationships between foreign law firms and local client companies, we find evidence consistent with our prediction that intermediary-induced cross-border tie formation is most likely to occur when local companies have low familiarity with and high distrust toward foreign firms’ country of origin. Further, we show that lower-status (higher-status) foreign outsiders tend to benefit more (less) from local intermediary ties and that higher-status local incumbents (intermediaries) are less likely to connect their high-status foreign collaborators to their local clients. By bringing together divergent research on triadic closure, the liability of foreignness, and status, this study provides valuable opportunities for cross-fertilization across different research streams, enhancing our understanding of a complex phenomenon of cross-border triadic closure that manifests as the needs and motivations of multiple parties become more or less aligned with structural opportunities provided to them.

Paper is Available to Meeting Registrants Only.

IM: Organizational Field Positions and Institutional Change: Evidence from MNCs in an Emerging Market (WITHDRAWN)

Author: **Dimitry Jacob**, *Newcastle U. Business School*

Although the relationship between field position and agency has been established in institutional research, until recently this debate mostly concerned central and peripheral actors. Using a qualitative study of the multinational corporations (MNCs) in the pharmaceutical industry in Russia, we find that intermediate companies, positioned in between the center and periphery of the field, were more successful in managing the shifting conditions within the institutional context. This agency was manifested through discursive, performative and identity strategies, which enabled such firms to maintain their intermediate position and subtly introduce institutional change. We extend the emergent research on middle-status actors in neo-institutional theory. Our findings also provide novel insights into the international business and management debate on MNCs and organizational fields.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1800** | Submission: **18699** | Sponsor(s): **(IM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 9:45AM - 11:15AMPT (UTC-7)** at **Seattle Convention Center in Room 4C2**

MNE Political Strategies

Session Moderator: **Mirzokhidjon Abdurakhmonov**, *U. of Nebraska, Lincoln*

IM: Boss is Out of Sight, The Underling is in Sight? How Firms Respond to Politician Ideological Values

Author: **Mirzokhidjon Abdurakhmonov**, *U. of Nebraska, Lincoln*
Author: **Ke Gong**, *U. of Southern Mississippi*
Author: **Scott G. Johnson**, *Iowa State U.*
Author: **Jason Ridge**, *U. of Arkansas*

We theorize how firms seek to meet regional leaders' expectations when those leaders' ideological values are at odds with central government priorities. Particularly, we consider how firms in China reduce their social and community engagement priorities in response to regional communist party leaders' grooming in the governing period of Mao Zedong, a Chinese communist party founding leader. Further, we argue that such disengagement from social and community engagement in response to provincial official ideological beliefs increases as firm foreign ownership increases. However, firms are less likely to respond to a regional leader's ideological value when a firm CEO has ties to the central government political system. Our study contributes to international business and firm-government literature broadly by considering how firms may respond to a regional leader's expectations that may be at odds with central government priorities.

Paper is Available to Meeting Registrants Only.

IM: The Involvement of Firms in Chinese Foreign Aid Projects: A Data Overview and Research Agenda

Author: **Guus Hendriks**, *U. of Amsterdam*

Governments increasingly give for-profit companies key roles in the implementation of foreign aid projects, thereby forming public-private partnerships with the aim of promoting development. These projects bring together various stakeholders, often with their own distinct set of objectives. Case evidence suggests that such conflicting aims seem to be particularly reflected in the foreign aid projects carried out by stakeholders from certain emerging economies, such as China. Yet, on a larger scale, relatively little is known about the characteristics of Chinese public-private partnerships in foreign aid. Using project-level data available for 1308 Chinese aid projects in 50 countries across Africa, I characterize the projects undertaken by firms and government agencies in a public-private partnership, and contrast them to those executed by government agencies without firm involvement. My exploratory data overview suggests that important differences apply, as Chinese public-private partnerships tend to target different Sustainable Development Goals, work on the basis of distinct aid conditions, and implement projects that tend to be larger than those that are solely run by governments. Such observations raise important questions of an ethical, theoretical and international nature, and warrant further research, so that I develop a research agenda that takes aim at issues particularly important for business ethics scholars, organization theorists, and international business scholarship.

Paper is Available to Meeting Registrants Only.

IM: 'If We Don't Win the War': MNE Political Behavior and Bargaining Outcomes During Political Conflict

Author: **Thomas DeBerge**, *U. of Illinois at Urbana-Champaign*

This paper explores two questions: how do MNEs engage opposing political actors when they enter host country political conflicts? What factors underscore which political behaviors prove to yield more favorable outcomes for the firm? Through an abductive case study of mining MNEs during the Congo Wars, I explore how institutional changes during host country political conflicts introduce new dynamic considerations into the kinds of political behaviors MNEs adopt during entry into these environments. I develop two dimensions of MNE political behavior – a passive-active one and a neutral-partisan one – that I integrate into the bargaining power model; specifically, I find that MNEs exhibiting more partisan political behaviors benefit from the enhanced bargaining power, while more neutral behaviors tended to meet unfavorable outcomes.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Multiculturalism and Innovation

Session Moderator: **Anca Metiu**, *ESSEC Business School*

IM: Multicultural Employee Roles in New Product Development    

Author: **Anca Metiu**, *ESSEC Business School*

Author: **Hae-jung Hong**, *NEOMA Business School*

Managing the product innovation process in multinational corporations is a major challenge, especially because these organizations operate across a multitude of boundaries: cultural, functional, and organizational. Based on a 18-months field study in a leading cosmetic multinational corporation, we found that multicultural employees who were hired at the headquarters mainly for bringing knowledge about local markets, actually performed several roles that went far beyond this initial purpose and, in the process, brought together the various components of the multinational corporation and its collaborators. Specifically, multiculturals engaged in bringing local and product knowledge for the development of products for the local market; pre-empting tensions and conflicts; solving conflicts; connecting disparate actors and creating synergies for the development of products for the headquarter and global markets. Through these practices, multiculturals reached across cultures, functions, and organizational boundaries, within the multinational's home country and abroad. Our work enriches the understanding of the innovation process, of multinational corporations, and sheds new light on the contributions of multicultural employees to their organizations.

Paper is Available to Meeting Registrants Only.

IM: Top Management Team Internationalization and Innovation: The Role of International R&D Collaboration

Author: **Eline Wijns**, *Maastricht U., School of Business & Economics*

Author: **Rene Belderbos**, *KU Leuven*

Author: **Bart Leten**, *KU Leuven*

Author: **Boris Lokshin**, *Maastricht U., School of Business & Economics*

Author: **Mark Vancauteren**, *Hasselt U.*

While Top Management Team (TMT) internationalization is an increasingly observed phenomenon, we know little about the mechanisms through which TMT internationalization fosters firm performance. In this paper we argue that an international TMT, as indicated by the international work experience (IWE) or the international origin of its members, can enhance innovation performance by steering the firm towards (successful) international R&D collaborations. Analyzing a unique employer-employee dataset of match with innovation surveys (2012-2018), we find that international TMTs show a higher propensity to engage in international R&D collaborations, which in turn positively contributes towards firm innovation performance. We do not find a direct effect of TMT internationalization on innovation performance. Our findings highlight the importance of examining the complex mechanisms through which TMT configurations and the hiring of foreign material talent can have firm performance consequences.

Paper is Available to Meeting Registrants Only.

IM: Initial Steps in Developing a Scale for Individual-Level Multiculturalism

Author: **Davina E. Vora**, *State U. of New York at New Paltz*

Author: **Salma Raheem**, *U. of Liverpool Management School*

Considering the grand challenge of migration and the increasing attention on this topic in international management, exploring the experience of multicultural individuals is highly relevant in today's world and particularly in international organizations. We therefore develop a scale to measure this construct. We follow standard procedures in developing our scale. First, we use Vora et al.'s (2019) conceptual definition of individual-level multiculturalism, which was based on a review of the literature across five disciplines, as a basis for our scale. Second, we generated items by reviewing existing scales, adapting and developing items to tap into this construct. After we generated an initial set of items, we asked for feedback from experts and multicultural individuals, revising the scale as needed. Third, we engaged in content validation, revising the scale after results from the first content validation, and then conducting a second content validation test. Fourth, we conducted an exploratory factor analysis (EFA). Results suggest that items generally load upon the three dimensions of knowledge, identification, and internalization by culture. Future steps include conducting confirmatory factor analyses (CFAs) and testing for convergent, discriminant, and predictive validity.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1802** | Submission: **18685** | Sponsor(s): **(IM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 9:45AM - 11:15AMPT (UTC-7)** at **Sheraton Grand Seattle** in **Metropolitan A**

International Knowledge Transfer and Integration

Session Moderator: **Jill Juergensen**, *Henley Business School, U. of Reading*

IM: Learning-by-exporting? Examining Firm-level Access and Integration of International Knowledge ➔

Author: **Jill Juergensen**, *Henley Business School, U. of Reading*
Author: **Rajneesh Narula**, *Henley Business School, U. of Reading*
Author: **Irina Minodora Surdu**, *Warwick Business School*

Drawing on learning and evolutionary theory, this paper explores the nature of the relationship between exporting and innovation performance. We use longitudinal data on German manufacturing firms, collected as part of the European Community Innovation Survey (CIS), to illustrate that, in fact, only some firms significantly benefit from a greater commitment to export markets. We unpack the firm-specific mechanisms that enable some exporters to better access and integrate international knowledge. We find that firms which export beyond their home-region experience stronger learning-by-exporting (LBE) effects due to their access to diverse knowledge, and pressures to identify new solutions to strategic problems. Additionally, in line with our argument that firms are mainly characterized by their routines, we explain how changes in a firm's internal organizational routines - through organizational innovation (OI) - strengthen the positive relationship between exporting and innovation performance by enabling exporters to evolve and internalize lessons learned from exporting to foreign markets. Whilst firms may often experience trade-offs between key strategic decisions such as exporting and innovating, OI, we propose, serves as an important organizational mechanism to achieve both. Overall, our findings contribute to a nuanced and dynamic understanding of the so-called LBE effect.

Paper is NOT Available. Please contact the author(s).

IM: Managing RKT: The Role of Knowledge Relevance and Impact on Exploitative and Exploratory Innovation ➔

Author: **HUIMIN OUYANG**, *Central U. of Finance and Economics*
Author: **Chansoo Park**, *Memorial U. of Newfoundland*

Building on knowledge management theory, this study develops a theoretical model and empirically examines the impact of reverse knowledge transfer on parent companies' exploitative and exploratory innovation of Chinese multinational corporations (MNCs). The model was tested using survey data obtained from a sample of 197 MNCs. We estimated a structural equation model using AMOS 24.0. Our study suggests that reverse knowledge transfer significantly enhances exploitative innovation and it also have a positive effect on exploratory innovation. Moreover, the association between reverse knowledge transfer and the two types of innovation is moderated by knowledge relevance. There is an insignificant result for the positive moderating effect of knowledge relevance on the relationship between reverse knowledge transfer and exploitative innovation. We also find that the association between reverse knowledge transfer and exploratory innovation is weaker when the level of knowledge relevance is high. These results confirm the significance of reverse knowledge transfer towards innovation in MNCs. In addition, it indicates that to inspire exploratory innovation what is a-priori considered relevant (in terms of the class of primary technologies dominant in the parent firm) is not important. Indeed, ideas for truly new inventions often are discovered in other industries.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Symposium**
Program Session: **1803** | Submission: **16204** | Sponsor(s): **(IM, STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 9:45AM- 11:15AMPT (UTC-7)** at **Sheraton Grand Seattle** in **Grand Ballroom B**

**Advances in Conceptualizing and Measuring Globalization and
Cross-National Distance**
Globalization and Distance



Moderator: **Sinziana Dorobantu**, *NYU Stern School of Business*

Presenter: **Steven Altman**, *NYU Stern School of Business*

Presenter: **Heather Berry**, *George Washington U.*

Presenter: **Witold Jerzy Henisz**, *U. of Pennsylvania*

Presenter: **Thomas Lindner**, *U. of Innsbruck*

Presenter: **Harald Puhr**, *U. of Innsbruck*

Our goal is to bring together a group of leading scholars pioneering novel approaches and the use of big data in measuring globalization, cross-national distance and its dynamics. The panel's structure starts with a discussion on the conceptualization of globalization, cross-national distance, and their relationships. It will then proceed to include short (12-15 minute) presentations by the panelists featuring novel empirical and methodological approaches to studying these phenomena. This will be concluded by a moderated roundtable discussion and questions & answers with the audience. Our list of confirmed speakers includes Prof. Steven Altman (NYU, Stern School of Business), Prof. Heather Berry (George Washington School of Business), Prof. Sinziana Dorobantu (NYU, Stern School of Business), Prof. Witold Henisz (University of Pennsylvania, Wharton School) and Prof. Thomas Lindner (University of Innsbruck). Panelists provide useful learnings for the audience. These include novel measures, novel data sources and statistical packages. They will introduce novel and unique data sources such as Google Trends or GDELT and cover more advanced methodological approaches such as permutation entropy, natural language processing, and gravity models.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1804** | Submission: **18556** | Sponsor(s): **(ONE)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 9:45AM - 11:15AMPT (UTC-7)** at **Hyatt Regency Seattle** in **406 Klickitat**

Adaptation to and Mitigation of Climate Change (In-Person)



Session Moderator: **Xia Li**, *Boston U. Questrom School of Business*

ONE: Firms' Adaptation Strategies to Climate Change: A Literature Review

Author: **Joana Huaman**, *U. del Desarrollo*
Author: **Roberto Ponce Oliva**, *U. del Desarrollo*

Climate change will impose high costs on different societal actors, including firms and organizations, forcing them to adapt to this new situation. Although the relevance of implementing adaptation strategies is widely recognized, studies on firms' adaptation to climate change are still in their infancy. This study aims to identify the most suitable management theories for climate adaptation research, with a special interest in ski tourism that is one of the most vulnerable ones to climate change's impacts. Here we conduct a literature review. First, there is a review of the management and organizational theories used in climate research. Second, we inform about the studies that have used the theories that were found in the first part. Results show that the majority of literature is focused on mitigation strategies and related to the corporate dimension. The most frequently studied industries are the ones under high institutional pressures like oil and gas, energy, and transportation. And the theories representing the different adaptation responses that organizations could adopt as a result of the direct climate change pressures are the resource-based view and resource dependence theory. But only the last one was used in previous research to analyze firms' adaptation to climate change.

Paper is Available to Meeting Registrants Only.

ONE: Physical Climate Risk and Firms' Adaptation Strategy

Author: **Xia Li**, *Boston U. Questrom School of Business*

Physical climate risks increasingly impact firms. While scholars have investigated how firms mitigate their impact on climate change, we know little about how firms adapt to climate change. I build a novel dataset that compiles information on the adaptation strategies of publicly traded companies across the globe, and merge it with climate science data. Using this dataset, I examine whether, how, and under which conditions firms adapt to physical climate risks. I find that the average adaptation rate across firms and climate risk drivers is 23%. Firms are more likely to engage in risk management as opposed to business strategies. On average, firms facing higher climate risks are more likely to adapt and do so with a broader range of adaptation strategies (which include both risk management and business strategies). The impact of climate risks on firms' adaptation strategies increases over time, particularly for business strategies. I further examine the mechanism and find that higher level of climate risk increases managers' risk perceptions, which triggers them to increase their adaptation strategies.

Paper is Available to Meeting Registrants Only.

ONE: Firm Adaptation to Climate Change: Applying the GISTe Model to a Cohort of FT500 Firms 2004-2020

Author: **Bob Schulz**, *U. of Calgary*
Author: **Charles Backman**, *Northwestern Polytechnic (Alberta, Canada)*
Author: **Alain C. Verbeke**, *U. of Calgary*
Author: **Helen Reinhilde Heger**, -

We develop a 17-year longitudinal data-driven application of the GISTe model aggregating data involving how firms adapt to climate change and decarbonization at five four-year intervals between 2004 and 2020. We apply the model to a cohort of 117 FT500 North American and European firms, by coding firm-level responses to the 2004, 2008, 2012, 2016, and 2020 Carbon Disclosure Project (CDP) database with high-quality information. The GISTe model comprises a two-stage process, namely Walk I and Walk II. Walk I represents devoting scarce resources to governance (G), information management (I), and systemic (S) capabilities. Walk II builds on Walk I by making technology investments (Te) and ultimately transforming firm behavior. Walk I investments initiate and prepare the firm to transition to a greater level of proactivity towards climate change, while long-term capital investments along Walk II lead to meaningful large and permanent reductions in the firm's carbon footprint and transforms the firm. Initiating the transition paradigm towards greater integration of climate change into a firm's business operations starts with the importance of climate change to the Board and top management C-suite team. This level has responsibility for the vision, allocation of scarce resources, and strategic direction of the firm.

Paper is Available to Meeting Registrants Only.

ONE: Climate-Related Managerial Performance Incentives and Corporate Carbon Emissions Reduction Targets

Author: **Patrick J. Callery**, *U. of Vermont, Grossman School of Business, US*
Author: **Eun-Hee Kim**, *Fordham U.*

Institutional investors have increased calls for firms to address carbon emissions, leading more firms to disclose formal carbon emissions reduction targets. Extant research offers mixed evidence on carbon target effectiveness in ultimately attaining meaningful emissions reductions. While recent research has revealed new insights into outcomes associated with environmental performance incentives in executive compensation, we have yet a limited understanding of the relationship of climate-related incentives on firm-level emissions. This study draws on agency theory to articulate mechanisms by which climate-related management incentives drive corporate carbon emissions performance management. Using data on corporate carbon targets and climate-related executive incentives from CDP, we find that incentive programs are associated with more difficult firm-level carbon targets, but that meaningful progress toward firm-level carbon target attainment may require specific targeted incentive metrics, and executives may exploit more subjective incentive metrics to enhance compensation without directly reducing emissions.

Paper is Available to Meeting Registrants Only.

Author: **Xiaolong Shui**, *U. of Bristol*

Author: **Minhao Zhang**, *Newcastle U.*

Author: **Palie Smart**, *Cranfield U.*

Research on environmental disclosure and performance implicitly assumes that coercive pressures from the government are consistent over time. Yet, polarised political debate over climate change may lead to the inconsistency and even backlash. This article investigates whether – under downshifting pressures from the government – firms can sustain their transparency and stewardship in response to climate change. We consider U.S. withdrawal from the Paris Agreement under Donald Trump’s administration as an exogenous policy shock, and study public firms’ changes in climate change disclosure and environmental performance in reaction. Using difference-in-differences analysis, we conclude that firms in carbon intensive industry had a worsened environmental performance, although there was no significant decrease in their climate change disclosure. This suggests on the one hand, firms’ climate change disclosure practices are primarily used for mitigating societal pressures rather than governmental pressures. On the other hand, an arbitrary withdrawal from the internationally agreed climate accord can be detrimental to deal with the current global climate emergency.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



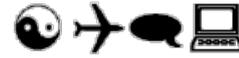
Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1805** | Submission: **18552** | Sponsor(s): **(ONE)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 9:45AM - 11:15AMPT (UTC-7)** at **Hyatt Regency Seattle** in 408 Washougal

Building Resilient Organizations and Socio-Ecological Systems (SEs) (In-Person)



Session Moderator: **Kathryn Pavlovich**, *Waikato Management School*

ONE: **Organising Food Systems Through Ecologies of Care**

Author: **Kathryn Pavlovich**, *Waikato Management School*
Author: **Alison Mary Henderson**, *U. of Waikato*
Author: **Maree Roche**, *U. of Waikato*

We propose a conceptual framework based on ecologies of care to examine how the organising of local food systems can flourish and become more resilient. The concept of ecologies of care brings together theoretical understandings of relationality, ecology, care along with an Aotearoa New Zealand indigenous perspective. We examine how local food production can be underpinned by interdependent webs of relationships (whanaungatanga), stewardship (kaitiakitanga), and care and support (manaakitanga) with healthy land and healthy people at the core of organising and governance.

Paper is Available to Meeting Registrants Only.

ONE: **Organizing in the Era of the Anthropocene: The Role of Human Agency in Building Resilient SEs**

Author: **M. Saidur Rahman**, *U. of the Fraser Valley*
Author: **Monika Winn**, *U. of Victoria*
Author: **Stefano Pogutz**, *Bocconi U.*

Naming our current geological epoch the Anthropocene reflects human impact on social, physical and ecological systems as unprecedented in scale and scope. It also highlights the critical role of human agency and human organizing for reversing current trends. Aiming to contribute to research on this important topic, this paper builds on work from the natural sciences and conceptualizes organizations as part of interconnected social-ecological systems (SEs). To lay theoretical foundations for future research, we develop a comprehensive conceptual framework of first- and second-order system properties, illustrated by the case of the superweeds epidemic transforming agriculture globally. We advance organizational sustainability research by highlighting the critical, yet understudied, property of human agency to a system's resilience and adaptive capacity.

Paper is Available to Meeting Registrants Only.

ONE: **Antenarratives of Natural Resources and the Emergence of New Industrial Clusters**

Author: **Mohamed Hassan Awad**, *California State U., Los Angeles*

Natural resources are the bedrock of many market and industrial processes. However, the role of natural resources in the emergence of new industrial clusters has received limited attention. This article addresses this gap through synthesizing insights from the industry emergence and entrepreneurial ecosystems literatures. I adopt a microfoundational lens to analyze actors' antenarratives on natural resources during the early phases of inception and pre-commercialization. I analyze a nascent industrial cluster and entrepreneurial ecosystem in the Netherlands centered around phosphorous, a critical element for human survival and an indispensable input in agribusiness and other sectors. My findings highlight the role of diverging actors' concerns as triggering engagement with natural resources, and of cross-sector platforms in bridging these concerns through experimentation, knowledge brokering, and market creation.

Paper is Available to Meeting Registrants Only.

ONE: **Orchestration of Natural Resources as a Sustainable Alternative to the Resource-Based View Paradigm**

Author: **Guillaume Carton**, *EMLYON Business School*
Author: **Julia Parigot**, *Institut Supérieur de Gestion*

This article aims to solve a dilemma inherent to current management thinking: while natural resources have become increasingly scarce, the paradigm in which management scholarship is anchored has contributed to natural resource depletion. To solve this dilemma, we focus on the resource-based view of the firm (RBV), which is the dominant paradigm in studying management and resources. We show that the anchoring of this view in Ricardian economics cannot lead to a sustainable evaluation of natural resources. We thus offer an alternative model that focuses on the management of resources and adapt it to natural resources by borrowing three theories and concepts from other fields: the commons, the ecocentric paradigm, and the industrial symbiosis paradigm. Our model suggests that firms should orchestrate natural resources by structuring their portfolio to include natural resource access, bundling them by contextualizing their value, and leveraging them by favoring their natural life cycles. Our propositions offer a novel model of natural resource management, redefine the sources of competitive advantage with respect to the natural environment, and contribute to "reworking" management theories that consider the natural environment.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Disruption Responses in Operations & Supply Chain Management

Session Moderator: **Adela Drozdibob**, *Operations and Supply Chain Management*

OSCM: **Buyer's Perception of Supplier-Induced Disruptions by Large versus Small Firms** 

Author: **Yu Chu**, *U. of Northern Iowa*

While size asymmetry (i.e., large buyer and small supplier) has been discussed in a no-disruption operation context (Lee & Johnsen, 2012), it is unclear whether and how a large buyer reacts differently when different-sized suppliers cause different types of disruptions. Extant research suggests in a supplier-induced disruption that a supplier's recovery actions are more effective when the supplier is more dependent on the buyer, indicating a need for deeper understanding of what buyers prefer in order to resolve disruptions caused by facing different sized suppliers. Accordingly, we examine the effect of supplier size and supplier-induced disruption type on commitment as well as buyers' preferred use of mediated power. Grounded in commitment-trust theory, our test examines the key mediating role of commitment in inter-organizational relationships in supplier-induced disruptions. Conducting scenario-based experiments with sample size of 266, we find that a large buyer is more committed to a large supplier than to a small supplier in a supplier-induced disruption. Interestingly, a large buyer prefers to use mediated power strategies with a large supplier than with a small one. Commitment is found to mediate the effect of supplier size and mediated power, particularly with reward and monitor strategies. Although the interaction of supplier size and disruption type does not impact commitment or mediated power, integrity disruption damages buyer commitment more than competence disruption does. Moreover, only in an integrity disruption does supplier size significantly impact the buyer's preference for using a reward strategy.

The author would like to acknowledge and thank Dr. Daniel Bumblauskas from the University of Northern Iowa, Department of Management for his contributions to this work. Dr. Bumblauskas provided advisory support to the author for this paper.

Paper is Available to Meeting Registrants Only.

OSCM: **Inter-Firm Transfer of Environmental Disclosure in Global Supply Chains**    

Author: **Chengguang Li**, *TUM School of Management, Technical U. of Munich*

Author: **William Diebel**, *Ivey Business School*

Author: **Jury Gualandris**, *Ivey Business School*

Author: **Robert D. Klassen**, *U. of Western Ontario*

This study investigates the inter-firm transfer of environmental disclosure, a voluntary corporate sustainable practice that improves transparency in global supply chains. Building on the liability of foreignness and organizational learning frameworks, we propose that the strength of the association between the multinational enterprise's (MNE's), i.e. buyer's, disclosure and its foreign supplier's environmental disclosures is systematically weakened by the cultural, administrative, geographic, and economic distances between the home countries of the firms involved, as these cross-country distances hamper the ability of buyers to efficiently share knowledge and to credibly lead by example. We also postulate that the buyer's prior supply chain experience in the supplier's country strengthens the association between buyer's disclosure and supplier's disclosure, because previous experience helps buyers to improve their ability to share their expertise and leverage their credibility. By assembling a unique panel dataset of 17,540 cross-border buyer-supplier relationships gathered from Bloomberg databases, we find evidence for the influence of different forms of cross-country distances and the buyer's prior supply chain experience on the association between the environmental disclosures of buyers and those of their foreign suppliers. Our study contributes to literatures on corporate sustainability, international business, and supply chain management by extending the liability of foreignness concept to global supply chains, demonstrating the important role of supply chains in the inter-firm transfer of corporate sustainability practices.

Paper is Available to Meeting Registrants Only.

OSCM: **Supply Chain Integration and Resilience Building in the Context of Natural Disasters**    

Author: **Adela Drozdibob**, *Operations and Supply Chain Management*

Author: **Amrik Sohal**, *Monash U.*

Author: **Christopher Nyland**, *Chris.nyland@monash.edu*

This study clarifies how Supply Chain Integration (SCI) supports Supply Chain Resilience (SCRES) building in natural disaster contexts and posits a model of exact SCI practices and other possible practices in multiple SCRES building stages. Structural Contingency Theory (SCT) enables the recognition of SCI orientation and scope, and the structure of the SCRES building process, segmented in active and inactive stages. The study examines 13 natural disasters as environmental contingencies affecting one or more of 22 supply chains (SC) by drawing on semi-structured interviews and secondary data applying replication techniques. The findings provide a unique model that captures how SCI is utilised to support the SCRES building process, captures trust as relevant SC practice, unpacks the role of SCI in face of natural disasters, and inductively captures relevant attributes of SCI and additional practices important in building resilience.

Paper is Available to Meeting Registrants Only.

Author: **Xabier Barriola**, *Aalto U. School of Science*

Author: **William Schmidt**, *Cornell SC Johnson College of Business*

Responding to natural disasters requires a large and rapid deployment of resources to relieve the immediate needs of the victims. This includes immediate access to food, shelter, and medical assistance. These services are supported by, and eventually fully transitioned to, local infrastructure, such as grocery stores. We test for differences in the prices paid for grocery products between low-income and high-income communities in the months following three large Atlantic hurricanes. We identify impacted communities using major disaster declarations by the United States federal government, and marry this information to U.S. Census Bureau data on household income, and third-party data on grocery store sales. Using a triple difference regression specification, we isolate the percentage change in prices paid by low-income versus high-income communities in disaster affected versus unaffected areas, before and after the disasters. Across the events we study, a common outcome is that low-income communities in the disaster-zones endure higher average percentage price increases within grocery categories compared to high-income communities. Such differences can sap the purchasing power of those communities that are least able to absorb it. We establish the presence of several mechanisms that contribute to these results. Compared to high-income communities, low-income communities experience a larger drop in price promotions, higher unit percent price increases, a larger decrease in offer sets of low-priced products, and a larger increase in substitution from low-priced products to high-priced products. The latter two mechanisms are consistent with more stock-outs of low-priced products in low-income communities. Our results highlight how companies and emergency response agencies can make use of readily available, cross-organizational data to facilitate more targeted and equitable operational interventions in the aftermath of a disaster, such as improved forecasting of substitution patterns after disasters and flexible vouchers that respond to local changes in paid prices.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Effects of Public Sector Leadership

Session Moderator: **Sarah Krøtel**, *Aarhus U.*

This session explores the effects of public sector leadership—including but not limited to executive leadership—on individual and organization-level outcomes.

PNP: **Does Executive Turnover Affect Government Transparency?**

Author: **Ting Huang**, *Aarhus U.*

Author: **Anders Ryom Villadsen**, *Aarhus U.*

Author: **Chen Lu**, *Chinese Academy of Sciences*

Research has underscored the role of executive turnover in organizational processes and outcomes. However, little research has linked turnover events to externally oriented outcomes such as government transparency. We theorize that executive changes are likely to increase transparency as new incumbents respond to demands from the public and superior government levels, but that this effect is contingent on contextual conditions. Using panel data from 113 Chinese cities, this paper explores the impact of executive turnover on government transparency in environmental information. Results show that mayoral and party secretary's turnover positively affect government transparency. This effect is weakened by severe air pollution, which harms organizational reputation. Career incentive shows no moderating effect. Implications for research on executive turnover and government transparency are discussed.

Paper is Available to Meeting Registrants Only.

PNP: **Organisational Changes in the Public Sector and Employee Presenteeism: Does Leadership Matter?**

Author: **Sarah Krøtel**, *Aarhus U.*

Author: **Ann-Kristina Løkke Møller**, *Aarhus BSS, Aarhus U.*

This study investigates the effect of organizational changes on presenteeism among public employees. By the lens of change management theory and leadership literature, we explain how leaders mitigate presenteeism among their employees during an organizational change context. We explore this relationship by using a quantitative two-wave panel survey from 2011 and 2014, with the same 689 pedagogical employees in Denmark. Results suggest that individual's exhibits higher presenteeism in the context of organizational change, but that both leadership quality and change leadership helps to mitigate the effect.

Paper is Available to Meeting Registrants Only.

PNP: **Virtue and Competence: the Case of Directors Evaluation at Chinese State Owned Enterprises**

Author: **Xuhong Xu**, *Queen Mary U. of London*

Author: **Shang Chen**, *Queen Mary U. of London*

Author: **Rui Guo**, *Chinese Academy of Sciences*

Author: **Tiancheng Hu**, *Queen Mary U. of London*

Author: **Lutao Ning**, *Queen Mary U. of London*

SOE directors are now facing a more complex set of goals and diverse groups of stakeholders than their peers from the private sectors as Chinese state-owned enterprises (SOEs) are undergoing an unprecedented reform to enhance their performances. We argue that current theoretical works on director evaluation require a set of virtue and competence indicators different from private firms in assessing SOE directors. This paper, therefore, proposes a framework for director evaluation in the context of Chinese SOEs, considering of the influences of traditional and modern Chinese ideologies. Through interviews based on the Delphi Method with prominent Chinese SOE directors, we have validated our framework by examining seven dimensions of virtue and four dimensions of competence functions in Chinese SOEs. Furthermore, we offer advice by examining the effective characteristics of each dimension to help the government streamline the director evaluation process to highlight the representative characteristics of virtue and competence.

Paper is Available to Meeting Registrants Only.

PNP: **A National Study of Irish Leadership in STEM Education**

Author: **Amy Fahy**, *Trinity Business School, Trinity College Dublin*

This study draws on AMO framework to explore principals' perceptions of leadership in STEM education in addition to their role as leaders within their schools. This study addresses the following research question: How do principals influence or promote STEM education? An online survey instrument was administered to 3200 Irish Elementary School Principals. Quantitative findings were analysed via SEM analysis using SPSS and thematic analysis was carried out on the qualitative data using NVivo. The findings showed that overall, transformational leadership is significant on influencing principal commitment to STEM education, principal intention to adopt STEM education, school implementation of STEM education and school participation in STEM-related weeks. Furthermore, important findings emerged in relation to principals' positive experience and value of STEM education in addition to challenges including time pressures and resources. The research project focusing on the principals' role in STEM education, makes several significant contributions to education and leadership research as well as to policy and management practices. For education and leadership research, this research extends our understanding of principals as leaders in the education sector.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1808** | Submission: **19189** | Sponsor(s): **(RM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 9:45AM - 11:15AMPT (UTC-7)** at **Seattle Convention Center in Room 614**

Artificial Intelligence and Machine Learning in Management Research



Session Moderator: **Deanna M. Kennedy**, *U. of Washington, Bothell*

RM: **Multi-Class Text Classification for Automated Team Communication Encoding**

Author: **Jeffy Jahfar Poozhithara**, *U. of Washington, Bothell*
Author: **Deanna M. Kennedy**, *U. of Washington, Bothell*

Team communication can be a window into team processes and the generation of team performance. Current methods of team communication encoding typically call for the manual application of a researcher derived coding scheme. Yet, such a coding approach can be resource and time intensive given the need for multiple coders and high reliability in the interpretation and assignment of codes. Such approaches on top of the time for audio data collection and processing may create difficulties in reaching the critical mass needed for methodological analyses in a useful time-frame. To enable faster, consistent team communication encoding, we evaluated different natural language processing techniques on team communication transcripts in assigning a coding scheme of process and purpose types to messages. We conducted a classifier selection of known multi-class text classification models, and a feature selection comparing word segmentation and parts-of-speech tagging. We were able to identify that the ensemble method using n-grams of parts-of-speech tags vectorized using TF-IDF Vectorizer and a composite classifier created using a pipeline of Standard Scalar Transformer with Decision Tree classifier was able to achieve an average accuracy of 91.6% for automatically assigning process codes and an average accuracy of 94.9% for message purpose codes. We discuss how researchers can use machine learning methods to move beyond the manual encoding of coding schemes to a more efficient and consistent approach.

Paper is Available to Meeting Registrants Only.

RM: **Natural Language Processing for the Study of Institutional Change**

Author: **Luna Ansari**, *MIT/Aalto School of Business*

Text Classification has been a well-studied task in Natural Language Processing. In this study deep learning methods are applied to train classifiers for the purpose of analyzing a data set of institutional change propaganda technique samples. Specifically this study explores how collective emotions underpin individuals' participation in disruption of the hydropower institutionalized energy system. By exploring the context of local initiatives which seek to undermine the hydropower energy system, this study taps into micro-foundations of institutional disruption. The preliminary qualitative study reveals existing patterns in how emotions are tied to various steps of instigating and promoting institutional change. Text classification techniques are further applied to confirm and complement the preliminary findings. In particular Long short-term memory neural networks as well as transformer-based models are applied at two levels of classification: sentence level and token level. The trained classification models help investigate how generalizable the preliminary findings are. By combining qualitative and quantitative this study extends prior research by unpacking emotional dynamics implicated in institutional disruption by explaining how actors mobilize collective emotions as a basis to build support for institutional change.

Paper is Available to Meeting Registrants Only.

RM: **Structural Topic Modeling: A Machine Learning Model to Text Analyzing Corporate Diversity Statement**

Author: **Wei Wang**, *City U. of New York*
Author: **Julie Dinh**, *Rice U.*
Author: **Kisha Shannon Jones**, *Florida International U.*
Author: **Siddharth Kanakrai Upadhyay**, *Florida International U.*
Author: **Jun Yang**, *U. of North Carolina, Greensboro*

Although text data are ubiquitous in organizations, the advancement of text analysis methods has created an unfortunate bottleneck for many organizational researchers. This paper introduced the Structure Text Model (STM; Roberts et al., 2014), a cutting-edge text modeling method that uses an unsupervised machine learning model to statistically derive latent semantic topics underlying a collection of text documents. More importantly, the STM method has the advantage of modeling document-level variables (i.e., metadata) as covariates, which is critical for organizational research. We also demonstrated the application of STM in diversity research: comprehensively analyzing a large number of diversity statements publicly released by Fortune 1000 companies. Our structural topic modeling uncovered six underlying latent semantic topics: 1) general DEI terms, 2) supporting Black community, 3) acknowledging Black community, 4) committing to diversifying workforce, 5) miscellaneous words, and 6) titles and companies. We further explored and found that the prevalence of these topics varied as a function of company characteristics, including industry sector, CEO race, corporate political orientation, etc. Our paper not only demonstrates the promising application of Structural Text Models in organizational research, but also provides important theoretical implications for current diversity research through the meaningful findings.

Paper is Available to Meeting Registrants Only.

RM: **Double Machine Learning and Automated Confounder Selection — A Cautionary Tale**

Author: **Paul Huenermund**, *Copenhagen Business School*
Author: **Beyers Louw**, *Maastricht U. School of Business and Economics*
Author: **Itamar Caspi**, *Bank of Israel*

Double machine learning (DML) is becoming an increasingly popular tool for automated model selection in high-dimensional settings. These approaches rely on the assumption of conditional independence, which may not hold in big-data settings where the covariate space is large. This paper shows that DML is very sensitive to the inclusion of even a few “bad controls” in the covariate space. The resulting bias varies with the nature of the causal model, which raises concerns about the feasibility of selecting control variables in a data-driven way.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: **1809** | Submission: **15000** | Sponsor(s): **(RM, OB, STR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 9:45AM - 11:15AMPT (UTC-7)** at **Seattle Convention Center** in **Room 604**

How to Write a Methodological Contribution: From the Editors of Organizational Research Methods *Methodological Contributions with ORM Editors*



Panelist: **Jeremy F. Dawson**, *U. of Sheffield*
Panelist: **Justin A. DeSimone**, *U. of Alabama*
Panelist: **Thomas Greckhamer**, *Louisiana State U.*
Panelist: **Dina Krasikova**, *U. of Texas At San Antonio*
Facilitator: **Tine Koehler**, *U. of Melbourne*
Facilitator: **Lisa Schurer Lambert**, *Oklahoma State U.*
Panelist: **Jane Kirsten Le**, *WHU - Otto Beisheim School of Management*
Panelist: **Catherine Lynelle Welch**, *U. Of Sydney*
Panelist: **Michael C. Withers**, *Texas A&M U.*
Organizer: **Jayci M. Robison**, *Oklahoma State U.*

While AOM members are often exposed to graduate training involving the application of research methods, few have been trained regarding the development of methodological contributions to the research methods literature. As such, authors may find the substance and form of a research methods article to be challenging. Authors benefit from advice regarding how to structure an empirical or theoretical paper using a discipline-based research question as foundation. Similarly, they may benefit from advice involving methodological contributions. The panel symposium will act as a source of advice by offering insight from the editorial team of Organizational Research Methods on how to conceptualize and write methodology articles. The presenters include the current Co-editors and Associate Editors of Organizational Research Methods. Collectively, these editors represent expertise in methods that span all divisions of the Academy from micro to macro and from quantitative to qualitative methods. We anticipate discussion topics to be broad, with specific topics prompted by attendees' questions. Potential topics include how to identify and select a valuable methodology contribution, ways to compare existing methodological approaches, how to structure a methodological paper, the differences between quantitative and qualitative methods papers, discrepancies between micro and macro methodological topics, and how to effectively communicate methods research to a diverse audience.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Antecedents to CEO Dismissal: The Role of Attribution and Boards

Session Moderator: **Marketa Rickley**, *U. of North Carolina at Greensboro*

STR: **Liabilities of Foreignness in CEO Dismissals** → 

Author: **Marketa Rickley**, *U. of North Carolina at Greensboro*
Author: **Yannick Thams**, *Florida Atlantic U.*

While foreign-born individuals are being appointed to lead US corporations in record numbers, little is known about whether foreign CEOs are held to the same performance standards as local CEOs once in their role. To offer insights to this question, we analyze the incremental effect of CEO foreignness and firm performance on CEO dismissal. We draw on social identity and attribution theories to propose that, as firm performance declines, CEO foreignness will become more salient in the eyes of the board and foreign CEOs will be more likely to attract blame, increasing their likelihood of dismissal relative to local CEOs. Using a longitudinal sample of publicly traded US firms ($n = 11,323$ firm-year observations) and controlling for many factors including endogeneity, we find that the board of directors is more likely to dismiss a foreign CEO than a local CEO. Our findings suggest that although there has been a notable increase of foreigners at the helm of large firms, which would indicate that nationality matters less in the C-suite, boards of directors' evaluations of these 'elite migrants' may still be subject to bias. We advance research on how liabilities of foreignness affect individual outcomes among corporate leadership in organizational settings and highlight the need for firms to take ameliorative steps to fully harness the benefits of international diversity in their top ranks.

Paper is Available to Meeting Registrants Only.

STR: **Empire-Building or Bridge-Building: Value-Destroying Implications of Preemptive CEO Departure** 

Author: **Shuo Yang**, *Kent State U.*
Author: **Ilgaz Tahir Arikan**, *Kent State U.*
Author: **Asli Musaoglu Arikan**, *Kent State U.*

The agency theory predominately assumes that CEOs are likely to entrench themselves unless a force acts to remove or recruit them. Building on this assumption, substantial studies emphasize the board's effectiveness in assessing leadership efficacy and removing incompetent or self-serving CEOs to eliminate agency costs. We theorize that CEO career concerns make anticipated board intervention a possible source of agency cost. From CEOs' perspective, they can preemptively time their exits from the current position if they believe employment termination is unavoidable. In this way, CEOs actively manage their career path and leverage their current positions for better career opportunities. Therefore, possible board intervention may give rise to more preemptive voluntary CEO departures, which disrupt organizational routine and impose managerial talent loss. We empirically examine the value-destroying implications of preemptive CEO departure conditional on the elevated likelihood of board intervention. Main findings suggest that peer CEO dismissals and volatile industry conditions can lead to preemptive voluntary CEO departures. These preemptive departures diminish the firm value. This paper proposes a new form of agency costs due to CEOs' bridge-building rather than empire-building practices.

Paper is Available to Meeting Registrants Only.

STR: **One of These Things is Not Like the Other: How Firms' Post-Misconduct Actions Differ by Misconduct**

Author: **Michael Seth Nalick**, *U. of Denver*
Author: **Scott Kuban**, *Tulane U.*
Author: **Karen Ashley Gangloff**, *Elon U.*
Author: **Aaron Hill**, *U. of Florida*
Author: **Jason Ridge**, *U. of Arkansas*

To mitigate potential negative consequences of corporate misconduct to the firm, CEO changing of the guard (dismissal and replacement) is commonly used to signal that the firm is remedying the underlying cause of its misconduct. However, scholars have yet to disentangle the outcomes on this type of corrective action in different misconduct contexts. Accordingly, in this study, we theorize the degree of CEO attribution for misconduct, whether it be dispersed or concentrated, helps to better understand differences in firm changing of the guard actions for misconduct. We test our arguments on two misconduct contexts (CEO personal misconduct and firm-level financial misconduct) and find that CEO dismissal and successor type are influenced by misconduct context-attribution type and firm performance moderates these relationships. Thus, we provide a deeper understanding of theory on corporate misconduct and changing of the guard actions.

Paper is Available to Meeting Registrants Only.

STR: **Board of Directors versus the CEO: Social Networks and CEO Dismissal**

Author: **Andreas Procopiou**, *U. of Liverpool Management School*
Author: **Andreas Petrou**, *Cyprus U. of Technology*

This study draws on social capital theory and social network analysis literature to examine the research question of when CEOs are dismissed. It views CEO dismissal as a contest between the board and the CEO powered by their position within the upper echelons social network. We test hypotheses on firms listed in Standard and Poor's ExecuComp for the period 2000-2016 using a Cox (1972) semiparametric proportional hazard model. Findings show that the higher the network centrality of directors in the upper echelons social network, the more likely they are to dismiss the CEO. In addition, this relationship is negatively moderated by the centrality of the CEO's position within the social network, and the overlap of the CEO's and the directors' social networks. The study extends the literature on the socio-political perspective as it finds that the directors' social networks affect CEO dismissal. Findings have implications for the criteria used to select board directors.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

The Performance Effects of Adaptation and Learning Strategies

Session Moderator: **Mirjam Goudsmit**, *Radboud U. Nijmegen*

STR: **Aiming and Adapting: How Multiple Goals and Adaptive Capabilities Affect Competitive Performance** 

Author: **Mirjam Goudsmit**, *Radboud U. Nijmegen*
Author: **George A. Shinkle**, *UNSW Sydney*
Author: **Feifei Yang**, *East China Normal U.*

How effective are multiple organizational goals and how do firm adaptive capabilities influence their effectiveness? We suggest that a firm's set (repertoire) of multiple goals can vary in intensity and focus, culminating in a different pattern. Building on the organizational goal-setting and strategy literatures, we hypothesize that goal repertoire intensity and focus have important performance consequences and that firm's adaptive capabilities moderate these relationships in different ways. Hypotheses are tested via multi-country survey data from top executives from 203 firms operating in different industries. Findings show that performance benefits from goal repertoire intensity but diminishes with goal repertoire focus. Increasing levels of adaptive capability enhance the performance benefits of repertoire intensity but degrade performance when repertoire focus is high. This research contributes to the goal-setting literature by providing insight into performance effects of patterns of multiple goals when firms vary in adaptive capability.

Paper is NOT Available. Please contact the author(s).

 STR: **The Strategic Costs of Experimental Learning in Early-Stage Ventures**  

Author: **Andrea Contigiani**, *The Ohio State U. Fisher College of Business*

William H. Newman Award Nominee

Entrepreneurs often rely on experimentation to navigate the uncertainty of starting a new enterprise. While the benefits of experimental learning are mostly undisputed, we know little about its costs. I develop a stylized formal model to illustrate the key channels through which experimentation drives performance: information, adaptation, and appropriability. The model describes a nascent venture seeking to develop and commercialize a product based on an initial idea. The venture chooses one of two strategies: direct entry or experimental entry. Following direct entry, it develops the initial idea without information from the market and commercializes the product. Following experimental entry, it gathers market feedback through experimentation, incorporates it into the development process, and commercializes the product. The analysis suggests that experimental learning is optimal only under certain organizational and environmental conditions.

Paper is NOT Available. Please contact the author(s).

STR: **Contractual Learning and The Development of Heterogeneous Contracting Capabilities**

Author: **Niklas Lars Hallberg**, *Lund U.*

Previous research suggests that parties in contractual relationships adopt a governance structure that economizes on transaction costs, and then over time learn to govern the contractual relationships in a more efficient manner by incrementally aligning contractual terms with transaction attributes based on new experiences made in the relationship. This implies that learning to contract and the development of contracting capabilities are largely experiential and directly related to the parties' amount of contractual experience. We argue that this model is likely to underestimate the level of heterogeneity in contracting capabilities across firms. Hence, we add to the learning to contract literature by suggesting a series of firm- and industry level moderators of the relationship between contractual experience and the development of contracting capabilities. We specifically highlight the role of organizational specialization and integration as factors likely to increase heterogeneity across firms. Because firms with heterogeneous contracting capabilities are subject to differential incentives, a counterintuitive implication of the argument is that strong contractual learning dynamics may in fact lead to reduced incentive alignment and intensified contractual hazards.

Paper is Available to Meeting Registrants Only.

STR: **A Three-Stage Model of Innovation and Imitation in Complex Search Spaces: Evidence from the Lab** 

Author: **Stefano Benincasa**, *U. of Southern Denmark*
Author: **Marco Faillo**, *U. of Trento*

In competitive settings, boundedly rational search for a satisfactory alternative unfolds through two main pathways: innovation and imitation. Over the past decades, a rich body of work in the behavioral strategy tradition has investigated the mechanisms of innovative and imitative search, shedding light on the relative efficacy in improving organizational performance and gaining (or maintaining) a competitive advantage across diversely complex environments. Despite substantial research and groundbreaking contributions, however, we still lack a full procedural understanding of how search efforts unfold through potentially recursive stages, binding together self-directed innovation and socially-informed imitation in an overarching adaptive process of learning from own and others' experience. In this paper, we seek to extend prior theoretical and empirical work by providing a comprehensive assessment of this process using a three-stage logic. In so doing, we integrate insights from the behavioral model of adaptation in response to own as well as vicarious performance feedback. We test our three-stage model using data from a laboratory search task in which we contrast the availability and accuracy of imitation (Not Available, Perfect, Imperfect) with the level of complexity (Low, Moderate, High). The results indicate that innovation and imitation entail a self-reinforcing dynamic of increasing performance and mutually adjusting aspirations. Our contribution is two-fold. First, we show how the decision to imitate-the-best is negatively moderated by the degree of uncertainty about the outcome of imitation. And second, we observe that, over the long run, marginal improvements in maximum performance have a less-than-proportionate effect on average performance.

Paper is NOT Available. Please contact the author(s).

Author: **Gianluigi Giustiziero**, *Frankfurt School of Finance & Management*

Author: **Aseem Kaul**, *U. of Minnesota*

Author: **Dirk Martignoni**, *U. of Lugano*

In this paper, we study how competitive pressures shape organizational adaptation in complex environments with heterogeneous demand. To do so, we combine a standard NK simulation with a differentiated duopoly competition game to model firms simultaneously engaging in an internal search for superior technical proficiency and an external search for horizontally differentiated competitive positions. We show that such ‘strategic search’ limits innovation in low complexity environments, as firms sacrifice technical proficiency in order to differentiate from each other, but boosts it in high complexity environments, and examine the implications of this pattern for competitive advantage and consumer welfare. We also explore how these findings are moderated by the extent of demand heterogeneity, as well as asymmetric exposure to competition among firms. Our study integrates research on competitive positioning and organizational adaptation, contributing insights to organizational shaping, innovation, and competitive advantage.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1812** | Submission: **18577** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 9:45AM- 11:15AMPT (UTC-7)** at **Sheraton Grand Seattle in Grand Ballroom A**

Innovation Across Firms and Within Alliances

Session Moderator: **Carsten Christian Guderian**, *FAU Erlangen-Nürnberg / LexisNexis IP Solutions*

STR: Open Innovation Performance in SMEs: Strategic Insights from Patent Analytics 

Author: **Carsten Christian Guderian**, *FAU Erlangen-Nürnberg / LexisNexis IP Solutions*
Author: **Peter M. Bican**, *Friedrich-Alexander U. of Erlangen-Nürnberg*
Author: **Ting Wang**, *Friedrich-Alexander U. of Erlangen-Nürnberg*

Prior research has identified a positive relationship between open innovation collaboration and innovation performance. This paper asks whether this positive relationship reported in the literature is partially driven by measurement error, e.g., misclassifications of firms' intra-group transfers of knowledge as interactions external to the firms. Using a unique, self-compiled secondary dataset of 21,898 patent families from 44 German small- and medium-sized enterprises with 9,902 entities, we show that open innovation collaboration's impact on innovation performance becomes insignificant when measurement distinguishes between patents from collaborations by firms within and firms beyond the same corporate trees. Boundary conditions and robustness checks yield stable results when tested against 12 patent quality-based measures of innovation performance. Our contributions motivate to revisit the assessment of open innovation performance to prevent biased results and suboptimal decision-making in implementing innovation and subsequent commercialization strategies across firms' boundaries. We further show that complementing open innovation theory with patent quality measures enriches analytical options and allows additional insights. This adds to the broader understanding of open innovation theory, in particular open innovation outcomes.

Paper is NOT Available. Please contact the author(s).

STR: How Platform Gatekeeping Affects Complementors' Strategy to Profit from Innovation?     

Author: **Anparasah Mahalingam**, *U. of Utah, David Eccles School of Business*

Joining organizational governance research in corporate strategy with emerging research on platform-based markets, we argue that platform owners can leverage gatekeeping as a governance instrument to mitigate information asymmetry in the marketplace, thus shaping complementors' strategies to profit from innovation. Leveraging the jailbreak of Apple's iOS 10 as a shock to Apple's strong gatekeeping policy and using Android app publishers as a control, we show causal evidence that weakened gatekeeping reduces iOS app publishers' release of paid apps, while increasing their release of free apps with in-app purchase options and apps with advertisement support. The linkage between gatekeeping and a complementor's value appropriation strategy highlights the critical role of platform owners in orchestrating the multilateral relationships in platform-based organizations.

Paper is Available to Meeting Registrants Only.

STR: Open Innovation, Informal Competition, Corruption and Power Outages in Africa. 

Author: **Sam Njinyah**, *Manchester Metropolitan U. Business School*
Author: **Isaac Ofori**, *U. of Insubria*
Author: **Lesly Chofor Lepawa**, *U. of Buea*

Existing studies on the effect of open innovation (OI) has been contradictory due to empirical and theoretical reasons. Empirically, aside from the dearth of studies on Africa, prior studies have focused on different contexts and different operationalisation of OI. Theoretically, there are contingent factors that could moderate this relationship that has not been given due consideration in existing research. This research, therefore, examines the moderation effects of power outages, corruption and informal competition on the relationship between OI and firm performance in Africa. To this end, we draw on country-level data for 43 African countries from the World Bank Enterprise Survey (WBES) to test our hypotheses. The findings suggest a high level of power outages and corruption weakens the effect of foreign licence technology on firm performance and the effect of informal competition was negative but not significant. The above result contributes to the existing literature by developing and testing a framework that examines how the effect of FLT on firm performance could be contingent on some institutional factors and doing so in a context (Africa) where existing studies are limited though highly needed.

Paper is Available to Meeting Registrants Only.

STR: Mobility Constraints, Interfirm Collaboration, and the Dual Role of Knowledge Centrality

Author: **Thiago J. Soares**, *Inspere Institute of Education and Research*
Author: **Charles Kirschbaum**, *Inspere Institute of Education and Research*

This paper investigates how constraints on employee mobility affect the joint development of technologies by firms. In addition, we explore how a firm's geographic embeddedness and its centrality in the knowledge network of firms moderate this relationship. To obtain exogenous variation in the likelihood of employee mobility, we exploit a natural experiment provided by the legal adoption/rejection of the inevitable disclosure doctrine (IDD) by different U.S. states. Our results indicate that mobility constraints lead to a decrease in the rate at which firms identify and pursue collaborative opportunities that lead to shared IP rights. We also find that this negative effect is weaker for firms that are embedded in dense technology clusters. Finally, in line with our expectations, we found that a firm's centrality in the knowledge network possesses a dual and to some extent paradoxical role in our results. On the one hand, in the presence of mobility constraints, firms central in the knowledge network experience a sharper decrease in the number of jointly owned patents. On the other, our results show that the attenuating effect of the local concentration of firms on the negative relationship between mobility constraints and shared IP rights is stronger for firms that are central within the knowledge network.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **1813** | Submission: **11117** | Sponsor(s): **(STR, SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 9:45AM - 11:15AMPT (UTC-7)** at **Seattle Convention Center in Room 201**

Creating A Safer Workplace: What Role for CEOs, Boards, And Regulators?



Creating A Safer Workplace: The Role CEOs, Boards

Organizer: **Veronica Haydee Villena**, *W. P. Carey School of Business, Arizona State U.*
Organizer: **Corinne A. Post**, *Villanova U.*
Discussant: **Jill Ann Brown**, *Bentley U. - College of Business - Management Department*

Neglected so far from management studies on workplace safety is the role of executives (e.g., CEOs and TMTs), boards, and regulators. CEOs and executives are likely to influence safety priorities throughout their companies, albeit indirectly, via other groups of organizational actors (Tucker et al., 2016), for example, depending on the extent to which their speeches focus on efficiency and cost control (Amernic et al., 2013), or on how powerful they are relative to other executives on the board (Haga et al., 2021). Boards of directors, who increasingly agree that workplace safety falls under their responsibility (Ebbevi et al., 2021), may influence product safety and culture through decisions such as the appointment of a named health and safety director (Wright et al., 2006), the monitoring of safety key performance indicators (KPIs), and the inclusion of such KPIs in CEOs compensation contracts (Bradley et al., 2021) as well as by monitoring and advice giving (Ebbevi et al., 2021). As the research on political CSR shows, companies also interact with, influence, and sometimes substitute for government responsibilities (Matten et al., 2020; Ozcan et al., 2018), raising the strategic question of how regulation and regulators affect firms' workplace safety initiatives and results – all of which trickle down from the top to other organizational layers (Lomudd et al., 2021). By showcasing studies that investigate the role of CEOs, boards, and regulators on workplace safety, our symposium hopes to stimulate additional strategy research (particularly on the role of upper echelons) on workplace safety – and on social responsibility along the supply chain more broadly. With almost two million people dying around the globe each year from exposure to workplace risk factors (WHO/ILO Report, 2021), we aim to show how C-suite executives, boards of directors, and regulators may play a more central role in leading their corporations to create safer workplaces for workers and society – addressing the central theme of the Academy of Management's 2022 conference. To embrace diversity of thoughts, we invited a highly accomplished group of scholars from Europe and the US across multiple disciplines, including strategic decision making, corporate social responsibility, operations and supply chain management, and organizational behavior. This diversity allows us to examine in-depth how we could create a safer working environment based on experiences from multiple countries and including theoretical lenses.

CEOs, Corporate Culture, and Workplace Safety

Author: **Jesper Haga**, *Hanken School of Economics*
Author: **Fredrik Huhtamäki**, *Umeå School of Business and Economics, Umeå U.*
Author: **Dennis Sundvik**, *Hanken School of Economics*
Author: **Timmy Thor**, *Hanken School of Economics*

Workplace Safety After Product Recalls: A Learning Advantage to Board Diversity

Author: **Yoon S. Son**, *U. of Notre Dame*
Author: **Corinne A. Post**, *Villanova U.*
Author: **Katie S. Wowak**, *U. of Notre Dame*
Author: **Veronica Haydee Villena**, *W. P. Carey School of Business, Arizona State U.*

Rob Peter to Pay Paul? The Role of Board Reforms in Workplace Safety

Author: **Dennis Wajda**, *U. of Miami*
Author: **Wei Shi**, *U. of Miami*

Do Regulatory Inspections Make Operational Workers Safer?

Author: **Mary Parkinson**, *U. College Dublin*
Author: **Mark Pagell**, *U. College Dublin*
Author: **Anthony Veltri**, -
Author: **John Gray**, *Ohio State U.*
Author: **Frank Wiengarten**, *ESADE Business School*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1814** | Submission: **17636** | Sponsor(s): **(CMS, OB, SIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 10:00AM - 12:00PMPT (UTC-7)**

**Creating a Better World Together: The Power of Collective
Action in Restoring Academic Well-being**
Collective Action to Restore Academic Well-being



Presenter: **Sarah Robinson**, *U. of Glasgow*
Presenter: **Linda M Sama**, *St. John's U.*
Presenter: **Nicholas Rhew**, *U. of Southern Indiana*
Presenter: **David Jones**, *Newcastle U. Business School*
Presenter: **Victor Friedman**, *Oranim College of Education*
Presenter: **Mark Egan**, *The York Management School*

In 2021, we invited a community of scholars from across the Academy to join us in reflecting on individual and collective self-care, sharing experiences around restoration and well-being within an increasingly corporatized institutional environment. While putting our individual houses in order was an important first step towards achieving well-being, and one which workshop participants found helpful, there was less space to discuss collective spaces and action—a mutually acknowledged, critical next step. In this PDW, we extend our work to create an inclusive space for the larger community where we examine challenges to the status quo and to our own motivations that have guided this research. Attending to this year’s conference theme of “Creating a better world together”, we focus on what it means to engage collectively in forging paths of resistance to institutional myopia, and how to do so in more equal partnership with not only ourselves, as academics, but with the communities we affect – our students, civil society, and practitioners. We critically examine our narratives used in our teaching and research, our interactions within and outside the academy, and our willingness to enact meaningful change. In doing so, we employ metaphors of bridge-building, meandering, and healing as forms of collective action and activism for transforming the workplace into a disease-free zone, attacking the various root causes of ill-being that might otherwise lead to the spread of academic dissonance – a dis-harmony between what academic life should be and our lived reality.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **1815** | Submission: **18920** | Sponsor(s): **(CTO)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 10:00AM- 11:30AMPT (UTC-7)** at **Hyatt Regency Seattle** in **304 Calawah**

Communication, Hybrid Teams, and Work Boundaries

Session Moderator: **Jennifer Gibbs**, *U. of California, Santa Barbara*

CTO: **Organizational Continuities and Discontinuities and the Job Satisfaction of Global Contractors**  

Author: **Jennifer Gibbs**, *U. of California, Santa Barbara*

Author: **Julia Eisenberg**, *Pace U.*

Author: **Chengyu Fang**, *U. of California, Santa Barbara*

Author: **J. Nan Wilkenfeld**, *UC Santa Barbara*

Global outsourcing arrangements have become a key strategy for international staffing, especially in the software industry. However, global contractors are likely to experience identity challenges that create role ambiguity for them and reduce their job satisfaction. Drawing on survey data from 193 global contractors from an outsourcing firm headquartered in Eastern Europe, we test a model grounded in Organizational Discontinuity Theory and find that organizational continuities of team identification and shared vision are both linked to greater job satisfaction. On the other hand, organizational discontinuities (geographical dispersion, lack of face-to-face dependence, cultural diversity, and dynamic structure) have no association with job satisfaction. Our findings suggest that organizational discontinuities may have become normalized such that they are not problematic in and of themselves, and that continuities at the team level may be beneficial for global outsourcing organizations in providing global contractors with greater job satisfaction and helping them feel connected to their employing organization.

Paper is Available to Meeting Registrants Only.

CTO: **Technostress, Work-home Boundary, and Emotional Exhaustion During the Crisis of COVID-19**

Author: **Derek Eldridge**, *U. of Manchester*

Author: **Tahir M. Nisar**, *U. of Southampton*

Since the start of the pandemic, many employees have not been able to work in the usual way due to restrictions imposed by national and local governments to control COVID-19. This made technologies that support home working a critical factor for organizations to weather the crisis. However, solutions to this form of work-home invasion may depend on different levels of employees' work-home boundaries and boundary tactics. Positive or successful adaptations toward the work-home spillover (e.g., high level of psychological detachment) may minimize employees' perceived negative effects. On the other hand, negative or failed adaptations or strategies toward the work-home spillover may increase negative consequences for employees' well-being (e.g., high level of emotional exhaustion). This study investigates the relationships between positive and negative adaptation techniques and well-being and their implications for the organizations and employees in the context of COVID-19 pandemic. Particularly, we evaluate the relationship among technostress, work-home boundary, psychological detachment, and emotional exhaustion. Findings reveal that psychological detachment mediates the relationship between technostress and emotional exhaustion. Importantly, results also prove that when the boundary strength at home partially mediates the relationship between technostress and emotional exhaustion, psychological detachment could moderate the impact of technostress on emotional exhaustion. We examine the implications of these findings for both organizations and HR professionals working in the COVID-19 pandemic.

Paper is Available to Meeting Registrants Only.

CTO: **Algorithmic vs. Managerial Prioritization: Evidence from an Industrial B2B Sales Organization**  

Author: **Jukka Luoma**, *Aalto U.*

Author: **Samu Ahola**, *Aalto U.*

Algorithms are increasingly deployed in organizations to replace and augment human intelligence. To understand more precisely the potential benefits of algorithms in organizations, there is a need to understand how and why the decisions of human organizational members are likely to differ from those of algorithms. We draw on the behavioral theory of the firm to elucidate the origins of those differences in the context of customer prioritization, using a unique dataset comparing managerial prioritization and algorithmic classification of customers in a large business-to-business (B2B) organization. We discuss two potential benefits of algorithms in prioritization tasks: enhancing the accuracy of existing prioritization logics and identifying new ones. The potential gains from enhancing accuracy of an existing prioritization logic are relatively easy to realize but the potential for performance improvement may be incremental. Identifying new prioritization logics has greater potential because organizations have a tendency to become anchored in replicating past successes and, thus, ignore latent opportunities. Algorithmic prioritization can counter this. However, the practical value of using algorithms to create new prioritization logics is constrained by the fact that the organizational repertoire of actions is tailored to the existing prioritization logic.

Paper is NOT Available. Please contact the author(s).

CTO: **Development and Validation of a Scale to Measure Communication Behaviors in Hybrid Teams**

Author: **Martina Hartner-Tiefenthaler**, *TU Wien*

Author: **Ivana Loerinc**, *TU Wien*

With the Covid-19 pandemic, remote work was increased all over the globe. As a consequence, workers had to adapt their communication behaviors to smoothly coordinate work in their so-called hybrid teams (i.e., when team members divide work between the office and their home). In order to capture effective team coordination in hybrid teams, we constructed and validated the team communication scale (TCS) in hybrid teams drawing on relational coordination. The scale comprises three dimensions: focused communication, spontaneous communication and sharing knowledge. We validated the scale in six independent samples from individuals and teams. Confirmatory Factor Analyses supported the proposed three-factor structure. Moreover, the subscales showed convergent validity and predictive validity with team outcomes and team viability. We conclude that the TCS is a reliable and valid measure for assessing team communication in hybrid teams.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Plenary Session**
Program Session: **1816** | Submission: **18332** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 10:00AM - 11:30AMPT (UTC-7)** at **Hyatt Regency Seattle** in **Elwha A**

Emerging Research Themes in Entrepreneurship Research: A Conversation with Entrepreneurship Emerging Scholars *Entrepreneurship Division Plenary Session*

Session Chair: **Jon C. Carr**, *North Carolina State U.*
Participant: **Alex Kier**, *Washington State U.*
Participant: **Eric Y.-F. Zhao**, *Indiana U., Bloomington*
Participant: **Matthew Grimes**, *Cambridge Judge Business School*

For the last several years, the Entrepreneurship Division has recognized several Emerging Scholars as part of our Division Program. These Emerging Scholars have been recognized for their solid theoretical and empirical research scholarship, and their commitment to our division and the growth of our field. Now is the perfect time to have a conversation with some of these scholars - to have them share their own perspectives on the state of the field, and more importantly to have a conversation about where we are going. Our panel will explore new research opportunities and trends, and provide the audience with a chance to ask questions and share their own perspectives. Please join us for a spirited and lively conversation with these research scholars!

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Showcase Symposium**
Program Session: **1817** | Submission: **14886** | Sponsor(s): **(GDO, OB, MOC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 8:00AM - 9:30AMPT (UTC-7)** at **Sheraton Grand Seattle in Cedar A**

New Perspectives on Increasing Diversity and Reducing Inequality in Organizations

Perspectives on Increasing Workplace Diversity

Organizer: **Aneesh Rai**, *The Wharton School, U. of Pennsylvania*
Organizer: **Linda Chang**, *The Wharton School, U. of Pennsylvania*
Discussant: **Peter Belmi**, *U. of Virginia*
Participant: **Erika Kirgios**, *The Wharton School, U. of Pennsylvania*
Participant: **Katherine Milkman**, *U. of Pennsylvania*
Presenter: **N. Derek Brown**, *Haas School of Business, UC Berkeley*
Participant: **Drew Jacoby-Senghor**, -
Participant: **Isaac Raymundo**, *Columbia Business School*
Participant: **Edward Chang**, *Harvard Business School*
Presenter: **Colleen Stuart**, *Johns Hopkins U.*
Participant: **Alexander Oettl**, *Georgia Institute of Technology*
Participant: **Trudy Fraser**, *Policy Advisory*
Presenter: **Matthew Asher Lawson**, *Fuqua School of Business, Duke U.*
Participant: **Ashley E. Martin**, *Stanford Graduate School of Business*
Participant: **Imrul Huda**, *Columbia U.*
Participant: **Sandra Matz**, *Columbia Business School*

Recently, there has been a growing push for organizations to diversify and address issues of inclusion and inequality. In the wake of both scholarly and corporate attention to diversity, research attempting to understand how organizations can increase their diversity has proliferated. However, initiatives to increase organizational diversity often fail or produce mixed results, and overall progress towards increasing diversity in organizations has been slow. Across five presentations, this symposium brings together papers that examine issues of diversity and inequality in organizations, with two key areas of focus: (1) identifying hurdles that may impede organizational diversity efforts, (2) illuminating theory-driven solutions organizations can implement to diversify. Following the presentations, Dr. Peter Belmi, a renowned scholar who studies diversity and inequality in organizations, will facilitate a discussion about the papers and insights generated to advance future research on this topic. Thus, this symposium will illuminate key considerations that can help organizations effectively address issues of diversity and inequality.

Insider versus Outsider Judgments of Group Diversity

Author: **Aneesh Rai**, *The Wharton School, U. of Pennsylvania*
Author: **Erika Kirgios**, *The Wharton School, U. of Pennsylvania*
Author: **Katherine Milkman**, *U. of Pennsylvania*

Equality is Prevented from the Misperception that it Harms Advantaged Groups

Author: **N. Derek Brown**, *Haas School of Business, UC Berkeley*
Author: **Drew Jacoby-Senghor**, -
Author: **Isaac Raymundo**, *Columbia Business School*

On the Limits of Anonymization for Promoting Diversity in Organizations

Author: **Linda Chang**, *The Wharton School, U. of Pennsylvania*
Author: **Edward Chang**, *Harvard Business School*

Participation through Collaboration: Evidence from the United Nations

Author: **Colleen Stuart**, *Johns Hopkins U.*
Author: **Alexander Oettl**, *Georgia Institute of Technology*
Author: **Trudy Fraser**, *Policy Advisory*

Benefits of Women's Representation in Leadership: Evidence from the Field

Author: **Matthew Asher Lawson**, *Fuqua School of Business, Duke U.*
Author: **Ashley E. Martin**, *Stanford Graduate School of Business*
Author: **Imrul Huda**, *Columbia U.*
Author: **Sandra Matz**, *Columbia Business School*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Symposium**
Program Session: **1818** | Submission: **16943** | Sponsor(s): **(GDO, TIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 10:00AM - 11:30AM PT (UTC-7)**

Leading in Tech: How Can Women Negotiate the Labyrinth to the C-Suite?



Leading in Tech: Women Negotiating the Labyrinth

Discussant: **Asha Rao**, *California State U., East Bay*

Panelist: **Radhika Krishnan**, *Hitachi*

Panelist: **Purnima Padmanabhan**, *VMWare*

Panelist: **Anusha Agrawal**, *Nimbella*

Two years into the pandemic, we find that women have made gains in representation in senior leadership (McKinsey/Leanin 2021). Yet, these are hard fought gains where women need to strategically position themselves for executive leadership roles and successfully manage career transitions. In this panel, hear from technology industry veterans & CEOs as they debate the best ways to position oneself and grow into a more strategic role; how to leverage functional expertise in general management; and whether to adopt a “captain or coach” leadership approach.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Health Care Communities

Session Moderator: **Deirdre McCaughey, U. of Calgary**

HCM: Hospital Reflections on Community Relationships in the Time of Covid

Author: **Cory Cronin, Ohio U.**

Author: **Kelly Choyke, Ohio U.**

Author: **Berkeley Franz, Ohio U. Heritage College of Osteopathic Medicine**

Throughout the COVID-19 pandemic, hospitals and their staffs have been pushed to (and sometimes beyond) the limits of their capacities. As community organizations, often serving in an anchor institution role, hospitals are typically seen as supporting the needs of those around them, but the demands of the pandemic have challenged their ability to do so. In qualitative data collection regarding for-profit hospitals' community relationship, collection that occurred during the COVID-19 pandemic, participants made regular and frequent references to the ways in which the pandemic shaped interactions with community members, with staff, and with other community organizations. This paper examines the themes that emerged regarding COVID-19's influence on hospital-community relationships. Participants were recruited from the leadership of for-profit hospital facilities, systems, and interest groups. Researchers interviewed 28 participants in various leadership roles via telephone or video conferencing. Interviews were thematically coded upon reception of interview transcriptions, and preliminary findings guided forthcoming interviews. Three themes emerged regarding COVID-19's influence on hospital-community relationships: a new focus on inter-organizational outreach and engagement; the necessity of partnering and identification of new ways to engage; and a focus on social and cultural factors. Hospitals may well be able to use lessons learned throughout the pandemic, including the importance of meeting the needs of their own staff and the advantages of developing partnerships with other community organizations, to better respond to community needs, not only in times of crisis but to improve day-to-day experiences of community members.

Paper is Available to Meeting Registrants Only.

HCM: Public Health Messaging During COVID-19 and its Impact on Family Caregivers' COVID-19 Knowledge

Author: **Deirdre McCaughey, U. of Calgary**

Author: **Gwen McGhan, U. of Calgary**

Author: **Whitney Hindmarch, U. of Calgary**

Author: **Kristin Flemons, U. of Calgary**

Author: **Kim Brundrit, Dementia Network Calgary**

Background: Providing accurate, accessible public health messaging (PHM) is a critical role of public health officials during a pandemic, but family caregivers (FCGs) of people living with dementia (PLWD) have rarely been specifically addressed in PHM. Objective: To examine how FCGs of PLWD access and evaluate the public health messaging in Alberta. Methods: An online survey was conducted with FCGs of PLWD (n=217). Results: Most respondents rated PHM as good or excellent (63.9%), but specific information about how to access caregiving information (69.5%) and what to expect in the future (49.1%) was rated less than good. FCGs also identified how to care for a PLWD during the pandemic (57.5%) as a key information need. Healthcare providers/workers were the least frequently used source of public health information. Almost all FCGs (94.4%) rated their own COVID-19 knowledge as good or excellent. Discussion: Tailored, context-driven PHM for FCGs of PLWD is critically needed. Three key points that summarize the policy relevance and recommendations of the paper 1. Utilize diverse media sources to communicate PHM, including television, radio, and print media in addition to online sources. 2. Tailor information to the needs of specific vulnerable populations such as FCGs of PLWD, including information and advice on topics such as: explaining public health measures to people with dementia and cognitive impairment; accessing respite if the caregiver contracts COVID-19; accessing long term care; and how and when community resources are being adapted/reinstated. 3. Focus on building capacity in FCGs through targeted supports and services to address the heterogeneous needs in the caregiving role.

Paper is Available to Meeting Registrants Only.

HCM: What is Driving Hospital-Community Partnerships to Address Social Determinants of Health?

Author: **Neeraj Puro, Florida Atlantic U.**

Author: **Reena Joseph Kelly, U. of New Haven**

Author: **Philip Cendoma, U. of Alabama, Birmingham**

Social determinants of health (SDOH) are strongly linked to individual and population health outcomes. Hospitals and health systems are in a unique position to initiate or partner on community-wide efforts address SDOH. However, such efforts typically require collaboration with other healthcare and local community organizations since SDOH affect more than just medical care. Despite studies that have identified specific organizational and environmental factors associated with hospital-community partnerships, the role of social capital and community health needs as drivers of such partnerships remains unexplored. This study examines whether hospital partnerships with community organizations in the United States are driven predominantly by community social capital or the prevailing health needs of the community, and whether these drivers are similar for overall partnerships as well as for partnerships with individual organizations. We use 2020 data from the American Hospital Association, US County Health Rankings, and Social Capital Project and employ feasible generalized least-squares (FGLS) regression and logit models to assess the relationship between social capital, community health needs and hospital-community partnerships to address SDOH. Our results indicate that for community social capital was significantly and positively associated with total hospital partnerships ($\beta=0.05, p=0.01$). We also found that community social capital was significantly more likely to be associated with hospitals' partnerships with local/state public health agencies, schools, local service agencies, other healthcare providers, and organizations that assist with food insecurity. On the other hand, community health needs were not associated with total partnerships and had limited associations with hospital partnerships with individual organizations. Overall, this research suggests that social capital is a critical determinant of hospital partnerships with community organizations, and hospitals may seek partnerships with organizations that allow them to address community health issues outside of their own expertise since such partnerships and collaborative efforts can help address SDOH and manage population health.

Paper is Available to Meeting Registrants Only.

Author: **Emma-Louise Aveling**, *Harvard U.*

Author: **Lauren A. Taylor**, -

Author: **Jane Roberts**, *Harvard T.H. Chan School of Public Health*

Author: **Nazmim Bhuiya**, *Harvard T.H. Chan School of Public Health*

Author: **Sara Singer**, *Stanford U.*

Business-nonprofit hybrid organizing – i.e., moving beyond inter-organizational collaboration to combine for-profit and nonprofit organizational elements within a single organization in unconventional ways - offers a novel approach to supporting health and social initiatives. What form of hybrid organizing is optimal remains elusive, however. We conducted three, qualitative case studies of business-nonprofit hybrid organizing to identify lessons for optimizing this approach to supporting health and social initiatives. Data comprised 114 interviews with case study organization members, collaborators and local leaders, and observations, analyzed thematically. We characterized two forms of business-nonprofit hybrid organizing – an Appended form where a nonprofit unit is embedded within an established business, and a Blended form where a nonprofit entity functions as a revenue generating retail store. Each form engendered both benefits and costs for supporting the initiatives. Significance of these costs and benefits shifted over time contingent on initiatives' changing strategic priorities and dimensions of local and wider contexts. Optimizing hybrid organizing entails an ongoing process of assessing and seeking fit between form and context in ways that allow the form to evolve. We elaborate implications for theory and for practitioners looking to harness the potential of hybrid organizing to support initiatives targeting social drivers of health.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **1820** | Submission: **18985** | Sponsor(s): **(HCM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 10:00AM - 11:30AMPT (UTC-7)** at **Seattle Convention Center in Room 609**

Innovations and Cutting Edge Health Care Delivery

Session Moderator: **Wiljeana Jackson Glover**, *Babson College*

HCM: Innovation Solution Sets: Components, Combinations, and Drivers in Low-Middle Income Settings

Author: **Wiljeana Jackson Glover**, *Babson College*

Author: **Rebecca Obounou**, *Massachusetts Institute of Technology*

Author: **Sabrina Jacques**, *Wentworth Institute of Technology*

Author: **Wilnick Richard**, *169686*

Author: **Ernest Barthélemy**, *U. of California, San Francisco*

Innovation is crucial for improving health outcomes in low and middle-income settings (LMIS) in the U.S. and abroad. There has been extensive research on how organizations implement individual innovations separately. There has been less research on how organizations implement sets of innovations, how they are combined, and the drivers for these innovation sets. Furthermore, a lack of supporting infrastructure and challenges that arise from organizational structure and environmental uncertainty in LMIS require a better understanding of a combined approach to innovation. This study introduces the concept of innovation solution sets. We explore the relationship between innovation solution sets, combination approaches as influenced by organizational structure, and innovation drivers through a multi-case study using qualitative and archival information from five healthcare organizations in Repiblik Ayiti (Haiti). We find that organizations tend to combine product/service, business model, and social innovations simultaneously in private organizations and sequentially in public-private partnerships. Drivers of simultaneous combination include limited external support, determined autonomy through external opposition, and financial need identification and the requisite knowledge and will to meet the need. Drivers of sequential combination include social need identification, community connections, and flexibility.

Paper is Available to Meeting Registrants Only.

HCM: “We are all Vulnerable, we are all Fragile”: COVID-19 and Health Service Resilience in Colombia  

Author: **Simon Turner**, *U. de los Andes, Colombia*

One managerial narrative describes COVID-19 as a trigger for innovation in health system planning and delivery. Analysing 32 interviews with national stakeholders in Colombia’s health system, this paper argues that an “innovation” narrative provides a partial account of managerial responses to COVID-19. COVID-19 triggered positive and negative effects on adaptive resilience: as mirror for recognising problems predating the pandemic; as accelerator of service changes; as source of solidarity among professional groups; as workforce trauma; and as disruptor of adjacent improvement activity. The paper concludes that multi-level sources of adaptive resilience, and the costs of its practice, need to be recognised.

Paper is Available to Meeting Registrants Only.

HCM: Breeding Ground for Paradoxes: Implementing a Competency-Based Medical Education Fellowship Program    

Author: **Noa Birman**, *U. of Haifa, Israel*

Author: **Dana Rachel Vashdi**, *U. of Haifa*

Author: **Rotem Miller-Mor Attias**, *U. of Haifa, Israel*

Author: **Shmuel Zangan**, *Department of Neonatology, Barzilai Medical Center. Faculty of Medicine, Ben-Gur*

Author: **Arieh Riskin**, *Tel Aviv U.*

Author: **Doron Sagi**, *MSR- the Israel Center for Medical Simulation, Sheba Medical Center, Israel*

Author: **Ita Litmanovitz**, *Department of Neonatology Meir Medical Center, Sackler School of Medicine Tel Av*

Despite its increasing popularity over the past decade as an improved training model, literature evaluating Competency Based Medical Education (CBME) implementation processes is scarce. We used an action research methodology to observe and analyze the implementation processes of a CBME fellowship program in Neonatology wards in hospitals in Israel. Our data revealed that the challenges emerging during the implementation process can be framed as paradoxes and that CBME entails a new category of paradoxes beyond those previously reported in the literature (i.e., role-paradox). In addition, we developed a CBME implementation model that suggests a dynamic process including three paradox-driven circular courses; 1) a direct loop between CBME implementation and the exposure to paradoxes, 2) an indirect loop between exposure to paradoxes and the formation of a paradox mindset, that in turn further enhances CBME implementation, and 3) an indirect loop between the paradox mindset of the individual and the development of a ward level paradox climate. Propositions regarding the suggested model, and the associated individual and organizational level outcomes of the successful implementation of a CBME program are suggested.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1821** | Submission: **18721** | Sponsor(s): **(HR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 10:00AM - 11:30AM PT (UTC-7)**

Communication in HRM

Session Moderator: **Alexander Lammers**, *TU Dortmund U.*

HR: [Voluntary Internal Crisis Communication \(WITHDRAWN\)](#)  

Author: **Alexander Lammers**, *TU Dortmund U.*

During a crisis, the need for qualitative information within an organization increases significantly to support key management decisions. As crisis response mechanisms, employer-led communication bodies such as round table conferences, employee spokespersons or additional management lines are important for providing efficient knowledge flows among divisions and between employees and management. This empirical study investigates the relevance of the Global Financial Crisis of 2007/08 for the introduction and dissolution of employer-led committees. Using the German IAB Establishment Panel, I apply difference-in-differences regressions and provide empirical evidence how employers initiate or abolish communication committees (i) in negatively and positively affected establishments and (ii) in the pre-crisis, response, and post-crisis stage. The empirical findings show that negatively affected establishments are more likely to introduce employer-led communication bodies, however, only during the crisis. For positively affected establishments, I find no change in the probability of introduction. This study provides evidence that increasing uncertainty in times of crisis lead to the implementation of employer-led internal communication bodies as a mechanism of coordinated action. Most of the literature so far has focused on external communication, for example, to repair the organization's reputation during a crisis. This study, however, provides new evidence that internal crisis communications and knowledge flows are a less explored but important aspect to respond to a crisis.

Paper is NOT Available. Please contact the author(s).

HR: [Word-of-Mouth on Social Media: An Investigation of Valence Effects on Prehire Outcomes](#) 

Author: **Kang Yang Trevor Yu**, *Nanyang Technological U.*

Author: **Kim Huat Goh**, *Nanyang Technological U.*

Author: **Sitong YU**, *Nanyang Technological U.*

Electronic forms of word-of-mouth (eWOM) on social media have now become a primary source of employer information. Thus, there is a need to understand how organizations can best capitalize on such information to build employer brands and attract potential talent. To contribute to current knowledge in this area, we sought to investigate how eWOM valence (e.g. positive vs negative vs balanced) influences the evaluation of potential employers. Results from two studies utilizing experimental vignettes on potential job seekers indicate the following. First, balanced eWOM containing both positive and negative attributes was perceived to be most credible compared to eWOM that was either one-sidedly positive or negative. Second, eWOM valence had a positive effect on organizational attraction, whereas this effect was weaker and less pronounced for employer reputation. Third, the pattern of effects associated with eWOM valence differed across symbolic and instrumental images. eWOM valence had a stronger impact on reputation for symbolic compared to instrumental images. We discuss the implications of these findings for the managing of employer image and branding on social media in an increasingly digital world of job search.

Paper is Available to Meeting Registrants Only.

HR: [The Role of Ethics-Focused Language in Overcoming Applicants' Stigmatization of Convict Hiring](#)  

Author: **Francisco Moreno**, *Louisiana State U.*

Author: **Michael Addison Johnson**, *Louisiana State U.*

Author: **Terrance L. Boyd**, *Louisiana State U.*

Those with a criminal background face substantial barriers in finding employment. Some estimates suggest that only a third of those who are released from prison find steady employment of any kind. This issue has strong relevance given that almost a third of people in countries like the United States possess a criminal record. We attempt to extend this literature by considering a third party perspective to former convict hiring. Drawing on stigma theory, we explore other applicant's reactions to company's who possess a hiring policy that supports the hiring of those with a criminal background, 'fair chance' hiring policies. Further, we integrate stigma theory with deontology theory to examine what types of ethical language may cause applicants to overcome potential stigmatization. By integrating the stigma and behavioral ethics literatures, we use the convict stigmatization context as an opportunity to re-evaluate workplace stigmatization more broadly. Two behavioral experiments show that when companies incorporate ethical justifications for their former convict hiring policies, it causes third-party applicants to overcome convict stigmatization. Implications for practice and the stigma literature more broadly are discussed.

Paper is Available to Meeting Registrants Only.

HR: [When Job Titles Turn into Promises: The Signaling Effects of Inflated Job Titles](#)   

Author: **Marie Freia Wunderlich**, *Aarhus U., Department of Management*

Job title inflation describes the practice of purposefully manipulating job titles with the goal of gaining benefits from it. Attention-grabbing job titles are increasing in the private and non-profit sector, such as the recent example of Employee Experience Managers in the field of Human Resource Management. Since empirical insights on the effects of inflated titles are scarce, organizations introduce such titles under great uncertainty. This study provides empirical insights on the effects of inflated job titles by drawing on a mixed-method research design and using the recent example of Employee Experience Managers. In Study 1, an interview study with 36 job titleholders, I was surprised to learn that inflated job titles result in high employee expectations that bear negative consequences when remaining unfulfilled. In study 2, a vignette study with 536 employees, I confirm the found effects. Taken together, the study shows that inflated job titles can affect job title receivers' expectations and level of satisfaction, offering meaningful implications for theory and practice.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1822** | Submission: **18850** | Sponsor(s): **(HR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 10:00AM- 11:30AMPT (UTC-7)**

Corporate Social Responsibility and HRM

Session Moderator: **Suman Choudhary**, *Indian Institute of Management, Udaipur*

HR: Where is the CSR-HRM Nexus? From Different CSR Practitioners' Experiences  

Author: **Hyemi Shin**, *School of Management, Royal Holloway, U. of London, UK*

Author: **Hae-jung Hong**, *NEOMA Business School*

Author: **David Collings**, *Dublin City U.*

As human and social sustainability issues have received increasing attention as grand challenges at a macro-level, corporations have addressed those issues through their corporate sustainability (CS) and corporate social responsibility (CSR) initiatives. In this context, we have observed the emergence of a dedicated CS and CSR function within corporations and, in turn, the emergence of a group of people who work for the organizational CS/CSR agenda—CSR practitioners. Despite a significant increase in research and practice connecting CS/CSR and human resource management (HRM)—the CSR-HRM nexus, we know little about how these emerging practitioners are recruited, developed, trained, and rewarded. Hence, our study sets out to explore CSR practitioners' perception of the HR practices supporting their roles, which can indicate the status of CSR in organizations. By applying the HR process lens in strategic HRM research, we explore CSR practitioners' perceptions of the HR practices towards their roles and career and how their perceptions influence behavioral and attitudinal outcomes. We adopt a qualitative research design, involving 68 in-situ interviews with CSR practitioners: in-house CSR managers and external CSR service consultants in South Korea. Through qualitative analysis, we compare how these two types of CSR practitioners perceive four core HR practices: career planning and development, recruitment, training, and compensation. We found CSR practitioners perceived an overall lack of HRM roles in this process and played as boundary spanners for the CSR-HRM nexus.

Paper is Available to Meeting Registrants Only.

HR: I Fit Here! Social Responsibility Type and Wordings in Recruitment Affect Women's Pursuit Intentions

Author: **Suman Choudhary**, *Indian Institute of Management, Udaipur*

Author: **Niharika Garud**, *U. of Melbourne*

Author: **Kirti Mishra**, *Indian Institute of Management, Udaipur*

While varied efforts at workplaces have helped improve gender equality in recent years, most occupations still suffer from a stark underrepresentation of women in the workforce. In this research, we consider the possibility of the impact of women's self-stereotyping processes on their own job search, pursuit efforts, and application intentions during the recruitment process. We explore how different kinds of social responsibility activities of an employer can impact women's job pursuit intentions with the employer where self-stereotyping processes can kick in. Drawing on the lack of fit theory, we argue that the people and nature-oriented social responsibility efforts of an employee can be gender-stereotyped as feminine and masculine efforts respectively. We also explore employer authenticity to be an important signal during this process where job seekers evaluate a prospective employer and its actions to form a judgment. We test our hypotheses across two studies conducted in the field and the laboratory. Our results provide a nuanced understanding of women's perceptions of fit based on social responsibility type and recruitment material wordings.

Paper is Available to Meeting Registrants Only.

HR: HRM Practices in Sustainability Reports of the World's Most Sustainable Corporations

Author: **Maija Viitasaari**, *U. of Vaasa*

Author: **Maria Järnlström**, *U. of Vaasa*

Author: **Essi Saru**, *U. of Turku, Finland*

This study investigates the bundles of sustainable human resource management (HRM) practices the most sustainable companies report having, the goals of those bundles, and how HR-related goals are measured. Drawing on ability–motivation–opportunity (AMO) and sustainable HRM theory, we predict that bundles of HRM practices are more important than single HRM practices in sustainable HRM. The sustainability reports of the most sustainable companies (N=40) indicate that the bundles of sustainable HRM practices target health and well-being, employee development, employee engagement, and diversity and inclusion. All the main goals include multiple different metrics, which aim for sustainability in HRM. Our findings also show that sustainability reporting regarding HRM is relatively homogeneous. The findings offer important contributions to research on the sustainable reporting practices of the world's largest companies by focusing more deeply on HRM aspects in reporting and HRM bundles targeting sustainable goals.

Paper is Available to Meeting Registrants Only.

HR: Sustainable Human Resource Management and Organizational Outcomes: A Dynamic Capability Perspective   

Author: **Bingqian Liang**, *SILC Business School, Shanghai U.*

Author: **Qinxuan Gu**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Author: **Dongqing Hu**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Drawing on dynamic capabilities perspective, this research examines the relationship between Sustainable Human Resource Management (HRM) and firm innovation performance and financial performance. We suggest that Sustainable HRM positively influences firm innovation performance and financial performance, and these effects are mediated by a dynamic capability, organizational resilience. Moreover, under higher level of environmental dynamism, the positive effects of Sustainable HRM on firm innovation performance and financial performance are stronger. In addition, environmental dynamism also moderates the indirect effect of Sustainable HRM on firm innovation performance/financial performance through organizational resilience. We tested the predictions in two empirical studies. In Study 1, we developed and validated our Sustainable HRM scale through a qualitative study and a series of quantitative studies. In Study 2, using data from a sample of 181 companies in China, we found support for our hypotheses. The theoretical and practical implications of our findings as well as limitations and future research directions are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1823** | Submission: **18989** | Sponsor(s): **(HR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 10:00AM - 11:30AMPT (UTC-7)** at **Seattle Convention Center in Room 205**

Relational Perspectives In HRM

Session Moderator: **Jingfeng Yin**, *U. of Illinois at Chicago*

HR: How Are Newcomer Proactive Behaviors Received by Leaders and Peers? A Relational Perspective

Author: **Jingfeng Yin**, *U. of Illinois at Chicago*

Author: **Robert C Liden**, *U. of Illinois at Chicago*

Author: **Ying Wu**, *U. of Science and Technology of China*

Author: **Leigh Anne Liu**, *Georgia State U.*

Author: **Rui Guo**, *China U. of Geosciences (Wuhan), Wuhan, China*

Author: **Jibao Gu**, *U. of Science and Technology of China*

Although most studies have shown that newcomers benefit from proactive behaviors, such behaviors are not always viewed positively by others in the workplace, resulting in negative consequences for newcomers. Drawing on uncertainty reduction and social cognitive theories, we contend that newcomer proactive behaviors are viewed positively by competent leaders and peers but negatively by leaders and peers who are low in competence. Further, we argue that newcomer proactive behaviors impact leader and peer threat perceptions and subsequent relationships with them, which in turn influences newcomer turnover. We empirically tested our hypotheses in two three-wave multi-source studies, utilizing a sample of 665 newcomers (288 newcomers for Study 1 and 377 newcomers for Study 2), 232 leaders (100 leaders for Study 1 and 132 leaders for Study 2), and 2044 peers (1323 peers for Study 1 and 721 peers for Study 2). Supporting our hypotheses, when leaders and peers are high in competence, through impacting leader and peer threat perceptions, newcomer proactive behaviors resulted in higher quality exchange relationships with leaders (LMX) and stronger friendships with peers, respectively. These cascading effects reduce newcomer voluntary turnover. Implications for how newcomer proactive behaviors impact relationships in the workplace and turnover are discussed.

Paper is NOT Available. Please contact the author(s).

HR: Taking a Relational Stance: How Social Network Analysis Can Advance SHRM 

Author: **Yao Ma**, *U. of Neuchâtel*

Author: **Tina Miedtank**, *Erasmus U. Rotterdam*

Author: **Claudia D. Jonczyk**, *U. of Neuchâtel*

Human resource management (HRM) focuses traditionally on the human capital of employees and managers, including their knowledge, skills, abilities, and other personal characteristics, and how these are linked to organizational outcomes. Social network analysis (SNA) has begun to be adopted in the field of HRM as a useful means of revealing relational patterns and dynamics among employees, managers, and organizations which otherwise remain hidden but nevertheless have an impact on individual and organizational strategic HRM (SHRM) outcomes. Also, the roles played by other aspects of individual or dyadic relationships are only starting to emerge. Our article draws on a systematic review of the SNA literature. Our analysis of 113 articles takes stock of the insights for SHRM provided by a relational approach for the interplay between networks and 1) organizational performance, 2) knowledge sharing, innovation, and creativity, 3) diversity, equality, and inclusion in organizations, and 4) HR practices. We propose a research agenda at the interface of SHRM and network studies and develop suggestions about how these insights could inform future research agendas through 1) a focus on network dynamics, 2) the integration of different levels of analysis, and 3) the incorporation of a cognitive perception of networks in studies of SHRM.

Paper is Available to Meeting Registrants Only.

HR: How Job Design Shapes Effective Communication for Relational Coordination in Remote Work

Author: **Christina Fuchs**, *U. of Salzburg*

Author: **Astrid Reichel**, *U. of Salzburg*

The theory of relational coordination proposes that frequent, timely, accurate and problem solving communication foster relationships of mutual respect, shared goals and shared knowledge, and vice versa, and that these dimensions support effective work coordination. With increasing numbers of employees working remotely, Advanced Communication Technologies (ACTs) play a crucial role for fostering communication necessary for relational coordination. Analysing data on user-ACT-interaction from semi-structured interviews, we find that the same material features of an ACT can lead to contrasting affordances or constraints, explaining employees' varying ability to maintain frequent, timely, accurate and problem solving communication. The HR practice of job design influences, which affordances or constraints users' perceive by shaping physical, task and relational characteristics of a job. Specifically, the early introduction of a comprehensive ACT that integrates various features into one technology, the existence of interdependent tasks that require frequent and ad hoc exchanges, the embeddedness in larger cross-departmental networks and a team context valuing face-to-face interactions foster the perception of affordances underlying effective communication.

Paper is Available to Meeting Registrants Only.

HR: Saved by Society: The Compensatory Effects of Occupational Calling & Relational HRM for Nursing Work  

Author: **Pingshu Li**, *U. of Texas Rio Grande Valley*

Author: **Yuanmei Qu**, *Rowan U.*

Author: **Mengwei Li**, *U. of Kansas*

Author: **Pat Downes**, *U. of Kansas*

Author: **Guofeng Wang**, *U. of Electronic Science and Technology of China*

This study examines whether the pre-pandemic established human resources (HR) can help nursing units deal with the challenges posed from the COVID-19 outbreak. Specifically, we investigate a mediation mechanism through which relational HR practices and related positive affective climate built prior to the COVID-19 pandemic help elevate nursing unit performance and attitudes amid the pandemic. Moreover, we take a contingency perspective and further examine the compensatory effects of unit-level nurse occupational calling triggered from the COVID-19 outbreak on relational HR practices, as relational HR practices on unit outcomes via affective climate are more pronounced for nursing units with low occupational calling. In testing a sample composed of 432 nurses from 46 nursing units of two hospitals in China, we found a significant indirect effect of relational HR practices on unit nurse-patient relationship via positive affective climate. The positive indirect effects of relational HR practices on unit post-outbreak outcomes were more evident for nursing units with lower levels of calling. We conclude the paper with implication for research and practice.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Workforce Reduction and Employee Turnover

Session Moderator: **Albert Amankwaa**, *U. of Tasmania*

HR: **Turnover in Hotels: The Role of Transformational Leadership, Organizational & Community Embeddedness**  

Author: **Albert Amankwaa**, *U. of Tasmania*
Author: **Pattanee Susomrith**, *Edith Cowan U.*
Author: **Pi-Shen Seet**, *Edith Cowan U.*

Research in the last two decades suggests that job embeddedness may reduce employee turnover. However, little is known about whether this is the case in the hotel industry despite its high turnover rates. Besides, most studies have been conducted in the US, where the job embeddedness construct was developed and tested, suggesting the need to test the job embeddedness-turnover link in other contexts to improve its theoretical accuracy and generalizability. Additionally, while appropriate leader behaviors may enhance follower job embeddedness, empirical studies are sparse. Drawing from the Conservation of Resources theory, this study examines how transformational leaders may address hotel employee turnover by exploring organizational and community embeddedness. Following a bibliometric review of job embeddedness literature over the last 20 years and hypotheses development, data was collected from 312 hotel employees across 12 hotels in Ghana as part of a PhD project in the hotel industry. Using structural equation modelling techniques to confirm the study constructs and test the research model, the study found that at all levels of community embeddedness: high, average, and low, there was full mediation effect of organizational embeddedness on the transformational leadership-turnover relationship. Further, both transformational leadership and community embeddedness were found to positively relate to organizational embeddedness, which in turn related negatively to turnover. However, community embeddedness was not found to moderate the proposed relationship between transformational leadership and organizational embeddedness. Theoretically, this paper contributes to the development of embeddedness and turnover theory by understanding the critical role leaders play in motivating and retaining staff. The practical implications of these findings are discussed with suggestions for the hotel industry to develop better systems and incentives to retain talent.

Paper is Available to Meeting Registrants Only.

HR: **How and When Downsizing leads to Interpersonal Conflict among Survivors?**

Author: **Rahman Ullah**, *IAE Paris - Sorbonne Business School*
Author: **Florent Noel**, *IAE Paris - Sorbonne Business School*

This study introduces and empirically tests a theoretical model that explores how and when downsizing relates to interpersonal conflict among survivors by detailing the mediating role of workload and the moderating effect of organizational restructuring. Hypotheses were tested with the survey data collected from 462 white-collar employees. The results revealed that downsizing is positively related to interpersonal conflict (i.e., task, process, and relationship conflicts), and workload mediates the relationship of downsizing with task and process conflicts. Moreover, restructuring weakened the link between downsizing and workload, and the indirect relationship between downsizing and task and process conflicts via workload. This study pinpointed a key mechanism, workload, by which downsizing leads to interpersonal conflict, and the results highlighted that restructuring minimizes survivors' workload. Therefore, this study suggests that along with headcount reduction, organizations should bring changes in their structure and work processes to align them with the available workforce so that survivors' workload and interpersonal conflict could be minimized.

Paper is Available to Meeting Registrants Only.

HR: **Employer Brand as a Strategic Weapon to Reduce Organizational Turnover in Family Business**  

Author: **Duong Tuan Nguyen**, *National Sun Yat-Sen U.*
Author: **Yi Ning Chiu**, *National Sun Yat-Sen U.*
Author: **Yenchu Lai**, *National Sun Yat-Sen U.*
Author: **Shyh-er Chen**, *National Sun Yat-Sen U.*

This study examines the impact of employer brand on organizational turnover in family firms with the family involvement in management. In this research, employer brand is operationalized by using two proxies including corporate governance evaluation ranking system (CGER) and the number of negative news about company's violations. Drawing on the resource-based view and employer brand equity perspective, we hypothesize that CGER positively while negative news negatively affect organizational turnover. Besides, the extent of family member presence in the board moderates the influence of employer brand on organizational turnover. Using longitudinal data from Taiwan Economic Journal over a 5-year period of more than 1,000 publicly family firms to test the proposed model, the findings indicated that CGER is marginally positively significant with organizational turnover while negative news significantly positively affects organizational turnover. Moreover, this study found that the low level of family presence in the board may enhance the negative impact of CGER on organizational turnover while the high level of family presence in the board mitigates the effect of negative news on organizational turnover. These findings enhance the literature on both employer brand in the organizational behavior field and the heterogeneity within the family business.

Paper is Available to Meeting Registrants Only.

Author: **Nita Chhinzer**, *U. of Guelph*
Author: **Andrew Omazic**, *U. of Guelph*
Author: **Leila Stevens**, *U. of Guelph*

This research explores the differences between how organizations communicate downsizing messages to external receivers (e.g. consumers, shareholders, etc.) versus internal receivers (e.g. employees). This study uses a unique dataset of 145 mass layoff forms submitted to the Ontario Ministry of Labour, Training and Skills Development (OMLTSD) from 2013-2019, and the accompanying downsizing announcements made in the media. Linguistic Inquiry and Word Count (LIWC) text analysis software analyzed message formality, deception, confidence, emotional tone, and information quantity for downsizing announcements to both audiences. T-test analysis determines significant differences between these announcements. Downsizing messages communicated to internal receivers are more formal, confident, and succinct while downsizing messages communicated to external receivers are more deceptive and have a more negative emotional tone. This study uses an interdisciplinary approach (blending marketing and human resources management disciplines). In this study, the communications model is applied to organizational communication. Further, this is the first study to compare the same downsizing messages that were communicated to different audiences. Finally, this study uses a distinctly unique dataset to better explore and understand this complex topic.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1825** | Submission: **18983** | Sponsor(s): **(HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 10:00AM - 11:30AMPT (UTC-7)** at **Hyatt Regency Seattle in 505 Queets**

Pay Policy and Performance-based Pay

Session Moderator: **Edoardo Della Torre**, *U. of Milan, Italy*

HR: [Warm Glow or Extra Charge? The Hidden Costs of Performance Related Pay for Employee Wellbeing](#) 

Author: **Meysam Salimi**, *U. of Trento*

Author: **Edoardo Della Torre**, *U. of Milan, Italy*

Despite a growing interest in performance-related pay (PRP) schemes for employee outcomes (i.e. productivity and performance), the hidden costs (i.e. psychological or emotional) of PRP for employees are still under-researched, and the existing evidence shows mixed results. To fill this gap, we draw on the microdata of 9,774 employees in large private firms in Europe to investigate the interplay between PRP and employee (mental) wellbeing (EW) and see how such relationship varies depending on the level of human capital possessed by employees. Our findings suggest that while individual PRP (i.e. piece-rate and productivity payments) negatively affects EW, collective PRP (i.e. group bonus and profit-sharing) is positively associated with EW. Interestingly, our results also reveal that the positive effect of collective PRP on EW is stronger for employees with lower levels of human capital, whereas the negative effect of individual PRP is alleviated for employees with higher levels of human capital.

Paper is NOT Available. Please contact the author(s).

HR: [An Experiment of Incentive and Sorting Effects of Pay-for-Performance on Creative Performance](#) 

Author: **Ji Hyun Kim**, *National U. of Singapore*

There is a longstanding debate about whether pay-for-performance (PFP) enhances or undermines creative performance. Traditional motivation and revised creativity theories suggest that PFP and intrinsic task interest can be combined additively to enhance creative performance, whereas cognitive evaluation theory (CET) and self-determination theory (SDT) posit the undermining effect of PFP. To resolve these conflicting predictions and provide a more comprehensive understanding of how and when PFP influences creative performance, the current study incorporated the incentive and sorting mechanisms of PFP, varying strengths of PFP, and task autonomy as a key moderator. A novel laboratory experiment was designed to better reflect real workplace contexts, using more work-like creative tasks, benchmarking the incentive rates many U.S. companies adopt, and allowing subjects to sort into different pay conditions. Results showed that, through both incentive and sorting mechanisms, high PFP intensity more strongly enhanced creative performance than low PFP intensity and fixed pay did. This positive effect of PFP was greater when task autonomy was higher. In addition, exploratory analyses revealed that risk aversion and creative self-efficacy did not moderate the relationship between PFP and creative performance, but significantly predicted the probability of sorting into PFP.

Paper is NOT Available. Please contact the author(s).

HR: [Intra- and Inter-Organizational Determinants of Firm's Pay Level Policy Change Over Time](#) 

Author: **Hanbo Shim**, *U. of Texas At Arlington*

Author: **Michael Sturman**, *Rutgers U.*

Author: **Mark Brown**, *Bradley U.*

In this study, we examine what determines the changes in the firm's pay level policy decisions over time. More specifically, we propose a new model of dynamic relationships between the firm's pay level and its internal and external determinants. Drawing from the performance feedback model in organizational learning research, we propose that the firm's pay level decision changes depending on the (1) changes in its own performance over time, (2) changes in performance of its competing firms, (3) changes in pay levels of the competing firms, and (4) changes in labor market condition, or specifically the minimum wage increase. In so doing, we seek to advance our understanding of what determines the pay level decisions of a firm over time with references not only internally to its own performance history, but also externally to the changes in performance outcomes and pay level decisions of competing firms as well as the changes in labor market. Analyzing the longitudinal sample of 218 public hospitals in the State of California over 13 years, we propose this study to investigate how the firm's pay level decision changes over time as the dynamic functions of the above key potential determinants.

Paper is Available to Meeting Registrants Only.

HR: [Compensation Benchmarking, Compensation Convergence, and Executive Mobility: An Empirical Analysis](#)

Author: **Steffen Burkert**, *LMU Munich*

Author: **Robert Kase**, *U. of Ljubljana, SEB*

Author: **Marco Tonellato**, *LMU Munich*

Author: **Ingo Weller**, *LMU Munich*

Compensation benchmarking has become a common practice for determining executive compensation in companies. The key motive for compensation benchmarking is to identify an appropriate way of compensating executives, with the primary goal of human capital retention. In this study, we argue that compensation benchmarking leads to convergence in executive compensation by directing attention and informational cues following two mechanisms: a) direct peer influence through the selection of compensation peers, and b) indirect peer influence through exposure to the same compensation peers. Using an extensive panel of executive compensation data of publicly traded U.S. companies we show that compensation benchmarking leads to convergence in executive compensation levels and in turn reduces the likelihood of executive mobility to peer companies. We discuss theoretical and practical implications.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Symposium**Program Session: **1826** | Submission: **14087** | Sponsor(s): **(HR)**Session Format: **In-person Only: Seattle**Scheduled: **Tuesday, Aug 9 2022 10:00AM - 11:30AMPT (UTC-7)** at **Hyatt Regency Seattle** in **507 Sauk**

From This is Depleting to This is Energizing – How Work Enhances Psychological Energy? *How Work Enhances Psychological Energy?*

Session Chair: **Wladislaw Rivkin**, *Trinity Business School, Trinity College Dublin*Session Chair: **Ioannis Kratsiotis**, *Manchester Metropolitan U.*Presenter: **Dana Unger**, *UiT The Arctic U. of Norway*Presenter: **Ioannis Kratsiotis**, *Manchester Metropolitan U.*Presenter: **Wladislaw Rivkin**, *Trinity Business School, Trinity College Dublin*Presenter: **Elvira Radaca**, *U. of Wuppertal - Schumpeter School of Business and Economics*Discussant: **Chu-Hsiang Chang**, *Michigan State U.*Discussant: **Laura Venz**, *Leuphana U. Lüneburg*Participant: **Nicholas Theodorakopoulos**, *Aston Business School*Participant: **Charlotte Hohnemann**, *U. of Wuppertal - Schumpeter School of Business and Economics*Participant: **Nishat Babu**, *Loughborough U., School of Business and Economics*Participant: **Kenneth De Roeck**, *SKEMA Business School*Participant: **Sudeshna Bhattacharya**, *Aston Business School*Participant: **Stefan Diestel**, *U. of Wuppertal*

Departing from a vast body of research of work-related factors that deplete employees' energy through self-control processes the present symposium aims to advance our understanding of how work can enhance employees' energy. To do this we draw- and expand on self-determination theory (SDT) and particularly focus on basic needs satisfaction and associated autonomous self-regulation (as opposed to self-control) as psychological mechanisms that link work-and non-work-related factors and behaviors to employees' subjective vitality - a state of enhanced psychological energy. The four studies included in this symposium identify employees' work commute, the joint support of one's supervisor and colleagues, consistent displays of high servant leadership, and daily mindfulness as determinants of employees' satisfaction of their individual needs for autonomy, competence, and relatedness as well as of balanced need satisfaction, which in turn promote autonomous regulation and associated subjective vitality. Accordingly, these studies comprehensively map to and extend our understanding of the motivational process outlined in self-determination theory. First, by identifying a set of work-related factors that facilitate employees' energy, second by focusing on novel mechanisms in the form of balanced needs satisfaction and flow experiences as a form of autonomous regulation, and third by identifying boundary conditions such as preference for need satisfaction, colleague support, consistency of servant leadership, and trait autonomy that influence the proposed motivational processes outlined by SDT. Last but not least the symposium outlines how employees can turn work from a depleting into an energizing experience.

A Self-Determination Perspective on the Impact of Commuting on Employees' Domain-Related Functioning

Author: **Dana Unger**, *UiT The Arctic U. of Norway*Author: **Wladislaw Rivkin**, *Trinity Business School, Trinity College Dublin*

How Leaders and Colleagues' Jointly Facilitate Employees' Well-Being via Balanced Needs Satisfaction

Author: **Ioannis Kratsiotis**, *Manchester Metropolitan U.*Author: **Nicholas Theodorakopoulos**, *Aston Business School*Author: **Charlotte Hohnemann**, *U. of Wuppertal - Schumpeter School of Business and Economics*

Flip Flop: Never a Good Look: How Consistency shapes the Energizing Effects of Servant Leadership

Author: **Wladislaw Rivkin**, *Trinity Business School, Trinity College Dublin*Author: **Nishat Babu**, *Loughborough U., School of Business and Economics*Author: **Kenneth De Roeck**, *SKEMA Business School*Author: **Sudeshna Bhattacharya**, *Aston Business School*

The Moderating Role of Trait Autonomy in Linking Mindfulness to Vitality via Flow Experiences

Author: **Elvira Radaca**, *U. of Wuppertal - Schumpeter School of Business and Economics*Author: **Charlotte Hohnemann**, *U. of Wuppertal - Schumpeter School of Business and Economics*Author: **Stefan Diestel**, *U. of Wuppertal*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **1827** | Submission: **14702** | Sponsor(s): **(HR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 10:00AM- 11:30AMPT (UTC-7)** at **Hyatt Regency Seattle** in **512 Willapa**

**From Compliance to Inclusion: Going Beyond
Accommodations to Create Inclusion of Disability/Ability**
From Compliance to Inclusion of Disability/Ability



Session Chair: **Alecia Marie Santuzzi**, *Northern Illinois U.*

Session Chair: **Christine Nittrouer**, *Texas Tech U.*

Speaker: **Susanne Bruyere**, *Cornell U. Yang-Tan Institute*

Speaker: **Nancy Doyle**, *Birkbeck U. of London*

Speaker: **Robert Keating**, *Northern Illinois U.*

Speaker: **Valentina Bruk Lee**, -

Organizations often rely on legislation for prompting and guidance to serve their diverse employees and set goals related to diversity, equity, and inclusion (DEI). Yet, developing research suggests that creating a culture of inclusion among workers with disabilities requires practices that go beyond the letter of the law, and are aimed directly toward enhancing employee integration and experiences of inclusion. This effort requires that organizations move beyond diversity alone by not only addressing a specific composition of people, but also an individual's incorporation into the organizational climate and culture. The proposed panel symposium will provide informed discussion regarding the tension between legal compliance and the inclusion experiences of employees with disabilities from a range of researchers and practitioners working in DEI at various career stages and in various geographic locations.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1828** | Submission: **15371** | Sponsor(s): **(HR, IM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 10:00AM - 11:30AMPT (UTC-7)** at **Seattle Convention Center in Yakima 2**

Contemporary Talent Management in the Context of Uncertainty



Talent Management in the Context of Uncertainty

Organizer: **Sasha Pustovit**, *Towson U.*
Organizer: **Ibraiz Tarique**, *Pace U. - Lubin School of Bus*
Discussant: **David Collings**, *Dublin City U.*
Presenter: **Fang Lee Cooke**, *Monash U., Australia*
Presenter: **Shaista Ehsan Khilji**, *George Washington U.*
Presenter: **Kristine Kuhn**, *Washington State U.*
Presenter: **Paula Olszewski-Kubilius**, *Northwestern U.*

Uncertainty has become ubiquitous in our work and business environment. The COVID-19 pandemic raised the uncertainty to unprecedented levels, upending our previously known ways of managing talent and throwing corporate decision makers for a loop, leading to losses of business and millions of jobs, and threatening the very survival of individuals and organizations (Barrero, Bloom & Davis, 2020; Schwartz, 2020). This panel symposium responds to calls for greater theorizing on workplace uncertainty in the context of contemporary talent management. Five prominent scholars whose expertise touches upon contemporary talent management issues across multiple levels of analysis will be a part of this conversation. Topics of discussion will include the recent changes in the institutional and technological space in China, talent management in the changing and dynamic gig economy, the post-pandemic talent management issues pertaining to inequalities and the racial awakening, and the work-related implications of early talent development. The goal of the discussion is to encourage thought and future research in this domain.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Self-Determination Theory Perspectives on Leadership and Management

Motivation Perspectives on Leadership



Participant: **Maree Roche**, *U. of Waikato*
Participant: **Yaniv Kanat-Maymon**, *Interdisciplinary Center (IDC) Herzliya*
Participant: **Amy Wei Tian**, *Curtin Business School*
Participant: **Marylene Gagne**, *Curtin Uni*

Self-determination theory (SDT; Deci & Ryan, 2000) has contributed to the advancement of knowledge on the topics of leadership and knowledge sharing. SDT proposes a multidimensional conceptualization of work motivation that comprises intrinsic motivation (i.e., doing something out of enjoyment), identified extrinsic motivation (i.e., doing something out of values), introjected extrinsic motivation (i.e., doing something to maintain self-esteem), and external extrinsic motivation (i.e., doing something to obtain a reward). A recent meta-analysis has shown that autonomous types of motivation (i.e., intrinsic and identified) account for more positive variance in work outcomes than controlled forms of motivation (i.e., introjected and external; Van den Broeck et al., 2021). SDT also proposes that the satisfaction of three basic psychological needs for competence, autonomy, and relatedness promote autonomous over controlled types of motivation, and are also associated with a host of positive work outcomes (see Van den Broeck et al., 2016 for a meta-analysis). SDT has informed research on leadership by showing that the effects of good and bad leadership on followers' performance and well-being can be importantly attributable to their impact on the satisfaction of the psychological needs for competence, autonomy, and relatedness of followers (Hetland et al., 2011; Kovajnic et al., 2012, 2013) and their impact on followers' work motivation (Bono & Judge, 2003; Eyal & Roth, 2011; Fernet et al., 2015; Gagné et al., 2020; Wang & Gagné, 2013). SDT has also informed research on knowledge sharing in organizations by showing that human resource practices that promote need satisfaction and autonomous types of motivation tend to promote knowledge sharing (Gagné, 2009; Gagné et al., 2019). To refine this knowledge further, the presenters will showcase new research on leadership and a literature review on algorithmic management informed by SDT. The first presentation addresses a gap in how leadership can have positive effects on follower well-being. Roche and colleagues present research, using data from New Zealand workers, examining whether and how leader's own need satisfaction trickles down to followers and influences their well-being. Their results show that when leaders have satisfied psychological needs (particularly of their relatedness need) their followers tend to notice that they are more supportive in their leadership style, which helps satisfy the psychological needs of the followers. Follower need satisfaction in turn is positively associated with follower well-being. The second presentation addresses whether followers' motivation influences the leadership behaviors of managers. There has not been much research on the possibility that autonomously motivated employees may trigger more transformational leadership behaviors in managers. Kanat-Maymon and colleagues present a longitudinal field study of Israeli workers that show multi-level cross-lagged associations between transformational and transactional leadership behaviors with autonomous and controlled work motivation. They found as usual that transformational leadership predicted change in autonomous motivation and that transactional leadership predicted changes in controlled motivation. More interesting is the finding that autonomous motivation predicted increases in transformational leadership, and that controlled motivation predicted changes in transactional leadership. The third presentation extends findings on the importance of need satisfaction, as well as the importance of attitudes and norms, to promote knowledge sharing (and discourage knowledge hiding) by examining the role of empowering leadership. Tian and colleagues, using prospective data from Australian workers, demonstrate that empowering leadership's influence on employee need satisfaction, attitudes, and norms explains significant variance in knowledge sharing and hiding behavior. The fourth presentation reviews research on algorithmic management from the lens of SDT. Gagné and colleagues outline the effects that algorithmic management functions that are rapidly replacing human managers, including task assignment and scheduling, behavior and performance monitoring and management, and reward and termination management, have on the satisfaction of workers' psychological needs, and what could be improved through future algorithmic system design and implementation.

A Self-Determination Theory Model of Wellbeing at Work

Author: **Maree Roche**, *U. of Waikato*
Author: **Jarrod Haar**, *Auckland U. of Technology*

Reversing the lens: How employees' motivation summons transformational and transactional leadership

Author: **Yaniv Kanat-Maymon**, *Interdisciplinary Center (IDC) Herzliya*
Author: **Abira Reizer**, *Department of Social Sciences and Psychology, Ariel U.*
Author: **Maor Elimelech**, *Ariel U.*

Empowering leadership, knowledge hiding and sharing: Integrating theories of motivation

Author: **Amy Wei Tian**, *Curtin Business School*
Author: **Marylene Gagne**, *Curtin Uni*
Author: **Christine Soo**, *U. of Western Australia*
Author: **Bo Zhang**, *Beijing U. of Chemical Technology*

How Algorithmic Management Influences Worker Motivation: A Self-Determination Theory Perspective

Author: **Marylene Gagne**, *Curtin Uni*
Author: **Marie-Claude Gaudet**, *HEC Montreal*
Author: **Antoine Bujold**, *HEC Montreal*
Author: **Pamela Lirio**, *U. of Montreal*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leadership and Workplace Relationships

Session Moderator: **Chin-Ju Tsai**, *U. of London*

IM: Exploring the Factors Associated with Cross-Cultural Leadership Behavior Adjustment  

Author: **Chin-Ju Tsai**, *U. of London*

The adjustment of leadership behaviors has been argued to be essential when working in different cultural settings; however, little is known about whether expatriate business leaders actually do adjust and about the factors that influence their adjustment. Building on the model of international adjustment developed by Black, Mendenhall, and Oddou (1991) and on the basis of relevant empirical findings, we hypothesized and tested such aspects by analyzing data drawn from 391 expatriate senior managers and 356 Chinese employees. The results of our hypotheses' testing show that our sample expatriate business leaders had significantly adjusted their leadership behaviors and that such adjustment was negatively associated with standardized international HRM strategies and positively associated with the control purposes of international assignments. The implications of our findings for research and practice are discussed.

Paper is NOT Available. Please contact the author(s).

IM: Shared Fairness Perceptions of Chinese Subordinates and German Supervisors   

Author: **Markus Pudelko**, *U. of Tuebingen*

Author: **Jörg Büechl**, *U. Aalen*

Enriching organizational justice literature with insights from cultural identity negotiation theory, our explorative, qualitative study develops an evidence-based model illuminating how culturally diverse subordinates and supervisors can achieve through their cross-cultural interactions shared fairness perceptions. Our analysis is based on a complex research design comprising in total 133 interviews in China and in Germany from Chinese subordinates of German supervisors, German subordinates of Chinese supervisors, Chinese supervisors of German subordinates and from German supervisors of Chinese subordinates. As a result of our empirically induced theorizing, we came to understand the centrality of inter-linked cultural identity negotiation processes. Only those subordinates and supervisors who were willing and able to engage in such processes, once they came into contact with the other respective party, succeeded in arriving at the approximation of previously more distinct fairness perceptions and ultimately to a partially shared understanding of fairness. In addition, we found various moderating factors influencing the cultural identity negotiation processes. From these factors cultural preservation, i.e., the degree to which the subordinates and supervisors cling to their original cultural identity, was by far the most important one.

Paper is Available to Meeting Registrants Only.

IM: Shared Leadership in Global Virtual Teams: Tasks and Processes  

Author: **Audra I. Mockaitis**, *Maynooth U., Ireland*

Author: **Lena Zander**, *Uppsala U.*

Author: **Peter Zettinig**, *U. of Turku, Finland*

When teams share leadership they can draw on their members' expertise and skills more effectively to improve team performance. But global virtual team (GVT) members work across time zones in highly challenging multilingual and multicultural settings. In this study we examine whether shared leadership will lead to better team outcomes in GVTs. We differentiate between shared leadership tasks and shared leadership processes and examine the relationships between these and GVT satisfaction, performance and output. Using a sample of 55 global virtual teams with members from 28 countries, we find that the task component of shared leadership tasks is related to team satisfaction, and the process component of shared leadership is significantly related to team satisfaction and perceived team performance. Additionally, the extent to which a team shares leadership processes is significantly related to externally evaluated team outcomes, suggesting a need to take a closer look shared leadership from a process perspective. Implications for theory and practice are addressed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1831** | Submission: **19372** | Sponsor(s): (MC)
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 10:00AM- 11:30AMPT (UTC-7)** at **Sheraton Grand Seattle in Cedar A**

Organizational Improvisation, Risks and CEOs

Session Moderator: **Pierre-Jean Hanard**, -

MC: **Internal or External CEO: Which Is Financially Sounder?** 

Author: **Rida Elias**, *American U. of Beirut*
Author: **Najoie Nasr**, *Haigazian U.*

CEO origin and CEO compensation and their impact on firm financial performance have gained equally significant traction amongst strategy scholars and management practitioners. Research is unequivocal about externally headhunted CEOs being compensated higher than internally promoted CEOs; however, results are mixed on whether externally headhunted CEOs generate higher financial performance than internally promoted executives do. In this paper, we find that while external CEOs total compensation is higher than their internally promoted counterparts, their basic salary is not. We also find that the CEO origin moderates the relationship between total compensation and firm's ROA in that internally promoted CEOs strengthen this positive relationship while externally headhunted CEOs weaken this relationship. Moreover, the firm size (small, medium, large) moderates the previous moderation. Firm size (small, medium, large) moderates the previous moderation relationship. The general moderated relationship is negative and significant for smaller and medium size, while it is positive but statistically insignificant for larger organizations. The effect of this moderated moderation relationship is stronger for internally promoted CEOs, while it is statistically insignificant for externally headhunted CEOs.

Paper is Available to Meeting Registrants Only.

 MC: **A Multidimensional Matrix Model for the Study of Organisational Improvisation**

Author: **Javier Alfonso Rodríguez-Escobar**, *UEMC*
Author: **Raphael Lissillour**, *IPAG Business School*

Winner of the Management Consulting Division Outstanding Field Report Paper Award

The increasing significance of the concept of improvisation to understand how to better organize calls for more research on combinations of intuition, creativity, and bricolage. While prior studies have investigated the role of improvisation in organisations, there have been few, if any, studies that have systematically examined the relationship between intuition, creativity, and bricolage, three degrees of improvisation (minor, bounded and structural) and three levels of application (individual, interpersonal and organizational). In this research, we developed and explored a matrix model with these elements which lead to the identification of three organisational focuses, namely the constructivist, structuralist, and behavioural focus. The model was then applied to a proof-of-concept carried out over two years in the Chinese subsidiary of a German industrial group. Data from twelve semi structured interviews, three focus groups and internal documents have been triangulated. The study focuses on the post-implementation period of SAP and on the determinant factors that lead to different types of improvisations which were instrumental for the success of SAP in the organisation. We found that the improvisations performed in the post-implementation context of SAP have a clear correspondence with a constructivist organizational focus in terms of organizational coexistence and institutional legitimization. These findings are discussed in terms of their implications for the following: management tools to channel improvisations, organisational implication in terms of selection and development of the potential of workers according to their capacities and their attitudes toward the organisation's focus, strategic alignment between organisational focus, performance, and resource allocation.

Paper is Available to Meeting Registrants Only.

MC: **Managing Tensions Between Agility and Bureaucracy in Organizational Risk Management Procedures** 

Author: **Jocelyne Boulos Eid**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*
Author: **Laura Khachan**, *U. Paul Valery, Montpellier*
Author: **GEORGE NAIM EL RAHBANI**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*

The Bank's working conditions are changing very fast and the regulatory environment is characterized by contradictory norms. Accordingly, the bank needs to adapt and to ensure compliance. The underlying hypothesis is that an innovative Management Consulting (MC) approach ensures the integration of the control departments and improves the management of norms: How does the Bank manage the proliferation of complex norms and move from a fragmented internal control system to an integrated and efficient system? In this paper, change management will be assessed and implemented in a bank. At the theoretical level, the study is based on the risk, control, Tetranormalization and the Socio-Economic Approach to Management theories. At the empirical level, it mobilizes an Intervention Research (IR) project carried out within a Bank in the Middle East. The results indicate that an agile and integrated control system is based on the principles of simulation, synchronization, decentralization and vigilance.

Paper is Available to Meeting Registrants Only.

MC: **The Great Resignation: Applying the Lessons of Job Embeddedness to Reduce Employee Turnover** 

Author: **Chris J. Sablinski**, *U. of the Pacific*

The COVID-19 pandemic has devastated so many and has changed the lives of millions of workers around the world. The pandemic has made it difficult for organizations to meet goals and maintain performance due to record high levels of employee turnover. While management consulting firms continue to provide advice regarding how to mitigate and reduce the effects of dysfunctional voluntary turnover in this period known as the "Great Resignation," additional specificity is needed relative to what works best and when. Turnover scholars have noted that one of the best predictors of voluntary employee turnover job embeddedness (JE). For the last 20 years, this employee retention construct has been found to be a helpful tool for practitioners and scholars alike. Since the original conceptualization of the construct, JE scholars have explored different ways of measuring it as well as modeling antecedents, moderators, mediators and dependent outcomes. In this work, recommendations are offered regarding expanding and refining the JE measurement to account for a unique post-COVID workplace, implementing lessons learned about both on and off-the-job factors impacting turnover, and expanding how JE can be used more intentionally in applied settings. Management scholars and consultants in the space of mitigating employee turnover can benefit from additional attention to JE now and in the future.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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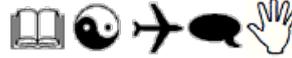
Session Type: **Paper Session**

Program Session: **1832** | Submission: **19184** | Sponsor(s): **(MED)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 10:00AM - 11:30AMPT (UTC-7)** at **The Westin Seattle in Cascade I-A**

Elitism, Meritocracy and Accessibility: Debate and Discussion



Session Moderator: **Micki Eisenman**, *Hebrew U. of Jerusalem*

MED: Reproducing the Myth of Meritocracy in a CEO Autobiography and Mitigating it in the Classroom

Author: **Micki Eisenman**, *Hebrew U. of Jerusalem*

Author: **Hamid Foroughi**, *Cardiff U.*

Inequality is widely regarded to be a persistent institution—thanks, in part, to a meritocratic discourse that perpetuates it. Based on this understanding, we analyze a particular subset of that discourse that is consumed by the business elite, to explore the mechanisms of reproduction that characterize it and discuss what management educators can do to mitigate this reproduction. Drawing on Jack Welch’s autobiography as a classic example of the CEO-autobiography genre and, more broadly, the discourse of the business elite, we explicate three mechanisms through which the genre enables the reproduction of a meritocratic ideology. We then propose three readily practicable pedagogical approaches that can mitigate these reproductive mechanisms. We encourage management educators to teach students to approach this book and the broader genre more critically, to diminish its reproductive impact and to do so in the context of taking personal responsibility for addressing Grand Challenges such as inequality.

Paper is Available to Meeting Registrants Only.

MED: Improving Accessibility for All: Best Practices from Universal Design for Learning

Author: **Joy E. Beatty**, *Eastern Michigan U.*

Students with disabilities are a growing population contributing to the diversity of our campuses. Access to higher education is a foundation of the United Nations Convention on the Rights of Persons with Disabilities and the disability rights movement. However, students with disabilities experience a number of challenges in accessing course content. Universities and faculty can do more to support this population through curriculum design and adoption of Universal Design for Learning. Based on cognitive neuroscience and education theories, it prioritizes accessibility by promoting multiple means of engagement, representation, and action and expression so that students with a range of skills and limitations can participate equally. Management educators who adopt these practices are signaling disability awareness and modelling inclusion in their classrooms. Our business students will go on to manage and lead in organizations, shaping organizational frameworks and policies; the training we provide can contribute to broader positive social change. This article outlines the accommodation barriers experienced by students with disabilities, identifying philosophical tensions between accommodation and accessibility mindsets. It offers guidance for faculty to adopt a Universal Design for Learning philosophy in their classrooms, and for universities to develop a more accessible and welcoming environment for students with disabilities.

Paper is NOT Available. Please contact the author(s).

MED: Higher Aims Fulfilled: The Social Capital Academy as A Means for Advancing Underserved Students.

Author: **David Obstfeld**, *California State U., Fullerton*

Current research underscores how college education can reflect broader social inequality through the disproportionate flow of resources to elite universities and the advantaged students they serve. In contrast, under-resourced comprehensive universities disproportionately serve under-represented minority, first-generation, and working-class students. This paper argues for the comprehensive university as an institution uniquely positioned to reduce social inequality and the comprehensive university undergraduate business school (CUUBS) as the first test of a new approach to education. This paper advocates a substantive response to social inequality through 1) refocusing the business school on undergraduate education within the comprehensive university, rather than the MBA within well-funded elite business schools; 2) a strategic focus within the CUUBS on underserved students’ attainment of career-related jobs (CRJs) upon graduation; and 3) helping students to pursue CRJs via the development of a Social Capital Academy (SCA), a program offering sustained networks, social skills, and career engagement, alongside the traditional academy’s formal university coursework. The paper describes the benefits of the SCA for underserved students, its requirements and benefits for universities and business communities, and the possibilities for scaling the program to significantly address social inequality. Future applications of the SCA to STEM-related fields are briefly explored.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **PDW Workshop**

Program Session: **1833** | Submission: **10417** | Sponsor(s): **(MED, OB)**

Session Format: **Virtual-only: Zoom “meeting” style**

Scheduled: **Tuesday, Aug 9 2022 10:00AM - 12:00PMPT (UTC-7)**

Exploring Effective Leadership Practices Through Popular Culture *Leadership/Popular Culture*



Organizer: **Michael Joseph Urick**, *St. Vincent College*

Presenter: **Sayedul Islam**, -

Presenter: **Gordon Bruce Schmidt**, *U. of Louisiana Monroe*

Presenter: **Aditya Simha**, *U. of Wisconsin, Whitewater*

The purpose of this PDW is to explore how to use popular culture (such as movies, tv shows, books, music, comics, and video games, etc.) in leadership development initiatives. The goal of such an approach is to make academically supported leadership theories more meaningful to participants in leadership development initiatives. In this approach, we suggest the use of leadership examples evident in popular culture as a starting point for more nuanced exploration of leadership theories. To do this, we have designed an interactive session similar to but updated from our session last year, focused on popular culture themes, which will encourage participants to fully explore leadership theories. With our hands-on approach, participants will identify theories and popular culture themes which will help to influence their own management and leadership activities. This PDW would be beneficial for academics and leadership development consultants alike. This will be the second year for such a PDW and, if accepted, we hope to make it an annual event given the success of last year’s session.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Symposium**
Program Session: **1834** | Submission: **12045** | Sponsor(s): **(MH)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 10:00AM - 11:30AM PT (UTC-7)**

**Black Business & Management History:
Insights on Creating a Better World Together**
Black Business & Management History



Organizer: **Leon Prieto**, *Clayton State U.*
Panelist: **Simone Trixie Allison Phipps**, *Middle Georgia State U.*
Panelist: **Milorad Novicevic**, *U. of Mississippi*
Panelist: **Keith Hollingsworth**, *Morehouse College*
Panelist: **Kalu Osiri**, *U. of Nebraska, Lincoln*

This panel symposium seeks to encourage research about diverse and critical issues in Management History from an Africana perspective. Black Business and Management History is underrepresented in the literature, and there is a growing push to decolonize the business curriculum and explore insights on how we can reimagine capitalism to create a better world together. Therefore, this panel symposium's purpose is to engage a group of scholars in an interactive discussion to (1) encourage research on Black Business & Management History, (2) discuss the importance of decolonizing the Management curriculum, (3) explore pioneering Black business leaders who fought to create a better world (4) discuss Africana philosophies of management from a historical perspective.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1835** | Submission: **19632** | Sponsor(s): **(MSR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 10:00AM - 11:30AMPT (UTC-7)** at **Hyatt Regency Seattle in 401 Chelan**

MSR & Large Issues: Economies, Culture, Consumption

Session Moderator: **Nobuyuki Chikudate**, *Hiroshima U.*

The diverse papers in this session tackle big topics of interest to MSR.

MSR: Pipe Dream or Hope Regeneration by Future Theories in Fukushima: Ten Years after 2011's Disasters

Author: **Nobuyuki Chikudate**, *Hiroshima U.*

This study reports a ten-year-long qualitative study on the resilience phenomena of communities that suffered after the catastrophic events including the M9 earthquake, tsunamis, and the dissemination of radioactive materials from Fukushima Dai-ichi Nuclear Power Plant in March 2011 in the northeastern (Tohoku) region of Japan, especially Fukushima. I focus on how survivors and evacuees restored their hope after devastating life-and-death situations, losing loved ones, and being surrounded by dangerous radiation. Furthermore, I analyze how they created future orientations in their “newly normal lives” after disasters.

Paper is NOT Available. Please contact the author(s).

MSR: Enabling and Managing Authentic Experiences: The High-Class Escort Sector in the Netherlands

Author: **Welmoed Van Hoogen**, *None*

Author: **Charles Thomas Tackney**, *Copenhagen Business School*

In this paper we explore how potentially authentic experiences are brought forth by experience providers on a managerial and individual employee level. We do so by researching the Dutch market sector of high-class, agency-based, female escorts, in which the Girlfriend Experience is offered to clients. Authenticity in the experience is treated as a criterion variable; it being a possible outcome of multiple specified predictors. The findings offer insights into which individual behaviours and managerial efforts need to be in place in market exchange relations to deliver a “commodified authentic experience,” thereby supporting responsible behaviour in the organization and enhancing our practical understanding of the employment sector. Within the Management, Spirituality, and Religion Interest Group domain, the basic philosophical categories we deploy offer a necessary and strategically useful complement to spiritual and religious terminology for “creating a better world together” in pluralistic societies.

Paper is NOT Available. Please contact the author(s).

MSR: The Economy of Communion Movement as Humanistic Management 

Author: **Andrew Gustafson**, *Creighton U.*

Author: **Celeste Harvey**, *College of St. Mary, Omaha*

In this essay we will demonstrate that the Economy of Communion movement is a very good example of Humanistic Management, as defined by Dominic Mele, and it provides a unique lens through which to conceive of humanistic management which is extraordinarily person-centered. We will show this by first providing some explanation and summary of the Economy of Communion philosophy, relying on scholars and also Pope Francis' 2017 talk on EOC delivered at the Vatican. Second, We will briefly outline some of the key features of Humanistic Management as outlined by Dominic Mele demonstrating some EOC features which exemplify the Humanistic Management approach as Mele describes it both with scholarly explanations of EOC and also through concrete lived examples of EOC entrepreneurs.

Paper is Available to Meeting Registrants Only.

MSR: Unleashing the Missing Links of Religiosity and Food Consumption Management Behavior    

Author: **Shazia Nauman**, *Riphah International U.*

Author: **Hina Yaqub**, *Riphah International U.*

Globally, food waste reduction has become an interminable challenge, especially in the Muslim developing countries. Therefore, employing the theory of planned behavior (TPB), this research examined how religiosity influences consumers' food consumption management behavior by testing a serial mediation moderation model. We propose consumer attitude towards food waste and intention to reduce food waste as explanatory mechanisms in the religiosity–food consumption management behavior relationship, and personality trait–conscientiousness as a moderator between consumers' intention to reduce waste and food consumption management behavior. To test our proposed hypotheses, the data was collected from 304 Pakistani consumers. Results elaborate that religiosity is directly related to consumers' food consumption management behavior and indirectly related through consumer attitude towards food waste and consumer intention to reduce food. In addition, we found that consumers who have high conscientiousness are more engaged in food waste reduction than those who have low conscientiousness thus resulting in better consumption management behavior. The study has both theoretical and practical implications for policymakers.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **1836** | Submission: **19393** | Sponsor(s): **(OB)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 10:00AM- 11:30AMPT (UTC-7)** at **Seattle Convention Center** in **Skagit 3**

Helping Behaviors and Forgiveness

Session Moderator: **Benjamin Alan Rogers**, *UNC-Chapel Hill*

OB: Forgiving, Fast and Slower: When Forgiveness Leads to Third-Party Moral Outrage 

Author: **Hsuan-Che Huang**, *Sauder School of Business, U. of British Columbia*
Author: **Daniel Skarlicki**, *U. of British Columbia*

Although forgiveness is deemed a virtue in social and organizational life, little is known about how third parties react to forgiveness. Drawing on deonance theory, we explore when third parties can judge the forgiver negatively—when it occurs too easily (i.e., too quick in time)—in the context of interpersonal mistreatment among co-workers. Across three studies (N = 624) (one within-subjects [preregistered] and two between-subjects design [one preregistered]), we find that fast (i.e., immediate) forgiveness leads to higher third-party moral outrage toward the forgiver than forgiveness provided more slowly (later in time 1 week to several months). This effect is mediated by third parties' perceptions of deservingness—that the transgressor did not deserve to be forgiven this early—and is more pronounced when the offense is more versus less severe. Study 2 results show that immediate forgiveness can lead third parties to view the forgiver as less likable, less competent, and even tend to avoid the forgiver compared to when the forgiveness occurs later. Study 3 reveals that third parties can demonstrate “moral hypocrisy” such that their negative reactions toward immediate forgiving are more lenient when they can personally benefit from such actions. We advance deonance theory by exploring how moral outrage can arise from expressing forgiveness, triggering negative impressions of the forgiver, and consider boundary conditions when this effect is weaker versus stronger. From a practical perspective, our research has the potential to inform how forgiveness can occur in ways that, at a minimum, do not erode its benefits.

Paper is Available to Meeting Registrants Only.

OB: The Interactive Effects of Social Value Orientation, Message Framing and Context on Helping Behavior 

Author: **Tatiana Iwai**, *Inspere Institute of Education and Research*
Author: **Gustavo Tavares**, *Inspere Institute of Education and Research*

Helping at work, a form of organizational citizenship behavior, is highly positive for beneficiaries but it may come at a cost to helpers. In situations in which there is a conflict between what is best for oneself and the other, individual differences in social value orientation (SVO) – self-regarding versus other-regarding preferences – can influence cooperative choices. In this paper, we aim to explore under which conditions prosocial orientation is more or less likely to foster helping behavior. Building on the arousal:cost-reward model and self-discrepancy theory, we examine the moderating effects of help request framing and context on the relationship between SVO and helping behavior. In two studies using different approaches (a field experiment and a scenario-based experiment), we found convergent evidence that prosocial individuals are more likely to help than proselves when it is more costly to do so. Similarly, prosocial individuals help more when requests are framed in terms of benevolence but not when they are framed in terms of exchange. These findings suggest that prosocial orientation fosters helping when it is more challenging to do so – that is, when help seekers do not have much to offer in return as well as in costly situations.

Paper is Available to Meeting Registrants Only.

OB: Third-Party Employees' Reactions to Witnessed Helping Received by Coworker 

Author: **Huan Cheng**, *Huazhong U. of Science and Technology*
Author: **Beijing Tan**, *Huazhong U. of Science and Technology*
Author: **Tianfei Yang**, *Wuhan U.*
Author: **Xia Jiang**, *Zhejiang Normal U.*

The effects of helping behaviors on recipients or helpers are well established. Yet we know little about how third parties respond to witnessed helping received by coworker. Drawing from relative deprivation theory, we conducted a daily, experience-sampling study across two work weeks to examine the third-party effect of helping. Results showed that witnessed helping received by coworker increased third-party employees' sense of relative deprivation, which in turn led to their instigated incivility and helping behavior later in the day. Furthermore, perceptions of organizational emotional culture of companionate love weakened the relation between relative deprivation and instigated incivility, while strengthened the relation between relative deprivation and helping behavior. We extend research on helping by showing its broader impact on third parties beyond direct beneficiaries and benefactors.

Paper is Available to Meeting Registrants Only.

OB: The Growth Mindset at Work: Will Employees Help Others or Only Help Themselves?  

Author: **Benjamin Alan Rogers**, *UNC-Chapel Hill*
Author: **Jessica Siegel Christian**, *U. of North Carolina, Chapel Hill*
Author: **Remy E. Jennings**, *Florida State U.*
Author: **Klodiana Lanaj**, *U. of Florida*

Organizations want employees to grow and develop their professional skills. Towards this aim, companies like Microsoft are turning to growth mindset interventions that increase employees' belief in their developmental potential. But will embracing interventions that foster a strong self-development focus have unintended consequences and decrease employee efforts to help each other? We explore how growth mindset interventions impact other-oriented helping behavior using three experimental studies. A pilot study and Study 1 shows that a work-specific growth mindset intervention increases individuals' intention to help their colleagues and helping behavior when compared to a control intervention. Study 2, a within-person field experiment utilizing a daily experience sampling approach, reveals that on days when employees participate in a work-specific growth mindset intervention (as compared to control), they engage in more helping and subsequently perceive greater prosocial impact and meaning in life. Further, these effects were stronger for those higher in trait-level growth mindset. Our findings suggest that the self-focused benefits of the growth mindset do not come at the cost of other helping behaviors that organizations also desire. We discuss the implications of our findings and the future of the growth mindset at work.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **1837** | Submission: **19613** | Sponsor(s): **(OB)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Tuesday, Aug 9 2022 10:00AM - 11:30AMPT (UTC-7)** at **Seattle Convention Center in Skagit 4**

Communication, Feedback, and Social Comparisons

Session Moderator: **Alina Gerlach**, *ETH-Zurich, Work & Organizational Psy*

OB: Feedback-Related Uncertainty as Possible Driver of Feedback Seeking and Role Ambiguity

Author: **Alina Gerlach**, *ETH-Zurich, Work & Organizational Psy*
Author: **Federico Magni**, *ETH Zürich*

As the positive effect of feedback seeking presumably relates to individuals' adaptation to uncertainty at work, it is important to better understand how feedback seeking and uncertainty interact dynamically. In the present study, we adopt a process perspective and study the reciprocal relationship between feedback seeking and role ambiguity - a contextual factor capturing uncertainty at work - longitudinally. Specifically, we propose that role ambiguity enhances the search for feedback, which in turn can decrease role ambiguity. We investigate feedback-related uncertainty as a mechanism driving the reciprocal relationship, and include two independent sources of feedback (supervisors, coworkers). We test our hypotheses using (random intercept) cross-lagged panel models in a sample of $N = 1'967$ employees who were surveyed weekly over six weeks. Our results reveal that role ambiguity and feedback seeking are not directly related but rather show an indirect link through feedback-related uncertainty. Theoretical implications of our findings are discussed in relation to previous research on role ambiguity and feedback seeking and the use of process perspectives in organizational psychology research, and practical relevance for the integration of proactivity at work under uncertainty are outlined.

Paper is Available to Meeting Registrants Only.

OB: The Consequences of Downward Social Comparisons on Social Media Following Workplace Ostracism

Author: **Ya Liu**, *Eli Broad School of Business, Michigan State U.*
Author: **Brent Scott**, *Michigan State U.*
Author: **Shuqi Li**, *Eli Broad School of Business, Michigan State U.*

Social comparison has become a ubiquitous phenomenon as social media platforms boomed in the past decades. Individuals can easily engage in social comparisons with the information on these platforms, which brings about the potential harm - anxiety and depression resulting from comparing with better-off others. Although such upward social comparisons and their negative consequences have attracted substantial attention from the public and academia, we expect that social media platforms also serve as an arena for downward social comparisons, through which individuals strive to improve their well-being. Drawing from social comparison theory, we endeavored to illustrate that downward social comparisons on social media "may be" an effective non-work approach for ostracized employees to cope with threats at work and improve well-being. Results from a four-wave field study revealed that workplace ostracism was positively associated with downward social comparisons on social media (i.e., Facebook), which in turn elicited feelings of compassion and schadenfreude. Compassion was associated with a decrease in depletion, whereas schadenfreude was associated with an increase in depletion. In addition, the effects of compassion and schadenfreude on depletion were stronger for women than men. In the supplemental analysis, we also demonstrated that depletion was positively associated with ostracism, providing support for a vicious cycle of workplace ostracism.

Paper is Available to Meeting Registrants Only.

OB: Taxonomy of Communication and its Applications  

Author: **Ajay Kumar Goyal**, *National Institute of Mental Health and Neurosciences Bangalore*

The broad aim of this paper is conceptual development of communication in collectives of various types. Three objectives of this paper include 1. To develop and elaborate scheme of classification of communications based upon their signals and content; 2. To underline applications of this classification scheme to different types of groups in terms of developmental stage and composition; and 3. To map categories of communication that would be most effective across these group varying in stage of development and types of member composition; Finally, the theoretical and practical implication are discussed in detail, followed by directions for future research.

Paper is Available to Meeting Registrants Only.

OB: Leading with the (Recently) Successful? Performance Visibility and the Evolution of Risk Taking

Author: **SOENKE EHRET**, -
Author: **Sonja Vogt**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*
Author: **Andreas Hefti**, *Uni zurich*
Author: **Charles Efferson**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*

It is claimed that by using delimited behavioral interventions, leaders can achieve strategic goals without actively leading. Yet leadership research has paid limited attention to the effectiveness of such behavioral techniques, despite the popularity of influencing individuals through nudges for example. We contribute towards filling this gap with a laboratory experiment. We study a prominent behavioral intervention to facilitate peer learning among followers, by leaders making successful or non-successful followers visible. Critically, our experiment provides a clear benchmark, where success is only due to luck and not due to skill. While prior research has provided mixed evidence whether individuals can discriminate between environmental and individual sources of success, our findings point to clear limitations. Even if learning from successful followers is obviously and transparently ineffective due to dominant environmental factors, the remaining followers do not adjust their choices. Absent a leader stepping in and interrupting the intervention, there is a persistent tendency to imitate lucky projects where nothing substantive can be learned. Our results suggest important take-aways for many rapidly changing business environments, where luck often dominates skill. In these contexts, passive leadership attempting to enlist peer learning can lead to more risk with no gain in expected returns. We discuss the wider implications of our findings for the possibility and limits of behavioral interventions used for passive leadership in general.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1838** | Submission: **19545** | Sponsor(s): **(OB)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 10:00AM - 11:30AMPT (UTC-7)** at **Seattle Convention Center in Tahoma 5**

How Leaders Influence

Session Moderator: **Marina Konrad-Maerk**, *U. of Innsbruck*

OB: From Transformational to Agile Leadership: What Future Skills it Takes to Act as Agile Leaders

Author: **Marina Konrad-Maerk**, *U. of Innsbruck*

Author: **Anne Gfrerer**, *U. of Innsbruck*

Author: **Katja Hutter**, *U. of Innsbruck*

Agile leadership is “in vogue” in today’s fast changing and increasingly digitally connected world of work, yet many business leaders struggle to adapt their leadership skills accordingly. Using insights drawn from transformational leadership theory and a case study of the IT subsidiary of Deutsche Bahn, we present a guide for future management skills to create sustainable organizations for a better world. This article argues for the importance of transformational leadership traits, including empowerment, trust, openness, and coaching, in successful agile leadership. Furthermore, affective factors, namely mindfulness and empathy, are important future leadership competencies, especially in a digital work environment. In addition to these specific soft skills derived from transformational leadership theory, managers also need to be equipped with certain hard skills related to technological expertise as well as practical knowledge of agile methods. Finally, the paper addresses the competence to act in network structures as a key success factor for executives and recognize an ongoing paradigm shift from centralized to shared leadership and from the individual to the team perspective.

Paper is NOT Available. Please contact the author(s).

OB: License for Wrongdoing: Why Better Relationships with Leaders Lead to Employee Unethical Behavior 

Author: **Jih-Yu Mao**, *Southwestern U. of Finance and Economics*

Author: **Yujie Shi**, *Southwestern U. of Finance and Economics*

Author: **Xinyan Mu**, *Southwestern U. of Finance and Economics*

Relative leader-member exchange (RLMX), refers to the difference between one’s leader-member exchange and the average level within the team. High RLMX indicates a better-than-average quality of relationship with leader and can be regarded as ones’ advantages and entitlements. Drawing from social exchange theory and the literature on psychological licensing, we suggest that high RLMX is likely to facilitate employees’ psychological entitlement, leading to more unethical behavior. In addition, the indirect relationship is more salient in teams with higher political climate. The results of a two-wave, multi-source survey and a scenario experiment provide support for the hypotheses. The implications of these findings to both theory and practice are discussed.

Paper is NOT Available. Please contact the author(s).

OB: How Leader Appraisal Translates into Follower Appraisal: A Social Contagion Perspective   

Author: **Florian Rester**, *WHU - Otto Beisheim School of Management*

Author: **Marko Reimer**, *WHU - Otto Beisheim School of Management*

Author: **Daniel Schaupp**, *WHU - Otto Beisheim School of Management*

We develop and test an empirical model that investigates how a leader’s stressor appraisals are mirrored by her followers, and how this in turn influences their job satisfaction. We base our theoretical model on the challenge-hindrance model of stress and employ emotional contagion theory to show that stressor appraisals of workload can be contagious between leaders and followers. We furthermore predict that followers who have a well-functioning, close relationship with their leaders as measured by Leader-Member Exchange (LMX) experience more contagion of stressor appraisals than those who do not. Our results (n = 536 financial managers) largely support our hypotheses, albeit not in the direction we hypothesized. Structural equation models reveal that a leader’s challenge as well as hindrance appraisals are both amplifying followers’ hindrance appraisals and mitigating their challenge appraisals. Our results also illustrate that this effect is more pronounced in relationships characterized by high levels of LMX. Theoretical and practical implications of our study are discussed.

Paper is Available to Meeting Registrants Only.

OB: A Synthetic Review of the Workplace Bullying, Abusive Supervision, and Mobbing Literatures 

Author: **Nam Gyu Ryu**, *UNSW Business School, Australia*

Author: **Will Felps**, *UNSW Business School, Australia*

Author: **Eliza Byington**, *U. Of Sydney*

Bullying at work is both widely prevalent and harmful for victims. This article aims to provide the most comprehensive and systemic analysis of workplace bullying research to date by drawing on scholarship from across the social sciences. The review begins by analyzing different definitions of workplace bullying and argues for an advantageous definition of the concept. Next, a bibliometric science map of 1,425 articles (link) on workplace bullying is provided. This map reveals four research clusters of workplace bullying articles which are empirically distinguishable by their citation patterns: 1) Abusive Supervision research, 2) Applied Psychology bullying research, 3) Management bullying research, and 4) bullying research in Healthcare Settings. We argue these four sub-literatures are unnecessarily siloed by disciplinary boundaries. As such, our review synthesizes common themes and conclusions reached by these four communities into an overarching intellectual framework. Then, drawing on the review, the article suggests that the field has two major limitations – 1) a lack of evidence that would convince “bottom line realists” to reduce workplace bullying, and 2) largely ignoring the question of why people have different perceptions of whether workplace bullying has occurred. Future research opportunities to address these limitations are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Task Performance and Well-being

Session Moderator: **Candice Wray**, *National Sun-Yat Sen U.*

OB: The Magnitude of Task Difficulty and its Effects on Appraisals and Task Performance

Author: **Renata Mellupe**, *U. of Southern Denmark*
Author: **Stephan Billinger**, *U. of Southern Denmark*
Author: **Farid Anvari**, *U. of Cologne*

There is theoretical and empirical rationale to expect that some stressors, depending on their magnitude, might have curvilinear effects on outcomes such as appraisals. Nevertheless, only a few studies attempted to vary the magnitude of stressors, such as task difficulty, to see the impact this has on outcomes. This preregistered study offers the first experimental test of the effects of the magnitude of task difficulty on challenge and hindrance appraisals and task performance in a cognitive task. Task difficulty was manipulated in the n-back task at four difficulty levels. In a sample of 369 participants, we found that increase in task difficulty led to increase in challenge appraisals. However, as task difficulty increased further, the associated increase in challenge appraisals became non-significant. The expected non-linear effects of task difficulty on challenge appraisals were not found. The effects of the magnitude of task difficulty on hindrance appraisals were positive and linear. Also, we found negative relationships between appraisals and task performance and support for the mediating role of the hindrance appraisals in the task difficulty-performance relationships. The results highlight the importance of considering the magnitude of stressors, such as task difficulty, and appraisals when attempting to explain how stressors affect performance.

Paper is NOT Available. Please contact the author(s).

OB: Prosocial Service Behaviours and Employee Well-being 

Author: **Candice Wray**, *National Sun-Yat Sen U.*
Author: **Chien-Chung Kao**, *National Sun Yat-Sen U.*
Author: **Guo-Hao Lyu**, *National Sun Yat-Sen U.*
Author: **Yu-Hsuan Wang**, *National Sun Yat-Sen U.*

This study investigates the dual effects of Prosocial service behaviour (PSB) on employee well-being and how these outcomes are influenced by a leader's punishment and reward behaviours. Drawing on the conservation of resources and self-determination theories, we propose that PSB consumes and provides resources through work-related rumination (i.e., affective rumination and problem-solving pondering). We conducted a longitudinal two-wave questionnaire study (N = 132) and tested hypotheses using a time-lagged model with latent variables. Results showed that when non-contingent punishment was low, PSB increased burnout through affective rumination. Moderated mediation analysis revealed that when the contingent reward is high, there was an increase in indirect effect of PSB on work enjoyment through problem-solving pondering. The direct effect of PSB on affective rumination was in the expected direction but was not significant. However, the direct effect of PSB on problem-solving pondering was significant. Our results indicate that PSB has positive and negative well-being outcomes under various leadership conditions.

Paper is Available to Meeting Registrants Only.

OB: Challenged to Win or Hindered Not to Lose? Social Functioning Outcomes of Workaholism  

Author: **Sunjin Pak**, *California State U., Bakersfield*
Author: **Sang-Hoon Lee**, *U. of Illinois at Urbana-Champaign*
Author: **Amit Kramer**, *U. of Illinois at Urbana-Champaign*

Research suggests that workaholism is related to multiple regulatory systems. However, the investigations into the underlying regulatory systems of workaholism have been stymied by a lack of theorizing that can provide a balanced perspective. Based on regulatory focus theory, we examine how different types of workaholism are manifested in response to challenge and hindrance stressors. Also, we investigate the associations between distinct types of workaholism and both positive (i.e., individual-directed citizenship behavior and work-to-family enrichment) and negative social functioning (i.e., personal aggression and work-to-family conflict). Results based on nationally representative data (total n = 706) supported the hypothesized model, suggesting that challenge and hindrance stressors, respectively, play an important role in manifesting distinct types of workaholism; promotion- and prevention-oriented workaholism related to positive and negative aspects of social functioning, respectively. By incorporating a multiple regulatory systems perspective that reveals a dual-type taxonomy of workaholism as a state, our study contributes to a deeper understanding of how different types of workaholism are manifested and related to social functioning outcomes. We discuss the implications and limitations of our research, along with future research directions on the promotion- and prevention-oriented workaholism scale (PPWS).

Paper is Available to Meeting Registrants Only.

Author: **Chou Chunyi**, *Feng Chia U.*
Author: **Merce Mach**, *U. of Barcelona*

The increasingly rely on information and communication technologies on work has blurred the work-nonwork boundaries and bring us to the new normal of extended work availability. This research establishes a two-wave process model to investigate the extended work availability-lack of detachment and outcomes linkage. We further applied conservation of resource theory and source of congruence principle to explores the buffering and reverse-buffering role supports from supervisor and family in alleviating the negative relationships above. By applying structural equation modelling, the results of our two-wave 6-month follow-up study (N=332) show that the extended work availability relates negatively to work engagement and positively to work and nonwork imbalance via lack of detachment. Furthermore, the supervisor support reverse buffer the negative relationship between extended work availability and lack of detachment, and the negative relationships between lack of detachment and work engagement, as well as the positive relationships between lack of detachment and work-nonwork imbalance. Family support, however, will buffer the positive relationship between lack of detachment and work-nonwork imbalance. These findings help to explain previous contradictory findings on the role of supervisor support adding also a theoretical perspective to explain them.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1840** | Submission: **14881** | Sponsor(s): **(OB, GDO, CM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 10:00AM - 11:30AMPT (UTC-7)** at **Seattle Convention Center in Room 605**

**Frontiers of Hierarchy Research: Socioeconomic Status (SES),
Inequality, and Work**
Socioeconomic Status (SES), Inequality, and Work



Organizer: **Yufei Zhong**, *Georgia Institute of Technology*
Presenter: **Yufei Zhong**, *Georgia Institute of Technology*
Organizer: **Huisi Li**, *Georgia Institute of Technology*
Presenter: **Huisi Li**, *Georgia Institute of Technology*
Presenter: **Andrea Dittmann**, *Emory U., Goizueta Business School*
Presenter: **Siyu Yu**, *Jones Graduate School of Business, Rice U.*
Presenter: **Lauren Simon**, *U. of Arkansas*
Presenter: **Sarah S M Townsend**, *U. of Southern California*
Presenter: **Nicole Stephens**, *Northwestern U.*
Presenter: **Jiyin Cao**, *Stony Brook U.-State U. of New York*
Presenter: **Emily Sue Corwin**, *Bentley U.*

Socioeconomic status (SES), defined as one's social standing determined by the absolute level of material resources that one possesses (Tan, Kraus, Carpenter, & Adler, 2020), has spurred inquiry in the social sciences across time and disciplines. Despite the fact that SES has gathered ample attention from other disciplines, it remains underrepresented in the management literature (see Leana & Meuris, 2015 and Pitesa & Pillutla, 2019 for exceptions). This limits researchers' ability to explain employees' behaviors, as SES is a critical factor that influences individuals' attitudes and perceptions. To help advance the literature, our symposium features four papers that explore the influences of SES on different work- and non-work-related consequences—people's judgments of and reactions to rich versus poor people, lower-SES employees' experiences of cultural mismatch at work, and the impacts of upward-cross-class interactions. Taken together, these papers extend our understanding of the experiences of people from different SES backgrounds and generate new research directions for how the literature can move forward.

The “Panacea Effect” in Judgment about Children and Adults with Wealth

Author: **Yufei Zhong**, *Georgia Institute of Technology*
Author: **Huisi Li**, *Georgia Institute of Technology*
Author: **Vanessa Lazaro**, *U. Of Chicago*
Author: **Lin Bian**, *U. Of Chicago*

From “Team” Talk to Teamwork: Interdependent Values and Practices Benefit Lower-Class Employees

Author: **Andrea Dittmann**, *Emory U., Goizueta Business School*
Author: **Nicole Stephens**, *Northwestern U.*
Author: **Sarah S M Townsend**, *U. of Southern California*

The Social Costs of Upper-Class Networks: Network Social Class Reduces Prosocial Behavior

Author: **Siyu Yu**, *Jones Graduate School of Business, Rice U.*
Author: **Jiyin Cao**, *Stony Brook U.-State U. of New York*

Upward Cross-Class Interactions at Work

Author: **Emily Sue Corwin**, *Bentley U.*
Author: **Lauren Simon**, *U. of Arkansas*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1841** | Submission: **11860** | Sponsor(s): **(OB, HR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 10:00AM- 11:30AMPT (UTC-7)** at **Seattle Convention Center in Chelan 5**

Managed by Algorithms: How Humans Act, React, and Interact in the Future of Work

Managed by Algorithms: Humans & the Future of Work

Organizer: **Maggie Minghui Cheng**, *JMSB, Concordia U.*
Organizer: **Yu-Ping Chen**, *John Molson School of Business, Concordia U.*
Organizer: **Pamela Lirio**, *U. of Montreal*
Organizer: **Simon Pek**, *U. of Victoria*
Discussant: **Jeroen Meijerink**, *U. of Twente*
Discussant: **Xavier Parent-Rochelleau**, *HEC Montreal*
Presenter: **Yu-Ping Chen**, *John Molson School of Business, Concordia U.*
Presenter: **Oleg Singer**, *Tel-Aviv U.*
Presenter: **Prakriti Dasgupta**, *U. College Cork*
Presenter: **Sibel Ozgen**, *Florida International U.*

Algorithmic management has rapidly grown to play an influential role in managing workforces in large organizations. Platforms such as Uber, Upwork, and Deliveroo, are now able to coordinate and assign tasks of many workers, provide evaluation and feedback, and maximize the profit of organizations across different industries. While some have incorporated human input and interventions, many have the capacity to make fully automated decisions that are criticized as “human-out-of-the-loop systems”. Despite concerns, criticisms, and challenges, the future of work of algorithmic management is here. This symposium aims at exploring nascent attempts to view humans managed by algorithms (including both employees and managers) as more active, dynamic, and interactive actors of algorithmic management systems. In particular, this stream of research investigates the behaviors, reactions, and interactions of human actors in such systems. We address such questions as: How do app-workers’ experience at work, including emotional resources and self-regulation, fluctuate on a daily basis? How can we incorporate artificial intelligence (AI) in organizations without compromising employee decision-making and work motivation? How can gig workers exercise “voice” and “choice”, and eventually form a collective action against AI platforms? How do managers who formerly made promotion decisions react to those made by AI? How will they react if candidates selected by AI turn out to be underperformers?

Some of the presenters are based in Europe. We have been told that there is interest in our symposium by attendees in Taiwan. If possible, the 8 am - 12pm time slot would work best Thank you!

Influences of Algorithmic Surveillance on Workers' Intrapyschic Responses and Career Sustainability

Author: **Yu-Ping Chen**, *John Molson School of Business, Concordia U.*
Author: **Pamela Lirio**, *U. of Montreal*
Author: **Simon Pek**, *U. of Victoria*

The Impact of Distinct Employee AI Perceptions on Task Motivation and Decision Compliance

Author: **Oleg Singer**, *Tel-Aviv U.*
Author: **Ilanit SimanTov-Nachlieli**, *Tel Aviv U.*

Examining Resistance and Voice in the Gig Economy—A Systematic Review

Author: **Prakriti Dasgupta**, *U. College Cork*
Author: **Ronan Carbery**, *Cork U. Business School*
Author: **Anthony McDonnell**, *U. College Cork*
Author: **Stefan Jooss**, *U. College Cork*

AI-Supported Promotion Decisions –Would it Help to Dismantle Bias in Organizations?

Author: **Sibel Ozgen**, *Florida International U.*
Author: **Nathan J. Hiller**, *Florida International U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Showcase Symposium**
Program Session: **1842** | Submission: **14106** | Sponsor(s): (ODC)
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 10:00AM - 11:30AM PT (UTC-7)**

**Research in Organizational Change and Development:
Conversations with ROCD 28, 29 and 30 Authors**
ROCD: Timely Research Trajectories



Organizer: **Danielle Zandee**, *Nyenrode Business U.*
Organizer: **Debra A. Noumair**, *Teachers College, Columbia U.*
Organizer: **A.B. Rami Shani**, *California Polytechnic State U.*
Presenter: **Oguz N. Baburoglu**, *Sabanci U.*
Presenter: **Brenda Barker Scott**, -
Presenter: **Jean M. Bartunek**, *Boston College*
Presenter: **Michael Beer**, *Harvard Business School*
Presenter: **Rita Berggren**, *Chalmers U. of Technology*
Presenter: **William Brock**, *Colorado Christian U.*
Presenter: **W. Warner Burke**, *Teachers College, Columbia U.*
Presenter: **David Coghlan**, *Trinity College Dublin*
Presenter: **Mateo Cruz**, *Bentley U.*
Presenter: **Thomas G. Cummings**, *U. of Southern California*
Presenter: **Alexis Fink**, *Facebook*
Presenter: **Jeffrey D. Ford**, *Ohio State U.*
Presenter: **Tobias Fredberg**, *Chalmers U. of Technology*
Presenter: **Bjorn E. Frossevi**, *Chalmers U. of Technology*
Presenter: **Frank D. Golom**, *Loyola U. Maryland*
Presenter: **Mikael Hansson**, *Orrebro U.*
Presenter: **Beata Jalocha**, *Jagiellonian U.*
Presenter: **Alec Levenson**, *U. of Southern California*
Presenter: **Yuan Li**, *Saint Mary's College of California*
Presenter: **Jan Löwstedt**, *Stockholm U.*
Presenter: **Joe McDonagh**, *Irish Management Institute / Trinity College Dublin*
Presenter: **Michael R. Manning**, *Benedictine U.*
Presenter: **Philip H. Mirvis**, *Babson Social Innovation Lab*
Presenter: **Susan A. Mohrman**, *U. of Southern California*
Presenter: **Donna Ogle**, *Rockford U.*
Presenter: **Clifford Oswick**, *City U. London*
Presenter: **Johanna E. Pregmark**, *Chalmers U. of Technology*
Presenter: **Mathis Schulte**, *HEC Paris*
Presenter: **Baruch Shimoni**, *Bar-Ilan U.*
Presenter: **Gretchen Marie Spreitzer**, *U. of Michigan*
Presenter: **David B. Szabla**, *Western Michigan U.*
Presenter: **Ram Tenkasi**, *Benedictine U.*
Presenter: **Chris Worley**, *Pepperdine Graziadio Business School*
Presenter: **Ewa Bogacz-Wojtanowska**, *Jagiellonian U.*
Presenter: **Piotr Jedynak**, *Jagiellonian U.*
Presenter: **Marc Thompson**, *U. of Oxford*

The first annual volume of Research in Organizational Change and Development (ROCD) was published by JAI Press in 1987. Since then, ROCD has provided a special platform for scholars and practitioners to share new research-based insights in the annually published research volumes as well as at Academy meetings. Due to COVID-restrictions the longstanding tradition of a yearly AOM ROCD presenter symposium was interrupted for 2020 and 2021. We now re-start and combine the contributions of volume 28, 29 and 30 authors as catalyst for a lively dialogue around thought-provoking and timely ideas in the realm of change research and practice. Chapter presentations will be grouped under five central questions that are directly connected with the 2022 AOM theme. These questions invite the exploration of the relational conditions, the inquiry methods, the role of technology, issues of identity and the necessary future research and theorizing that will position the field of organization change and development as an important player in “creating a better world together.” As an integral part of former Organization Development and Change (ODC) Division programs, we resume the tradition of volume authors engaging with participants in roundtable conversations. With the new format and the current pertinence of change-oriented questions, we envision a symposium that might also attract members of other divisions who are interested in researching, understanding, and impacting organizational and social change dynamics for world betterment.

Designing for Collaboration: Don't Just Focus on the Team, Focus Also on the Context (Volume 29)

Author: **Brenda Barker Scott**, -
Author: **Michael R. Manning**, *Benedictine U.*

Creating and Building Shared Scholarship in Organization Development and Change: A Metalogue

Author: **David Coghlan**, *Trinity College Dublin*
Author: **A.B. Rami Shani**, *California Polytechnic State U.*

Context-Levels-Culture: A Diagnostic Framework for Consulting to Diversity, Equity, Inclusion Change

Author: **Frank D. Golom**, *Loyola U. Maryland*
Author: **Mateo Cruz**, *Bentley U.*

Values in Concert: Subjective Values Enabling Exploitation and Exploration in Executive Teams

Author: **Mikael Hansson**, *Orrebro U.*
Author: **Johanna E. Pregmark**, *Chalmers U. of Technology*
Author: **Tobias Fredberg**, *Chalmers U. of Technology*

Community In The New World Of Work: Implications For Organization Development and Thriving

Author: **Gretchen Marie Spreitzer**, *U. of Michigan*

Why Honest Conversations are Transformative

Author: **Michael Beer**, *Harvard Business School*

Change in Tightly Coupled Systems: The Role and Action of Middle Managers

Author: **Rita Berggren**, *Chalmers U. of Technology*
Author: **Bjorn E. Frossevi**, *Chalmers U. of Technology*

Exploring the Richness of Action Learning Research to Exploit Action Learning in Networks: A Journey

Author: **David Coghlan**, *Trinity College Dublin*

Opening the Doors of the Ivory Tower: Action Research as a Tool Supporting Cooperation Between Unive

Author: **Beata Jalocho**, *Jagiellonian U.*
Author: **Ewa Bogacz-Wojtanowska**, *Jagiellonian U.*
Author: **Piotr Jedynak**, *Jagiellonian U.*

The Laboratization of Change: What is it with Labs and Change these Days?

Author: **Mathis Schulte**, *HEC Paris*

Toward Reconfiguring Sociotechnical System Design: Digitally Infused Work Systems and the 'Platform-

Author: **Oguz N. Baburoglu**, *Sabanci U.*

Digitalization in Schools: Four Examples of Embeddedness

Author: **Jan Löwstedt**, *Stockholm U.*

Are OD and Analytics Twins Separated at Birth? Toward an Integrated Framework

Author: **Alec Levenson**, *U. of Southern California*
Author: **Alexis Fink**, *Facebook*

Aligning Strategy and Digital Technology in Government Organizations: A Call for Action

Author: **Joe McDonagh**, *Irish Management Institute / Trinity College Dublin*

Reflections: Change Management is not Organization Development

Author: **W. Warner Burke**, *Teachers College, Columbia U.*

Management is Missing in Change Management

Author: **Jeffrey D. Ford**, *Ohio State U.*

Reflections: Individually and Jointly Reconciling OD to Foster a Hospitable Future

Author: **Susan A. Mohrman**, *U. of Southern California*
Author: **Jean M. Bartunek**, *Boston College*

From Psychological Dispositions To Social Positions: Applying a Habitus Oriented Approach To Organiz

Author: **Baruch Shimoni**, *Bar-Ilan U.*

Constructing the Professional Identity of the Renowned Women of Organizational Change

Author: **David B. Szabla**, *Western Michigan U.*

Applying Management and Organization Theory to Organization Change and Development: More than Meets

Author: **Thomas G. Cummings**, *U. of Southern California*
Author: **Chris Worley**, *Pepperdine Graziadio Business School*

Research in Organization Development and Change: A Personal Journey

Author: **Philip H. Mirvis**, *Babson Social Innovation Lab*

The Social Media Presence of OD: A Social Network Analysis Using Big Data

Author: **Donna Ogle**, *Rockford U.*
Author: **Ram Tenkasi**, *Benedictine U.*
Author: **William Brock**, *Colorado Christian U.*

The Role and Relevance of Discourse and Discursive Perspectives in Organizational Change and Develop

Author: **Clifford Oswick**, *City U. London*
Author: **Yuan Li**, *Saint Mary's College of California*

Developing a Sustainable High Commitment, High Performance System of Organizing, Managing, and Leadi

Author: **Michael Beer**, *Harvard Business School*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1843** | Submission: **19212** | Sponsor(s): **(ODC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 10:00AM - 11:30AMPT (UTC-7)** at **Sheraton Grand Seattle in Juniper**

The Human Aspect to Change: Emotions, Cultural Intelligence, and Mindfulness



Session Moderator: **Christopher James Lyddy**, *Providence College*

ODC: **Mindfulness as Resource: Emotional, Cognitive, and Motivational Paths to Burnout and Work Engagement**  

Author: **Christopher James Lyddy**, *Providence College*
Author: **Darren Jason Good**, *Pepperdine U.*
Author: **Catarina Ahlvik**, *Hanken School of Economics*

Dispositional mindfulness has been theorized as a personal resource in the Job Demands-Resources (JD-R) framework. However, this proposition has drawn minimal empirical investigation, masking if and how mindfulness influences burnout and work engagement. We develop and test a theoretical model for how mindfulness may benefit both burnout and work engagement by predicting job demands and job resources. Specifically, we theorize three mediating paths – emotional, cognitive, and motivational – between mindfulness and JD-R outcomes. In a cross-lagged two-wave field study of employees at four organizations, we found support for these relationships. More mindful individuals reported lower burnout and higher work engagement, relationships mediated through reported job demands (i.e., surface acting, workload) and job resources (i.e., task significance). These findings support the proposition that mindfulness acts as a personal resource that simultaneously benefits multiple outcomes. We conclude by discussing the research and practical implications of these results regarding mindfulness at work.

Paper is Available to Meeting Registrants Only.

 ODC: **“They Are One of Us” – Change Agents’ Emotion Management During Change Processes**

Author: **Minjie Gao**, *Imperial College Business School*

ODC Division Best Paper Based on a Dissertation
ODC Division Best Paper Finalist

Organizational changes are emotive events. Extant research has theorized the significance of emotions for such events. Missing from the existing scholarship is a deeper understanding of the mechanism through which those emotions are triggered and effectively and strategically managed. Drawing on data from an ethnographic study of change implementation in the English National Health Service, this study advances theory on emotion and organizational change in two ways. First, it complements existing research by suggesting that change recipients’ emotional response towards change can be triggered by their distinctive personal, organizational, and professional aspects. Second, it argues that change agents’ emotion management practice, based on professional embeddedness and proactive engagement, manifested by framing and tailoring, has important implications for managing emotions towards change. In particular, by illustrating change agents’ emotion identification and emotion management strategies, this paper highlights the role of professions in change management.

Paper is NOT Available. Please contact the author(s).

 ODC: **Three Types of Change in Cultural Intelligence Development**     

Author: **Valerie Alexandra**, *San Diego State U.*

ODC Division Best Paper Finalist

Increasing globalization and cultural diversity have accentuated the importance of developing cross-cultural competencies like cultural intelligence (CQ). Typically, scholars and professionals have viewed and operationalized CQ development as a quantitative change in mean CQ scores over time. This work argues that research and practice will benefit from expanding the operationalization of CQ development to include CQ reconceptualization and CQ measures’ recalibration because these types of change are also integral to the CQ development process. This work highlights that by not examining the presence of CQ reconceptualization and CQ measures’ recalibration before examining changes in mean CQ scores over time, scholars and practitioners could fail to recognize the presence of CQ development when it happens and create a threat to the substantive interpretation of findings leading to inconsistent and conflicting results. Methodologies for assessing different types of change in CQ development are discussed with implications for improving cross-cultural competence research and practice. The main contribution of this work lies in providing ways for improving the rigor of CQ development studies to enhance the quality of CQ development research and practice.

Paper is Available to Meeting Registrants Only.

ODC: **Peer Coaching Groups to Bring Development for Everyone.**   

Author: **Roman Terekhin**, *Weatherhead School of Management, Case Western Reserve U.*

Peer coaching in groups (PCG), also called peer advisory groups or personal board of advisors by practitioners, has been praised as an effective tool for staff and leadership development. It is used by hundreds of business communities, such as Young Presidents’ Organization or Vistage; dozens of Fortune 500 companies, including Microsoft, Walmart, and Amazon; and prominent business schools. Since organizations’ approaches and settings vary widely, they could benefit from empirical data on the factors that make PCG effective for personal and professional development. However, there is scarce research on PCG in a business context, leaving practitioners without sufficient evidence-based answers. This empirical study employs critical incident interviews and thematic analysis to investigate the experiences of participants from 61 groups in 24 different PCG settings in a business context. The findings help to understand factors of engagement of peer coaches, relevant characteristics of matching peers in a group, nature of peer accountability, proper group size, and role of friendship in a peer growth group. A new research-based definition of PCG is provided. The results will facilitate further scholarly discussion in the field and better understanding among scholars and practitioners.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1844** | Submission: **19271** | Sponsor(s): **(PNP)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 10:00AM- 11:30AMPT (UTC-7)** at **Hyatt Regency Seattle in 403 Cispus**

Complex Stakeholder Relationships in the Public Sector

Session Moderator: **Wenyao (Will) Zhao**, *U. of Waterloo*

This session brings together diverse perspectives on complex stakeholder relationships—spanning collaboration, regulation, contracting and investment—in the public sector.

PNP: Collaborative Policy Entrepreneurship on the Ground

Author: **Wenyao (Will) Zhao**, *U. of Waterloo*

Author: **Xiang Zhang**, *Fujian Normal U.*

Author: **Lina Ba**, *IORI, Wuhan Technology and Business U.; U. of Bath*

This paper introduces the concept of collaborative policy entrepreneurship – informally organized, innovative efforts around government policies to promote desired outcomes – to illuminate the ways in which lower-level bureaucrats and government employees collectively implement centralized policies that are considered “mission impossible” on the ground. Focusing on market regulation in China, this study explores how local market regulators and their immediate supervisors collaborate informally to circumvent pressures passed from above. This research reveals that, when implementing hard-to-implement policies, the “well-connectedness” and “well-resourcedness” of policy entrepreneurs as identified in existing policy entrepreneurship literature are afforded by the cross-hierarchical closeness between local agencies and their immediate higher-level agency. This paper expands the explanatory power of policy entrepreneurship to the novel locale of policy implementation. Our theorization and findings also complement and challenge the more rational views on the principal-agent relationship among organizational actors at different administrative levels.

Paper is NOT Available. Please contact the author(s).

PNP: NGOs and Environmental Governance in the Russian Federation: Perceptions of Firms and Regulators.

Author: **Jo Crotty**, *Edge Hill U.*

Author: **Sergej Ljubownikow**, *U. of Sheffield*

Against the backdrop of public awareness of the environmental challenges, this paper examines the potential for collaborative environmental governance in the Russian Federation. We examine regulators and firm perception of, and collaboration with, environmental Non-governmental Organisations (eNGOs) in three Russian regions. Our findings highlight that Russian firms rarely include eNGOs in their environment corporate social responsibility (eCSR) activities because they perceive them as ineffective, invisible, or irrelevant. Regulators do engage with eNGOs, but not as equal partners to form collaborative governance arrangements but utilise them merely as their subordinates and/or assistants.

Paper is Available to Meeting Registrants Only.

PNP: Cost Saving or Quality Shading? Exploring the Impact of Contracting Out on Organizational Outcomes

Author: **Obed Pasha**, *U. of North Carolina at Chapel Hill*

Author: **Teshanee Williams**, *North Carolina State U.*

The question of whether contractors provide better performance than direct public service delivery is critical to public administration theory and practice. While public choice theory expects contractors to offer higher service levels at lower cost, public administration literature largely remains skeptical of these claims. We contribute to this literature by studying the impact of contracting out on a variety of performance dimensions of local public transit industry by employing a two-way fixed-effects regression analysis on panel data of 415 local public transit agencies from 2008 to 2017. The findings suggest that contracting out decreases the effectiveness and quality of public transit services, with very little impact on efficiency and cost recovery. This research contributes to the literature and practice by offering evidence to support the quality shading hypothesis and demonstrating that contracting out can produce undesirable outcomes even in a context that provides clear and measurable performance indicators.

Paper is Available to Meeting Registrants Only.

PNP: The State as a Small Shareholder: Small Equity, Huge Results

Author: **Wlamir Goncalves Xavier**, *Biola U.*

This article analyzes the effect of having the State as a non-controlling shareholder in Business Groups (BG) during times of institutional environment instability. The main argument is that small equity holdings by the government represent a way to establish a political connection, and the consequences include performance improvement in more than one dimension. Our final sample consisted of 1,502 observations of 285 Brazilian BGs, from 2001 to 2010. Findings suggest that the institutional environment significantly affects BGs performance and size, and that this effect notably moderated when the government is a minority shareholder.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Ethics in Organizations and Employee Performance

Session Moderator: **Muhammad Waheed Akhtar**, *COMSATS U. Islamabad, Sahiwal Campus*

SIM: Jumping Through Hoops: The Consequences of Perceived Organizational Obstruction

Author: **Muhammad Waheed Akhtar**, *COMSATS U. Islamabad, Sahiwal Campus*
Author: **Thomas Garavan**, *School of Business, National College of Ireland, Dublin, Republic of Ireland*
Author: **Muhammad Asrar-ul-Haq**, *COMSATS U. Islamabad, Sahiwal Campus*
Author: **Zainab Khatoon**, *COMSATS U. Islamabad, Sahiwal Campus*
Author: **Kashif Aslam**, *COMSATS Institute of Information Technology*

The study examines the intervening role of surface acting between perceived organizational obstruction and employee outcomes. We hypothesized that rejection sensitivity can weaken the relationship between perceived organizational obstruction and surface acting. In line with the social cognitive theory, the moderated-mediation model explains how perceived organizational obstruction affects employee outcomes through surface acting at the different levels of rejection sensitivity. Data is collected using a time-lagged design from 221 employees and peers working in the service sector. Results showed good support for the moderated-mediation model. Perceived organizational obstruction was found a significant predictor of employee outcomes via surface acting at the different levels of rejection sensitivity among employees. Future research directions have been discussed along with theoretical and practical implications.

Paper is Available to Meeting Registrants Only.

SIM: Customer Mistreatment and Employee Performance in Call Centers: the Role of Brand Identification

Author: **Sarah Boujendar**, *U. of Toulouse I, Capitole*
Author: **Neil Conway**, *Royal Holloway, U. of London*

Customer mistreatment of employees is a major concern to service sector workers, particularly in call center organizations. This article contributes to our knowledge of customer mistreatment of employees and its effects on employee performance. Using the conservation of resources (COR) theory, we examined the daily relationship between customer mistreatment of employees in call centers and their daily performance as captured by the two indicators of daily productivity and employee sabotage. Further, we considered the moderating role of employee brand identification to mitigate the effect of customer mistreatment on employee performance. We collected data from 43 customer service employees for 10 consecutive working days at a call center in Morocco. Results showed that customer mistreatment of employees decreased employee performance. Employee identification with the company's brand moderated the effect of customer mistreatment on employee sabotage and employee productivity, such that customer mistreatment did not associate with employee performance for employees who identified with the brand, and customer mistreatment positively associated with employee sabotage and reduced productivity for employees with low brand identification.

Paper is Available to Meeting Registrants Only.

SIM: Effects of Egalitarianism (Low SDO) on Workplace Vigilante Behavior: The Role of Moral Outrage

Author: **Varun Sharma**, *Doctoral Student at Indian Institute of Management Lucknow*
Author: **Nishant Uppal**, *Indian Institute of Management, Lucknow*

Workplace Vigilante Behavior refers to the monitoring of norm violation and delivering unauthorized punishment to the norm violators in the workplace. The current study attempted to uncover the antecedent of workplace vigilante behavior and proposes Egalitarianism (low SDO) as an antecedent to such behavior using Social Dominance Theory (SDT). The current study proposes that low SDO employees feel morally outraged which instigates them to display workplace vigilante behavior. Further, we also contend that low SDO employees feel more morally outraged when the norm violator is of high socioeconomic status (SES), which further motivates them to display workplace vigilante behavior. Thus, the current study proposes a moderated mediation model where moral outrage is the mediator and offender status (high SES) is the moderator. Using a two-wave survey design administered on 246 employees of public sector organization in India, the current study finds empirical support of its propositions. The results lend support to our proposed moderated mediation model and the theoretical contributions, practical implications along with limitations and future research avenues are discussed in the paper.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Entrepreneurial Strategy

Session Moderator: **Andrea Coali**, *Bocconi U.*

STR: Learning and Letting Go: Relatedness, Complexity, and the Advantage of Entrepreneurial Spinouts

Author: **Mo Chen**, *Robert H. Smith School of Business, U. of Maryland*
Author: **Aseem Kaul**, *U. of Minnesota*

In this study, we examine the comparative advantage of different types of firms in entering new markets. We distinguish between three types of entrants—diversifying entrants, entrepreneurial spinouts, and de novo startups—and use a simulation model to study the relative performance of these three entrant types in both the short- and the long-run as a function of the complexity of the new market and its relatedness to existing markets. We find that while diversifying entrants generally have superior initial performance, they are also limited in their ability to adapt to new markets, and only retain their advantage over time if they come from highly related markets and can realize strong economies of scope. Absent these conditions, entrepreneurial spinouts from moderately related markets dominate, especially if complexity is moderate to high, because they have both an adaptation advantage relative to diversifying entrants and a learning advantage relative to other startups. Our study thus offers a contingent theory of new entrant advantage, while highlighting the unique advantage of entrepreneurial spinouts in new markets.

Paper is Available to Meeting Registrants Only.

STR: Understanding Probabilistic Reasoning in Strategy

Author: **Andrea Coali**, *Bocconi U.*
Author: **Alfonso Gambardella**, *Bocconi U.*
Author: **Elena Novelli**, *Bayes Business School*

Decision-making processes in the context of innovation and entrepreneurship are characterized by high uncertainty and prone to decision-making biases. In this paper we explore the implications of adopting what we call a scientific approach to decision making, based on probabilistic reasoning. We develop a structural model to disentangle and identify two separate but complementary effects of this approach. The estimation of our structural model, based on data from two randomized control trials (RCTs) involving early stage start-ups, shows that scientific entrepreneurs tend to be more conservative in assessing the value over their ideas, an effect that we call debiasing effect. It also shows that, conditional on their decision to remain operational, scientific entrepreneurs tend to perform better, an effect that we call learning effect. We finally show how the selection induced by the debiasing effect does not significantly increase the rate of false-negatives for treated firms compared to the control group. We discuss the implications for future research and entrepreneurial practice.

Paper is Available to Meeting Registrants Only.

STR: When Do Startups Scale? Large-scale Evidence from Job Postings

Author: **Saerom Lee**, *The Wharton School, U. of Pennsylvania*
Author: **J. Daniel Kim**, *The Wharton School, U. of Pennsylvania*

Scaling at the right time is a critical challenge for high-growth startups, but little is known about this timing due to a lack of empirical measurement. As startups formally hire professional managers and sales personnel to accommodate for exponential growth in employees and customers, we propose that the timing of scaling can be measured using the first manager and sales job postings. Leveraging a dataset of online job postings, we show that startups, on average, begin scaling four years after founding. We also find that, despite potential first-mover advantages, early scalers are more likely to fail but not more likely to achieve an IPO or a large acquisition. We theorize that this increase in failure occurs because scaling early can curtail experimentation on product-market fit.

Paper is Available to Meeting Registrants Only.

STR: Business Models and Strategy Configurations in Small and Medium Enterprises

Author: **Luigi Mosca**, *Imperial College London*
Author: **Diego Campagnolo**, *U. of Padova*
Author: **Martina Gianecchini**, *U. of Padova*

We adopt a configurational approach for exploring how Small and Medium Enterprises combine business models design themes and competitive strategies with each other. Analyzing a sample of 96 manufacturing firms, we identified four equifinal configurations leading to high performance and five equifinal configurations associated with low performance. Three out of four high performing configurations combine at least one of the four business models design themes and a competitive strategy, while the fourth configuration relies only on a firm's competitive strategy. Configurations of low performing SMEs, instead, rely on the absence of the differentiation strategy, while the niche market strategy can be present or absent according to the different combinations with the business model design themes. Our study contributes to research on business models and to debate about the relationship between business model and strategy.

Paper is Available to Meeting Registrants Only.

Author: **David K. Reetz**, *Technical U. of Munich*

Research suggests that to develop strategy under uncertainty firms need to overcome the incomplete knowledge problems they face by flexibly changing their initial strategies in response to increasing knowledge. However, we still lack understanding of the ex-ante design of strategies under uncertainty and the processes through which firms may generate knowledge in order to pursue their strategic intentions. We extend current theory about strategy under uncertainty through an inductive theory building study of the evolving strategy of a major technology startup—in the course of eight years since it set out to commercialize an innovative technology and to “accelerate the next industrial revolution.” We offer novel theoretical understanding of how strategic postures are enacted and theorize the previously unexamined process through which firms can transition between strategic postures. Our insights advance research on strategy making under uncertainty, suggesting that how firms change strategies depends on the strategic postures they adopt, as different postures rest on different approaches to knowledge generation. Strategic postures thus affect not only firms’ strategies but also the approaches through which such strategies are developed in the first place.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1847** | Submission: **18868** | Sponsor(s): **(STR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 10:00AM - 11:30AMPT (UTC-7)** at **Seattle Convention Center in Room 213**

External and Internal Influences on Organizational Search

Session Moderator: **Seungho Choi**, *Ewha Womans U.*

STR: **Learning How Others Learn: Target Firm Knowledge Spillover and Post-Acquisition Knowledge Leverage**  

Author: **Seungho Choi**, *Ewha Womans U.*

Author: **Sang-Joon Kim**, *Ewha Womans U.*

Author: **Seung-Hyun Lee**, *U. of Texas at Dallas*

If knowledge spillover benefits industry bystanders at the expense of the original innovators, why do firms still acquire the technology of target firms that are already widely utilized by others? In high-tech industries, being different is the very reason for survival that provides value and positional advantage to firms. However, it is also the same reason that increases heterogeneity among firms, which limits the ability of acquiring firms to leverage acquired knowledge. Under this circumstance, other firms successfully applying target knowledge provide acquiring firms with opportunities to observe how the focal technology can be utilized. Using technology acquisitions of U.S. firms in highly innovative industries, we find that knowledge spillovers from target firms before an acquisition enhance post-acquisition knowledge leverage activities for acquiring firms. Furthermore, acquiring firm's prior experience in utilizing acquired knowledge diminishes the value of the knowledge spillovers. In contrast, knowledge similarity between acquiring and recipient firms increases the value of the knowledge spillover to acquiring firms. These findings show that the pre-acquisition spillover activities of target firms can be considered as vicarious learning opportunities for acquiring firms to create new knowledge after an acquisition.

Paper is Available to Meeting Registrants Only.

STR: **Parental Innovation Imprinting on CEO and Firm Knowledge Acquisition** 

Author: **Puya Kahhali**, *U. of California, Riverside - Anderson Graduate School of Management*

Author: **Alexandru Roman**, *CSUSB*

Author: **Haibo Liu**, *U. of California, Riverside*

In this paper we theorize that a firm's knowledge acquisition will be shaped by its CEO's experiences during his/her developmental years. Drawing on imprinting theory, we posit that CEOs whose parents had occupations requiring more innovation skills, will be more likely to engage in knowledge acquisitions compared to other CEOs. They acquire knowledge both externally - by acquiring other firms and internally - by investing more in research and development (R&D). Surprisingly, we find that these CEOs prefer incremental knowledge acquisition that is closely related to their firm's existing knowledge. We also expect the main effects to be stronger following better firm performance and to weaken with CEO age. We find support for our hypotheses within a dataset of Fortune 100 firms between 2000 and 2016.

Paper is Available to Meeting Registrants Only.

STR: **Do Outside CEOs Change Firm Strategy More (or Less) Than Inside CEOs? The Case of Tech Redeployment**

Author: **Leonardo Mayer Kluppel**, *Ohio State U.*

Author: **Jaideep Anand**, *Ohio State U.*

Author: **Patel Gbedjemaiho**, *The Ohio State U. Fisher College of Business*

Do outside CEOs change firm strategy more (or less) than inside CEOs? This study aims to investigate how and under what conditions outside versus inside CEOs impact innovative strategic change. We begin by observing the fact that there is a commonly held belief in both popular press and research that outside CEOs act as change agents and drive new strategies in firms. Yet, the literature does not offer clear empirical results to support this belief. To close this gap, we compared the change in innovation direction observed in firms led by outside CEOs versus inside CEOs. We measured the change in R&D direction by calculating the angle between vectors representing the yearly patent portfolio in the technology space. This measure allows us to separate the amount of innovation from the innovation direction. Results from panel data on publicly traded firms in the United States from 1992 to 2017 suggest that outside CEOs are associated with fewer changes in firms' R&D strategic orientations than inside CEOs. These results show that strategic decision-making is context-specific and that it takes some time for outside CEOs to converge to inside CEOs' levels of innovative strategic change.

Paper is Available to Meeting Registrants Only.

STR: **Hacking Through the Theoretical Thicket of R&D Research** 

Author: **Ambra Mazzelli**, *MIT Sloan School of Management*

Author: **Wei Yu**, *National U. of Singapore (NUS)*

Author: **Jipeng Fei**, *National U. of Singapore*

Author: **Pankaj C. Patel**, *Villanova U.*

Firm R&D spending has long played a prominent role in management research. However, concurrently with the profusion of scholarly work on firm R&D spending, researchers across a variety of streams have employed R&D spending to tap into markedly different constructs. This has resulted in a theoretical thicket. In this paper, we hack through this thicket by reviewing and comparing the predictive power of the research traditions on R&D spending as a variable of interest. We find R&D spending to be the most reflective of problemistic and slack search initiated and conducted by a dominant coalition of inside directors based on internal knowledge and information.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1848** | Submission: **18681** | Sponsor(s): **(GDO)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 10:15AM - 11:45AMPT (UTC-7)** at **Sheraton Grand Seattle in Jefferson A**

Women and Contemporary Challenges of Working in the Home

Session Moderator: **Aiman Nida**, *Indian Institute of Management, Calcutta*

GDO: **Intersectionality and Domestic Work: Gendered Impact of Covid-19 In India** 

Author: **Aiman Nida**, *Indian Institute of Management, Calcutta*
Author: **Randhir Kumar**, *Indian Institute of Management, Calcutta*

There is a dearth of empirical studies that documents the experiences of women, working in the informal sector, in dealing with Covid-19 induced hardships. There is a knowledge gap on how various informal sector workers survived the crisis and what role social security and social support played in bailing out the distressed workers. Using domestic workers of Lucknow as a case in point, this empirical research contributes to understanding how intersectionality plays a role in their ability to benefit from the (formal) social security and (informal) social support system. The study reveals four specific typologies of domestic workers viz – precarious subjugates, marginally penurious, enterprising dexterous, and networked ingenious, based on their differential ability to gain from formal social security and (informal) social support. The study found that rather than social support from close friends and relatives, the domestic workers relied more on the aid provided by the government and client households. Conceptually, this article integrates the formal social security and informal social support system to provide a holistic view of the ground realities of how women in informal sector survived the Covid-19 induced hardships.

Paper is Available to Meeting Registrants Only.

GDO: **Is There an “Ideal Remote Worker”? The Gendered Implications of the Rise of Remote Work**   

Author: **Claire Daviss**, *Stanford U.*
Author: **Erin Macke**, *Stanford U.*
Author: **Emma Williams-Baron**, *Stanford U.*

Scholars have previously theorized that employers believe an “ideal worker” is completely committed to work, which conflicts with widely held cultural beliefs of “mothers” as primarily devoted to caregiving. These theories assume employers utilize traditional work arrangements, including an in-person setting. But the rapid expansion of remote work, often assumed to be a more flexible work arrangement, raises the question: is there an “ideal remote worker?” Using an online survey experiment, we explore evaluators’ gender and parental status preferences when assessing candidates for in-person or remote positions. We find that the effect of parental status on certain hiring outcomes is negative and similar in magnitude for women and men candidates for in-person positions. However, among candidates for remote positions, the effect of parental status is more negative for women than for men. The difference in parental status penalties across remote versus in-person positions is explained by participants’ consistent beliefs that mothers are less committed to work than nonmothers, combined with increased concern with invisible productivity in remote work. We conclude that while the rise of remote work may have appealing features for parents, business leaders will need to ensure that these benefits are equally accessible to women and men.

Paper is Available to Meeting Registrants Only.

 GDO: **Consequences of the Unequal Division of Cognitive Labor on Women’s Work Outcomes During the Pandemic**

Author: **Anja Krstic**, *York U., Toronto*
Author: **Christianne Varty**, *Schulich School of Business, York U.*
Author: **Winnie Shen**, *Schulich School of Business, York U.*
Author: **Ivona Hideg**, *Schulich School of Business, York U.*
Author: **Janice Lam**, *Schulich School of Business, York U.*

The unequal division of unpaid labor between working women and their male partners remains a barrier to achieving workplace gender equality; women consistently bear responsibility for this “second shift” and suffer career consequences as a result. The COVID-19 pandemic has exacerbated these inequalities. In addition to managing their current work and household demands, women may be disproportionately engaged in a less visible form of labor – cognitive labor – during the pandemic, which constitutes a hidden “third shift” and may have consequences for women’s work outcomes. Integrating theories of gender roles and conservation of resources, we theorize that women (vs. men) are responsible for a greater proportion of cognitive labor within their households during the pandemic, leading to increased emotional exhaustion and undermining work outcomes. Data (N = 263) from our main study collected weekly for eight weeks near the beginning of the pandemic reveals that women (vs. men) reported engaging in a disproportionate amount of cognitive labor, which led to increased emotional exhaustion. In turn, emotional exhaustion was related to greater turnover intentions and undermined career resilience. Further, results of a follow-up study provide additional insights into daily experiences of cognitive labor. Our findings suggest that women’s heavy second and third shifts during the pandemic threaten to set back progress toward workplace gender equality.

Paper is Available to Meeting Registrants Only.

GDO: **Gender and the Impact of the Transition to Work from Home**    

Author: **Qin Zhou**, *New Mexico State U.*
Author: **Carol Flinchbaugh**, *New Mexico State U.*

We examine the distinctiveness of female and male employees’ work-family conflict experiences as they transition to working from home (WFH) and how different experiences affect stress and job satisfaction divergently by surveying 264 employees who worked on-site before COVID-19 and were forced to transition to WFH due to the pandemic. Integrating boundary management theory, the COR theory and the job satisfaction literature, we tested gender differences in both WFC (work to family conflict) and FWC (family to work conflict) and the resulting effects on job satisfaction and stress after working from home. We find that both WFC and FWC decrease when employee worked from home, with WFC decreasing more. Besides, the surveyed employees report lower stress and higher job satisfaction when working from home. Female employees experience greater reduction in both WFC and FWC and more improvements in stress and job satisfaction than male employees. The changes in WFC and FWC after working from home have mediation effects on the relationship between gender and the changes in stress and job satisfaction. Our study provides a better understanding and prediction of the impact of working from home by focusing on exogenous transitions to WFH due to the pandemic, moving beyond self-selected samples in previous studies. Besides, our study contributes to the literatures on work-family interface and remote work by addressing the gender gap in the earlier research. Furthermore, our study has implications for organizational policies that alleviate the burden on employees, especially female employees.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Leadership and Ethics

Session Moderator: **Juan Bu**, *Indiana U. Bloomington*

 **IM: How Immigrant CEOs Influence Corporate Social Irresponsibility**  

Author: **Juan Bu**, *Indiana U. Bloomington*
Author: **Stephanie L. Wang**, *Indiana U., Bloomington*
Author: **Yejee Lee**, *Indiana U. Bloomington*
Author: **Dan Li**, *Indiana U.*

Drawing insights from the place attachment theory and the upper echelons perspective, this study establishes a link between CEO immigration background and the geography of firms' corporate social irresponsibility (CSI) incidents. We theorize that immigrant CEOs tend to develop a psychological bonding with their homeland countries, which consequently stimulates place-protective behaviors towards their homelands, leading to fewer CSI incidents in the CEOs' homeland countries than others. We then explore two boundary conditions—rootedness and reinforcement—that can further enhance immigrant CEOs' attachment to their homelands and moderate the relationship between CEO immigration background and the geography of their firms' CSI incidents. With a longitudinal dataset of S&P 500 firms during the period of 2007-2020, we find that a firm led by an immigrant CEO tends to have fewer CSI incidents in the CEO's homeland country compared to other countries, and such effect is stronger for CEOs who immigrated as an adult rather than as a child and when homeland countries become more important (i.e., having greater sales growth) to the companies. Our findings provide important extensions to the migration research, the upper echelons theory, and the CSI research.

Paper is Available to Meeting Registrants Only.

IM: Linking Ethical Leadership to Extra-Role Behaviours: Insights from Temporal Organizations

Author: **Shoaib Shafique**, -

The study aims to explore the relationship between ethical leadership and employees' project citizenship behaviour (PCB) through the mediating role of communal orientation and moderating role of harmonious work passion. To test the hypothesized nexuses, time-lagged data were collected from 353 employees working in various project-based organizations. AMOS and Hayes' PROCESS macro were employed to analyze the proposed associations. Study findings provide empirical evidence for the direct and indirect association between ethical leadership and PCB via communal orientations. Results also indicate that employees' harmonious work passion further pronounces the relationship between ethical leadership and PCB. Despite the theoretical relevance of ethical leadership for improving employees' PCB, there is a surprising paucity of evidence about the ethical leadership-PCB link. Specifically, no study has examined the direct and indirect association between ethical leadership and project citizenship behavior. We contributed to filling this gap and bringing the contextual and dispositional antecedents of PCB to the fore.

Paper is Available to Meeting Registrants Only.

 **IM: Exemplary Outsiders? Immigrant CEOs and Financial Misrepresentation**    

Author: **Michael Juergen Mueller**, *Copenhagen Business School*
Author: **Taco Reus**, *Erasmus U. Rotterdam*

We examine the role of CEOs' national origins on financial misrepresentation. Building on the economic theory of crime, we propose that, because immigrant CEOs are subject to more scrutiny and face more severe punishment in case of misconduct, immigrant CEOs will be less likely to misrepresent their firms' financial results. We find evidence for this proposition for a sample of US-headquartered Information and Communications Technology firms that went public between 2000 and 2015. Specifically, we find that firms with an immigrant CEO have a lower likelihood of financial misrepresentation than native-led firms, particularly when immigrant CEOs are also their firm's founders. Our paper contributes to research on corporate misconduct, immigrant entrepreneurship, and the broader discussion on the relationship between immigration and crime.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Strategic Entrepreneurship and Family Firms

Session Moderator: **Yonghoon Lee**, *Hong Kong U. of Science and Technology*

STR: Succession Concern and Acquisitions of Family Firms   

Author: **Jingyuan Li**, *Hong Kong U. of Science and Technology*
Author: **Yonghoon Lee**, *Hong Kong U. of Science and Technology*

Succession concern can substantially influence how family firms make strategic choices differently from nonfamily firms. However, identifying the effect of family succession concern is challenging because it is often confounded with the effect of other socioemotional goals or inherent characteristics of family firms. Leveraging the reform of one-child policy in China, which exogenously increased family owners' expected number of children, we investigate how the increase in succession needs affects family firms' acquisition activities. Using data on Chinese listed firms, we find with a difference-in-differences analysis that the policy reform significantly increased the number of acquisitions undertaken by family firms compared with non-family firms. The effect is stronger when the board chair belongs to the age cohort affected most by the one-child policy, and when firms are located in regions where the family planning was more strongly enforced. We also find that family firms with the owners' children already involved in the management are affected less than other family firms without the owners' children involved. Finally, we find that family firms undertook more unrelated acquisitions than other types of acquisitions after the policy reform, an arrangement that would help owners mitigate the sibling in-fight in family succession.

Paper is NOT Available. Please contact the author(s).

STR: Does Entrepreneurial Orientation Help or Hurt Lone-Founder Firms in Times of Crisis? 

Author: **Susanne Koster**, *Erasmus U. Rotterdam*

We investigate whether lone-founder firms respond differently to systemic economic crises than family-controlled firms and non-family firms. We theorize that lone founders self-identify as entrepreneurs and are prone to pursuing an entrepreneurial orientation more than the leaders of other types of firms during times of crisis. Using a global dataset of publicly listed firms, we find that lone-founder firms set themselves apart by reducing their R&D intensity less than the other firm types during systemic crisis years, even though they are impacted as severely by the crisis as the other types of firms. This effect, however, only holds for eponymous lone-founder firms, whose leadership's entrepreneurial self-identification with the firm is strongest. Stronger board vigilance by independent directors stimulates lone founders to preserve R&D intensity in times of crisis. We also find that lone-founder firms are more resilient after the crisis, but less resilient when these firms are eponymous, suggesting that the appetite for long-term risk-bearing investments of the latter can be excessive. These results demonstrate the conditions under which the entrepreneurial orientation of lone-founder firms helps or hurts in times of crisis.

Paper is NOT Available. Please contact the author(s).

STR: An Investigation into Digital Strategic Entrepreneurship by a pair of Family Business Groups

Author: **Abhisek Banerjee**, *Doctoral Student at IIM Calcutta*

How do established firms entrepreneurially leverage digital technologies for strategic renewal is an important scholarly question. This paper examines strategic entrepreneurship by two of the largest family business groups in India that have been undertaking many strategic entrepreneurial initiatives to leverage a suite of digital technologies to fundamentally reposition themselves in the emerging digital economy. It underscores strategic entrepreneurship as the primary means to achieve digital technology driven strategic renewal. It is observed that when an established firm undertakes digital strategic entrepreneurship, the strategic leadership of the firm has to simultaneously deal with two dominant logics, one rooted in legacy and the other embedded in emerging digital entity. A business group structure helps in dealing with simultaneous exploration and exploitation more effectively. The study advances a set of novel propositions on the entrepreneurial strategies of established firms that leverage digital technologies to undertake strategic entrepreneurship and contributes to the literatures of strategic entrepreneurship, digital entrepreneurship, strategic leadership and strategic renewal.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1851** | Submission: **19138** | Sponsor(s): **(TIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 10:15AM- 11:45AMPT (UTC-7)**

Technological Change Track: Change, Diffusion, and Adoption

Session Moderator: **Francesco Rullani**, *Cà Foscari U. of Venice*

TIM: A Method for Technology Diffusion Monitoring: AI Diffusion among S&P 500 Companies 

Author: **Tomasz Mucha**, *Aalto U., Department of Industrial Engineering and Management*

Author: **Timo Seppälä**, *Aalto U., Department of Industrial Engineering and Management*

Technology monitoring is fundamental to R&D planning, technology management, and strategic decision-making. Despite its importance, monitoring the diffusion of technologies at the commercial lifecycle stage relies on crude methods, such as “snapshot-in-time” surveys and keyword counts. These approaches are in stark contrast to novel and rapidly advancing methods for monitoring technologies at the precommercial lifecycle stages, such as fundamental scientific research and applied R&D. We address this imbalance by proposing a specialized method for monitoring the commercial diffusion of technology. The method recognizes phases in technology adoption by organizations and captures the temporal progression of the diffusion process. One of the central elements of the proposed method is the classification of text, which relies on qualitative content coding. Our approach to coding leverages the insights from innovation diffusion research and is sensitized specifically to detect phases in technology adoption by organizations. The approach is illustrated with the case of artificial intelligence diffusion among S&P 500 companies during the 2004–2019 period. Our main contribution is a new method for monitoring the commercial diffusion of technologies. It provides transparent, replicable, updatable, and granular results, which can complement survey-based technology monitoring.

Paper is Available to Meeting Registrants Only.

TIM: An Agent Based Model Exploring the Relationship Between Technology Adoption and Consumer Acceptance

Author: **Lucy Margaret McGowan**, *U. of Missouri, Columbia*

The phenomenon of technical change is understood to spur economic development and growth (Schumpeter, 1939). The explanation for economic growth from technical change is often causally linked to market structure, providing an explanation of the phenomenon from a macro view only (Ruttan, 2000). However, through a careful reading of historic writing on technical change, a multi-level approach emerges that has never been rigorously formalized for testing and critique. In response to this, this paper explores the lower level of analysis of technical change through an agent-based model of technology adoption by firms. This agent-based model is used to support the development of theory about the relationship between technology adoption by firms and uncertainty from consumer demand.

Paper is Available to Meeting Registrants Only.

TIM: “Surfing” Radical Technological Change. Knowledge Relatedness and Firm’s Inventive Impact 

Author: **Luca Mongelli**, *IESE Business School*

Author: **Francesco Rullani**, *Cà Foscari U. of Venice*

Radical technological changes often render obsolete most of the knowledge held by firms. What kind of knowledge then, allows firms to adapt in the presence of radical technological change? Research suggests that firms can adapt by deploying in-house knowledge within the domain that the technological change is based on. However, it is also conceivable that knowledge developed in other domains and/or acquired from external sources may assist adaptation in the face of such change. Research does not address this issue and is, therefore, silent about what is the best mode of knowledge recombination to adapt to radical technological change. To help resolve this issue, we apply an inductive empirical strategy and analyze patents granted within photography, in the context of the industry’s 30-year paradigm shift from chemical to digital technology (1974–2004). Our results show that leveraging prior own experience within the emerging knowledge domain has positive, but smaller, effects on firms’ inventive impact (measured as forward citations), than leveraging knowledge from related, and even unrelated domains (albeit to less extent). Moreover, when the leveraged knowledge is external, this improve inventive impact for all types of knowledge domains

Paper is Available to Meeting Registrants Only.

TIM: 5G? No, Thanks! 4G is Just Fine - How to Foster the Technology Adoption of 5G   

Author: **Borbála Szedmák**, *Corvinus U. of Budapest*

Author: **Roland Z. Szabó**, *Széchenyi István U.*

Author: **Kamilla Korbuly**, *Corvinus U. of Budapest*

The telecommunication industry is especially exposed to technological development, as applying the latest technology is inevitable to provide high-quality service. However, the emergence of a new technology (5G) is not sufficient by itself to replace its predecessor (4G), it depends on the adoption, whether the technology will achieve success or disappear. Although 5G carries tremendous potential and having an enormous economic significance, it is surrounded by doubts of the society and a lack of B2C consumer interest. In accordance with the literature on technology acceptance and our empirical test, based on 504 B2C consumer responses, we propose a model, by summarizing factors that influence the adoption of 5G. Our results confirm that both the attributes of the technology (usefulness, enjoyment, trialability, and communicability) and personal factors (emotions, innovativeness, online entertainment habits, and being well-informed) affect the felt need of 5G, which determine the adoption intention.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1852** | Submission: **19140** | Sponsor(s): **(TIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 10:15AM - 11:45AM PT (UTC-7)**

Technology, Policy and Society Track: Government Incentives, Connections, and Ownership

Session Moderator: **Marek Giebel**, *Copenhagen Business School*

TIM: A Systematic Literature Review of State Ownership and Innovation

Author: **Mengyuan ZHU**, *U. of Technology Sydney*
Author: **Wen Helena Li**, *U. of Technology, Sydney*
Author: **Krithika Randhawa**, *U. of Technology, Sydney*
Author: **Yaowen Shan**, *U. of Technology Sydney*

Recently, there has been growing research interest in the effects of state ownership on innovation. However, the topic is still underexplored, and insights from existing literature are theoretically and empirically inconsistent. Therefore, we systematically review the previous literature to clarify existing arguments, provide a comprehensive understanding and guide future research. With a systematic literature review method, we provide descriptive analysis on prior studies (e.g., journals, publication years, methods, and sample countries), synthesize the two most critical theories (i.e., agency theory and institutional theory) to explain the effects of state ownership on innovation, and suggest an integrative framework of previous literature. Finally, we conclude by claiming three research gaps that should be further addressed: (1) lack of discussion on the heterogeneity among SOEs, (2) lack of discussion on SOEs' green innovation, and (3) lack of discussion on the variances of government impact.

Paper is Available to Meeting Registrants Only.

TIM: Transparency and the Social Benefits of Government Funded Research

Author: **Marek Giebel**, *Copenhagen Business School*

I investigate the effect of increasing transparency on the social benefits of government funded research. For this purpose, I exploit two laws enacted in the United States related to government funding and improved information provision. Using these two information, I analyze how the change in information disclosure affects follow-on innovation of government-funded research. The results show an elevated degree of innovation building on federally funded patents after transparency increased due to additional information. I find that this effect could be attributed to a decrease in search costs and asymmetric information. Further results imply that patents funded by procurement contracts show a stronger increase in follow-on innovation compared to those funded by grants. Considering the actual amount awarded, I find a positive relationship and that patents from projects with a medium level of funding benefit in particular. These results imply a positive effect of more transparency on innovation.

Paper is NOT Available. Please contact the author(s).

TIM: Peer Effect of Government Awards: The Case of R&D Certifications in China

Author: **Daxin Sun**, *Shanghai Jiao Tong U.*

Prior research on the competitive dynamics and strategic imitation has emphasized how firms strategically respond to peer pressure by following their actions. While this stream of literature has mostly focused on firms' substantive engagement and similar behavior, no effort has identified the state incentive and extended it to the innovation field. Using the longitudinal dataset of Chinese publicly firms from 2001 to 2016, this paper first attempt to integrate the peer effect research, state sponsorship literature, and the literature on the political championships, studying how peer firms' R&D certifications shape the firms' innovation outcomes. Specifically, we argue that when peer firms receive more R&D certifications from government, firms will perceive more peer pressure and then are more likely to engage in innovation activities in order to attract attentions, resources, and favorable policies from policy makers and maintain their competitive advantages. Furthermore, we explore the contingency values of government growth target, political career incentive, and government innovation focus, to undertake how the political championships mechanism coordinates with market competition logic. Our work enriches the knowledge of peer effect and the innovation research by clarifying interplay between political and market competition.

Paper is NOT Available. Please contact the author(s).

TIM: An Asset or a Liability? Disentangling the Effect of Political Disconnection on Firm Innovation

Author: **Dayuan Li**, *Central South U.*
Author: **Fei Tang**, *Central South U.*

Existing studies have assessed whether political connections benefits or impedes business success, while study about the relationship of firm's political disconnection with firm innovation is almost devoid. We thus frame our study with attention-based view and adopt difference-in-difference (DID) method to empirically test the innovation effect of political disconnection. We further identify the mechanisms behind this relationship. With the dataset of privately-operated China's firms for 2008-2017, the results show that political disconnection significantly and positively affects firm innovation; the disconnected effect on firm innovation is more pronounced when firms' CEO and chairperson are the same person, or firms have concentrated ownership structure and older directors. These findings are robust to alternative measurement of variable, and we utilize both Heckman two-stage model and Placebo test to mitigate the endogeneity issues. This study sheds light on political disconnection and its effects on corporate strategies.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1853** | Submission: **19084** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 10:15AM- 11:45AMPT (UTC-7)** at **Sheraton Grand Seattle in Aspen**

Technological Change Track: Environment and Technology Evolution - Exogenous and Endogenous Drivers

Session Moderator: **Aldona Kapacinskaite**, *Department of Management and Technology, Bocconi U.*

TIM: Solutions Looking for Problems: Idle Capacity, Repurposing and the Technological Landscape   

Author: **Aldona Kapacinskaite**, *Department of Management and Technology, Bocconi U.*

Prior research suggests that availability of complementary assets drives adoption of new technology. However, while firms may possess relevant complementary assets, they often fail to deploy them for new technology adoption. This study documents that the uptake of a new technology is more likely when necessary complementary assets are idle, and their redeployment costs are low. Empirically, I exploit an oil price decline in 2014 and study technology choices by firms in the wind power industry. Wind farms built by firms with oil and gas complementary assets following a steep oil price decline were more likely to adopt new technology, chiefly larger wind turbines, relative to other competitors. The effect is driven by wind farms located near existing oil and gas fields, suggesting that redeployment costs are an important driver of technology choice. This study contributes to technology management and resource redeployment literatures, documenting resource repurposing as a driver of technological change.

Paper is NOT Available. Please contact the author(s).

TIM: Building on Solid Ground: Foundational Knowledge and the Dynamics of Innovation

Author: **Wesley Greenblatt**, *MIT Sloan School of Management*

How do changes in knowledge uncertainty dynamically shape the rate and direction of innovation? I develop a novel typology of knowledge based on the degree of uncertainty and synthesis across individual pieces of knowledge. To empirically explore the role of foundational knowledge—integrative knowledge with low uncertainty—I study how 135 clinical practice guidelines published 1990-2011 by cardiology professional medical societies shape the use of the 14,390 underlying articles and associated research subfields they incorporate. Employing a difference-in-differences approach, I find articles cited by a clinical practice guideline have a marked increase in citations, acting to diffuse the underlying knowledge by bringing in new researchers, compared to control articles carefully matched on observables. Subfields included in the guideline have a large and sustained increase in the flow of articles into the field, which are more likely to be themselves highly cited. Rather than the aperture of subsequent innovation narrowing, subfields shift towards more disruptive, more intellectually distant, and more translational research, with only a small increase in incremental clinical research. In particular, this shift is larger for those subfields that are more technologically immature. As developing foundational knowledge requires the investment of resources and time, this shows how commitment can facilitate breakthrough innovation.

Paper is Available to Meeting Registrants Only.

TIM: Firms as Landscape Shapers: Vying for Dominance through Shaping the Photovoltaic Cell Industry 

Author: **Charlotte Jacobs**, *Louisiana State U.*

Author: **Gwendolyn Kuo-fang Lee**, *U. of Florida*

The literature on the interaction between firm and environment lacks a systematic distinction between adaptation and shaping. A clear delineation of shaping can shed a new light on the cause and effect in the co-evolution of firms and their environment. Our study creates an empirical delineation based on the photovoltaic cell industry between 1976 and 2016. Using this delineation, we examine which firms are more likely to shape their business environment. Our analysis shows that the probability of shaping increases with the firm's intentional design efforts per the vision of the Mendelian executive that amplify knowledge recombination and customer expectations. These efforts, as antecedents of shaping, also predict comparatively the probabilities of shaping, adaptation and exit as responses to the emergence of a dominant design.

Paper is NOT Available. Please contact the author(s).

TIM: Impact of Portfolio Specialization and Activeness on Firm Survival: Evidence from Drone Industry

Author: **Indu Khurana**, *Hampden-Sydney College*

Author: **Dev K. Dutta**, *U. of New Hampshire*

This study examines the impact of a product portfolio strategy on firm survival in the global unmanned aerial vehicles (UAV) or drone industry, which serves as an emerging innovation ecosystem. Utilizing a sample of firms from across the world in the UAV industry, we find that firms operating with a product portfolio that is specialized as well as active face a lower hazard of exit compared to firms that operate with a portfolio that is either less specialized or less active. Our findings have important implications for firm strategy, positioning, and interaction with new technologies within an emerging innovation ecosystem.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1854** | Submission: **12492** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 10:15AM- 11:45AMPT (UTC-7)** at **Sheraton Grand Seattle** in **Columbia**

**Technology Strategy and Competition Track: Thinking
Strategically about Network Effects**
Thinking Strategically about Network Effects



Organizer: **Joe N. Ploog**, *UCL School of Management*
Organizer: **Joost Rietveld**, *UCL School of Management*
Session Chair: **Joost Rietveld**, *UCL School of Management*
Discussant: **Melissa Schilling**, *New York U.*
Presenter: **Chiara Farronato**, *Harvard Business School*
Presenter: **Joe N. Ploog**, *UCL School of Management*
Presenter: **Tobias Kretschmer**, *LMU Munich*
Presenter: **Marshall Van Alstyne**, *Boston U.*

Many, highly valuable firms such as Alibaba, Alphabet, Amazon, Apple, Meta, and Tencent owe parts of their success to network effects. Therefore, it is unsurprising that scholars have been studying network effects and their implications for decades. However, we still know surprisingly little about (1) how to measure network effects, (2) the implications for firms trying to actively induce network effects, and (3) the competition under heterogeneous network effects. The goal of this symposium is to highlight research that deals with these issues. All four presenters illustrate novel ways to measure the strength of network effects and show how these network effects affect value creation and/or firm performance. Results show that network effects are by no means a panacea for firms as (1) they might be too weak to justify a costly merger, (2) they negatively affect firm performance when paired with incompatible strategies, (3) their strength critically depends on heterogeneous user characteristics, and (4) strong within-period network effects are not enough to achieve a dominant market position without consistently strong inter-period network effects. The four presentations will be followed by a discussion that aims to identify common themes and fruitful avenues for future research on network effects.

Dog Eat Dog: Balancing Network Effects and Differentiation in a Digital Platform Merger

Author: **Chiara Farronato**, *Harvard Business School*

Network Effects by Choice: A Demand-Side Perspective on Adoption Performance for Board Games

Author: **Joe N. Ploog**, *UCL School of Management*

Online Communities on Competing Platforms: Evidence from Game Wikis

Author: **Tobias Kretschmer**, *LMU Munich*

How Users Drive Value in Two-sided Markets: Platform Designs That Matter

Author: **Marshall Van Alstyne**, *Boston U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Technology and Competitive Strategy Track: Business Models and Innovation

Session Moderator: **Felix Poege**, *Boston U.*

TIM: Competition and Innovation: The Breakup of IG Farben 

Author: **Felix Poege**, *Boston U.*

The relationship between competition and innovation is hard to disentangle as exogenous variation in market structure is rare. Such a rare disruption is the 1952 breakup of Germany's leading chemical company, IG Farben. The Allies occupying Germany imposed the breakup because of IG Farben's importance for the German war economy instead of standard antitrust concerns. In technology areas where the breakup reduced concentration, patenting increased strongly, driven by domestic, non-IG Farben firms. An analysis of patent texts shows that in the short-run, the propensity to patent increases, but not in the long-run. The patenting activity of IG Farben's successors increased in comparison to a synthetic control and the successors' patenting specialized relative to the pre-breakup period. The results underscore the importance of competition in technology development for innovation.

Paper is Available to Meeting Registrants Only.

TIM: Business Model Innovation and Paradoxical Temporal Focus: Looking at the Past, the Future, or Both? 

Author: **Angel Sharma**, *UNSW Sydney*

Author: **Josh Keller**, *UNSW Sydney*

Author: **George A. Shinkle**, *UNSW Sydney*

We investigate the relationship between organizations' simultaneous temporal focus on both the past and the future and their business model innovation intensity, incorporating paradox theory as a conceptual lens. We use a novel computer-aided text analysis of letters to shareholders and earnings call transcripts of S&P 500 firms between 2004 and 2020. Our sample comprises of a wide range of firms that differ in terms of industry, size, age, among other characteristics that give us the necessary variance and confidence in our results. We find that simultaneously focusing on both the past and the future has a negative effect on business model innovation intensity. However, we also find that simultaneously focusing on both the past and the future has a positive effect on business model innovation among firms operating in highly dynamic environments. Our results suggest that in dynamic environments, tensions between using knowledge of the past and knowledge of the future are more salient and more difficult to unravel, thereby encouraging organizations to develop innovative business models that address both. We discuss the implications of our findings for research on business model innovation and temporality.

Paper is NOT Available. Please contact the author(s).

TIM: Revenue Model Innovations for Product-Service Systems: Overcoming the Service Paradox  

Author: **Sascha Michael Kellerhaus**, *Institute for Technology and Innovation Management at RWTH Aachen*

Author: **Sebastian Brenk**, *RWTH Aachen U.*

Industrial manufacturers aim to increase competitiveness by innovating their business model and offer product-service systems (PSS). However, firms often fail to exploit sufficient profits from PSS business model innovation (BMI). The role of revenue models to create and capture value from innovating revenue streams for PSS is often neglected in practice and theory. The innovation literature has a profound understanding of the PSS concept and its value proposition design. However, it lacks knowledge and insights on how revenue model innovation (RMI) impacts the success and competitiveness of a PSS business model. From a perspective of the resource-dependence theory (RDT), we assume that RMI is a source of competitive advantage by reducing uncertainty and increasing interdependencies between economic actors of a PSS. Our research applied a qualitative multiple case study with semi-structured interviews of leading PSS providers. We identified three dimensions of RMI-enabled customer value creation and provider value capture, reducing customer uncertainty and increasing dependence according to the RDT. Our research implies from the RDT perspective that PSS providers create a joint competitive advantage from RMI by giving additional value to their customers, which supports the power balance between both parties by a positive increase in interdependence. Our study contributes to the theoretical understanding of the role of RMI for PSS business model success. The study results will extend the theoretical knowledge about successful servitization through PSS and address its problem of exploiting revenues from the service business – the service paradox.

Paper is Available to Meeting Registrants Only.

TIM: Evolving towards Mobility-as-a-service: Drivers and Consequences of Car Subscription Service (WITHDRAWN)

Author: **Arash Sadeghi**, *U. of Leicester*

Author: **Taimaz Larimian**, *Loughborough U.*

This study investigates the emergence of car subscription services, as a new development in the area of Mobility-as-a-Service (MaaS). Our aim is to explore the drivers of emergence of car subscription services, analyse its impact on the incumbent manufacturers, and investigate the impact of Covid-19. We adopt a qualitative approach based on in-depth, semi-structured interviews with managers of two car subscription service providers: a leading car manufacturer and an IT start-up. We found three key behavioural and technological trends that drive the emergence and growth of car subscription services and highlighted the various opportunities and risks for the incumbent manufacturers.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1856** | Submission: **19074** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 10:15AM - 11:45AMPT (UTC-7)** at **Sheraton Grand Seattle in Madrona**

People and Innovation Track: Scientists in Innovative Firms

Session Moderator: **Barthélemy Chollet**, *Grenoble Ecole de Management*

TIM: Publish or Procreate: The Effect of Motherhood on Academic Performance (WITHDRAWN)

Author: **Sofie Cairo**, *Copenhagen Business School*
Author: **Valentina Tartari**, *Copenhagen Business School*
Author: **Sofie Dalum**, *Copenhagen Business School*

Women are underrepresented in science and representation deficits are even greater for more senior positions and in STEM fields. The dominant explanation is that male and female scientists, even within the same field, publish at unequal rates. Prior studies on select fields suggest that the gender gap in academic productivity reflects differential effects of childbearing on men and women, as women face tensions between the two greedy institutions of family and academia. We study the full population of STEM academics in Denmark and investigate parenthood penalties on scientific productivity of mothers and fathers, who are active in research after the birth of their first child. We employ an event-study approach on annual research publications, an outcome especially relevant in the science domain, and rely on a unique combination of Danish registers and granular bibliometric data on publications from the database Scopus. We find that, on average, the first childbirth results in an annual penalty of 24 percent on scientific productivity of mothers in STEM fields relative to fathers in the first 5 years after birth. This reflects a drop in annual research publications of mothers relative to their own pre-birth productivity. Hence, unequal impacts of parenthood may be an important driver of gender inequality in Science.

Paper is NOT Available. Please contact the author(s).

TIM: Geographical Distance in Advice Networks and Individual Patenting Performance

Author: **Barthélemy Chollet**, *Grenoble Ecole de Management*
Author: **Karine Cécile Revet**, *Grenoble Ecole de Management*

R&D engineers rely on daily advice seeking to achieve their tasks and, accordingly, how their advice ties are arranged influences their individual performance. Among network dimensions, the role of geographical distance between advice providers and a focal advice seeker has rarely been investigated, despite extended literature on how geography affects knowledge circulation. To capture the effects of geographical distance in advice networks, we take a mixed method approach. We analyze the lived experience of R&D workers, as recounted in in-depth interviews, which results in a conceptual distinction between two types of advice seeking: surface and deep advice seeking. They differ in terms of their process, form of reciprocity, and expected contribution. Equipped with this dual conceptualization and prior literature on the geography of knowledge, we theorize that geographical distance benefits deep advice seeking but is detrimental to surface advice seeking. We find support for our hypotheses using a sample of 113 R&D workers from the French semi-conductor industry.

Paper is NOT Available. Please contact the author(s).

TIM: R&D Employee Tenure in MNC Subsidiaries: The Role of Institutional Distance and Experience (WITHDRAWN)

Author: **Dhruba Jyoti Borah**, *U. of Liverpool*
Author: **Silvia Massini**, *U. of Manchester*
Author: **Lucia Piscitello**, *Politecnico di Milano*

Long tenure of research and development (R&D) employees helps organisations to utilise employees' knowledge over a sustained time period and to strengthen their competitive advantage. It also allows organisations to benefit from the return on the investments made on training their R&D employees. Thus, it is important to identify the determinants of R&D employees' tenure and design appropriate R&D employee retention strategies. This paper analyses the factors that explain the tenure of R&D employees in the subsidiaries of multinational corporations (MNCs). Building on institutional theory, we claim that formal and informal institutional distance between MNCs' home and host country might lead to early departure from subsidiaries. We suggest that experience plays a moderating role at both the micro-level (i.e., at the individual employee level) and macro-level (i.e., at the MNC subsidiary level). We find support for our hypotheses mobilising an original database that combines patent data and the LinkedIn profiles of 988 R&D employees in 272 MNC subsidiaries in India.

Paper is NOT Available. Please contact the author(s).

Author: **Martin C. Goossen**, *Old Dominion U.*

Author: **Carla Rúa-Gomez**, *SKEMA Business School - U. Côte d'Azur*

Author: **Gianluca Carnabuci**, *ESMT Berlin*

Extant literature on social capital has demonstrated the positive effects of brokerage on employee productivity, particularly in knowledge-intensive and creative environments. Yet, little is known about the interactions between employee brokerage and employee mobility to competitors, another common theme in the strategic human capital literature. We posit that employees in brokerage positions face unique information and exposure and have different external opportunities than their peers in more constrained network positions. However, as brokerage is an inherently local network position, we further argue that the effect of mobility on employee productivity is substantially different for those in brokerage positions versus those in constrained networks. Moreover, the nature of these consequences is contingent on the breadth of expertise of employees. Using a large, longitudinal sample of inventors working for the world's major pharmaceutical firms, we find partial support for the interactive effects of brokerage, mobility, and productivity. The findings of this study contribute to the social capital literature on employee brokerage and to strategic human capital research on inventor mobility.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1857** | Submission: **19053** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 10:15AM - 11:45AMPT (UTC-7)** at Sheraton Grand Seattle in Seneca

Digitalization Track: Digital Transformation and Digital Markets

Session Moderator: **Henry Lopez-Vega**, *Surrey Business School*

TIM: Digital Transformation: Implications of Novelty and Scope for Digital Technologies

Author: **Henry Lopez-Vega**, *Surrey Business School*

Author: **Jerker Moodysson**, *Jonkoping International Business School*

Digital technologies are vital for firms' activities in the digital age. This paper investigates digital technology groups and the implications of their technology novelty (incremental or radical) and breadth (one-sectoral or multi-sectoral) for digital transformation in manufacture intensive industries. Digital technology groups represent cohesive overlaps across individual technologies. Adopting a topic modelling research method of autonomous vehicle patents in firms operating in Sweden and a confirmatory survey with the inventors of those patents, this paper identified 26 digital technology groups transforming the autonomous vehicle sector. We find that digital technology groups are distributed across four technology paths: upgrading, spanning, transforming, and disrupting. Our findings suggest the ongoing digital transformation involves a creative accumulative response of incumbents and new entrants. This is developing new technologies outside existing capabilities and building on existing knowledge. This study bridges the previous literature on technological change and the characteristics digital technologies.

Paper is Available to Meeting Registrants Only.

TIM: Contract Choice, Moral Hazard and Performance Evaluation Evidence from Online Labor Markets

Author: **Yifei Wang**, *U. of Maryland R.H. Smith School of Business*

Author: **Peng Huang**, *U. of Maryland R.H. Smith School of Business*

Due to the spatial and temporal separations between clients and freelancers, online labor markets (OLMs) are particularly susceptible to issues related to information asymmetry. Based on the economics of information, we hypothesize that contract format choice—i.e., between the fixed-priced (FP) contract and the time-and-materials (TM) contract—has important implications for preventing moral hazard during contract execution, and therefore will influence the client's perceived contractual performance upon project completion. We test the predictions by assembling a dataset of analytics projects completed by freelancers on Upwork, the largest online freelancing platform. We find that consistent with our hypothesis, freelancers under a TM contract on average receive significantly lower performance ratings by their clients compared to those under a FP contract. Interestingly, we also find that the expertise requirement of a project moderates the effect of contract choice on client satisfaction; specifically, the negative impact of TM contract is smaller (less negative) when a project requires expert-level skills. Our study offers useful insights into an important institutional determinant of contractual performance evaluation, which has profound implications for freelancers' reputation in OLMs.

Paper is Available to Meeting Registrants Only.

TIM: Four Perspective on the Role of Physicality in Digital Innovation: A Systematic Literature Review

Author: **Lucas Goebeler**, *Copenhagen Business School - Department of Digitalization*

In times where ubiquitous, pervasive, and unbounded digital innovation are faced with the opportunities and challenges for digital innovation that have emerged during the pandemic, we observe that digital innovation research has focused on the distinct nature of the digital. In doing so the physical component has often been understudied. In order to address the emerging notion of physicality as an important aspect of digital innovation, this study conduct a systematic literature review of how physicality has been addressed in the digital innovation literature and what roles of physicality have been established. The study identifies four perspectives on physicality in innovation – physicality seen in social objects, physical objects, social activities, and physical activities – and the respective role of physicality as subject, bearer, context, and co-creation of digital innovation. In doing so this study furthers our understanding of physicality and helps to identify where and how physicality in digital innovation needs to be addressed.

Paper is Available to Meeting Registrants Only.

TIM: Understanding the Typologies of Customer Experience in Phygital Contexts: The Case of Webidoo Store

Author: **GIANLUCA PUSCEDDU**, *U. degli Studi di Cagliari*

Although research on respectively online and offline customer experiences (CXs) is long-established, scholarly attention in the context of phygital CXs is still in its infancy. The purpose of this empirical paper is to propose a first investigation regarding phygital CXs. The present study contributes to CX literature by investigating the typologies of CX in phygital contexts depending on the intensity of consumers' responses and reactions to stimuli, i.e., ordinary to extraordinary experiences. From a managerial perspective, this research helps business managers and owners go beyond the CX's subjectivity and contextuality, focusing on their controlled stimuli and touchpoints to trigger the intended CX. Keywords: Phygital customer experience; ordinary experience; extraordinary experience; physical store; Try & Buy; single-case study

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1858** | Submission: **19091** | Sponsor(s): **(TIM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 10:15AM - 11:45AMPT (UTC-7)** at **Sheraton Grand Seattle** in **Virginia**

Organizational Learning and Search Track: Learning Despite Uncertainty and Disruptions

Session Moderator: **Kaushik Bagchi**, *ESADE Business School / Ramon Llull U.*

TIM: Crossing the Valley of Death: The Effect of Organizational Form and Technology Age on Exploration

Author: **Kaushik Bagchi**, *ESADE Business School / Ramon Llull U.*

Author: **Ivanka Visnjic**, *ESADE Business School*

Author: **Julian M Birkinshaw**, *11393*

In this article, we study the effect of organizational form (i.e., universities, entrants, and incumbents), technology age, and prior failure in the technology class on the success in exploring new technology. Utilizing data from over 7000 biological drug discovery projects over a 30-year period, we model the likelihood that a drug discovery project will be carried over to a Phase 1 clinical trial. We find that, despite early and pioneering success, projects by universities and specialist biotech companies are less likely to succeed as technology ages, while the likelihood of big pharma projects succeeding increases. Moreover, prior failure in the technology class has a detrimental impact on the likelihood of success of projects originated by biotech companies and universities while big pharma's projects remain relatively undeterred by these failures. We argue that, contrary to the recent literature, these findings suggest that the exploration by large established organizations remains important to the innovation process and, consequently, they should remain active in exploration. In the article, we explain the mechanisms underpinning these empirical findings and clarify why our findings on the role of different organizational forms in exploration seemingly contradict the recent literature on innovation.

Paper is NOT Available. Please contact the author(s).

TIM: Spread The Seed to Win a Long Harvest 

Author: **Xirong Shen**, *McCombs School of Business, U. of Texas at Austin*

In an emerging technology sector, the generative value of inventions—its potential to spawn subsequent iterations and cumulative inventions—is crucial yet challenging to realize. This paper examines firm research publications as a novel mechanism for generative value creation in emerging technology sectors. Research publications, by broadcasting the firm's research and attracting a diverse set of external follow-up inventions, exposes the focal inventing firm to a pool of distant, unfamiliar knowledge. In the meantime, the theoretical knowledge contained in these publications guides the focal firm to learn from and build on the distant knowledge contained in external follow-up inventions efficiently. To test these arguments, I collected data on U.S. publicly-traded, AI-active firms from 1995 to 2015. I tracked the cumulative innovation activities around these firms' AI-related patents and the research publications associated with these patents. Analyses based on within-firm models show that, for a focal AI patent, same-firm publications not only increase the knowledge distance between the firm's original knowledge pool and the incoming external follow-up inventions, but also enhance the volume and private value of the firm's related, subsequent inventive efforts. This paper contributes to the literature on generative value of inventions, emerging technologies, and corporate publications.

Paper is Available to Meeting Registrants Only.

TIM: Exploration versus Exploitation: The Role of the Business Cycle 

Author: **Goretti Cabaleiro Cervino**, -

Author: **Pedro Mendi**, *U. of Navarra*

This paper studies how the interplay between the economic crisis, sector characteristics (dynamism) and firm-specific characteristics (firm size and geographic diversification) shapes firms' choice between exploration and exploitation in innovation strategies. With that purpose in mind, we analyze the PITEC database, a panel of Spanish firms in manufacturing and service industries from 2005 to 2013. Results show that: 1) demand reductions lower the probability of firms being characterized as exploratory; 2) the impact of demand fluctuations is stronger among firms in more dynamic industries; 3) the impact of demand drops is also stronger among small and medium companies than among large companies; and 4) geographically-diversified companies seem to be less affected by demand fluctuations in their choice between exploration and exploitation.

Paper is Available to Meeting Registrants Only.

TIM: Learning Amid Technological Disruption: Evidence from U.S. Inventors, 1836-1999

Author: **Christopher Esposito**, *U. Of Chicago*

Author: **Frank Van Der Wouden**, *U. of Hong Kong*

How do inventors in disruptive technological environments accumulate knowledge? When disruption erodes the value of inventors' knowledge, their time becomes one of their most precious resources. Inventors can learn by accumulating experience over time, but inventors operating in highly disruptive environments require faster alternatives. One alternative is collaboration, which allows inventors to aggregate knowledge quickly. To assess how disruption affects inventors' strategies for knowledge aggregation, we study how the benefits inventors received from experience and from collaboration in teams of co-inventors changed across historical periods and technological fields with different disruption rates. Our analysis uses novel datasets that track the careers and record the impact of the inventions of U.S.-based patent inventors that started their careers between 1836 and 1999. Our results show that the importance of prior patenting experience for the creation of high-impact inventions decreased in the early 20th century, while the importance of collaborating in large teams increased. Both shifts were greater for inventors that patented in more disruptive technological fields, indicating that technological disruption induced inventors to collaborate. Our results generate critical insights for individuals, teams, and organizations that compete in the disruptive contemporary knowledge economy.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1859** | Submission: **19099** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 10:15AM - 11:45AMPT (UTC-7)** at **Sheraton Grand Seattle in Willow B**

Innovation Processes Track: Technology and Business Models

Session Moderator: **Weifeng Xu**, *School of Economics & Management, Tongji U.*

TIM: External Environment Uncertainty, Key Resources Acquisition and Corporate Technological Innovation 

Author: **Weifeng Xu**, *School of Economics & Management, Tongji U.*
Author: **Chang Liu**, *Jiangnan U.*

Building on the resource-based theory, we investigate the impact of external environmental uncertainty on firm technological innovation taking into consideration the mediating role of key resource acquisition among this relationship. A sample of Chinese A-share listed companies from 2008 to 2019 is employed to test the proposed research model. The results provide support for the argument that the external environmental uncertainty negatively relates to the input and output of technological innovation, in which the acquisition of key resources - capital resources and information resources plays a mediating effect. We also find that corporate social capital mitigates this negative impact. Further, technological innovation of high-tech industries is more sensitive to external environment uncertainty compared with non-high-tech industries. Our results not only theoretically extend previous research by providing a new perspective to explain the mechanism of external environment uncertainty affecting corporate technological innovation, but also provide practical guidance for firms on how to effectively conduct technological innovation activities in a highly uncertain external environment.

Paper is Available to Meeting Registrants Only.

TIM: Startup Cooperation Capability: How Established Companies Can Utilize Startups' Potential

Author: **Nele Oldenburg**, *Martin-Luther-U. Halle-Wittenberg*
Author: **Nicolas Zacharias**, *Martin Luther U. Halle*

Established company – startup cooperation increasingly moves into the focus of research. Yet, despite a growing body of literature as well as remarkable efforts of practitioners invested in startup cooperation, the high expectations are often not met. Bridging inter-organizational cooperation research and dynamic capability theory, this paper conceptualizes startup cooperation capability of established companies. Further, this study examines how startup cooperation capability can impact outreach success and coordination efficiency and consequently improve new product innovativeness. In addition, the moderating effects of resource availability as well as company formalization are investigated. To test the hypotheses, we analyze survey data from 195 startup cooperation managers working at established companies by applying covariance-based structural equation modelling. The results suggest that startup cooperation capability has a positive impact on outreach success, which in turn positively affects new product innovativeness. The relationship between startup cooperation capability and outreach success is strengthened by resource availability. On the other hand, startup cooperation capability is negatively associated with coordination efficiency. This effect is strengthened by the influence of company formalization.

Paper is Available to Meeting Registrants Only.

TIM: Creativity– business Model Innovation Relationship and Financial Performance of the Firm     

Author: **Imran Muhammad Ilyas**, *U. of Jyväskylä School of Business*

The study analyzes the creativity– business model innovation relationship and its impact on financial performance of the firm in the context of advertising industry where there are limited opportunities for process or product innovation. Using moderated mediation model, it is argued that creativity positively affect the business model innovation. Also, business model innovation improves the firm financial performance. Thus, business model innovation mediates the relationship between creativity and financial performance of the firm. Moreover, business group affiliation moderates the impact of business model innovation on firm performance. The results from panel dataset largely support the proposed model. The study contributes to the literature on creativity and business model innovation.

Paper is NOT Available. Please contact the author(s).

TIM: Institutional Ownership and the Nature of Corporate Innovation

Author: **Sampa Samila**, *IESE Business School*
Author: **Markus Simeth**, *Copenhagen Business School*
Author: **David Wehrheim**, *IESE Business School*

This paper analyzes whether institutional ownership affects the nature of corporate innovation. We consider the heterogeneity of firm innovation by differentiating upstream research from downstream development using novel indicators for scientific publications and patents. Our analysis shows that institutional owners have a negative impact on upstream research, whereas there is no effect on downstream development. Consistent with a short-term orientation of institutional owners, we further show that scientific research is associated with lower short-term operating performance but higher long-term firm value. These findings support the view that capital markets in general, and institutional owners in particular, can induce myopic firm behavior.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Showcase Symposium**

Program Session: **1860** | Submission: **12345** | Sponsor(s): (TIM, OMT, STR)

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 10:15AM- 11:45AMPT (UTC-7)** at Sheraton Grand Seattle in University

AI and Emerging Technologies Track: The Digital Firm and New Forms of Economic Organizing *The Digital Firm and New Forms of Organizing*



Session Chair: **Gianluigi Giustiziero**, *Frankfurt School of Finance & Management*

Session Chair: **Brian Wu**, *U. of Michigan*

Discussant: **Deepak Somaya**, *U. of Illinois at Urbana-Champaign*

Discussant: **Tobias Kretschmer**, *LMU Munich*

Participant: **Kathleen Eisenhardt**, *Stanford U.*

Participant: **Pinar Ozcan**, *Oxford U., Saïd Business School*

Participant: **Thorbjørn Knudsen**, *Frankfurt School of Finance & Management gGMBH*

Participant: **Ron Adner**, *Dartmouth College*

Participant: **Aija Elina Leiponen**, *Cornell U.*

The rapid growth of the digital economy, including ubiquitous internet access, smartphones, big data analytics, artificial intelligence, blockchain, and platforms has profoundly reshaped the way we conduct and organize business. As a result, the firms that participate heavily in the digital economy by either using a significant share of digital resources (e.g., software, algorithms, data) and/or by selling a significant share of digital products and services (e.g., platforms, software, media) have several distinctive organizational features, thus providing an interesting and important testing ground for the foundational theories of economic organization. The symposium will focus on the emerging patterns unique to digital firms for which advancing existing theories might indeed be imperative.

Data Coalitions and the Strategy of Ecosystem Defense: The case of TomTom vs Google

Author: **Ron Adner**, *Dartmouth College*

What is Digital Transformation? Core tensions facing established companies on the global stage

Author: **Kathleen Eisenhardt**, *Stanford U.*

Author: **Pinar Ozcan**, *Oxford U., Saïd Business School*

Two Faces of Interaction: Human-Machine Interactions in Adaptive Screening Systems

Author: **Thorbjørn Knudsen**, *Frankfurt School of Finance & Management gGMBH*

The Rise of the Decentralized Inverted Firm.

Author: **Aija Elina Leiponen**, *Cornell U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **1861** | Submission: **12385** | Sponsor(s): **(TIM, STR, OMT)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 10:15AM - 11:45AMPT (UTC-7)** at **Sheraton Grand Seattle** in **Willow A**

Ecosystems and Platforms Track: Emerging Ecosystems: Configuring and Reconfiguring Actors in an Ecosystem *Configuring and Reconfiguring Ecosystem Actors*

Discussant: **Kathleen Eisenhardt**, *Stanford U.*

Organizer: **Xavier Mundet**, *ETH Zürich*

Organizer: **Axel Zeijen**, *ETH Zürich*

Presenter: **Rahul Kapoor**, *The Wharton School, U. of Pennsylvania*

Presenter: **Pinar Ozcan**, *Oxford U., Saïd Business School*

This symposium brings together four studies of ecosystem actor (re-)configuration. In ecosystems, value creation and value capture strongly depend on the configuration of actors and the innovations they develop. This symposium focuses on the question of how such configurations emerge and change. The presenters approach this question from diverse viewpoints (from bottlenecks imposing strategic directions to endogenous shaping processes) and through a broad range of contexts and methods. Together, they help form a more complete understanding of the drivers and consequences of ecosystem structure.

Ecosystem Bottlenecks and Industry Evolution

Author: **Rahul Kapoor**, *The Wharton School, U. of Pennsylvania*

Author: **Kathleen Eisenhardt**, *Stanford U.*

Power Distribution and Leverage in the Music Streaming Ecosystem: Evidence from Spotify Playlists

Author: **Luis Aguiar**, *U. of Zurich*

Author: **Joel Waldfogel**, *Carlson School of Management*

Author: **Axel Zeijen**, *ETH Zürich*

Battle for the Core? How Industry Leaders Leverage Digital Technologies to Shape their Ecosystems

Author: **Xavier Mundet**, *ETH Zürich*

Author: **Mary Tripsas**, *U. of California, Santa Barbara*

Forced Ecosystems and Digital Stepchildren

Author: **Pinar Ozcan**, *Oxford U., Saïd Business School*

Author: **Douglas Hannah**, *Boston U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1862** | Submission: **19145** | Sponsor(s): **(CAR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 10:30AM - 12:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 607**

Diverse Career Research Methods

Session Moderator: **L. M. Jawahar**, *Illinois State U.*

In-person, on-site in Seattle. NO virtual component. Content will become available on the virtual platform as an on-demand session at the scheduled time of the in-person session.

CAR: **The Fast Track to the Top in European Listed Firms: The Role of the Human Capital Mix** 

Author: **Maria Laura Frigotto**, *U. of Trento*

Author: **Meysam Salimi**, *U. of Trento*

Author: **Massimiliano Votiero**, *UniTn (Italy)*, and *USI (Switzerland)*

Author: **Enrico Zaninotto**, *U. of Trento*

Drawing on human capital theory, this study contributes to the career literature by examining the role of 'human capital mix' in the speed of career advancement to a top management team (TMT) position, i.e. the so-called 'fast track'. More specifically, the study analyzes the impact of education, tenure (firm-specific experience) and career variety (inter-functional, inter-industry, inter-firm and international experience) on the career history of more than 9,000 chief executive officers (CEOs) and non-CEO senior executives from European listed firms. The results show that the human capital mix differs for CEOs and non-CEOs and that the typical positive relationship between education and a fast-track career holds only for non-CEOs. Moreover, while tenure promotes a CEO fast-track career, it slows non-CEO career advancement. The results also reveal that career variety delays the speed of career advancement for both CEOs and non-CEOs but may act as a double-edged sword. Indeed, for CEOs, the positive effect of tenure is strengthened when they have higher inter-firm experience or lower inter-functional experience; while for non-CEOs, the negative effect of tenure is alleviated when they have greater career variety. Overall, these results indicate that the impact of the composition of the human capital mix on a fast-track career depends on the type of managerial position considered.

Paper is NOT Available. Please contact the author(s).

CAR: **Career Orientations of Expatriates and Host Country Nationals in IDOs Prior and During Covid-19**

Author: **Rebecca Yusuf**, *Henley Business School, U. of Reading, United Kingdom*

Author: **Rita Fontinha**, *Henley Business School, U. of Reading, United Kingdom*

Author: **Washika Haak-Saheem**, *Henley Business School, U. of Reading*

International Development Organisations (IDOs) have a humanitarian nature and it is likely that their employees, both expatriates and host country nationals (HCNs), have career orientations that may differ from those in profit-driven organisations. This paper is theoretically based on calling literature to advance our understanding on career orientations of expatriates and host country nationals (HCNs), as this may influence their career trajectories. We explore this in the context of IDOs in Nigeria. Our research has a semi-longitudinal design, using qualitative data to explore changes that may have occurred in IDO workers' career orientations given the contextual challenges of the Covid-19 pandemic. Our study shows that calling-related career orientations have lost their relevance among both groups of employees amid the Covid-19 pandemic, with implications for their career trajectories. These results also have relevant implications for the management of international careers and assignments in the context of IDOs.

Paper is Available to Meeting Registrants Only.

CAR: **A Mixed-method Study of the Determinants of International Students' Employment in the Host Country**

Author: **Ni Liu**, *Georg-August-U. Göttingen*

Drawing from the theory of planned behavior, this study examine the determinants of the students' employment outcomes in the host country. We conducted a mixed-method approach comprising a three-wave longitudinal survey of 121 Chinese students in German universities and 43 interviews. Our results suggest that the international students' attitudes toward working abroad and perceived employability indirectly influence their employment outcome in the host country through the intention to work in the host country. In addition, we found moderating effects of career capitals on the relationship between the intention to work in the host country and employment outcome. Career capitals weaken the impact of intention to work in the host country on employment outcomes. To further understand the relationships, we conducted a qualitative interview-based study of 43 Chinese students in German universities. The findings elucidate that international students' attitudes and perceived pressure impact their decisions to work in the host country differently in the long and short run. These two studies provide implications for international mobility research.

Paper is Available to Meeting Registrants Only.

CAR: **Does Worrying About Money Motivate Counterproductive Work Behavior Through Need Satisfaction?**   

Author: **Mahsa Abedini**, *Alma Mater Studiorum U. di Bologna*

Author: **I. M. Jawahar**, *Illinois State U.*

Author: **Melvyn Hamstra**, *IESEG School of Management*

This research examined the hypothesis that workers' financial worry predicts their counterproductive work behavior. Based on self-determination theory, we propose that psychological need satisfaction explains this relationship, and we position this volitional pathway as an alternative to a cognitive capacity pathway tested in prior research based on cognitive load theory. A time-lagged study with three measurement points conducted among 180 workers supported our model. The analysis, showed that financial worries predicted counterproductive work behavior via need satisfaction and not via cognitive capacity. Given the problematic implications of counterproductive behavior for the functioning of organizations, the findings point at worker financial concern as an important factor for (HR) management to put on their radar. Keywords: Financial worry; need satisfaction; cognitive capacity; counterproductive work behavior

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

AI and the Future of Work

Session Moderator: **Ekene Okwechime**, *Anglia Ruskin U.*

CTO: Creating a Brave New World : How AI Developers’ Imaginations of the Future Shape Their Work  

Author: **Emmanuelle Vaast**, *McGill U.*

Artificial Intelligence (AI) may change work, management, and societies in the future. This study questions how AI developers consider the potential consequences of their work. It proposes an imagined futures perspective to understand how AI developers imagine the futures associated with AI and how these imaginations shape their work and practices. It examines qualitatively the case of some AI developers and their work and find that they consider the future consequences of the AI they participate in developing as tangential – i.e., loosely connected to what they do - or integral – i.e., closely associated with what they do - to their work. These imaginations of the future are in tension, prompting some AI developers to work at connecting them as they adjust how they view the future and their work. This study adds to scholarship by revealing how AI development relies upon particular imaginations of the future, by illuminating how practitioners engage speculatively with the future, and by explaining the importance for Information Technology (IT) development of developers’ answers to what their work may do in the future.

Paper is NOT Available. Please contact the author(s).

CTO: Imagining the Future of Work When the Present is Disrupted  

Author: **Emmanuelle Vaast**, *McGill U.*

The future of work has long been an important topic of academic and managerial interest as well as of policy making. Yet, we still know little about how people who do the work consider its future. It is important to study this issue especially when the current situation is disrupted because imagining the future becomes especially crucial yet more challenging. This study asks how people imagine the future of their work when their present is deeply disrupted. It builds upon scholarship on the future of work and the role of digital technologies in bringing it about as well as on imagined futures. It examines longitudinally the case of an online community whose participants reacted to the COVID-19 pandemic that upended their current work situation and made their future more uncertain. This study contributes to scholarship on the future of work by highlighting the importance of people’s considerations not only of the future, but also of the ways in which their imagined future is connected to their current situation. It also adds to scholarship on online communities by revealing them as settings where people get to confront their current situation and collectively generate imaginations of the future.

Paper is NOT Available. Please contact the author(s).

CTO: Deploying Heuristics on Planning and Design in the Creation of Smart Cities

Author: **Ekene Okwechime**, *Anglia Ruskin U.*

Big data analytics provides support and insight in dealing with complex operational problems in cities. Heuristics can support problem solvers and decision makers address complex problems in various settings. In this paper, we argue that embedding big data with heuristics can enable users satisfaction on addressing complex problems. The research draws from Volkema’s (1983) heuristics on problem solving in planning and design: problem expansion and problem reduction. A multi-source approach – secondary data and in-depth semi-structured interviews and participant observations from two smart city initiatives in the United Kingdom – formed the core data collection. We develop an empirically driven qualitative heuristic on optimising big data for complex problem solving in the creation of smart cities. We argue that problem solving in cities can deploy big data to carry out problem expansion and problem reduction as means of making sense of problems and ultimately arriving at solutions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1864** | Submission: **18877** | Sponsor(s): **(CTO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 10:30AM- 12:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 306 Duwamish**

Data Production and Anticipatory Work

Session Moderator: **Lauren Waardenburg, IESEG School of Management**

CTO: Juggling Street Work and Data Work: An Ethnography of Policing and Reporting Practices

Author: **Lauren Waardenburg, IESEG School of Management**
Author: **Anastasia Sergeeva, Vrije U. Amsterdam**
Author: **Marleen Huysman, Vrije U. Amsterdam**

Organizational research on data production often aims to unpack the nature and meaning of data and the work practices through which it is made. Yet, not much is known about how the growing need to produce data influences the performance of other, more situated work. Our three-year ethnographic study of the Dutch police unravels this issue and shows that police officers adopt three strategies to cope with anticipated data work in their situated practices: avoiding work, deviating from protocol, and capturing experiences. These strategies helped police officers to alleviate the burden of data production, but also influenced how they performed their situated work and what and how crimes were reported, which contrasted the aims of data-driven police work. Our findings have implications for existing research on data production and for studies on anticipatory work by arguing that data construction starts at the situated practices and by showing how anticipating the work needed to produce data influences how both situated and data work are performed.

Paper is Available to Meeting Registrants Only.

CTO: Managing Integration of Design Paradigms in the Development of Smart Product and Service Systems

Author: **Mathias Larsson Carlander, Stockholm School of Economics**
Author: **Magnus Mahring, Stockholm School of Economics**
Author: **Martin Sköld, Stockholm School of Economics**

Firms developing smart and connected products and service systems face challenges related to coordination and integration of multiple design, technical and organizational arrangements. Specifically, the co-existence of and coordination between several different design paradigms become salient when embedded software, sensors, and connectivity are employed to connect the firm's products, services and operations with databases, application platforms and the firm's product cloud. This study aims to explore and theorize integration and coordination of design, development, and production paradigms in response to organizational tensions arising in this context. We do so through a case study of a large global incumbent firm developing complex mechanical products engaged in creating integrated product and service systems enabled by digital innovation processes. Specifically, we identify the change of work practices relating to IT and digital services resulting in the emergence of new forms of organizational and technical arrangements that diverge from established firm-wide organizational structures and technical design principles. This divergence is counteracted by bridging the gap between bounded product arrangements and new emerging unbounded digital services in the pursuit to form new organizing logics of smart and connected products and service systems.

Paper is Available to Meeting Registrants Only.

CTO: In Pursuit of Data: Negotiating Data Tensions Between Data Scientists and Users of AI Tools

Author: **Elmira Van Den Broek, Vrije U. Amsterdam**
Author: **Natalia Levina, New York U.**
Author: **Anastasia Sergeeva, Vrije U. Amsterdam**

Carolyn Dexter Award Nominee

A key issue in building artificial intelligence (AI) tools is obtaining high-quality data for training and validating the tools' underlying algorithms. Drawing on three years of fieldwork at a Human Resources (HR) department that built an AI hiring tool, this study develops a new perspective for understanding the tensions that surface in the process of procuring data for AI tools. We show how these "data tensions" can be better understood by unpacking the divergent interests of data scientists and users that persist throughout the tool's development, implementation, and ongoing use. Our analysis of the tensions focused on the emergent practices of boundary spanners who stepped up to negotiate divergent interests and paved the way for the tool to be developed and adopted by the organization. We found that these practices did not only shape the data used to feed the AI tool but also inadvertently transformed existing organizational practices beyond the goal and scope of implementing a particular AI solution. We discuss the theoretical implications of these findings for studies of AI in organizations.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1865** | Submission: **18649** | Sponsor(s): **(GDO)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Tuesday, Aug 9 2022 10:30AM - 12:00PMPT (UTC-7)**

Research on Allyship & Mentorship

Session Moderator: **Charles Chu**, *Boston U. Questrom School of Business*

GDO: [Black Americans' Perspectives on Workplace Ally Prejudice Confrontations \(WITHDRAWN\)](#)  

Author: **Charles Chu**, *Boston U. Questrom School of Business*
Author: **Leslie Ashburn-Nardo**, *Indiana U. / Purdue U., Indianapolis*

Our research centers the underexamined perspective of Black Americans and investigates their perceptions and experience of a White ally who confronts a White perpetrator of workplace prejudice. In two experimental studies (N = 1,158), we found that Black participants reported higher levels of self-esteem after a White ally confronted a White perpetrator of racial prejudice compared to no confrontation. Additionally, we found that White ally confrontations that were perceived as more intrinsically motivated (i.e., driven by personal values) yielded greater benefits to Black perceivers' self-esteem than those that were perceived as more extrinsically motivated (i.e., driven by concerns about political correctness). We discuss implications for research on allyship and confrontation as well as practical considerations. Our results strongly suggest that advantaged group members cannot allow overt workplace prejudice to stand unchecked and should consider the motivations they convey in their actions.

Paper is NOT Available. Please contact the author(s).

 GDO: [What's In It for Me\(n\)? The Impact of Self-Interest on Men's Support for Gender Equality Initiatives](#)  

Author: **Vienne Wing-yan Lau**, *Snap Inc*

Best Paper Based on a Dissertation

William H. Newman Award Nominee

The present studies aim to investigate whether self-interest may be utilized to motivate men to support gender equality initiatives in the workplace. In Study 1, I tested whether framing a gender equality initiative as beneficial to self leads to more support from men compared to framing the initiative as beneficial to others only. I also examined the moderating effect of social dominance orientation (SDO) and the mediating effect of zero-sum gender beliefs (ZSGBs). In Study 2, I tested the moderating effect of champion gender with a 2 (Framing: Self-interest, No Self-interest) x 2 (Champion gender: Male, Female) factorial between-subject design. Together, the two studies revealed that a gender equality initiative framed as beneficial to men garnered more support than when it is framed as beneficial to women only and this effect was significantly moderated by SDO. However, having a male champion does not alleviate the negative impact SDO has on the relationship between self-interest and support for gender equality; this relationship was not mediated by ZSGBs either. Taken together, the current findings urge a paradigm shift from focusing on mitigating gender biases that affect women to emphasizing the positive changes that can be brought by a more inclusive approach to gender equality in the workplace.

Paper is Available to Meeting Registrants Only.

GDO: [How Gender Allyship Promotes Males' Relational Wellbeing at Work](#)  

Author: **Min Young Yoon**, *Rider U.*
Author: **Aparna Joshi**, *Penn State Smeal College of Business*
Author: **Carolyn Thi Dang**, *Pennsylvania State U.*

Across the social sciences there have been growing calls for understanding the causes and consequences of involvement of males in gender-parity initiatives. We develop a theory of ideologically motivated intergroup behavior that highlights privilege attentiveness as a critical psychological mechanism predicting male allyship. In addition, we examine whether the relational benefits of allyship could counterbalance the previously studied costs and risks of engaging in this behavior at work. Using a sample of 248 males in supervisory/managerial roles across various industries and occupations in the United States, Study 1 finds that male privilege attentiveness mediates the effects of male liberalism on male allyship intention. Using a second sample of 376 males in supervisory/managerial roles, Study 2 shows that compared to conservative males who were reluctant to engage in allyship, liberal males experienced greater relational benefits as a consequence of their allyship.

Paper is Available to Meeting Registrants Only.

GDO: [Does Humility of Mentors Matter for Self-Perceived Minority Mentees' Mental Wellbeing?](#)  

Author: **Jeewon Cho**, *Oregon State U.*
Author: **Sung Soo Kim**, *U. of Denver*
Author: **Prem Mathew**, *Oregon State U.*

With the ever-increasing efforts toward pursuing diversity, equity and inclusion (DEI) as fundamental societal values, higher education is making strides to embody the DEI paradigm. Much of the DEI initiatives in higher education, however, remains focused on the quantitative increase of students from historically underrepresented communities, rather than helping those students thrive in college after their arrival. In other words, these initiatives disproportionately seek to increase diversity of student populations rather than seek to ensure that the environment into which these students enter is inclusive. This imbalance in DEI initiatives is problematic given the dismal success rates in college of these underrepresented students, compared to those of students that are well-represented in higher education. To extend our understanding about how to provide a thriving college environment for minority students, and how to close this achievement gap, this study explores the role of peer mentors' expressed humility in maintaining self-perceived minority mentees' mental wellbeing over their first-year in college. Building on the conservation of resources theory, we articulate how a mentor's empathic, humble personality trait mitigates the negative relationship between the perceived minority status of mentees and their mental wellbeing throughout the first-year of college; a year that demands significant adjustment to a new environment for all students. Further, the current study presents work engagement of mentees as a psychological mechanism that explains the hypothesized mitigating role of expressed humility of mentors. We tested our research model using three-waved, multi-rater survey data collected from 124 mentee-mentor dyads in a year-long peer mentoring program at a large university. The results of the study underscore the crucial, buffering role of peer mentors against the psychological challenges that mentees with self-perceived minority status experience in adjusting and succeeding in new organizational environments. The implications for theory and practice are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1866** | Submission: **12236** | Sponsor(s): **(MOC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 10:30AM - 12:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 615**

Disconnectedness at Work: Conversations to Connect Theories and Empirics

Disconnectedness at Work



Organizer: **Hodar Lam**, *U. of Amsterdam*
Organizer: **Maral Darouei**, *Vrije U. Amsterdam, School of Business and Economics*
Discussant: **Marissa King**, *Yale U.*
Presenter: **Timo Walz**, *Maastricht U., School of Business & Economics*
Presenter: **Sut I Wong**, *BI Norwegian Business School*
Participant: **Tobias Dennerlein**, *IESE Business School*
Participant: **Lars Ithurbure**, *KLM Catering Services*

The increasing work digitization (exacerbated by the COVID-19 pandemic) has left many individuals feeling disconnected from others. Given the pervasive impact of disconnectedness for employees (e.g., poor health) and organizations (e.g., reduced productivity) alike, it is critical to investigate this topic in more depth. In the current symposium, we bring together scholars across the globe to explore when, why and how disconnectedness at work has negative consequences for employees as well as to critically reflect on and discuss current issues in research on disconnectedness. Drawing upon a variety of methodologies (e.g., scale development, cross-lagged survey) and different levels of analysis (individual and team), our presenters shed light on (a) how professional isolation relates to, and when it would reduce, experiences of role ambiguity, (b) how loneliness from remote work relates to employee exhaustion, (c) the need for a new, validated measurement instrument to properly capture loneliness at the workplace, and (d) how communication-based faultline in virtual teams affects team coordination. We conclude with an integrative summary that showcases key insights from the presentations and important research questions to address moving forward. Finally, we aim to provide practical insights into what both employees and organizations can do to minimize feelings of disconnectedness at work in today's digitalized workplace.

Consequences of Professional Isolation for Role Ambiguity and Productivity of Remote Workers

Author: **Maral Darouei**, *Vrije U. Amsterdam, School of Business and Economics*

Workplace Loneliness Trajectories during Remote Work: Exhausted, Leaderless, Alone?

Author: **Timo Walz**, *Maastricht U., School of Business & Economics*

Workplace Loneliness: Consolidation and Validation of a Scale

Author: **Hodar Lam**, *U. of Amsterdam*

Communication-based Faultline and Digital Communication Configuration in Virtual Teams

Author: **Sut I Wong**, *BI Norwegian Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Categories, Status, and Audience Interpretations

Session Moderator: **Paul Gouvard**, *USI (Lugano)*

OMT: **The Effect of Categorical Typicality on Target Selection in Mergers and Acquisitions**

Author: **Paul Gouvard**, *USI (Lugano)*

Author: **Emanuele Luca Maria Bettinazzi**, *U. della Svizzera Italiana*

The use of shared categories reduces uncertainty in markets, thus facilitating exchanges. Acquisitions are typical contexts in which uncertainty plays a dominant role since prospective acquirers usually face a high risk of adverse selection. Yet, prior research did not study the effects of categories on M&A activity. This paper argues that the extent to which a firm fits a clear category (how typical it is) will affect how easy it is to use category-specific schemas to interpret information about the firm and, in turn, how easily it can be evaluated as a target for an acquisition, thus influencing the likelihood of it being acquired. Conversely, we submit that information about difficult-to-classify firms and/or those that do not fit with a single category (atypical firms) is more complex to interpret and that they are thus comparatively less likely to be acquired. We test our hypotheses on a sample of 9,061 US-listed firms from 1995 to 2018, which represent the whole population of listed firms net of missing data. Our measure of typicality is constructed starting from annual reports (forms 10-K) and using a new methodology to locate the firm in the semantic space based on the meaning of the words contained in its annual report. Results indicate that typical firms are more likely to be acquisition targets. The acquirer's experience in acquisitions and with the target's category negatively moderate this effect. Using a sample of 4,528,585 dyads, we also analyze the categorical typicality of the acquiring firm as a boundary condition of our main effect and find that a typical acquirer is more likely to acquire typical firms.

Paper is Available to Meeting Registrants Only.

OMT: **How Situated and Constituted Frames Affect Investor Reactions to Firm Actions**

Author: **Srikanth Paruchuri**, *Texas A&MU*

Author: **Razvan Lungeanu**, *Northeastern U.*

We integrate two distinct literatures, on social approval assets and categories, to develop a more general theoretical framework of interpretive frames or lenses – modes of interpretation that filter available information – that introduces the notions of situated and constituted frames. Our theory highlights the conceptual differences that exists between situated frames, which are based on the industry categories to which firms belong, and constituted frames, which are based on types of behaviors firms exhibit. We then theorize and test whether and how the simultaneous use of such distinct frames impact investor reaction to firm actions. In a rigorous empirical test, we find that investors “wear” situated and constituted frames simultaneously, leading to interpretations of actions that are distinct and that cannot be explained by either of these two lenses alone. We conclude by highlighting the relevance of our research and findings for future research on interpretive frames, market actors’ evaluation of organizations, and social approval assets.

Paper is Available to Meeting Registrants Only.

OMT: **What Does it Mean to be Optimally Distinct? How Organizations Configure Product Feature Dimensions**

Author: **Thijs Alexander Velema**, *National Taipei U.*

Author: **Andrew James Argue**, *National Sun-Yat Sen U.*

The optimal distinctiveness literature argues that products moderately different from category-based expectations conform for legitimacy and differentiate for novelty to out-compete rival products. However, most studies conceptualize optimal distinctiveness as a balance point along a single axis without considering how organizations configure multiple feature dimensions to position products. Distinguishing feature dimensions is important, because there are at least two distinct ways producers can configure feature dimensions for optimal distinctiveness: either by blending moderately differentiated feature dimensions or by combining tightly conforming and sharply differentiated feature dimensions. We study the video game industry to distinguish the game world and the game mechanics as the two key feature dimensions of games. With a dataset of 2,222 video games published on the 7th generation of game consoles, we demonstrate that games portraying a game world tightly conforming to the category schema through which gamers move with a set of game mechanics sharply differentiated from the category schema receive higher critical acclaim than rival games. Products can thus be positioned as optimally distinct not by blending moderately differentiated features, but rather by configuring high conformity and familiarity on some feature dimensions to legitimize sharp differentiation and novelty on other feature dimensions.

Paper is Available to Meeting Registrants Only.

OMT: **Overcoming Categorical Imperative: Managing Audience Evaluation by Constructing a Narrative Identity**

Author: **Sang Won Han**, *Columbia U.*

Author: **Yoonjin Choi**, *London Business School*

Author: **Young-Kyu Kim**, *Korea U.*

Assuming a broad market identity that encompasses multiple categories can be beneficial, but it is difficult to do so as category spanning often leads to audience confusion. Previous studies addressing this challenge have mostly focused on identifying boundary conditions that allow category spanning rather than examining what actions firms can take to overcome categorical imperative. Focusing on the role of narratives, we argue that by constructing a broad narrative identity, firms can manage audience expectations and guide their audience in how they should be evaluated. We test our theory in the U.S. stock market, the same context used in Zuckerman (1999), and find that the breadth of firms’ narratives communicated in their 10-K business description moderates the relationship between coverage mismatch and stock price.

Paper is Available to Meeting Registrants Only.

OMT: **One Person can Make a Difference: How the Mobile Individual Affects Status of Hiring Firms** ✈

Author: **Leonard Schmidt**, *PhD Candidate at National Sun Yat-Sen U., Taiwan*

Author: **Thijs Alexander Velema**, *National Taipei U.*

Author: **Shin-I Shih**, *National Sun Yat-Sen U.*

The present paper examines how executive mobility shapes organizational status. Whereas previous work established the status-enhancing effect of hiring from a higher-status source firm on the status of the destination firm, we theorize that this effect is contingent on human- and social capital characteristics of the hired personnel. Human capital characteristics are measured based on tenure, specialization, and elite-university degrees. Social capital is measured by number of board seats. We test our hypotheses in the context of U.S. American accounting, consulting, and law- firms, covering mobility events of directors between 2012 and 2018 with a dataset of 1,169 firm- year observations. Results show that hiring events representing longer tenures and board interlocks will strengthen the positive effect of hiring from above-status tiers and subsequently improve the hiring firm 's status. We contribute to our understanding of the mobility-status relationship by explaining differences in the perception of affiliations which influence, whether actors gain advantages from such affiliations.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1868** | Submission: **10081** | Sponsor(s): **(OMT)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 10:30AM - 12:00PMPT (UTC-7)** at **Seattle Convention Center in Room 310**

New Ways of Working: Institutions, Identity, and Power

New Work: Institutions, Identity, and Power



Organizer: **Andrea Simone Barth**, *Alanus U. of Arts and Social Sciences & WU Vienna*
Organizer: **Emamdeen Fohim**, *U. of Bern*
Discussant: **Trish Reay**, *U. of Alberta*
Presenter: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*
Presenter: **Markus A. Höllerer**, *UNSW Sydney & WU Vienna*
Presenter: **Claus Jacobs**, *U. of Bern*
Presenter: **Michel Ajzen**, *UCLouvain*
Presenter: **Taskin Laurent**, *Louvain Research Institute in Management and Organizations -LouRIM*

The Corona pandemic has accelerated the growing trend for organizations to adopt so-called new ways of working, including practices such as conducting meetings and teachings through video conferencing, working from home, when commuting or in co-working spaces as well as hot desk arrangements, agile methods and holocratic structures. What seems to unite these empirical phenomena is the fact that they grant organizational members intentionally increasing discretion in terms of what to work on (autonomy to set priorities), when to work (temporal autonomy) and where to work (spatial autonomy). However, most of our received wisdom of organizational theories and concepts relies on the implicit premise of a 9-5-fixed-desk-clear-hierarchy work environment. As organizational scholars, we thus seem to be witnessing a substantive shift in our 'object of inquiry' that we have yet to fully understand empirically and to theorize conceptually much better. To increase our knowledge on new ways of working and its implications and effects on theory, we want to elaborate these aspects in three paper presentations on the following three conceptual foci: institutions, organizational identity, as well as power and politics. First of all, we see that new ways of working challenge existing institutions. The flexibilization and digitalization of work led to taken-for-granted assumptions being questioned, e.g. with regard to place, time, interactions and boundaries of work. Secondly, we realize that all of these new ways of working affect the mode and modalities of social interactions. Organizational identity as a social construct, though, rely substantively on social processes of meaning negotiations. Thirdly, we recognize that most of these new ways of working are technology enabled. New practices and technology are never innocent. Rather, they affect how power and politics are distributed and enacted in organizations. At the end of the symposium, similarities and differences of these three perspectives shall be further elaborated together with a discussant and the audience.

How Office Space Enables and Restricts New Ways of Working

Author: **Andrea Simone Barth**, *Alanus U. of Arts and Social Sciences & WU Vienna*
Author: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*
Author: **Markus A. Höllerer**, *UNSW Sydney & WU Vienna*

How ‘New Ways of Working’ Shape Organizational Identity Beliefs

Author: **Emamdeen Fohim**, *U. of Bern*
Author: **Claus Jacobs**, *U. of Bern*

From Micro- to Macro-Politics of NWOW

Author: **Michel Ajzen**, *UCLouvain*
Author: **Taskin Laurent**, *Louvain Research Institute in Management and Organizations -LouRIM*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1869** | Submission: **18900** | Sponsor(s): **(OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 10:30AM- 12:00PMPT (UTC-7)** at **The Westin Seattle in Cascade I-C**

The Dynamics of Purpose in Organizations and Work



Session Moderator: **Rodolphe Durand**, *HEC Paris*

OMT: Collaboration in Purpose-driven Organizations

Author: **Rodolphe Durand**, *HEC Paris*
Author: **Chang Wa Huynh**, *HEC Paris*

Cooperation and coordination are two complementary aspects of collaboration that are essential for firms. As firms articulate a prosocial purpose and embed societal goals into their strategies, routines, and culture, new coordination challenges arise. In contrast, such challenges do not exist when firms only implement peripheral corporate social initiatives and did not need to extend their attention beyond cooperation, which relates to employees' motivation. In this paper, we highlight that prosocial purpose-driven firms should not care about their employees' prosociality, but they should also ensure that they manage to coordinate those employees. We found that legitimacy judgments mediate the positive impact of employees' prosociality on the level of collaboration a firm reaches. We also found that this mediating effect is stronger for prosocial purpose-driven firms relative to non prosocial purpose-driven firms.

Paper is NOT Available. Please contact the author(s).

OMT: Prosocial Venturing in Multicultural Societies: A New Theoretical Framework and Roadmap

Author: **Nkosana Mafico**, *U. of Edinburgh*
Author: **Anna Krzeminska**, *Macquarie Business School, Macquarie U.*
Author: **Charmine E. J. Hartel**, *Monash U., Australia*

Social entrepreneurs operate in challenging environments as the inherent nature of their ventures involves multiple divergent organizational categories. While the extant literature conceptualizes category membership as an organizational concern driven by characteristics of the organization, e.g., non-profit and for-profit, this paper expands upon the prior focus by highlighting that category membership is also an individual-level concern for social entrepreneurs. Specifically, social entrepreneurs in multicultural societies are often categorized based on their cultural background, which can help or hinder their capacity to access resources. Drawing on the cross-cultural psychology literature, this paper contributes to the literature on categories and hybrid organizations by highlighting the interplay between audience categorization processes at the individual and organizational levels. Specifically, we elucidate how audiences' assessments of social entrepreneurs' cultural backgrounds can inform their evaluations of prosocial ventures. We also highlight how dynamics in multicultural societies can create categorization incentives that reward and penalize social entrepreneurs for the frames they enact. Although these incentives may assist entrepreneurs in obtaining resources for their prosocial ventures, we illustrate that there are various long-term implications to consider.

Paper is Available to Meeting Registrants Only.

OMT: Changing Tune: Exploring Processes and Tensions in the Transition from Movement to Business

Author: **Valerio Iannucci**, *Boston U. Questrom School of Business*
Author: **Paolo Aversa**, *City U. London*

The evolution of movement-based communities is drawing increasing attention among both scholars and practitioners. In their pursuit of scale and profits, movements tend to face the dual goals of drawing mainstream participation while preserving authenticity. Prior research tends to focus on uncoordinated initiatives led by multiple actors engaged with market logics, thus providing a gamut of offerings where different members of the community partake. Those movements that instead attempt to channel their entire communities into single business initiatives face the challenge to accommodate the different – sometimes conflicting – needs of their members. Yet, these challenges remain theoretically and empirically underexplored. Hence, we investigate the process by which community-based movements turn into single businesses by developing a qualitative, longitudinal (2014 – 2021) analysis of Rockin'1000 – also known as “The Biggest Rock Band in the World” – which originated as a movement of rock enthusiasts, and later morphed into a fully-fledged enterprise. By deploying a new perspective at the intersection of research on movements and value propositions, we conceptualize a generalizable, four-phase process. We show that each milestone throughout the transition becomes source of specific tensions, which alter movements' equilibrium, and triggers a process of members shakeout, which may result in the decline of the initiative if not adequately addressed.

Paper is Available to Meeting Registrants Only.

OMT: The Purpose Trap: How Meaningful Work Leads to Burnout

Author: **Jonas Spengler**, *U. of Cambridge*
Author: **Thomas J. Roulet**, *U. of Cambridge*

Meaningful work may seem like a blessing, but it can also be a curse. While research has alerted to this so-called double-edged sword, we still lack understanding of the mechanisms and processes that underlie it, especially on a social and organizational level. This study sheds light on the dark sides of meaningfulness by examining the role of social context in burnout. Drawing on a two-phase, multi-month ethnography of NGOs in the ‘Jungle of Calais’, this study finds that, when the meaningfulness of work exceeds that of other activities, workers cut ties to unrelated social contexts and hence get trapped in the meaningful context. This process of total institutionalization in turn inhibits self-regulation practices that prove crucial for dealing with strain. Based on these findings, we develop a process model of the role of social context in burnout and discuss implications for the wider literatures on meaningfulness and total institutions.

Paper is Available to Meeting Registrants Only.

Author: **Andrea Cavicchini**, *IESE Business School*

Which characteristics make companies differ in their stances toward the reduction of carbon emissions? Carbon neutrality entails a drastic technological and organizational change, and specific internal drivers may endorse its effectiveness. Recent literature proposes that organizational purpose can function to advance organizational efforts towards sustainability; however, not much is known about the condition through which this relationship can be effective. In this paper, I build on the open polity perspective on organizations and propose that organizational carbon emissions reduction may stem from interactions between the prevailing values and beliefs among the body politic of the firm. Specifically, I look at organizational purpose and political ideology as explanatory variables towards reducing carbon emissions. I gathered data from Glassdoor reviews to measure employees' perception about the organization's purpose and the Federal Election Commission (FEC), which provides individual contributions to political parties. My preliminary results show that organizational purpose and ideology (i.e., liberal vs. conservative firms) alone do not explain significant differences towards CO2 reductions. However, when mediated, I find that liberal organizations with high employee perception of organizational purpose explain substantial reductions in carbon emissions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **1870** | Submission: **15988** | Sponsor(s): **(OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 10:30AM- 12:00PMPT (UTC-7)** at **The Westin Seattle in Cascade II**

**A “Relating” Lens on Occupations and Professions:
Collaboration, Coproduction, and Brokerage**
A “Relating” Lens on Occupations and Professions



Discussant: **Julia DiBenigno**, *Yale School of Management*
Presenter: **Arvind Karunakaran**, *Stanford U.*
Presenter: **Nishani Bourmault**, *NEOMA Business School*
Presenter: **Danielle Elaine Bovenberg**, *UC Santa Barbara*
Presenter: **Rohin Borpujari**, *London Business School*

This symposium showcases research that adopts a “relating” lens (Anteby, Chan & DiBenigno, 2016) to the study of occupations and professions in organizations—focusing on how actors interact and engage in practices of occupational collaboration, coproduction, and brokerage to achieve collective outcomes. Such relational practices are of increasing interest to scholars because important organizational processes such as the coordination of complex work (DiBenigno & Kellogg, 2014; Karunakaran, 2021) and the implementation of reform (Kellogg, 2014; Huising, 2015) rely on occupational groups working together with other stakeholders in their ecosystems. Given this recognition, scholars have called for empirical work that advances our understanding of how occupations collaborate, coproduce and broker with other groups in order to achieve shared or complementary goals (Anteby, Chan & DiBenigno, 2016). Consequently, empirical research using this approach has begun to grow, but there has been little integration across studies to offer a broader understanding. This symposium aims to bring together new insights emerging from work that adopts a relational lens to diverse work settings—emergency response, anesthesiology, mergers and acquisitions, and scientific laboratory work. By integrating this set of studies, we hope to broaden our theoretical understanding of how occupational groups productively engage with other members of their ecosystems, and to identify areas of interest for further study by scholars of work and occupations.

Truce Structures: Mechanisms for Addressing Protracted Jurisdictional Conflicts Between Professions

Author: **Arvind Karunakaran**, *Stanford U.*

Topping One’s Professional Expertise from Within: The Use of Hypnosis by French Anesthesiologists

Author: **Nishani Bourmault**, *NEOMA Business School*

Tool-Oriented Occupations as Brokers for Application-Oriented Occupations

Author: **Danielle Elaine Bovenberg**, *UC Santa Barbara*

Brokerage Professions and Insight Into Concealed Knowledge

Author: **Rohin Borpujari**, *London Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1871** | Submission: **18913** | Sponsor(s): **(OMI)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 10:30AM - 12:00PMPT (UTC-7)** at **The Westin Seattle** in **Elliot Bay**

Individual Networks and Performance: New Insights



Session Moderator: **Ekaterina Netchaeva**, *Bocconi U.*

OMT: [At Face Value: The Effect of Facial Traits on Social Networks and Job Performance Evaluations](#)

Author: **Ekaterina Netchaeva**, *Bocconi U.*

Author: **Alessandro Iorio**, *Bocconi U.*

Author: **Giuseppe Soda**, *Bocconi U.*

While the importance of network centrality has been extensively documented in past research, more work is needed on just how and why individuals achieve these positions within informal networks. In the current research, we argue that in addition to the previously identified benefit-assessing or calculative/rational process that individuals engage in to determine whom to turn to for information, individuals may also reach out to their colleagues following an automatic, rapid, and instinctive response. Specifically, we argue that the attributions that an information seeker (i.e., alter) makes of the facial characteristics of a possible information provider (i.e., ego) could contribute to amplifying or reducing ego's prominence in the knowledge sharing network, which further affects ego's subjective performance evaluations. In an organizational sample of 206 individuals, we test and find support for our mediation model specifying that the judgments of dominance and valence affect ego's indegree centrality, which further affect performance evaluations. We conclude by discussing the practical and theoretical implications of our results.

Paper is Available to Meeting Registrants Only.

OMT: [The Network Structure of Cultural Elements and Organizational Creativity Evaluations](#) 

Author: **Hangjun Cho**, *INSEAD*

Author: **Frederic Clement Godart**, *INSEAD*

Author: **Charles Drago Galunic**, *INSEAD*

Producers in the creative industries thrive on the generation of novel and useful products, and as such they are constantly searching for ways to boost their ability to do so. We suggest that the conventional network approach to creativity that focuses on how producers are positioned amongst other producers can be advanced by examining how the cultural elements with which they work (i.e., the underlying ideas with which they create) relate to and are positioned amongst each other. The network structure of elements may contain some which are particularly effective in recombining with many other elements, providing an alternative mechanism for explaining high creativity. We show that robust cultural elements—i.e., that are connected with many other elements—increase producers' creativity. They also mitigate the possible disruption and creative discount associated with the hiring of a new key employee, in fact boosting rather than diminishing creative performance. We test our hypotheses using a recent dataset of high-fashion stylistic elements.

Paper is Available to Meeting Registrants Only.

 OMT: [Strategic Broadcasting of Network Ties: Leveraging \(random\) Encounters as an Attention-Seeking Tool](#) 

Author: **Seungho (Andy) Back**, *U. of Toronto*

Finalist for the OMT Division Best Student Paper Award

It has been extensively investigated how network ties function as a signal. However, scholarly focus was mostly allocated to how network ties are interpreted by audiences and to what extent the interpretation affects performance in return. Departing from previous studies, I explore a largely unexplored and often casually assumed process: how are network ties broadcasted by social actors prior to their interpretation by audiences? Leveraging unique data on gaming (League of Legends) YouTubers where players are randomly matched with others, I investigate the effect of status on the selection of which ties to broadcast. This paper contributes to organizational research by theorizing the relationship between two effects of broadcasted network ties – endorsement and attention-grabbing – and discretion in network formation. I find that random network ties with higher status others are broadcasted to attract audience attention. However, the value of broadcasting ties with higher status others is greater for high-status than for low-status actors, which is at odds with the prediction of endorsement effects under full discretion, due to the amplified attention given to multiple high-status actors and the competitive pressure between high- and low-status actors. This paper aims to provide a novel perspective that network ties as signals can be conceived as a source of information which actors can strategically leverage.

Paper is Available to Meeting Registrants Only.

OMT: [The Importance of Project Status for Career Success: A Network Perspective](#) 

Author: **Shihan Li**, *Heinz College - Carnegie Mellon U.*

Author: **David Krackhardt**, *Carnegie Mellon U.*

Author: **Nynke Niezink**, *Carnegie Mellon U. - Dietrich College of Humanities and Social Sciences*

In client-oriented project-based organizations, there is a mystique around “hotshot” projects and how they affect one's career. In this study, we investigate how the status of the projects that employees are assigned to affects their career success. While prior work tends to treat the status of a project primarily as a function of the status of its individual members, we argue that projects develop standing in an organization based on the challenge and complexity of the problem being solved for the client. Further, we theorize that the nature of complex projects leads to a network configuration that reveals which projects, in general, are of higher status. We deduce hypotheses regarding the predictors of project status and its impacts on individuals' career success. We test these hypotheses on a population of over 1000 IT specialists in a large international consulting firm tracked over a five-year period. We find that employees who are assigned to higher-status projects are rewarded, on average, with higher promotion opportunities within a six-month window. We further theorize that this career advantage is moderated by an employee's formal level: Since senior managers are attributed with more engagement and responsibility in dealing with the challenges presented by projects, they are rewarded more when working on high-status projects. This research has significant implications for individuals planning careers and for organizations attempting to improve their project assignment system.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1872** | Submission: **18910** | Sponsor(s): **(OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 10:30AM- 12:00PMPT (UTC-7)** at **The Westin Seattle in Olympic**

Paradox In Organizations Dealing with Disruption and Conflict



Session Moderator: **Sudhanshu Maheshwari**, *Doctoral Scholar, Indian Institute of Management Ahmedabad*

OMT: Discursive Paradoxical Tension: Understanding and Managing Competing Discursive Logics

Author: **Sudhanshu Maheshwari**, *Doctoral Scholar, Indian Institute of Management Ahmedabad*
Author: **Ashneet Kaur**, *Doctoral Student at IIM Ahmedabad*

With the advent of Covid-19, the importance of communication has increased. However, the management may face the challenge of communicating effectively due to the presence of multiple paradoxes of communication. The paradoxical tension associated with competing discursive logics falls under the ambit of discursive paradox, defined as the dominant discourses that appear contradictory but tend to function simultaneously for the productive perusal of the organizational goals. Our study attempts to understand and manage the tensions emanating from the discursive paradox by exploring the dimensions of discursive paradoxical tensions. We contribute to understanding the relationship of discursive paradoxical tension with the existing four paradoxical tensions, i.e., belonging, learning, organizing, and performing. Further, the study proposes the resolution of discursive paradoxical tensions through a strategic response of adjustment to ensure the long-term sustainability of the organization. Finally, the research provides managerial implications of the study and future directions for researchers to examine the role of communication in the paradox realm.

Paper is NOT Available. Please contact the author(s).

OMT: Managing Paradox with Visuals: Persistence and Adaptation in an Airline's Crisis Response

Author: **Alicja Gajewska**, *The U. of Sydney Business School*
Author: **Stefan Meisiek**, *U. of Sydney Business School*
Author: **Rico Merkert**, *U. of Sydney Business School*
Author: **Eric Knight**, *Macquarie Business School, Macquarie U.*

Increasing volatility and disruptions, which organizations have to respond to, can contribute to salience of paradoxical tensions. Such can be addressed in proactive or defensive ways. Despite increasing interest in sociomateriality, little is known about its role in management of paradoxes, let alone in the context of a crisis. This paper adopts a video-ethnographic approach to study a materially managed paradox in an airline setting during the COVID-19 crisis. Specifically, a year-long set of meetings was analysed with a focus on a visual artefact used for management of airline operations. Our results show how material mediation with dynamically changing visual artefact contributes to management of adaptability and persistence paradox and how the malleable nature of the visual enabled responding to the disruption, as well as maintaining ongoing operations. Our study showcases the mediation through first splitting the crisis response from continuous issues of operating an airline, and later through merging the two. This paper extends understanding on how material mediation happens as material artifacts are changed, establishing two-way relationship between the discourse and materiality governed by multiple concepts identified as capturing honing, connecting and transcending and leading to different outcomes across the time. Our findings re-emphasize the importance of considering the two-way relationship between the discourse and materiality in management of paradoxes.

Paper is Available to Meeting Registrants Only.

OMT: Managing Conflicting Institutional Demands in Organizations: A Framework for Future Research

Author: **Jiyao Chen**, *Oregon State U.*
Author: **Nusrat Farah**, *Southern Illinois U. Carbondale*

Over the past two decades, a growing body of research has examined how organizations manage conflicting institutional demands through either a dialectic or paradoxical perspective. While many strategies and solutions to resolve conflicting institutional demands have been proposed, the literature lacks a coherent framework and a deep understanding of the mechanisms through which organizational actors can effectively apply the various strategic solutions. To address these two shortcomings, we propose a typology as a new framework to systematically investigate the mechanisms embedded and the dynamics involved in the strategies of managing conflicting institutional demands. We then discuss a road map for future scholarly work to advance research on conflicting institutional demands.

Paper is Available to Meeting Registrants Only.

OMT: Emotions from Contradictory Demands: Individual Coping Patterns and Differential Effects Over Time

Author: **Siri Nordland Boe-Lillegraven**, *Amsterdam Business School, U. of Amsterdam*
Author: **Christina Bidmon**, *Copernicus Institute of Sustainable Development, Utrecht U.*

Contemporary organizations tend to pursue multiple and contradictory demands. In consequence, individuals working in these organizations often have to oscillate between seemingly opposing tasks and thought worlds, a resource intensive activity associated with considerable personal strain. We theorize this kind of switching as giving rise to negative affect, which induces emotional work shaped by individuals' need to conserve their resources. We synthesize our theorizing in a model that explains how different emotional coping patterns lead to different consequences for individuals and the wider organization at specific moments in time and over time. We contribute to literature on how individuals grapple with multiple and contradictory demands in organizations, which to date has foregrounded rational over emotion-centered responses in dealing with tensions and paid little attention to explaining the interplay between individual and organizational resource depletion over time. Our theorizing is particularly relevant for understanding how individuals and organizations can establish a positive 'new normal' after major disruptions, as such situations often intensify tensions and leave organization members without much guidance on how to cope constructively.

Paper is NOT Available. Please contact the author(s).

Author: **Elmar Kutsch**, *Cranfield School of Management*
Author: **Ibrat Djabbarov**, *Cranfield School of Management*
Author: **Haytham Siala**, *Newcastle U. London*

We studied how actors in a high reliability seeking organization (HRO) respond to errors through mindful actions that are in tension. Scholars conceptualized mindfulness in HROs as a combination of awareness and action, however, prior research has primarily emphasized mindfulness as enriching awareness (Weick et al, 1999) with less attention to action. The element of rich awareness has produced important insights into how organizations can notice errors or prevent them from occurring. However, we know little about the role of mindfulness as action. By adopting a paradox lens and using the repertory grid technique, we elicited simultaneous opposites that actors navigate in their responses. In exploring individual actors' responses to two types of errors – near-miss and accidents – allowed us to elaborate how individuals configure their action repertoire. When enacting their responses, actors locate their actions in between multiple opposite poles that create tensions. Actors' sense of tension changes when errors are deemed near-miss or accidents thereby locating their actions between the simultaneous opposites differently. Finally, actors' repertoire of actions reflects their awareness of not only errors, as the extant literature suggested, but also their awareness of the social context and their place in this context.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1873** | Submission: **18937** | Sponsor(s): **(OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 10:30AM- 12:00PMPT (UTC-7)** at **The Westin Seattle in Pike**

Diversity in Recruitment

Session Moderator: **Joelle Evans**, *Bayes Business School (formerly Cass)*

OMT: **Stretching the Occupation: How Minority Employees Reconfigure Competencies, Tasks and Networks**

Author: **Joelle Evans**, *Bayes Business School (formerly Cass)*
Author: **Thierry Amslem**, *IE Business School, IE U.*
Author: **Celine Flipo**, *IESEG School of Management*

Occupational members have a well-known tendency to integrate candidates with similar educational and cultural background, thus playing a role in the reproduction of inequality. Even when employees from minority backgrounds are hired, their career outcomes are poorer than those of more privileged employees. It is thus crucial to better understand how employees from less privileged backgrounds can be better integrated within occupations. In this paper, we draw on a longitudinal qualitative study of the integration of employees within the different occupations of a large media group. We compared the candidates who were offered a permanent position and those who were not to unpack the practices that allowed for more successful integration. While all apprentices enacted multiple practical strategies to facilitate their integration, employees that extended the occupations' work domain by adding new tasks and competencies were more likely to be recruited into permanent positions. We highlight boundary conditions and offer theoretical implications for research on diversity and integration in the workplace.

Paper is Available to Meeting Registrants Only.

OMT: **Not Paying for Diversity: Repugnant Concerns with Instrumental Approaches to Diversity Recruitment**

Author: **Summer Jackson**, *Harvard Business School*

In a 20-month ethnographic study, I examine how a technology firm, "ShopCo" (a pseudonym), considered 13 different hiring platforms to attract minority engineering talent. I find that when choosing to adopt hiring platforms focused on racial minority candidates, but not when choosing to adopt hiring platforms where the modal candidate on the platform is white, ShopCo decision-makers expressed distaste with the perceived (a) objectification, (b) exploitation, and (c) 'race-based targeting' of racial minorities. These repugnant market concerns influenced which types of platforms ShopCo adopted to recruit racial minorities. ShopCo eschewed hiring platforms that emphasized time, quantity, efficiency, opportunity, and compensation as benefits to candidates (an instrumental approach to candidate recruitment—typically used for white candidates) in favor of platforms that emphasized individuality, ethics, equity, authenticity, and commitment as benefits for candidates (a non-instrumental approach to candidate recruitment). I consider the implications of my findings—specifically, this new demand-side constraint of repugnant market concerns—for organizations looking to create more diverse, equitable, and inclusive workplaces.

Paper is Available to Meeting Registrants Only.

OMT: **Gender Differences in the Use of Recommendation Letters in the Job Search Process**

Author: **Kira Choi**, *EMLYON Business School*

Who is more likely to use social contacts to search for jobs, and why is this the case? Despite substantial evidence that social contacts improve individuals' success in the process of job-seeking in various ways, previous studies show that individuals with more social capital are not more likely to use social contacts to search for jobs than those with less social capital. By using records of activities on an online hiring platform, this paper seeks to explore variations in job seekers' decisions to use recommendation letters and the implications of these decisions. Specifically, I propose that female applicants, who may face bias, and hence feel disadvantaged in the labour market, utilise recommendation letters more than male applicants. I also posit that when recommendation letters are used, their effect is more substantial for female applicants than for male applicants in terms of positively affecting their job search outcomes. The results of this study suggest that female applicants use recommendation letters as a mitigation strategy for their labour market disadvantage while also providing additional information; thus, signalling the applicants' qualities in the job search process.

Paper is Available to Meeting Registrants Only.

OMT: **The Hidden Cost of Flat Hierarchies for Applicant Pool Diversity: Evidence from Experiments**

Author: **William Reuben Hurst**, *U. of Michigan, Ross School of Business*
Author: **Saerom Lee**, *The Wharton School, U. of Pennsylvania*
Author: **Justin Frake**, *Ross School of Business, U. of Michigan*

Winner of the OMT Division Best Paper Award

This paper investigates how an organization's formal hierarchy affects the gender composition of its applicant pool. One perspective based on theories of gendered organizations suggests that, because women may perceive "flat" organizational structures with few hierarchical levels as egalitarian alternatives to traditional tall hierarchies that reinforce male dominance, these flat structures may disproportionately attract female applicants and thus ameliorate workplace gender segregation and inequality. However, we argue that flat hierarchies may reduce the gender diversity in the applicant pool because, compared to men, women will perceive flat hierarchies to offer fewer career advancement opportunities, to be more difficult to fit into, and to saddle them with more work. Using a field experiment with 8,400 job candidates, we show that job postings featuring a flat hierarchy decrease female representation in the applicant pool by 25%. Our follow-up survey experiment with 9,000 subjects suggests that this decrease in female attraction corresponds with cross-gender differences in perceived career advancement opportunities, fit, and workload. These results imply that the growing trend of flat hierarchies could inadvertently exacerbate workplace inequality and gender segregation.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **1874** | Submission: **11832** | Sponsor(s): **(OMI, ODC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 10:30AM - 12:00PMPT (UTC-7)** at **The Westin Seattle** in **Puget Sound Room**

Organizational Dynamics of the Status Quo: Micro and Macro Implications for Social Change
Organizational Dynamics of the Status Quo



Organizer: **Oriane Georgeac**, *Yale School of Management*
Organizer: **Laura Adler**, *Harvard U.*
Presenter: **Andrea Freund**, *Stanford Graduate School of Business*
Participant: **Ashley E. Martin**, *Stanford Graduate School of Business*
Participant: **Margaret A. Neale**, *Stanford U.*
Presenter: **Oriane Georgeac**, *Yale School of Management*
Participant: **Aneeta Rattan**, *London Business School*
Presenter: **Laura Adler**, *Harvard U.*
Presenter: **Andrew Paul Lynn**, *U. of Virginia*
Discussant: **Brayden G. King**, *Northwestern U.*

Despite increasing societal attention to the need for social change along multiple dimensions, including well-being, diversity, pay equity, and corporate responsibility, organizations have struggled to make substantial progress. Workplaces continue to be dominated by constrictive “ideal worker” norms, leadership spaces remain predominantly White and male, the gender pay gap has barely budged since the 1990s, and shareholders remain the primary stakeholder for most organizations. Why is it so difficult for organizations to accomplish the social change called for by leaders, scholars, advocates, and the general public alike? Across arenas of mental health, diversity, pay equity, and corporate responsibility, the papers in this symposium investigate the risks that organizations associate with social change, the responses that they craft to mitigate these risks, and the detrimental consequences that these responses have for social change in organizations. By adopting an expansive, interdisciplinary perspective at the crossroads of psychology, sociology, and management, this symposium provides insights not only into how social change efforts are thwarted on a case-by-case basis, but also into the dynamics that systematically reinforce the status quo in organizations.

Well but Unwanted: The Subtle Backlash Against Prioritizing Mental Wellbeing at Work

Author: **Andrea Freund**, *Stanford Graduate School of Business*
Author: **Ashley E. Martin**, *Stanford Graduate School of Business*
Author: **Margaret A. Neale**, *Stanford U.*

Framing Diversity as Instrumental to Performance Undermines Organizations’ Diversity Efforts

Author: **Oriane Georgeac**, *Yale School of Management*
Author: **Aneeta Rattan**, *London Business School*

From the Job’s Worth to the Person’s Price: The Transformation of U.S. Pay-Setting Practices

Author: **Laura Adler**, *Harvard U.*

The Long Shadow of Depoliticized Organizational Theory

Author: **Andrew Paul Lynn**, *U. of Virginia*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1875** | Submission: **11393** | Sponsor(s): **(OMT, SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 10:30AM- 12:00PMPT (UTC-7)** at **The Westin Seattle** in **Mercer**

Different Cultures, Different Dynamics? Driving Forward a Community Perspective of Social Innovation *Community Perspective of Social Innovation*

Organizer: **Jan Stephen Lodge**, *Rotterdam School of Management, Erasmus U.*
Session Chair: **Milo Shaoqing Wang**, *W. P. Carey School of Business, Arizona State U.*
Panelist: **Suhaib Riaz**, *Telfer School of Management, U. of Ottawa*
Panelist: **Ana Maria Peredo**, *U. of Ottawa*
Panelist: **John Matthew Amis**, *U. of Edinburgh*
Panelist: **Sophie Catherine Bacq**, *Indiana U. - Kelley School of Business*
Discussant: **Marya Besharov**, *Oxford U., Saïd Business School*
Discussant: **Anne-Claire Pache**, *ESSEC Business School*

Tackling society's grand challenges is an increasingly important topic that many organizational scholars have started to turn towards. In this context, one question that has lately garnered a lot of attention is how social innovation, can help to tackle such issues. While much of the prior literature on social innovation has focused on heroic social entrepreneurs engaged in "changing the world" or hybrid organizations managing the ongoing tension between business and charity, we see a growing interest in the role of environmental contexts in shaping the emergence, diffusion, and implications of social innovation endeavors. In response to this burgeoning interest, in this panel symposium, our aim is to drive forward a community perspective which may help to develop a more contextualized and nuanced understanding of social innovation across the globe.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1876** | Submission: **19499** | Sponsor(s): **(SIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 10:30AM - 12:00PMPT (UTC-7)**

Problematizing CSR and Environmental Reporting

Session Moderator: **Enying Zheng**, *Peking U.*

SIM: Institutionalizing CSR Reporting: Historical Webpages of Fortune 500 Companies, 1997-2009 →

Author: **Enying Zheng**, *Peking U.*
Author: **Wenjie Liao**, *Rochester Institute of Technology*
Author: **Yan Xing**, *U. of Illinois at Chicago*
Author: **Jiajia Zheng**, *Peking U.*

Both business history and management and organization scholarships have paid increasing attention to corporate social responsibility (CSR). However, the two remain largely isolated from each other, leaving the historical processes leading to the institutionalization of CSR reporting undertheorized. We bridge the gap by coding and analyzing a digital archive of 263 multinational enterprises' (MNEs) historical websites between 1997 and 2009. Combining in-depth case studies with quantitative summaries, we find that MNEs learned to define the CSR term and adjust their reporting behaviors gradually, from ad hoc mentioning of idiosyncratic themes to proliferating a whole package of themes. Accompanying this change was the rise and growth of global initiatives such as Global Compact and Global Reporting Initiatives. These findings not only illuminate a key period of the recent business history but also epitomize the dialectical relationship between business and society where business is both responsive to and responsible for societal changes.

Paper is Available to Meeting Registrants Only.

SIM: Dimensions of CSR Disclosures: Are They Converging, Diverging, or Crossverging? → 📄

Author: **Rakesh B. Sambharya**, *Rutgers U., Camden*

Academics have debated whether corporate social responsibility (CSR) practices are global, regional, or crossverging in nature. Prior CSR literature has primarily focused on single-country and on predominantly developed country samples. Another issue has been the use of aggregate CSR to the neglect of different discrete dimensions of CSR such as environment, employees, anti-corruption, human rights, non-governmental organizations (NGOs), and health. In this paper we test whether these aforementioned aspects of CSR disclosures are converging (global), diverging (regional), or crossverging (hybrid) on a sample of 335 multinational enterprises (MNEs) from 31 countries from three regions of the world: Europe, Anglo-Saxon cluster, and Asia and the emerging markets. Using all six individual components of CSR as dependent variables, MANCOVA procedure indicated that there are regional differences. The overall findings of the study imply that on all six individual dimensions of CSR disclosures the divergence hypothesis was supported.

Paper is Available to Meeting Registrants Only.

SIM: Private Politics, Dynamics of Negative Media Exposure and Firm Strategy

Author: **Fabian Mändli**, *U. of Lausanne, HEC Lausanne*
Author: **Estefania Amer**, *U. of Lausanne, HEC Lausanne*
Author: **Jean-Philippe Bonardi**, *U. of Lausanne, HEC Lausanne*

Negative media exposure and the damaging impact it can have on a firm's reputation is at the heart of the Private Politics and the Social Movements literatures. However, these literatures ignore the fact that media reports could have cumulative effects over time, leading to negative spirals that could create detrimental reputational effects, but also that firms might be able to prevent these spirals. In this paper, we develop a theory of dynamic media exposure, suggesting that negative news regarding a company's environmental records increase the likelihood of subsequent negative exposure of the same type, threatening a company's reputation beyond the short-run and potentially turning this firm into an environmental villain. However, we also show that companies can prevent such negative spirals by nurturing positive environmental news and issuing press releases about their environmental progress. We test our hypotheses with a unique 20-year panel-dataset of media articles on the 30 largest US-companies, and find support for our hypotheses. We discuss how these results broaden our understanding of company-media interactions, and what they imply also regarding sustainability concerns.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

📄 Teaching-oriented 🌐 Practice-oriented → International-oriented 🗨️ Theme-oriented 📄 Research-oriented 🙋 Diversity-oriented
📄 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1877** | Submission: **19502** | Sponsor(s): **(SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 10:30AM - 12:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 302 Beckler**

Business, Inequality and Value Chain Governance

Session Moderator: **Luciana Lucena De Lima**, *ESADE Business School-Ramon Llull U.*

SIM: Improving Gender Equality in GVCs: A Comparative Analysis of Interventions in Three Countries

Author: **Shengwen LI**, *Smith School of Business, Queen's U.*

Author: **Anthony Goerzen**, *Queen's U.*

Global value chain (GVC) governance has become an essential part of the international development agenda to promote the inclusion and integration of all GVC's participants at all levels that benefit from the upgrading process. Ensuring gender equality and inclusion at the community level has been overlooked in this agenda, despite the recognition and adaptation of SDG 5 gender equality by governments and businesses worldwide. Previous literature indicates community governance as a supplement GVC governance structure to private, social, and public governance can facilitate livelihood upgrading for rural communities. However, it remains unclear under which conditions both women and men can equally benefit from the livelihood upgrading. To address this gap, this study that draws from GVC governance literature, feminist theory, and institutional theory empirically examined the effect of third-party interventions launched in artisanal mining communities on gender equality and women's empowerment, particularly the furthest reaches of a GVC when local institutions are weak—using a novel dataset collected from local miners in the Democratic Republic of Congo, Uganda and Zimbabwe. We adopted ten indicators that reflect SDG 5 to investigate the pre-intervention conditions of five mining associations in three countries. Our study offers insights based on evidence-based recommendations for policymakers and practitioners who integrate SDG 5 into their global sustainability strategies. In the form of collective efforts from social and community actors, women and girls can benefit from integrating into the global economy, especially in the first mile of the GVC.

Paper is Available to Meeting Registrants Only.

SIM: Stakeholder Integrative Management for Reduced Inequality

Author: **Yuka Fujimoto**, *Sunway U.*

Author: **Mohammad Jasim Uddin**, *Monash U.*

Author: **Tazul Islam**, *Net Positive*

With the context of a highly controversial industry on human rights, we attempt to clarify our stakeholder thinking concerning the moral development of the industry to address inequality. Just as previous studies found manager's stakeholder relationships being influenced by ethical foundations of corporate cultures, this study qualitatively explores how stakeholder relationships unfold in value creation, having implications for MNC's stakeholder culture and stakeholder integrative management for the industry moral and sustainable development.

Paper is Available to Meeting Registrants Only.

SIM: Local Experience of Global CSR in Cocoa Value Chain: Critical Perspective

Author: **Anna Mineeva**, *U. of Lyon, UJML3, iaelyon School of Management, Magellan*

This paper explores the implementation of corporate social responsibility (CSR) initiatives aimed at community development of Ivorian cocoa growing communities from the perspective of its intended beneficiaries. While the majority of studies on CSR in developing countries focus on the global dimension of CSR and its role within global governance arrangements, we seek to bring new empirical insights by shifting the focus to the receiving end of CSR and bringing to the fore the contextualised lived experience of local marginalised actors intended to benefit from the CSR initiatives. Drawing on unique qualitative empirical data and building on critical perspective on CSR, we reveal different types of tensions emerging at multiple levels. We contribute to the critical CSR research by developing a conceptual process model, which theorises the relationship between different types of tensions and shows how unresponded tensions lead to the abandon and failure of the CSR initiative.

Paper is Available to Meeting Registrants Only.

SIM: Politics and Social Responsibility in the Bangladesh Ready-Made Garment Supply Chains

Author: **Enrico Fontana**, *Sasin Graduate Institute of Business Administration, Chulalongkorn U.*

Author: **Cedric Dawkins**, *Loyola U. Chicago*

Despite the debate on the political activity and social responsibility of transnational corporations, there is little evidence in the PCSR literature on the politics of powerful global and local economic actors and how they can influence the deliberative efforts of MSIs in raising labor standards in production countries. In this article, we take a Gramscian perspective and present a large qualitative study in the Bangladesh RMG supply chain based on the experience of suppliers in the years following the Rana Plaza collapse. While detailing the political activity of the international brands and local industry association as global and local 'hegemonies', we show how they use their social responsibility for workers' health and safety to advance market-driven choices and silencing opposition. Hence, we conceptualize 'glocal contestation' as the discursive political activity of global and local hegemonies in protecting their capacity to meet their social responsibility while contesting MSI stakeholder groups and each other. This article extends the PCSR literature on MSIs in global supply chains, finally delivering important insights on the future of MSIs and labor standards in global RMG supply chains.

Paper is Available to Meeting Registrants Only.

SIM: The Family Business Paradox: How Family Business Groups Create Wealth and Inequality

Author: **Luciana Lucena De Lima**, *ESADE Business School-Ramon Llull U.*

Author: **María Jose Parada**, *ESADE Business School-Ramon Llull U.*

Wealth inequality is one of the most pervasive problems of our times. This article contends that family business groups deserve special examination because they create and control vast amounts of private wealth that are passed through inheritance to future generations. Despite their economic importance, little has been done to investigate to what extent family business groups contribute to wealth inequality. This study offers an economic and legal perspective of the topic and shows that family business groups reify existing power structures that sustain wealth concentration. This article shows that intergenerational transfers (capital and non-capital) and the use of the code of law are powerful mechanisms that help to explain why family business groups reinforce existing wealth inequality, a state of affairs that has persisted over time. However, this article also shows that family business groups can increase the distribution of wealth through philanthropy and ethical business practices that can dismantle class hierarchies and create opportunities for disadvantaged groups. Thus, this article concludes that family business groups play a paradoxical role. They create wealth inequality due to their societal and economic power, but they can also create opportunities for upward social mobility for underprivileged communities.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1878** | Submission: **18594** | Sponsor(s): **(STR)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Tuesday, Aug 9 2022 10:30AM - 12:00PMPT (UTC-7)**

Inter-Partner Relationships at the Organizational Level

Session Moderator: **Xiaoshu Bei**, *U. of Colorado, Boulder*

STR: Employee Mobility Constraints and Strategic Alliances

Author: **Xiaoshu Bei**, *U. of Colorado, Boulder*

Author: **Jeffrey J. Reuer**, *U. of Colorado, Boulder*

Author: **Kun Zhang**, *HKUST Business School*

Employee mobility facilitates alliance formation due to critical information transmission. At the same time, employee mobility and alliances can be substitute means by which firms source external capabilities. We emphasize the interaction between these two relationships and ask how employee mobility constraints in labor markets affect firms' alliances. More specifically, we propose dynamic changes in alliance formation following legislative changes that constrain employee mobility (i.e., the inevitable disclosure doctrine (IDD)). In the immediate aftermath of these changes that constrain employee mobility, the substitution effect dominates, and firms form more alliances to access capabilities. In the long run, this effect is dampened due to a lack of supply of new hires that would otherwise foster technology partnerships. We further investigate factors that change the demand and supply conditions. Knowledge-intensive firms have more alliances in the aftermath and fewer alliances in the long run. Stronger noncompete enforceability shifts the timeframe so that firms do not have higher alliances even in the aftermath of IDD adoption. Our hypotheses are supported by empirical results from a sample of venture-backed startups in the biopharmaceutical industry.

Paper is NOT Available. Please contact the author(s).

STR: Arranged Marriage: Social Ties between Political Stakeholders and Interfirm Alliance Formation

Author: **Tao Wu**, *National U. of Singapore*

This study investigates whether socially connected political stakeholders internalize alliance strategies of firms under their respective jurisdictions into their own social exchanges and thus push for nonspontaneous interfirm alliances. To test my hypotheses, I take advantage of the rotation of top two officials (i.e., the governor and the secretary) at the province level in China. I structure a longitudinal dataset of firm-province pairs supplemented with officials' résumé information and the records of all new cross-province joint ventures established by each listed firm from 2009 to 2019. I found that a listed firm established more alliances with firms in a host province if its home province was socially connected with the host province via more ties between top officials. In addition, this positive effect was stronger: 1) if governors were involved in the interprovincial social ties; 2) if officials were in their last term in their position; or 3) if a focal firm had no political stakeholders from other governments. Notably, I ruled out the competing mechanism that such ties enabled, rather than coerced into, interfirm alliance formation.

Paper is Available to Meeting Registrants Only.

STR: A Burden or a Buffer? The Impact of Firm Status on JV Dissolution after Misconduct

Author: **Lulu Shi**, *Xi'an Jiaotong U.*

Conflicting evidence exists regarding the response of JV partners to focal firm misconduct: some firms chose to avoid the risk of negative spillovers by ending the inter-partner relationship, while others are more likely to maintain the relationship. In this study, we analyze whether the status of focal firms, generated from alliance networks, may motivate such behavioral differences. Drawing on insights from the stigma anxiety and status literature, we hypothesize and find that firm status may have a curvilinear effect on JV dissolution following misconduct. We tested our hypotheses on a sample of firms in the computer industry from 2000 to 2018. Our results indicate that a low to a moderate level of focal firm status can be a burden for JV dissolution as it increases the visibility of misconduct; while a moderate to a high level of firm status serves as a buffer for JV dissolution as it increases the power of focal firms' resource control. These findings reveal the "double-edged sword" nature of firm status following misconduct. Furthermore, we propose that the effects of firm status will be moderated by the misconduct publicity and brokering position of focal firm.

Paper is NOT Available. Please contact the author(s).

STR: Knowledge Similarity and Structural Integration in Technology Acquisitions  

Author: **Seungho Choi**, *Ewha Womans U.*

Author: **Sang-Joon Kim**, *Ewha Womans U.*

We examine how the similarity between acquiring and target firm knowledge stocks influence the decision to structurally integrate the two firms following a technology acquisition. We find that the relationship between knowledge similarity and the likelihood of structural integration is U-shaped, such that acquiring firms integrate target firms when their knowledge stock has either low or high degree of similarity. When knowledge similarity is low, acquiring firms structurally integrate target firms to extend their knowledge base, whereas when knowledge similarity is high, acquiring firms structurally integrate target firms to deepen their knowledge base. However, such a tendency to structurally integrate a target firm when knowledge similarity is low or high is weaker when the two firms have a prior alliance relationship but stronger when the acquiring firm has greater general acquisition experience. Our findings suggest that the role of post-acquisition structural integration in managing acquired knowledge varies depending on the degree of knowledge similarity between acquiring and target firms.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1879** | Submission: **18762** | Sponsor(s): **(STR)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Tuesday, Aug 9 2022 10:30AM - 12:00PMPT (UTC-7)**

Cognitive and Social Processes in Strategic Leadership: (Former) CEO Directors, Norms and Social Cog

Session Moderator: **Zhi Huang**, *U. of Kentucky*

STR: An Endogenous Agency Model of Sociocognitive Processes

Author: **Kris Mikel Hong**, *School of Economics and Management Tsinghua U.*
Author: **Zhi Huang**, *U. of Kentucky*
Author: **Zhenzhen Xie**, *School of Economics and Management Tsinghua U.*

While much of the agency literature focus on the utility-maximization differences between principals and agents, less is understood about how individual-level factors interact with these situational differences in perspective. We develop a sociocognitive theory of agency that explains the interaction between the individual's cognitive processing style and agency role. Integrating construal level theory with agency theory, we describe how agency roles provide differently ordered aspect hierarchies, through which individuals conceptualize decisions. As the aspect hierarchies of both principal and agent perspectives contain risk and return, the interplay with construal level determines which aspect is used to conceptualize the decision. We illustrate how traditionally labelled principals and agents both may exhibit varying degrees of risk taking based on how abstractly they think about decisions. Consequently, it is necessary to account for individual-level cognitive processing styles when explaining how interpersonal agency differences affect decision-making. By emphasizing the dynamic nature of decision conceptualization, we provide a framework for addressing agency conflicts based on influencing which aspects are used to evaluate decisions.

Paper is Available to Meeting Registrants Only.

STR: Predecessor CEO Retention on the Board in the Context of Internal and External Complexity

Author: **Dung Thi Phuong Nguyen**, *Southern Taiwan U. of Science and Technology*
Author: **Cheng-Yu Lee**, *Southern Taiwan U. of Science and Technology*

Corporate governance scholars have long been interested in understanding a critical reality: some former CEOs do not fully leave office, but rather remain as board members. Departing from the inconclusive findings of the Janus face of predecessor CEO retention on the board (RPCB), this article revisits RCPB and their influences on successors and firm performance. This study analyzes a sample set of Taiwanese firms during the period of 2015-2019 by adopting the Heckman two-stage method. The empirical results indicate that RPCB is negatively related to post-succession performance. However, the unfavorable performance effects of RPCB are found to be reduced in the situations of high internal and external complexity, showing that the value of RPCB is situation-specific. Our findings complement the extant research by considering firm complexity and environmental complexity in seeking to illustrate why successors' needs for regular mentoring are heightened, and regarding which, the benefits become more substantial.

Paper is Available to Meeting Registrants Only.

STR: Norm Preservation View in The Director Labor Market

Author: **Eric Sung Soo Kim**, *Hanyang U.*
Author: **Ji-Hwan Lee**, *Korea Advanced Institute of Science and Technology (KAIST)*

Extant research on independent director careers argues that CEOs favor independent directors with social ties. This study departs from the corporate elite view of board studies, which asserts that all social relationships between the CEO and director will be mutually beneficial. This study addresses a critical construct coined as “norm preservation,” which suggests that the norm of social experiences between individuals preserve over time. In a norm preservation view, the critical question is, “what is the consequence of the former conforming or conflicting functional norms between the CEO and director to the director's tenure?” To test this idea, we collect a sample of 431 S&P 1000 firms with an independent director-firm-year of 37,056 observations between 2003 and 2012. Using conditional fixed-effects logistic estimation and Cox survival model, we find that the former team-based professional norm between the independent director and CEO is critical in the independent director's tenure.

Paper is Available to Meeting Registrants Only.

STR: Providing Exactly What You Need: The Value of Outside CEO Directors on Firm Strategic Change

Author: **Rui ZHANG**, *Hong Kong U. of Science and Technology*
Author: **Xinhao QIAO**, *Hong Kong U. of Science and Technology*

A company's board of directors often includes CEOs from other firms serving as independent directors, hereby called outside CEO directors. This study examines whether these outside CEO directors, as compared to other directors, have unique effect on firm strategic changes. Drawing on the resource dependency theory, social categorization theory and psychology literature, we argue outside CEO directors bring more desired resource to the focal firm and thus positively affect its strategic changes. We also propose that achieving the full potential of these unique resources hinges on the mutual understanding between the focal firm's CEO and outside CEO directors. We expect the language style similarity, professional experience similarity and demographic similarity to strengthen the mutual understanding process. These hypotheses are tested with data from a sample of S&P 1500 firms with 4,300 observations from year 2005 to 2018.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Bad Bosses: Abusive Supervision and Reconciliation

Session Moderator: **Nai Wen Chi**, *National Sun Yat-Sen U.*

CM: Superiority or Inferiority? Supervisor Narcissistic Personality and Abusive Supervision Behavior

Author: **Nai Wen Chi**, *National Sun Yat-Sen U.*

Author: **Yuanyu Chien**, *National Sun Yat-Sen U.*

In recent years, the negative impacts of abusive supervision has received extensive attention in the leadership literature. However, less studies were conducted to examine the causes of abusive supervision. The study was conducted to explore the relationship between supervisor narcissism trait and abusive supervision behaviors. In addition, we included supervisor perceived demand-ability fit and power distance orientation as the moderators to see if these factors can strengthen or weaken this relationship. In this study, we invite the employees and immediate supervisor to fill in matching questionnaires and collect information at different time points (two weeks apart), collecting a total of 65 valid questionnaires (including 65 supervisor questionnaires and 274 employee questionnaires). We using hierarchical regression analysis to test the proposed hypothesis. The results show that there is a positive relationship between the supervisor's superiority and abusive supervision, and this relationship is strengthened when supervisors are low in demand-ability job fit and power distance orientation. Based on the results of the study, theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

CM: The Role of Controlled Motivation in Transgressor Reconciliation Outcomes

Author: **Carlina Conrad**, *IE Business School*

Author: **Shike Li**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Author: **Kriti Jain**, *IE Business School*

Due to the inevitable nature of conflict and the human desire to maintain relationships, it is essential that we fully understand the path to reconciliation. However, the common social script of apology-forgiveness post conflict has mainly been studied from the victim's perspective while not much has been uncovered about transgressor reconciliation efforts post victim forgiveness. In this research we demonstrate that the transgressor motivation to apologize influences what motivation is attributed to victim forgiveness and as such also the inferred sincerity, ultimately influencing the transgressor restoration efforts. For all three studies we leverage the Self-Determination Framework to categorize the motivations on a spectrum of controlled to autonomous. In Study 1 utilizing a trust game, we explored the effect of the transgressor motivation to apologize on the transgressor restoration efforts after receiving forgiveness. Study 2 investigated how the motivation attributed to the forgiveness by the transgressor is influenced by the motivation to apologize and in turn influences the restoration efforts via a controlled vignette study. Lastly, in Study 3 we provide support for our full proposed model – the effect of the transgressor motivation to apologize on restoration efforts is serially mediated by the inferred motivation of forgiveness and perceived forgiveness sincerity. This study contributes to the emerging literature on the interdependent nature of the apology-forgiveness path to reconciliation and the importance of motivation within this process.

Paper is Available to Meeting Registrants Only.

CM: Towards a New Conceptualization of Abusive Supervision

Author: **Changmeng Xu**, *U. of Miami*

To respond to the call of Fischer, Tian, Lee, and Hughes (2021) to rethink and reconceptualize the construct of abusive supervision, this paper draws on the literature on interpersonal mistreatment at work and abusive relationships and develops a new definition of abusive supervision. The new definition conceptualizes abusive supervision as supervisor behavior instead of subordinate's perception, includes physical behaviors, and proposes a two-by-two typology of abusive supervisory behaviors.

Paper is Available to Meeting Registrants Only.

CM: Forgive to Be Respected: Prestige Orientation and Strategic Expressions of Forgiveness

Author: **Jin Wook Chang**, *Korea U. Business School*

Author: **Christine Yejin Yoo**, *Korea U. Business School*

Forgiveness is largely touted as a desirable response to various interpersonal offenses in the workplace, and it potentially deters the escalation of conflict from such offenses. However, victims of offense are often reluctant to express forgiveness even when they are willing to condone the offender. In the present research, we propose that individuals who desire respect and esteem, those with a high prestige orientation, are likely to express forgiveness after an offense. We posit that prestige-oriented offense victims will express forgiveness because they will attend to the possibility of expressing forgiveness being seen as the forgivers' prosociality and virtue. In two studies, we demonstrate that victims of interpersonal offenses are more likely to express forgiveness more when their prestige orientation is high rather than when it is low. Furthermore, we also find that prestige-oriented offense victims express forgiveness when others are likely to witness and value their forgiveness expressions, more specifically, when task interdependence is high. Importantly, results indicate that even when prestige-oriented offense victims expressed forgiveness, they may not genuinely forgive the offender intrapersonally. Collectively, these findings suggest that victims of interpersonal offense, particularly those high in prestige orientation, might strategically use forgiveness expressions presumably as a means to manage their status.

Paper is NOT Available. Please contact the author(s).

Author: **Yueqiao Qiao**, *Xi'an Jiaotong U.*

Author: **Zhang Zhe**, *Xi'an Jiaotong U.*

Coworker bullying often transpires in workplaces and is likely to be witnessed by third-party employees. Existing research on observed coworker bullying has examined its negative effect on observers' well-being. However, observers can intervene in such circumstances. The authors draw on moral orientation theory to examine how observers react when they see their coworkers being bullied in the workplace. Based on moral orientation theory, hypotheses state that observers who have strong justice orientations will experience anger and respond with retribution toward perpetrators, while observers who have strong care orientations will experience sympathy and help victims. A laboratory experiment using facial expression analysis (N = 116) and a multisource, multiwave field study (N = 280) provide data supporting the hypotheses. The studies establish that justice or care moral orientation determine whether observers react to coworker bullying with retribution or helping behaviors.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1881** | Submission: **11787** | Sponsor(s): **(CM, RM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 10:45AM - 12:15PMPT (UTC-7)** at **Seattle Convention Center in Room 203**

Configurational Research in Teams

Configurational Research in Teams

Organizer: **Amanda Ferguson**, *Northern Illinois U.*
Organizer: **Li Lu**, *West Chester U. of Pennsylvania*
Panelist: **Thomas Alexander O'Neill**, *U. of Calgary*
Panelist: **Semin Park**, *U. of Iowa*
Panelist: **Nathan Black**, *U. of Iowa*
Panelist: **Kyle J. Emich**, *U. of Delaware*
Panelist: **Elizabeth Klock**, *U. of Connecticut*
Participant: **Greg L. Stewart**, *U. of Iowa*
Participant: **Stephen Reid**, *U. of Iowa*
Participant: **Randall S Peterson**, *London Business School*
Participant: **John Mathieu**, *U. of Connecticut*
Participant: **David Bergman**, *U. of Connecticut*
Participant: **Scott I Tannenbaum**, *The Group for Org. Effectiveness*

Teams are complex systems in which multiple individual members, themselves containing multiple characteristics, are embedded (Arrow, McGrath, & Berdahl, 2000). Team research has historically been dominated by a focus on what is shared across these multiple components, such as aggregations of team member characteristics or perceptions of team processes operationalized through calculating agreement statistics and means. Instead, configurational perspectives on teams and their members recognize the complexity of teams by focusing on the uneven and disproportional effects of member characteristics or processes on team outcomes (Kozlowski & Klein, 2000). Understanding such effects is essential for building upon traditional approaches using shared team constructs to create new knowledge about how teams create synergy amid seemingly limitless potential for chaos and conflict. Moreover, adopting configurational perspectives on teams is increasingly tractable with advances in configurational methodologies (e.g., social networks, faultlines, latent profile analysis, qualitative comparative analysis, and attribute alignment). As such, this panel symposium will 1) generate awareness of configurational perspectives and methods used in team research, 2) share recent advances in the field, and 3) create an opportunity for researchers who are actively working in or interested in this area to collaborate. The format will include an introduction to the topic, brief presentations from the panelists, and an informal Q&A session involving the panelists, their collaborators, and the audience.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Subsidiary-HQ Relationships

Session Moderator: **Juan Wu**, *Zurich Hochschule für angewandte Wissenschaft*

IM: Cooperative or Competitive Relationship Within the MNE: A Parent Subsidiary Study  

Author: **Emilene Leite**, *Örebro U. School of Business*
Author: **Katarina Lagerström**, *Dept of Business Studies Uppsala U.*
Author: **Roger Schweizer**, *U. of Gothenburg*
Author: **Cecilia Pahlberg**, *Uppsala U.*

This study investigates how competition or cooperation are implemented strategically by the headquarters (HQ) to influence its subsidiaries' behavior. In specific, we center our attention on the strategies MNEs consider for different internal configurations of competition or cooperation. Our main argument is that competitive or cooperative relationships are socially constructed and to discuss this we combine literature-based conceptual arguments with empirical observations on headquarters-subsidiary relationships. Our study demonstrates that cooperation or competition (whether headquarter-led or subsidiary-led) are manifestations of reward systems, mandates, and position systems. These important strategic and structural influencing factors explain how technologies are developed and how responsibilities are distributed across the organization. Hence, organizing sometimes for competition or sometimes for cooperation is challenging, yet very helpful, to headquarters addressing innovation capability development, to facilitate knowledge transfer and learning as well as to advance technological innovation.

Paper is NOT Available. Please contact the author(s).

IM: The West Knows Better? The Evolution of Knowledge Transfer Between a Subsidiary and its Chinese HQ   

Author: **Juan Wu**, *Zurich Hochschule für angewandte Wissenschaft*
Author: **Daojuan Wang**, *Aalborg U. Business School*
Author: **Esther Kaiser**, *ZHAW Zurich U. of Applied Sciences*
Author: **Suzanne Ziegler**, *ZHAW Zurich U. of Applied Sciences*

Taking a longitudinal process view, the study investigates the dynamic evolution of knowledge transfer (KT) between a Chinese multinational enterprise and its acquired European subsidiary. Different from the common view held in the existing studies that reverse knowledge transfer (RKT) from western subsidiaries to Chinese parent is the only possible way, our findings reveal a gradual KT process with four distinctive phases - from the no-KT phase to RKT phase, to the bi-directional KT phase, and ultimately to the knowledge co-creation phase. Each step forward represents a managers' breaking of the old mindset. Our study sheds light on the high potential of bi-directional KT and knowledge co-creation that has not been well identified and enough discussed in the current literature. Furthermore, another interesting phenomenon is discovered - the whole KT process is initialized by the subsidiary whereby its strategic knowledge-creation role in the whole group and the light-touch integration approach applied by the parent firm provided ample space for its initiatives in KT. Finally, the study contributes to the research of internal knowledge transfer in specific and to the extant M&A literature in general.

Paper is NOT Available. Please contact the author(s).

IM: Drivers of Motivation in Headquarters-Subsidiary Capability Transfers within the MNC 

Author: **Olof Lindahl**, *Uppsala U.*
Author: **Muhammad Akash Bin Nasir**, *Dept of Business Studies Uppsala U.*
Author: **Henrik Dellestrand**, *Dept of Business Studies Uppsala U.*

Research on capability transfers in multinational corporations has since its start highlighted the motivation of the recipient as an important driver of successful transfers. However, while another key driver of transfer success, i.e., absorptive capacity, has attracted enough attention from research to become a field of its own, motivation has repeatedly been seen as a simple and straight-forward construct. So, while motivation has over again been identified as a main driver of transfer success, how it become such an important driver has received little attention. Consequently, we know little about what actually drives the motivation of recipients in transfers. Utilizing an inductive multiple-case study, we explore how the motivation of eight receiving units in the transfer of the same capability from headquarters to subsidiaries in a multinational corporation is influenced by various aspects of the transfer process. We contribute to the transfer literature by identifying how different aspects of the transfer process drive recipient motivation at different stages. The findings suggest that recipient motivation in transfers is not so much a static as a dynamic process, with important implications for theory and future research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1883** | Submission: **18749** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 10:45AM - 12:15PMPT (UTC-7)** at **Seattle Convention Center in Ballroom 6B**

Redeployment and Reconfiguration

Session Moderator: **Jiayue Ao**, *U. of Illinois at Urbana-Champaign*

STR: [The Antecedents and Consequences of Resource Redeployment](#) 

Author: **Jiayue Ao**, *U. of Illinois at Urbana-Champaign*

Author: **Joseph T. Mahoney**, *U. of Illinois at Urbana-Champaign*

This paper integrates the state of academic research on resource redeployment. Based on a systematic review of literature published over the past fifty years, this paper synthesizes various research perspectives into a more comprehensive framework of resource redeployment, linking its antecedents and consequences. This paper also suggests linkages between academic research and managerial practice and offers suggestions for future directions.

Paper is Available to Meeting Registrants Only.

STR: [The Performance Effects of Internal Resource Redeployment versus External Resource Sourcing](#) 

Author: **Teresa Antonia Dickler**, *IE Business School*

Author: **Dmitry Sharapov**, *Imperial College Business School*

The reconfiguration of strategically important resources through internal redeployment or sourcing from the external market is a vital aspect of corporate development. However, empirical studies that directly ascertain the relative performance of internal resource redeployment over acquiring/borrowing resources on the external market are lacking. We overcome the empirical challenges associated with comparing the effectiveness of both reconfiguration modes by examining the redeployment of human resources—professional soccer players in the English Football League Championship—following a significant injury to a key player. This approach further allows us to develop theory regarding the roles of important resource-level characteristics, including fungibility and similarity, and to circumvent endogeneity issues related to the resource reconfiguration-performance relationship. This study thereby extends existing theory and produces novel findings that illuminate the importance of resource-level characteristics as drivers of the relative performance advantages of different reconfiguration modes. We discuss implications for the literature on resource reconfiguration and strategic human capital.

Paper is Available to Meeting Registrants Only.

STR: [How Resource Scaling Reshapes Strategic Human Capital Management](#)    

Author: **Thomaz Teodorovicz**, *Assistant Professor, Copenhagen Business School*

Author: **Carolina Policarpo Garcia**, *Competition and Markets Authority*

This paper studies how resource scaling - the simultaneous deployment of the same resource across a large set of organizational units - reshapes the strategic deployment of human capital resources. We advance that scaling up resources which facilitate firm growth may increase worker productivity while simultaneously reducing firm's reliance on human capital as a source of competitive advantage. This result emerges as organizations scale up resources that increase the returns of specializing workers on tasks which do not rely on unique worker-level. The study employs a multi-method approach to examine resource scaling in the context of private higher education in Brazil, where a group of corporations implemented strategies to scale up hybrid learning, standardized courseware, and professional management following waves of acquisitions. Using a unique dataset on ownership changes, labor contracts, and establishment characteristics, we conducted panel event-study estimations comparing acquired establishments to matched non-acquired establishments. The results provide evidence that only acquisitions coupled with resource scaling led to superior establishment performance, teaching productivity, faculty specialization in teaching, and sustainably higher levels of faculty turnover. In-depth qualitative interviews with deans and faculty suggested that faculty became more replaceable as they specialized in teaching rather than in activities perceived as more value-adding, such as research or course development. This paper advances the resource reconfiguration and strategic human capital literatures by showing that resource scaling can increase the productivity of human capital while specializing workers and decreasing the role of their human capital as a source of competitive advantage.

Paper is Available to Meeting Registrants Only.

STR: [The Value of Corporate and Operational Flexibility Attained by Investments in New Subsidiaries](#)  

Author: **Jan Hendrik Fisch**, *WU Vienna*

Author: **Harald Pühr**, *U. of Innsbruck*

Diversified corporations can increase firm value by investments that enhance their flexibility in response to environmental developments. Specifically, strategy research stresses the corporate flexibility to redirect activities between product markets and the operational flexibility to reallocate activities across foreign locations. So far, however, studies have not analyzed how firms can benefit from both types of flexibility in combination. To this end, our study considers operational flexibility in the context of corporate flexibility and shows that these two types of flexibility are interrelated in a negative way. The study employs real options theory to analyze the switching option value of an investment in a new subsidiary. Moderated mediation analysis of 6,702 subsidiary investments by US firms supports the notion that the antecedents of corporate flexibility interfere with a firm's ability to leverage operational flexibility. Yet the results also identify compatibility of resources as a means to overcome these negative interactions and as a bridge between corporate and operational flexibility.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1884** | Submission: **12544** | Sponsor(s): **(CAR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 11:00AM - 12:30PMPT (UTC-7)** at **Seattle Convention Center in Room 305**

Crossing Boundaries in “Boundaryless Careers”: Implications for Organizations and Employees

Implications of Boundaryless Careers



Organizer: **Frederick Scott Bentley**, *U. of Delaware*
Organizer: **Rebecca Rheinhardt Kehoe**, *Cornell U.*
Discussant: **Rocio Bonet**, *IE U.*
Presenter: **Huimiao Zheng**, *U. of Cincinnati*
Participant: **Rhett Andrew Brymer**, *U. of Cincinnati*
Presenter: **JR Keller**, *Cornell U.*
Participant: **Kathryn Dlugos**, *Penn State U.*
Participant: **Gina Dokko**, *U. of California, Davis*
Presenter: **Winnie Jiang**, *INSEAD*
Participant: **Rebecca Rheinhardt Kehoe**, *Cornell U.*
Presenter: **Frederick Scott Bentley**, *U. of Delaware*

The trend of increasingly boundaryless careers means that individuals’ work lives are characterized by greater mobility across more jobs and organizations than ever before. This heightened intra- and inter-organizational mobility has important implications for both organizations and individuals. The papers we have brought together in this symposium address important questions regarding the implications boundaryless careers have for both individuals and organizations. These papers offer novel insights into how inter- and intra-organizational competition for human capital ultimately influences employee mobility within and between organizations, as well as how mobile employees experience their transitions between jobs and organizations as a function of their cumulative experiences and the organizational and job contexts they are entering.

Tit for Tat? Predicting Retributive Hiring in Diversified Firms

Author: **Huimiao Zheng**, *U. of Cincinnati*
Author: **Rhett Andrew Brymer**, *U. of Cincinnati*

Advance ‘Em to Attract ‘Em: An argument against internal talent hoarding

Author: **JR Keller**, *Cornell U.*
Author: **Kathryn Dlugos**, *Penn State U.*

Beyond Boundaryless: Toward a friction-based model of career transitions

Author: **Gina Dokko**, *U. of California, Davis*
Author: **Winnie Jiang**, *INSEAD*

In defense of job hopping? Overcoming the portability of performance paradox through greater mobility

Author: **Rebecca Rheinhardt Kehoe**, *Cornell U.*
Author: **Frederick Scott Bentley**, *U. of Delaware*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1885** | Submission: **19118** | Sponsor(s): **(CAR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 11:00AM - 12:30PMPT (UTC-7)** at **Seattle Convention Center in Room 612**

Multiple Jobholding, Job Crafting

Session Moderator: **Najung Kim**, *Kookmin U.*

In-person Face-to-Face (Live). In-person, on-site in Seattle. NO virtual component. Content will become available on the virtual platform as an on-demand session at the scheduled time of the in-person session.

CAR: The Role of Perceived Job Insecurity in Predicting Multiple Jobholding   

Author: **Claudia Rossetti**, *U. of Mannheim*
Author: **Himani Singh**, *U. of Mannheim*

Perceived job insecurity is often viewed as a work stressor that impacts cognitive, affective, and behavioral reactions on the job. Encouraged by the shift toward greater flexibility and gig work in modern times, individuals may decide to pursue multiple jobholding, i.e., start side jobs alongside a primary employed or self-employed position, to diversify risk and acquire additional resources to deal with perceived job insecurity. While acknowledging these benefits, this paper further argues that the resources provided to job insecure individuals by multiple jobholding, such as greater financial security, come at the expense of other resources, such as the investment of effort and time. Thereby, drawing from conservation of resources theory and relying on longitudinal data about 3,117 job spells for 807 unique German individuals from the German Socio-Economic Panel, we develop and test competing hypotheses about the relationship between individuals' perceptions of job insecurity and the decision to take on multiple jobs. Results from survival analyses indicate that higher levels of perceived job insecurity reduce the probability of taking on secondary jobs. These findings advance existing research on job insecurity and multiple jobholding and in the growing fields of sustainable careers and career inaction while informing a broad audience, including individuals, organizations, and policymakers.

Paper is NOT Available. Please contact the author(s).

CAR: Organizations at Crossroads: The Case of Multiple Job Holding Arrangements 

Author: **Chayanika Bhayana**, *Indian Institute of Management, Ahmedabad*
Author: **Neharika Vohra**, *Indian Institute of Management, Ahmedabad*

Careers Division Best Overall Paper Award Nominee

With the gaining popularity of non-standard work arrangements, employment and psychological contracts are undergoing changes. This study, specifically, looked at a form of alternative work arrangement – multiple job holding (MJH) – involving individuals engaged in independent work, gig work, part-time work, freelancing, or entrepreneurship, along with holding full-time employment, which challenges the traditional assumption of “sequential career transitions” by combining multiple work roles and identities at the same time. Through the case of MJH, we explore the role of organizations in contemporary careers, which are characterized by non-linearity, non-hierarchical and multi-directionality. Our analysis of semi-structured interviews with 25 multiple job holders and 15 organizational stakeholders revealed an ambivalence towards MJH arrangements. While the formal policies denied the existence of MJH arrangements within the organization, the informal culture and practices appeared to support and encourage parallel career opportunities for individuals. An unsaid conditional acceptance of MJH was observed, with the acknowledgment of its potential benefits in enriching individual careers and ultimately, their contribution to organizational goals. The findings highlight the need for organizations to adapt their policies to align with the changing psychological contracts of employees in contemporary career systems. We discuss the implications for career management by individuals and organizations.

Paper is NOT Available. Please contact the author(s).

CAR: Do Work Stressors Facilitate or Impede Job Crafting? The Role of Employee Regulatory Focus

Author: **Yufan Shang**, *Xi'an Jiaotong U.*
Author: **Ruonan ZHAO**, *Xi'an Jiaotong U.*
Author: **Malika Richards**, *Pennsylvania State U.*

We investigate the mechanism through which stressors influence job crafting. Based on regulatory focus theory, this study explores the mediating role of state regulatory focus between the challenge-hindrance stressors and job crafting, and the moderating influence of trait regulatory focus. We collected survey data in China from 578 employees working in finance, real estate, and IT industries. Results were analyzed using AMOS 24.0 and SPSS 22.0. The results reveal that challenge stressors have a positive effect on increasing structural job resources, increasing social job resources, and increasing challenging job demands via state promotion focus. Hindrance stressors have a positive effect on decreasing hindering job demands via state prevention focus. Trait promotion focus accentuates the influence of challenge-hindrance stressors on state regulatory focus, as well as the indirect effect of challenge-hindrance stressors on approach-avoidance job crafting respectively. However, trait prevention focus weakens the influence of challenge stressors on state promotion focus and the indirect effect of challenge stressors on approach job crafting. This study provides new insights on the relationship between stressors and job crafting by explaining the motivational mechanism and boundary conditions.

Paper is Available to Meeting Registrants Only.

Author: **Silvia Dello Russo**, *Luiss U.*

Author: **Atieh S. Mirfakhhar**, *Instituto U. de Lisboa (ISCTE-IUL), Business Research Unit (BRU-IUL)*

Author: **Sara Zaniboni**, *U. of Bologna*

Author: **Mirko Antino**, *Instituto U. de Lisboa (ISCTE-IUL)*

Managing younger workers in organizations requires motivating them to engage in positive attitudes and behaviors and refrain from negative ones. Based on needs and motives theories, work design characteristics can act as motivational factors with younger workers. Exploring which of the work characteristics are necessary, as opposed to sufficient, to achieve desired levels of younger workers' positive and negative attitudes and behaviors, is of great importance for organizations considering their limited resources. Taking the Necessary Condition Analysis approach (necessary conditions are those whose absence guarantees the absence of the outcome) and collecting a sample of 165 employees under 40, five work design characteristics (i.e., autonomy, task significance, interdependence, peer support and supervisor support) were analyzed as possible necessary conditions for enabling daily positive (i.e., work engagement, crafting) and constraining daily negative (i.e., cynicism, and incivility) attitudes and behaviors. Based on our findings, task significance, supervisor and peer support are necessary conditions for work engagement among younger workers. To enable crafting among them, autonomy and supervisor support are necessary. Not only work design characteristics do not constrain negative outcomes, but interdependence (either received or initiated) even enables cynicism and incivility (for which also task significance is an enabler). This study contributes by conceptualizing work design characteristics as necessary motivational factors and empirically testing them using necessary condition analysis.

Paper is NOT AVAILABLE. Please contact the author(s).



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Symposium**
Program Session: **1886** | Submission: **12633** | Sponsor(s): **(CAR, GDO)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 11:00AM- 12:30PMPT (UTC-7)** at **Seattle Convention Center in Room 212**

**Creating a Better World for Older and Younger Workers in
the Multigenerational Workforce**
A Better World for a Multigenerational Workforce



Participant: **Irina Gioaba**, *New York U.*
Participant: **Noemi Nagy**, *U. of South Florida*
Participant: **Michael North**, *New York U.*
Participant: **Julian Pfrombeck**, *Columbia Business School*
Participant: **Franciska Krings**, *U. of Lausanne*
Participant: **Stéphane Francioli**, *NYU Stern*
Participant: **Jessica Lee Wildman**, *Florida Institute of Technology*
Participant: **Alissone Mendes**, -

Michael Driver Best Symposium Award Nominee

The current symposium focuses on the challenges associated with accomodating and supporting an increasingly multigenerational workforce. By addressing issues related to intersectionality, stereotype threat, job crafting, ascribed status and the role of age in social comparison processes, and age-related dimensions driving discrimination, our symposium provides novel insights into understanding the current age-diverse workforce and new avenues for enhancing its career development.

Creating a Better World for Older and Younger Workers in the Multigenerational Workforce

Author: **Noemi Nagy**, *U. of South Florida*
Author: **Irina Gioaba**, *NYU Stern School of Business*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented Intemational-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Showcase Symposium**Program Session: **1887** | Submission: **12841** | Sponsor(s): (CAR, HR)Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**Scheduled: **Tuesday, Aug 9 2022 11:00AM- 12:30PMPT (UTC-7)** at **Seattle Convention Center in Room 2A**

Macro Patterns of Employee Mobility: Learning from Large-Scale Employment Data

Macro Patterns of Employee Mobility



Organizer: **Olga Ivanova**, *USI Lugano*
 Presenter: **Kira Choi**, *EMLYON Business School*
 Presenter: **Halil Sabanci**, *Frankfurt School of Finance & Management*
 Participant: **Marta M Elvira**, *IESE Business School*
 Presenter: **Katja Dlouhy**, *U. of Mannheim*
 Participant: **Ariane Froidevaux**, *U. of Texas At Arlington*
 Participant: **Roxana Barbulescu**, *HEC Paris*
 Participant: **Federica De Stefano**, *HEC Paris*
 Presenter: **Olga Ivanova**, *USI Lugano*
 Presenter: **Chanchal Balachandran**, *U. of Liverpool Management School*
 Participant: **Filippo Carlo Wezel**, *USI Lugano*

This symposium intends to present five studies investigating drivers and directions of employee mobility at the macro-level. The goal of this symposium is to connect macro-level patterns and micro-level mechanisms of employee mobility and foster a research conversation across disciplinary fields, including careers, human resource management, and organizational behavior. In addition, by bringing together diverse projects using large-scale longitudinal data, this symposium will allow researchers to discuss opportunities, challenges, and methodological concerns that arise when working with such data. Over the past decades, careers have transformed from those developing inside organizations and governed by organizational rules and norms to those unfolding within labor markets and characterized by the variety of job transitions and flexibility of work arrangements (Arthur & Rousseau, 1996; Osteman & Burton, 2005). These changes raised a number of questions and stimulated the development of several research streams. They led to the emergence of new conceptualizations of career (Guan et al., 2019; Sullivan & Baruch, 2009), including recent models of sustainable career (De Vos, Van Der Heijden, Akkermans, 2020). They made scholars to reevaluate the employee-employer relationship (Bonet, Cappelli, Hamori, 2013; Cappelli & Keller, 2013) and reinforced the problems of talent management and retention (Bidwell, 2017; Cappelli & Keller, 2014). Given the importance of fit between individual characteristics and broader organizational context (Ployhart et al., 2014; Weller et al., 2019), growing diversity of individual work experience also adds new challenges to the effective matching of workers to jobs. What binds employees and employers in the modern labor markets? What drives employee mobility? Why do people stay or leave, where do they go, and what if they come back? The papers comprising this symposium aim at answering these questions by looking at the longitudinal employment data from five different countries: France, Germany, South Korea, Spain, and Sweden. Testing the theory with such large-scale data facilitates the identification of the most general patterns of labor mobility that might stay unnoticed while analyzing examples from a single organization or survey data from a specific population. Combining studies conducted in a diverse set of countries adds richness to the topics discussed. Collectively, these papers demonstrate what we can learn about individual behavior from the macro-patterns of employee mobility.

Corporate career development opportunities and employee retention

Author: **Kira Choi**, *EMLYON Business School*

Crisis-related Wage Cuts and Employee Turnover: Who Leaves? Why? Where Do They Go?

Author: **Halil Sabanci**, *Frankfurt School of Finance & Management*
 Author: **Marta M Elvira**, *IESE Business School*

How Boomerang Mobility versus Mobility to a New Employer Relates to Career Sustainability

Author: **Katja Dlouhy**, *U. of Mannheim*
 Author: **Ariane Froidevaux**, *U. of Texas At Arlington*

Question of Fit: Managerial Experience and Organizational Design

Author: **Roxana Barbulescu**, *HEC Paris*
 Author: **Federica De Stefano**, *HEC Paris*
 Author: **Olga Ivanova**, *USI Lugano*

Multiple Job Affiliations and Entrepreneurship

Author: **Chanchal Balachandran**, *U. of Liverpool Management School*
 Author: **Filippo Carlo Wezel**, *USI Lugano*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Crowdfunding 6

Session Moderator: **Kevin Taylor**, *Stetson U.*

ENT: Winning Hearts: How Do Emotions Energize Resource Acquisition for New Ventures?  

Author: **WANXIN WANG**, *Chinese U. of Hong Kong*
Author: **Rongrong Zhang**, *Chinese U. of Hong Kong*

Research on cultural entrepreneurship has highlighted entrepreneurial stories as powerful framing devices for new ventures to acquire resources. Prior research taking a cognitive approach shows that the effectiveness of stories depends on whether they resonate with audiences' beliefs and understandings. Lacking is a theorization of emotions as an essential element in entrepreneurial narratives. We analyze emotions expressed in pitches of equity crowdfunding in the U.K. and demonstrate that emotions matter in attracting funds. Moreover, we find that an emotional battery—the mix of positive and negative emotions—works better than positive or negative emotions alone. We highlight “emotional resonance with a crowd” as a key mechanism through which emotional batteries contribute to fundraising. We further uncover that while emotional batteries motivate less sophisticated, or the “crowd” audiences, they are less effective in attracting more sophisticated audiences. This research makes three important contributions: 1) showing how emotion and cognition are intertwined to shape audiences' investing decisions; 2) revealing the underlying mechanism of emotional batteries; and 3) advancing our understanding of audiences' heterogeneity in appreciating emotional-laden entrepreneurial stories.

Paper is Available to Meeting Registrants Only.

ENT: Members' Prior Category Spanning, Sharing Ties, and Entrepreneurial Team Success in Crowdfunding  

Author: **Yumi Ko**, *Ewha Womans U.*
Author: **Myung-Ho Chung**, *Ewha Womans U.*

Entrepreneurial team members' prior experience is as critical as that of one main single entrepreneur with regard to the team's subsequent performance. Yet, current understanding of the prior experience in team members is still limited. In this paper, we explore the effects of serial entrepreneurial team members' prior experience (i.e., prior category spanning and prior sharing experience ties), specifically investigating their success records of each prior experience. Hypotheses are tested using a longitudinal 2-wave data sample of 1,457 serial entrepreneurial teams for ten-year period in Kickstarter, which is the most prominent crowdfunding platform. Results showed that prior sharing experience ties within team members positively predict entrepreneurial team success whereas their prior category spanning does not have any significant effects. However, in considering of the interaction effect with success experience, the prior category spanning, rather, turns significantly into positive, while the prior sharing experience does not appear to be statistically significant. Based on these findings, we discuss the implications for subsequent venturing.

Paper is Available to Meeting Registrants Only.

ENT: Entrepreneur Entry Strategy and Startup Performance: The Attention Based View

Author: **Dalee Yoon**, *U. of Hawaii at Manoa*
Author: **Joon Mahn Lee**, *Korea U. Business School*
Author: **Luke Rhee**, *U. of California, Irvine*

Building on recent studies on entrepreneurs' entry strategy type and the attention-based view (ABV), our study examines the under-explored relationship between the entrepreneurial entry strategy and funding performance. In doing so, we emphasize a critical role of attention as an underlying mechanism of the entry strategy—funding performance relationship. We argue that depending on the entry strategy type (e.g., hybrid entrepreneur, multi-business entrepreneur, full-time entrepreneur), the amount of attention paid to entrepreneurial activities should be heterogeneous. Subsequently, we posit that the amount of attention is positively associated with funding performance, controlling for entrepreneurs' capabilities and project quality. We study our research question in the research context of crowdfunding, using Kickstarter platform data, and find results supporting our predictions.

Paper is Available to Meeting Registrants Only.

ENT: Entrepreneurs' Use of Impression Management within LinkedIn Profiles 

Author: **Kevin Taylor**, *Stetson U.*
Author: **Jennifer Golden**, *Abilene Christian U.*
Author: **Kathryn Weaver**, *U. of Tampa*
Author: **Jessica Kerr**, *DePaul U.*
Author: **Mark Shore**, *DePaul U.*
Author: **Charles E Naquin**, *DePaul U.*

In the last decade, crowdfunding has emerged as a novel yet prevailing way for new ventures to acquire capital. Successful crowdfunding campaigns are often accompanied by social networking activity by the entrepreneur. However, an entrepreneur's ability to convey trustworthiness and generate investment interest on online social networking sites has only garnered minimal scholarly consideration. Hence, we explore how an entrepreneur can use impression management tactics online to increase investor interest. Using an experimental vignette design, we examine whether the use of smiling versus not smiling pictures and adjective enhanced headlines versus unadorned headlines on the LinkedIn platform influence both perceptions of trustworthiness and investment interest by crowdfunding investors. Results suggest that LinkedIn profile pictures with a smile (versus no smile) increase both perceptions of trustworthiness and investment interest. This study contributes to a better understanding of how impression management on social networking sites can affect online crowdfunding success.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1889** | Submission: **19444** | Sponsor(s): **(ENT)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 11:00AM - 12:30PMPT (UTC-7)**

Emotion, Intention, Motivation 9

Session Moderator: **Davide Hahn**, *U. of Bergamo*

ENT: **How Agile Practices Drive Entrepreneurial Orientation: The Roles of Digital Skills and Ambidexterity**  

Author: **Angelo Cavallo**, *Politecnico di Milano*

Author: **Davide Hahn**, *U. of Bergamo*

Author: **Mohammad Asarian**, *Ph.D. Candidate of Business Management, U. of Tehran*

While employees predisposed to entrepreneurship are crucial for creating entrepreneurial organizations, we do not know much about how employees develop their entrepreneurial orientation in incumbent organizations. To address this gap, drawing upon human capital theory, we hypothesize that the use of agile practices allows employees to develop digital skills, enabling them to increase their entrepreneurial orientation. We also hypothesize that individual ambidexterity positively moderates the relationship between digital skills and employees' entrepreneurial orientation. We test and find support for our hypotheses on a sample of 299 employees working for a large IT company. Our findings contribute to both research and practice on corporate entrepreneurship.

Paper is Available to Meeting Registrants Only.

ENT: **The Contingent Effects of Human Capital and Entrepreneurial Self-Efficacy on Entrepreneurial Entry** 

Author: **Mehmet Nasih Tag**, *Mersin U.*

Author: **Seçkin Dogan**, *Toros U.*

This paper develops and examines a multilevel framework that relates opportunity-based entrepreneurial entry to individual human capital, entrepreneurial self-efficacy, and power distance. Our main argument and the contribution of this paper is that power distance, i.e., the set of normative institutions of power relations, modifies the baseline effects of both human capital and self-efficacy as drivers of entrepreneurial entry. We analyze this multilevel framework by exploiting a large sample of a hierarchical dataset spanning 54 countries and the period from 2002 through 2015. Results based on the multilevel logit regression analysis show that at higher levels of power distance, individuals with greater levels of human capital and self-efficacy are more likely to be involved in opportunity-motivated entrepreneurship. Overall, our results suggest that the distribution of power and influence among members of a society plays a vital role in shaping and constraining opportunity-based entrepreneurial entry.

Paper is Available to Meeting Registrants Only.

ENT: **Critical Mass in Group Proportionality as Remediation for Demographic Inequality**      

Author: **Valentina Assenova**, *The Wharton School, U. of Pennsylvania*

Author: **Ethan Mollick**, *The Wharton School, U. of Pennsylvania*

Companies led by women and ethnic minorities consistently receive less funding compared to those led by white men. A common remediation technique to reduce this demographic inequality has been to increase the representation of minority group members, though in some cases, this appears to exacerbate bias. Drawing on Critical Mass Theory, we examine whether and how shifts in group proportionality affect the emergence of a critical mass that remediates demographic inequality. We propose a nonlinear “Goldilocks” effect: demographic inequality dips for median levels of proportionality but increases as the proportion of an underrepresented group increases. We suggest that this effect arises because of homophily preferences in social interactions, which at low levels of proportionality favor the majority group, and at high levels of proportionality favor the minority group, but in the middle result in decreased salience of difference. We examine the evidence for the Goldilocks effect using data from 27,082 participants in a live-play simulation of fundraising in Silicon Valley, where players were randomly assigned to one of two roles: investors or founders of early-stage companies. We found that achieving critical mass in the underrepresented group remediated demographic inequality at median thresholds of proportionality but exacerbated it at higher thresholds.

Paper is Available to Meeting Registrants Only.

 ENT: **Knowledge Similarity Among Founders and Joiners: Impact on Venture Scaleup in Fintech and Lawtech** 

Author: **Mari Sako**, *U. of Oxford*

Author: **Matthias Qian**, *U. of Oxford*

Author: **Mark Verhagen**, *U. of Oxford*

In what ways does knowledge similarity among co-founders contribute to venture scaleup? This paper addresses this question by taking account of knowledge domains among early employees and in founders' social networks. We build a theoretical framework to predict which knowledge combinations are likely to lead to venture growth at different stages. We test our theory using a database of 315 fintech and lawtech startups (with a total of 600 founders and 328 early joiners) in three locations (London, New York City, and San Francisco Bay Area) during the period 2009-2020. Our central finding is that venture growth is explained by knowledge-similar founding teams, founders' social ties to other founders whose knowledge domains are different from their own, and knowledge-dissimilar employees. Moreover, the positive impact of knowledge similarity in founding teams on venture growth is stronger for older ventures than young ventures, and for mature than nascent ecosystems. These findings highlight the importance of simultaneously studying knowledge domains in founding teams, their social networks, and early employees. Just as important is to analyze the impact of knowledge similarity at different stages in the entrepreneurial process from ideas generation, choice of strategy, and strategy implementation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1890** | Submission: **19451** | Sponsor(s): **(ENT)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 11:00AM - 12:30PMPT (UTC-7)**

Incubators and Accelerators 3

Session Moderator: **Rhonda K. Reger**, *U. of North Texas*

Author: **Valentina Assenova**, *The Wharton School, U. of Pennsylvania*

Author: **Raphael H. Amit**, *U. of Pennsylvania*

Startup accelerators have emerged as important loci for organizational learning among early-stage startups. These organizations use a cohort structure of peers from which a focal startup can draw operational knowledge and experience, assimilate it, and apply it to commercial ends. We develop and test hypotheses about how cohort quality and geographic diversity affect the benefits of accelerators for cohort learning and post-acceleration startup growth. We use data from 23,364 startups that applied to 408 accelerator programs in 177 countries between 2013 and 2019 and find support for these hypotheses. Our results show that cohorts' quality and geographic diversity were associated with higher cohort learning benefits and higher post-acceleration growth for early-stage startups. We also find that these benefits varied by program, country, and region.

Paper is Available to Meeting Registrants Only.

ENT: **Accelerator-Facilitated Mechanism For Delivering Entrepreneurial Learning**

Author: **Dickson Gregory**, *National U. of Singapore (NUS)*

A key emphasis of the Accelerator program is to equip start-ups with the necessary knowledge to manage new ventures. This process is known as entrepreneurial learning. In an Accelerator program, entrepreneurial learning is delivered through key activities such as structured lessons and mentoring sessions. However, it remains unclear how the Accelerator facilitates entrepreneurial learning during these activities in a time-bounded setting. Although existing pedagogy has highlighted certain key actions that would facilitate entrepreneurial learning, they mainly focus on setting guidelines and goals at the start of the lesson. There is thus a lack of understanding of the key actions stakeholders undertake throughout the lesson that could affect entrepreneurial learning. Our inductive, qualitative field study reveals firstly, that setting guidelines and goals may not be adequate as start-ups may deviate from them while going through the key activities and secondly, actions the Accelerator took to ensure the delivery of entrepreneurial learning. Through our findings, we extend the existing approach to the delivery of entrepreneurial learning, which has important implications for the Accelerator program and entrepreneurship pedagogy.

Paper is Available to Meeting Registrants Only.

ENT: **Who Learns and What They Learn: Evidence from an Action-Based Entrepreneurship Training Program**   

Author: **Shashwatashish Pattnaik**, *Nord U. Business School*

Author: **Rhonda K. Reger**, *U. of North Texas*

Scholars highlight that learning outcomes of entrepreneurship training might not be homogeneous for all participants and call for studies on contextual factors that might affect such outcomes. We respond to the call and explore the role of two contextual factors, team dynamics and the learning environment, on two important learning outcomes that are precursors of entrepreneurial engagement – entrepreneurial readiness and knowledge readiness. Drawing from literature on psychological safety and status differences, we hypothesize the differences in learning outcomes of graduate students and faculty members who participated in action-based technology entrepreneurship program as part of the National Science Foundation's (NSF) I-Corps program. The findings suggest that positive team dynamics increase entrepreneurial readiness for both types of trainees, but increases knowledge readiness of only graduate students, suggesting differential importance of team-level factors. The findings for learning environment are more complex. While a negative learning environment was not significantly associated with entrepreneurial or knowledge readiness for either trainee type, a positive learning environment was a significant predictor of both entrepreneurial and knowledge readiness for faculty but was only a significant predictor for knowledge readiness among graduate students. This study contributes to the entrepreneurship training literature by showing the impact of team and broader contextual level factors on training efficacy. The findings have implications for both academic and corporate trainers who design action-learning programs.

Paper is Available to Meeting Registrants Only.

ENT: **Local Knowledge Base and Entrepreneurial Opportunities in Regions: A Configurational Perspective**

Author: **Zeljko Tekic**, *Graduate School of Business, HSE U.*

Author: **Anja Tekic**, *HSE Graduate School of Business*

According to the central hypothesis of the knowledge spillover theory of entrepreneurship – the more knowledge is produced in a region, the more entrepreneurial opportunities are available in it. Recent research extended the theory further, showing that the level of entrepreneurial activities, depends on the configuration of the local knowledge base not only on its size. This paper is aimed at discovering which knowledge profiles are more (and which less) supportive of creating entrepreneurial opportunities. It is motivated by disagreements and conflicting evidence on fundamental matters across all three frequently used dimensions - the type of knowledge source that contributes to new knowledge within a region (i.e., universities or private incumbent firms); the presence/absence of a dominant source of new knowledge within a region (i.e., an anchor tenant); and the specialization/diversity of technological knowledge that is created within a region. We analyze data from 33 regions using statistics on patent filings between 2011 and 2015 and a number of created startups in these regions. Using fuzzy-set Qualitative Comparative Analysis (fsQCA) we confirm that a region's potential for knowledge spillovers, and, thus, entrepreneurial activities, depends on the configuration of the local knowledge base, specifying what configurations are antecedent to creating more entrepreneurial opportunities. Our analysis also shows low synergy from the simultaneous presence of knowledge created by universities and industry in a given area, as these two are, under some conditions, substituting each other in stimulating knowledge-intensive entrepreneurship at the local level. Third, we show that the specialization/diversity of technological knowledge that is created within a region does not play an important role in creating a high number of entrepreneurial opportunities. These findings bring a new perspective and contribute to settling down some of the lasting debates, opening opportunities for further research and rethinking policy measures.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1891** | Submission: **19455** | Sponsor(s): **(ENT)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 11:00AM - 12:30PMPT (UTC-7)**

International 3

Session Moderator: **Dillon Berjani**, *Vrije U. Amsterdam*

ENT: **Entrepreneurship and its Economic Appeal in Times of Crisis: A Critical Analysis of Newspaper Texts**

Author: **Dillon Berjani**, *Vrije U. Amsterdam*

Author: **Eco Van Burg**, *Vrije U. Amsterdam, School of Business and Economics*

Author: **Karen Verduyn**, *Vrije U. Amsterdam*

Using textual analysis and discourse analysis, this paper reports on a study that critically examines the representation of entrepreneurship as an ideological solution in times of crisis in Kosovo - a generative context of a country transitioning from a centrally controlled economy to a neoliberalist system of welfare governance. Analyzing media texts published in two well-read newspapers between 2000-2003 and 2017-2020, we draw scholarly attention to how dominant narratives about entrepreneurship produced and reflected by media texts shape realities that people find acceptable and normal; consequently resulting in the concealment of counter-discourses, referring to narratives that attempt to challenge uncontested and established truths about entrepreneurship. In particular, we show how the augmented popularity of entrepreneurship and its attached expectations for economic growth remained free of critical evaluation in media reports yet received general acceptance. In contrast, the counter-discourse that detailed how entrepreneurship was exploited by a political 'elite', framing, and using entrepreneurship dominantly in a corrupt and self-serving way, remained disregarded, possibly because of its less popular appeal in the public sphere. Our paper extends critical entrepreneurship research in that it offers empirical work that exemplifies how dominant representation of entrepreneurship may be produced in times of crisis to reduce the impact of counter-discourses that aim to unveil less apparent imbalances in relation to entrepreneurship.

Paper is Available to Meeting Registrants Only.

ENT: **Entrepreneurial Beliefs of Refugees: It's Not Where They're From, But Where They Go** 

Author: **Solomon Akele Abebe**, *Lund U., School of Economics and Management*

Author: **Matthias Fink**, *Johannes Kepler U. Linz*

Author: **Robert Breitenecker**, *Johannes Kepler U. Linz*

This paper investigates whether structuralist and culturalist approaches to migrant entrepreneurship can explain the early-stage entrepreneurship of recently arrived refugees. Specifically, we empirically test three hypotheses on how refugees' current geographical location and ethnic origin matter for their entrepreneurial beliefs, which provide the cognitive and affective foundations for entrepreneurial intentions and behaviour. The sample comprises 884 observations collected from working-age refugees from four different ethnic backgrounds recently relocated to four Austrian and seven Swedish cities. We find that the location where refugees resettle in the aftermath of their forced migration is relevant to refugee entrepreneurship, but their country of origin is not. Hence, the arguments made by advocates of structural theory are more applicable to understanding refugee entrepreneurship than arguments associated with cultural theory. We discuss implications for theory, policy and practice, and suggest avenues for future research.

Paper is Available to Meeting Registrants Only.

ENT: **Reexamining the Central Tenets of BoP Models as a Dimension of Informality**   

Author: **Afsa Mukasa**, *U. of Strathclyde Business School*

Author: **Katerina Nicolopoulou**, *U. of Strathclyde*

Author: **Sreevas Sahasranamam**, *U. of Strathclyde*

We empirically re-examine the shifting dynamics of informal spaces in the Global South and challenge the relevance of BoP models towards development in these contexts: by specifically navigating the technological gap between urban indigenous micro-entrepreneurs and Multinational Enterprises (MNEs) using an ecosystem approach that is centered on activating meaningful entrepreneurship within local communities. We find that 71% of the micro-entrepreneurs are now registered & vibrant - but still unprotected and weary of tax thirsty regimes: what next? Discrepancies between those registered a) with the regulatory arm of government and b) via a myriad of technology-based platforms affect level of efficiency in monitoring and mapping of the informal sector: which in turn has a huge bearing on resource allocation and the success of targeted programs. Given the significantly higher representation of women in this particular context, the study delves into how the region is positioned to leverage a fast changing face of informality as underlined by gender (inequality). Beyond addressing the existential digital divide through effective policy formulation for instance by engaging more culturally aligned product designs to reduce the wide gap between micro-entrepreneurs and MNEs, we propose a) a new SDG and b) enhanced MNE contextual embeddedness via gender-led intermediaries. Ultimately the study is aimed at inclusive development post Covid19.

Paper is Available to Meeting Registrants Only.

ENT: **The Mediating Role of Tacit Knowledge in Knowledge Recontextualisation by Returnee Entrepreneurs**  

Author: **Yen Tran**, *Edinburgh Business School - Heriot Watt U.*

Author: **Nhan Nguyen**, *Edinburgh Business School, Heriot Watt U.*

Author: **Margaret Fletcher**, *Adam Smith Business School, U. of Glasgow*

Recontextualising knowledge is the key to effective knowledge transfer across different business contexts. While knowledge recontextualization has been explored in intra-firm knowledge transfer within multinational enterprises, few studies have extended the concept of knowledge recontextualization to returnee mobility - an effective international knowledge transfer mechanism by returnee entrepreneurs. Using our own surveyed data of 91 Vietnamese returnee entrepreneurs, this study examines under what institutional conditions and individual characteristics returnee entrepreneurs can successfully recontextualize brought back international knowledge and enhance firm performance when operating in their home country. We found that the transfer of tacit knowledge plays an important mediating role to achieve the effective knowledge recontextualization. Keeping home embeddedness while living abroad is critical to help returnees fit back to home country while too much or too little host embeddedness can harm their knowledge recontextualization back to home market.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Social Entrepreneurship 5

Session Moderator: **Dan Wang**, *School of Management, Zhejiang U. of Technology*

ENT: When Passion Meets Expertise: The Effect of Social Entrepreneur Ambidextrous Orientation on Venture  

Author: **Sarah Kimakwa**, *California State U., Chico*
Author: **Michael A. Abebe**, *U. of Texas Rio Grande Valley*

Social entrepreneurs leading for-profit ventures often face the challenge of managing the tensions associated with the dual (social and economic) mission. While managing this tension effectively is considered essential for high performance, not all social entrepreneurs are equally capable to do so. To capture this discrepancy, we introduce a new construct (Social Entrepreneur Ambidextrous Orientation or SEAO) and empirically examine its impact on social venture performance. Drawing from dynamic managerial capability and organizational ambidexterity literatures, we propose that SEAO positively contributes to social venture performance. Furthermore, we argue that this relationship is stronger among firms with organic structure and operate in highly munificent industries. Our analysis of data from 246 U.S. social entrepreneurs provide support for our predictions. Implications for research and practice are discussed.

Paper is Available to Meeting Registrants Only.

ENT: More Prosocial, More Ephemeral? Exploring the Formation of Social Entrepreneurs' Exit Intention

Author: **Jianing Dong**, *Xi'an Jiaotong-Liverpool U.*
Author: **Xiao Wang**, *Xi'an Jiaotong-Liverpool U.*
Author: **Xuanwei Cao**, -
Author: **David Higgins**, *Liverpool U.*

Why does social entrepreneurship tend to live shortly? A range of studies tried to answer this question, although very few delved into the “inner layer” (psychological status) to unveil the mechanism how social entrepreneurs decide to quit. Focusing on prosocial motivation of social entrepreneurs as well as its impacts on their work-related wellbeing and then their business exit intention, we conducted this empirical research. Based on data of 301 social entrepreneurs in China, we find that prosocial motivation decreased entrepreneurs' work-related wellbeing, which increased entrepreneurial exit intention. Furthermore, we find that the impact of prosocial motivation on work-related wellbeing largely is stronger for males. Our research contributes to the growing research and our knowledge on social entrepreneurship in terms of individual personality trait and how it impacts social entrepreneur's psychological status and thus intention of exiting the social business.

Paper is NOT Available. Please contact the author(s).

ENT: An Investigation on the Cognitive Process Leading to Social Entrepreneurial Opportunity Recognition 

Author: **Dan Wang**, *School of Management, Zhejiang U. of Technology*

Social entrepreneurial opportunity recognition is a critical step in social entrepreneurship. However, we know little about the cognitive process leading to social entrepreneurial opportunity recognition. This conceptual work examines direct experiences of social problems as a predictor of social entrepreneurial opportunity recognition. Building on construal level theory, we proposed that direct experiences of social problems enable individuals to form a more concrete representation of social problems, which in turn activates social entrepreneurial opportunity recognition. We further propose that business model schema richness moderates this indirect relationship. We contribute to the literature on social entrepreneurship and opportunity recognition in several ways.

Paper is Available to Meeting Registrants Only.

ENT: Creating Social Ventures: How (Social) Motivations and Goals Drive Venture Idea Judgments (WITHDRAWN) 

Author: **Farsan Madjdi**, *GSB, U. of Cape Town*
Author: **Badri Zolfaghari**, *GSB, U. of Cape Town*

Research on the formation of prosocial ventures has attracted substantial interest in the field of social entrepreneurship for more than a decade. Yet, the understanding of how individuals use judgments as a meaning-making process for the assessment of opportunity-related information to create prosocial ventures remains relatively unexamined. The authors conducted an abductive, qualitative study with 34 first-time founders using verbal protocols and content analysis techniques. As a result, the study theorizes a model which reveals how the motivation and subjective goals of first-time founders influence their meaning-making processes during venture idea judgments. The discussion contributes to the social entrepreneurship literature by displaying the relevance of goal-related motivations in the creation of different types of ventures, namely for-profit and social purpose ventures. Finally, it also illustrates that the social identity of founders can be considered as an antecedent to social entrepreneurial intentions.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **1893** | Submission: **14874** | Sponsor(s): (ENT)
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 11:00AM - 12:30PMPT (UTC-7)** at **Seattle Convention Center in Room 304**

From Invisible to Visible: A Roadmap for Entrepreneurial Ecosystem Research *A Roadmap for Entrepreneurial Ecosystem Research*



Organizer: **Shu Yang**, *Hofstra U.*
Moderator: **Scott L. Newbert**, *City U. of New York, Baruch College*
Organizer: **Lei Xu**, *U. of Wisconsin, Whitewater*
Organizer: **Yu Liu**, *Erasmus U. Rotterdam*
Panelist: **David Audretsch**, *Indiana U., Bloomington*
Panelist: **Linda F. Edelman**, *Bentley U.*
Panelist: **Larry Plummer**, *Ivey Business School*
Panelist: **Erik Stam**, *Utrecht U.*
Panelist: **Christina Theodoraki**, *Toulouse Business School*
Panelist: **Johan Wiklund**, *Syracuse U.*

By incorporating both “entrepreneurial” and “ecosystem” elements, entrepreneurial ecosystems (EEs) are argued to constitute “organized attempts to establish environments that are conducive to increasing the success for newly established ventures” (Audretsch et al., 2019: 313). Interest in EEs by scholars, policymakers, and practitioners has grown rapidly in recent years given the impact that their complex interdependencies of various actors and activities has on the entry, growth, and exit of new ventures (Abootorabi, et al, 2021). However, continued progress in EE research is undermined by at least three challenges. First, there is widespread inconsistency in the use of the term EE. Second, scholars lament that too much attention has been given to the elements of the system itself, without proper attention to the evolution of and connections between these elements (Acs, et al, 2017). Third, given that “the current state of ecosystem research is fragmented and heterogeneous with regard to theoretical approaches” (Wurth et al., 2021: 5), “there exists no ‘theory’ of the ecosystem” (Audretsch et al., 2019: 316). In light of the challenges facing scholars interested in making a contribution to the EE literature, this symposium is intended to achieve two objectives by engaging a group of the leading voices in the EE field in a panel discussion. First, it seeks to provide insight into the panelists’ understandings of and perspectives on the current state of EE research in order to identify fruitful areas of inquiry going forward. Second, it seeks to tap into their experience as authors in order to share strategies and tactics about how to publish EE research in the very best management and entrepreneurship journals.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1894** | Submission: **19305** | Sponsor(s): **(ENT)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 11:00AM - 12:30PMPT (UTC-7)** at **Seattle Convention Center in Room 618**

Family Business and Finance 2

Session Moderator: **Santiago Mingo**, *U. Adolfo Ibanez*

ENT: **Corporate Venture Capital Investment Strategy: The Unorthodox Approach of Family-Controlled Firms** 

Author: **Patricio Duran**, *U. of Richmond*
Author: **Santiago Mingo**, *U. Adolfo Ibanez*

Drawing on socioemotional wealth and agency theories, we develop hypotheses suggesting that large family-controlled firms (FCFs) are less prone to invest in corporate venture capital (CVC) than non-FCFs counterparts and, when they do, FCFs follow an unorthodox investment strategy. We argue that CVC investments threaten the family's socioemotional endowments, leading those FCFs that participate in CVC programs to make fewer but larger CVC investments to (1) enhance family control over the start-ups and (2) focus on less risky start-ups at later stages of their development. We also posit that the board composition in terms of independent directors plays a moderating role. We test our hypotheses using a sample of 256 firms listed on the U.S. stock market that come from three technologically intensive sectors. We collected detailed information about the CVC investments these corporations made between 2007 and 2018 and then combined it with ownership structure and corporate governance data. The empirical results are consistent with most of our hypotheses.

Paper is NOT Available. Please contact the author(s).

ENT: **Trust Fund Families: Elite Family Bureaucratization and the Persistence of Wealth Inequality**

Author: **Doron Shiffer-Sebba**, *Northwestern U.*

How do wealthy families sustain economic privilege across generations? A historic peak in wealth inequality in the United States has inspired research on how markets, tax rates, and political influence sustain elite wealth. However, such explanations tend to focus on economic elites as individual households, whereas the behaviors through which elite families sustain wealth across multiple generations are less understood. Using six months of ethnographic observations at an office that manages the wealth of top 0.1% wealthy families, as well as interviews with the office's clients and a wider sample of wealth managers, I argue that family bureaucratization is a central tool for intergenerational wealth preservation. Specifically, financial managers help wealthy families adopt the characteristics of a Weberian bureaucracy—norms, specialized training, and an organizational structure—in order to use legal entities such as trusts and foundation to sustain elite wealth not only within individual households but also across multiple generations. Wealth inequality should thus be understood not merely as a point-in-time disparity between households but as an enduring multigenerational structure that engages extended family members.

Paper is Available to Meeting Registrants Only.

ENT: **Internationalization-Performance Relationship of Family Firms: The Moderating Role of Familyness**  

Author: **Arindam Mondal**, *XLRI-Xavier School of Management*
Author: **Somnath Lahiri**, *Illinois State U.*
Author: **Sougata Ray**, *Indian School of Business*

Despite the growth in family firm (FF) research we hardly know how internationalization (I) impacts performance (P) of FFs, and how the familyness within FFs shape their IP relationship. Drawing on IB and FF literatures, we theorize in this study how two important sources of heterogeneity—extent of family ownership and involvement of CEO (family versus professional; founder versus non-founder)—moderate FFs' IP relationship. Our empirical analysis of data from India suggests that FFs' IP relationship is negative, but the extent of family ownership and involvement of professional CEO and founder CEO positively influences this relationship. Our results also demonstrate that involvement of family CEO and non-founder CEO casts a negative moderating influence on FFs' IP relationship. Our results further provide evidence that FFs' IP relationship is positively moderated when family CEOs possess international experience. Our study contributes to the IB and FF literature in multiple ways.

Paper is Available to Meeting Registrants Only.

ENT: **Share Pledging, Family Businesses, and Entrepreneurship in Emerging Economies** 

Author: **Nandil Bhatia**, *Columbia Business School*
Author: **Nupur Pavan Bang**, *Indian School of Business*
Author: **Ramachandran Kavil**, *Indian School of Business*

Entrepreneurial families often leverage internal capital and resource markets to incubate new entrepreneurial ventures in the challenging institutional environment of emerging economies. This article explores a relatively common but unexplored phenomenon of entrepreneurial financing by families in emerging economies – share pledging. To further understand the mechanisms behind pledging and why families pledge shares, we hypothesize that the ownership and governance attributes of the family firm should impact the family owner's propensity to pledge shares owing to the family's control and risk considerations. Through a sample of 1,444 Indian family firms, we find that a family's degree of ownership in the firm, involvement in the firm's leadership, and the presence of foreign institutional investors affect the family owner's cognitive predisposition towards pledging. Our study contributes to entrepreneurship literature by exploring an alternate value-creation institutionalized mechanism in a regulatory and social context that differs considerably from the traditional Anglo-Saxon setting.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1895** | Submission: **19355** | Sponsor(s): **(ENT)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 11:00AM - 12:30PMPT (UTC-7)** at **Seattle Convention Center in Room 619**

Social Entrepreneurship 3

Session Moderator: **Diana Maria Hechavarria**, *U. of South Florida*

ENT: **The Social Impact of Social Enterprises: A Holistic View and a Contextualized Explanation**

Author: **Georgios Polychronopoulos**, *Prague U. of Economics and Business*

Author: **Martin Lukeš**, *Prague U. of Economics and Business*

Author: **Giuliano Sansone**, *Prague U. of Economics and Business*

Author: **Anirudh Agrawal**, *Associate Professor O P Jindal Global U.*

Author: **Florian Diener**, *Prague U. of Economics and Business*

Author: **Veronika Šlapáková Losová**, *Prague U. of Economics and Business*

Despite the importance of social impact in the field of social entrepreneurship, there is an ongoing debate among researchers regarding its conceptualization and measurement. Through a multiple-case study of 38 social enterprises and 11 impact investors in USA, Europe, and India, we study the social impact of social enterprises at individual, community, and societal levels of analysis. Drawing upon the work of Amartya Sen and the theoretical lens of Bourdieu we offer a holistic view on social impact as an aggregate of three mutually reinforcing factors: influence on the field, development of capabilities, and transformation of individuals' habitus. By combining these factors, we generate a typology of social enterprises, thus providing a contextualized explanation of social impact in the social entrepreneurship domain.

Paper is Available to Meeting Registrants Only.

ENT: **Cultural Entrepreneurship In Legitimizing Social Innovation: Cultural Reconfiguration Of Sex-Tech**   

Author: **Neva Bojovic**, *Kedge Business School*

Author: **Raghu Garud**, *Pennsylvania State U.*

Author: **Mohammed Cheded**, *Lancaster U. Management School*

Recent scholarship draws attention to social innovation undertaken by entrepreneurs to improve the lives and wellbeing of marginalized populations. Within this context, women entrepreneurs, traditionally marginalized and working within cultural milieus that eschew innovative products by women for women, confront an uphill battle, especially when working with tainted cultural resources. However, as our inquiry of the initiatives undertaken by sex-tech women entrepreneurs unveils, these entrepreneurs can engage in cultural entrepreneurship to innovate and reconfigure the meanings associated with their products to legitimize them as social innovations. Data show entrepreneurs: (a) designing and commercializing embodied products to address unmet needs, (b) engaging in discursive practices to create a new language, and (c) engaging in social action while aligning with other social movements. These practices together led to a cultural reconfiguration, i.e., shifting the meaning of sex-tech products from immoral to a health and wellness devices, resulting in the legitimization of sex-tech as a social innovation and conversion of tainted cultural resources into valuable ones.

Paper is Available to Meeting Registrants Only.

ENT: **Nascent Social Entrepreneurship, Startup Financial Support, and Societal Stereotypes**

Author: **Agnieszka Kwapisz**, *Montana State U.*

Author: **Diana Maria Hechavarría**, *U. of South Florida*

In nascent entrepreneurship, firm and owner characteristics are often the main factors that lenders use to evaluate potential borrowers. But the literature on social entrepreneurs' startup financing is limited, most likely due to the novelty and uniqueness of their efforts. Using the societal stereotypes perspective and a double hurdle estimation approach on a nationally representative sample of U.S. nascent entrepreneurs, we find that social entrepreneurs are less likely to receive and receive less financial support than their counterparts. However, we find evidence that social entrepreneurs with more startup experience and/or current ownership of other businesses are more likely to receive and receive larger amounts of financial support than their counterparts. This is not the case for money motivated entrepreneurs who are already seen as competent.

Paper is Available to Meeting Registrants Only.

ENT: **An Institutional Nexus Perspective of Social Entrepreneurship**   

Author: **Florian Koehne**, *Johannes Kepler U. Linz*

Author: **Benson Honig**, *McMaster U.*

Author: **Richard Woodward**, *U. of Edinburgh*

In this paper, we contribute to the nascent field of transnational social entrepreneurship by developing an institutional nexus perspective to predict how the different migration directions and human capital endowments of transnational entrepreneurs may facilitate or constrain their social entrepreneurship activities in different institutional contexts. The institutional nexus perspective links the previously developed institutional void and institutional support perspectives of social entrepreneurship by introducing transnational social entrepreneurs as bridging agents between different institutional environments. Since existing research on transnational and migrant entrepreneurship has neglected a number of important migration directions, theoretical development remains considerably limited, necessitating a better understanding of the role of context-spanning migration at the intersection of transnational and social entrepreneurship. In this paper, we address these shortcomings and provide a contextualized framework of transnational social entrepreneurship from the institutional nexus perspective. The paper concludes with a discussion of the implications of our work and provides suggestions for future research to test and advance the theory.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Institutions and Entrepreneurship 3

Session Moderator: **Adam K. Frost**, *Copenhagen Business School*

ENT: Entrepreneurial Strategies in Extractive Environments 

Author: **Adam K. Frost**, *Copenhagen Business School*

Entrepreneurs operating outside of developed markets often face heightened risks of expropriation. However, the strategies by which they can reduce said risk remained under-examined and undertheorized. This abductive study attempts to address this void through the analysis of a novel historical dataset—2734 cases of individuals who were prosecuted as “speculators and profiteers” in Maoist China. With this data, we show that, even in the most extreme of contexts, entrepreneurs can effectively reduce the severity of expropriation by either embedding themselves in political institutions or availing themselves of incongruencies in enforcement priorities across different levels of government. These findings have broader implications for understanding the relationship between entrepreneurs and the state, as well as strategic decision-making in emerging market and authoritarian contexts.

Paper is Available to Meeting Registrants Only.

ENT: Employee Mobility as an External Enabler of High-Growth Entrepreneurship 

Author: **Daniel L. Bennett**, *U. of Louisville*

Author: **Michael Araki**, *U. of Louisville*

Author: **Gary Wagner**, *U. of Louisiana at Lafayette*

Non-compete agreements (NCA) are contracts between employers and employees that restrict the former from leaving their job to work for or start a competing firm. As such, NCAs reduce labor mobility, and ultimately entrepreneurship, by imposing transactions costs on employees who want to change jobs or start a new venture. We contribute to a nascent literature examining the economic consequences of NCAs by considering how weakening the enforceability of NCAs is an external enabler of high-growth entrepreneurship (HGE). We show that such institutional changes enable HGE through three mechanisms: compression, conservation, and resource expansion. We empirically test and find supporting evidence using a large nested panel dataset and novel econometric method, staggered difference-in-differences. The causal effect of reducing NCA enforceability is economically and statistically significant.

Paper is Available to Meeting Registrants Only.

ENT: The Effect of Institutional Level on Embedded Agency Among Institutional Entrepreneurs

Author: **Chad David Coffman**, *U. of Missouri, Kansas City*

Author: **Alisa Sydow**, *ESCP Business School*

Author: **Sanwar A. Sunny**, *U. of Baltimore*

The paradox of embedded agency has received considerable attention since the rise of institutional entrepreneurship literature brought attention to the work of individuals to change the institutional environments within which they operate. However, we argue that the structural forces that determine the embeddedness of an actor vary considerably across Williamson’s four-level institutional hierarchy, which implies that the relationship between structure and agency is not paradoxical. We interviewed a sample of institutional entrepreneurs in the blockchain industry in Kenya and Nigeria and found that embeddedness varied depending on the institutional level at which changes were being made.

Paper is Available to Meeting Registrants Only.

ENT: Knowledge Creation, Knowledge Exploitation, and Employee Venturing Behaviors at the National Level  

Author: **Menglei Gu**, *Xi'an Jiaotong U. School of Management*

Author: **Chengli Shu**, *Xi'an Jiaotong U.*

Author: **David Urbano**, *U. Autònoma De Barcelona*

The knowledge spillover theory of entrepreneurship (KSTE) posits that knowledge created but underexploited in knowledge-creating organizations endogenously generate entrepreneurial opportunities through knowledge spillovers, such as employee venturing behaviors (EVBs). Although prior KSTE studies have examined the impact of a country’s entire knowledge stock on its total entrepreneurial activities, it remains unclear how national EVBs are influenced by knowledge creation and knowledge exploitation at the national level and how such influences vary across nations with differing entrepreneurial values (NEVs) that include innovative, proactive, and risk-taking values. By analyzing a multi-source dataset from 52 countries ranging from 2011 to 2017, this study reveals that knowledge creation positively influences knowledge exploitation at the national level with a diminishing marginal effect, while the latter negatively affects national EVBs. Additionally, knowledge creation has a U-shape relationship with EVBs at the national level, and this U-shape relationship is strengthened by national entrepreneurial values. This article is among the first to conduct a cross-country study on national EVBs by elaborating on the different driving effects of knowledge creation and knowledge exploitation and specifying national entrepreneurial values as important boundaries of these driving effects.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1897** | Submission: **19311** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 11:00AM- 12:30PMPT (UTC-7)** at **Hyatt Regency Seattle** in **607 Wishkah**

Family Business Succession 1

Session Moderator: **Audrey-Anne Cyr**, *HEC Montreal*

ENT: Your Path Lies Before You – A Review on Succession in Family Firms and a Way Ahead

Author: **Dustin Bauer**, *Friedrich-Alexander U. of Erlangen-Nürnberg*
Author: **Tobias Reif**, *Friedrich-Alexander U. of Erlangen-Nürnberg*
Author: **Sebastian Junge**, *U. of Erlangen-Nuremberg*

Within the last decades, research on family firm succession has grown significantly. The current publication landscape is characterized by a heterogenic succession understanding, resulting from various models, surrounding contexts, and numerous outcomes. We aim to identify core elements of succession within family businesses and to derive potential modes of conflation. To address our research questions, we conduct a systematic literature review on family firm succession. During our analysis, we identify two core research streams: succession candidates and process models. We reveal the distinction of family and non-family successors within four groups of antecedents, both being connected to resulting implications on performance and socioemotional wealth. Besides, we identify the continuous modification of succession process models, resulting in various understandings of the succession procedure. Through comparative analysis, we reveal the succession processes to consist of three universal phases. Based on our review, we propose a framework to integrate the successor implication antecedents as explanatory variables within succession processes. We suggest the antecedents to represent the central content parameters. They essentially provoke and shape the resulting gatekeeping events. We argue the interrelation of the three phases, their contents, and the gatekeepers to result in the emergence of successor implications.

Paper is Available to Meeting Registrants Only.

ENT: To Build or Dissolve Bridges: Generational Disruptions and Legacy in Family Business

Author: **Audrey-Anne Cyr**, *HEC Montreal*
Author: **Trevor Lyle Israelsen**, *U. of Victoria (PhD Student)*
Author: **Rob Mitchell**, *Colorado State U.*

Family businesses are constantly faced with generational disruptions of all kinds. These generational disruptions can take the form of intra-family conflicts or succession, strategic divergences within the organization, or paradigm shifts at the societal level. They thus can involve family members, stakeholders of the organization or social movements with a broader scope. No matter what form they take or who they concern, generational disruptions can threaten the long-term prosperity of family businesses. This article theorizes the concept of generations and generational disruptions in order to better explain interactions between different types of generations in family businesses. We also explain how legacy (i.e., historical narratives, memory and artifacts) can either function as a bridge to override generational disruptions by creating an impression of continuity or proximity between past, present and future generations, or as an obstructor by creating a sense of discontinuity between generations. This article promises not only to advance explanations of intergenerational dynamics in family businesses, but also to better explain the complex, multifaceted role of legacy in perpetuating (or not) such businesses over time.

Paper is Available to Meeting Registrants Only.

ENT: The Moderating Role of Socioemotional Wealth on Postsuccession Performance in SME Family Firms

Author: **Sabrina Schell**, *Bern U. of Applied Sciences*
Author: **Christoph Stock**, *U. of Siegen*
Author: **Laura Pütz**, *U. of Siegen*
Author: **Arndt Werner**, *U. of Siegen*

This study focuses on the moderating role of socioemotional wealth (SEW) within family-owned small and medium-sized enterprises (SMEs) by examining whether and to what extent a dynastic succession event influences postsuccession performance. Based on data drawn from 344 German family-owned SMEs and relying on a direct multidimensional scale to account for the heterogeneity in owning families' affective endowment, our key finding is that firms with high SEW after a succession event generate higher postsuccession performance than their counterparts with low SEW. Focusing on individual SEW dimensions, we find that the renewal of family bonds through dynastic succession and the identification of family members with the firm are the key drivers that affect postsuccession performance. In sum, our study identifies SEW – and its components – to be substantial factors determining whether a succession event will improve or undermine a family-owned SME's financial performance after succession. For practitioners, our study also provides valuable information on whether and how family-owned SMEs can draw on SEW as a strategic tool to ensure the firm's long-term success.

Paper is NOT Available. Please contact the author(s).

ENT: A Straw in The Wind: Media Opinion on the Family and Analyst Responses During Family Firm Succession

Author: **Yanlong Zhang**, *Peking U.*
Author: **Chi-Nien Chung**, *National U. of Singapore*
Author: **Yijie Min**, *Guanghua School of Management, Peking U.*

This study explores how business media opinion on family members affect analyst stock recommendations during family firms' intergenerational successions. Through field interviews and data analyses on a sample of Chinese publicly listed family firms, we find evidence suggesting that analysts tend to view the process from a system perspective and employ contextually embedded and relational specific cognitive schemas when understanding the performance implications of family dynamics. Our results show that positive media opinion on successors can increase analyst recommendations, but such effects may be attenuated by favorable media opinion about founders. This founders' shadow effect is less pronounced among father-daughter and founder-nonblood heirs than it is for father-son dyads. Moreover, favorable media opinion about successors siblings may increase analysts' worry about sibling rivalry and thus leads to lower recommendations. We discussed the theoretical and practical implications of our study to the institutional logics, securities analysts, and family firm literature.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1898** | Submission: **19292** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 11:00AM- 12:30PMPT (UTC-7)** at **Hyatt Regency Seattle in 608 Wynoochee**

Entrepreneurial Biases

Session Moderator: **Anely Bekbergenova**, *U. of Lausanne, HEC Lausanne*

ENT: Charisma: Closing the Venture Funding Gender Gap

Author: **Anely Bekbergenova**, *U. of Lausanne, HEC Lausanne*

Author: **Marianne Schmid Mast**, *U. of Lausanne, HEC Lausanne*

Author: **John Antonakis**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*

. This paper examines how changing verbal and nonverbal behavior in female entrepreneurs can alter their prospects of being invited to meetings with investors, raising funds, potentially reducing the venture funding gap. In a field study we examine how the use of charismatic tactics in the pitch influences the likelihood of succeeding in a startup competition. In an experimental study, we investigate how the implementation of verbal and nonverbal charismatic tactics (a distinct type of verbal and nonverbal behavior), influences the funding success of female and male entrepreneurs. We investigate the impact of verbal and nonverbal charisma, separately and jointly, on the raised investment pitches using virtual humans acting as entrepreneurs. The verbal content and nonverbal aspects (e.g., gestures, tone of voice) are identical for the female and male virtual humans. This enables us to examine pure gender perception effects while controlling for effects stemming from existing gender differences in verbal and nonverbal behavior. Our results show that charisma matters as the number of charismatic tactics corresponds to a higher likelihood of succeeding into the next round of an entrepreneurial competition. Furthermore, nonverbal charisma has a strong positive effect on funding for female and male entrepreneurs, nevertheless the lack of nonverbal charisma penalizes female entrepreneurs to a greater extent than male entrepreneurs.

Paper is Available to Meeting Registrants Only.

ENT: Profit Expectations Informed by Data: A Noise Intolerance Theory on SMEs' Use of Data

Author: **Joeri Van Hugten**, *Vrije U. Amsterdam*

Author: **Wim Coreynen**, -

Author: **Johanna Vanderstraeten**, *U. of Antwerp*

Author: **Arjen Van Witteloostuijn**, *Vrije U. Amsterdam*

Data are hailed as solutions to the ambiguity and uncertainty of looking into the future. This paper investigates a cognitive constraint to entrepreneurs using their venture's data to inform their profit expectation. Specifically, we study how an entrepreneur's ambiguity intolerance and uncertainty intolerance affect how much their profit expectation differs from a prediction based on their venture's profit data. We develop theory on data informing expectations and the role of ambiguity and uncertainty intolerance. We test our hypotheses in a unique sample of 233 firms participating in a large-scale consulting project. We find that ambiguity intolerance and uncertainty intolerance each decrease the difference between expectation and prediction if that prediction's uncertainty is low. Uncertainty intolerance increases that difference if prediction uncertainty is high.

Paper is Available to Meeting Registrants Only.

ENT: Examining the Role of the Dark Side of CEO Personality in Decision-Making Approaches Within Russia 

Author: **Galina Shirokova**, *National Research U. Higher School of Economics*

Author: **Louisa Selivanovskikh**, *National Research U. Higher School of Economics*

Author: **Aleksandra Bordunos**, *National Research U. Higher School of Economics*

Author: **Michael H. Morris**, *U. of Notre Dame*

Prior studies have examined effectuation and causation as alternative behavioural logics used by entrepreneurs to manage uncertainty, noting a number of antecedents of the tendency to rely on a given logic at different levels (environmental, organizational, and individual) of analysis. This study aims to broaden the understanding of individual-level antecedents by examining the role of the so-called dark side of the CEO personality on decision-making processes within small and medium-sized enterprises (SMEs). Specifically, we focus on three personality characteristics: narcissism, psychopathy, and Machiavellianism. The impact of this dark triad on the behavioural logic employed by the entrepreneur is argued to be moderated by the general level of uncertainty experienced by the firm. A set of hypotheses regarding these relationships are tested with a random sample of CEOs in Russian SMEs. The findings suggest that CEOs scoring high in psychopathy tend to adopt a causal logic, while Machiavellians rely on an effectual logic. The level of uncertainty shapes these relationships by weakening the links between psychopathy and causation and Machiavellianism and effectuation. Implications are drawn for theory and practice.

Paper is Available to Meeting Registrants Only.

ENT: Flip the Tweet – The Two-Sided Coin of Entrepreneurial Empathy

Author: **Konstantin Kurz**, *Technische U. Darmstadt*

Author: **Carolin Bock**, *Technische U., Darmstadt*

Is empathy merely a good thing for entrepreneurs? In contrast to the hitherto predominantly positive view in entrepreneurship literature, psychology and management scholars have recently adopted a more critical perspective. Transferring their findings, we provide a novel "too-much-of-a-good-thing" perspective on entrepreneurial empathy. We test our model against a dataset of 4,725 real entrepreneurs and demonstrate that empathy influences opportunity recognition, evaluation and exploitation in an inverted U-shaped pattern. We also show that these exploited opportunities then lead to higher amounts of achieved financial resources. These findings provide strong evidence for considering entrepreneurial empathy an important but highly ambiguous success factor.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1899** | Submission: **13480** | Sponsor(s): **(ENT, SIM, OMT)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 11:00AM- 12:30PMPT (UTC-7)** at **Seattle Convention Center in Room 620**

Conditional Success? The Failure Factors of Social Entrepreneurship

Failure Factors of Social Entrepreneurship



Organizer: **Ryan C. Bailey**, *U. of Oklahoma Price College of Business*
Moderator: **G. T. Lumpkin**, *U. of Oklahoma*
Presenter: **Anne-Claire Pache**, *ESSEC Business School*
Participant: **Julie Battilana**, *Harvard U.*
Participant: **Channing Spencer**, *Harvard Business School*
Presenter: **Silvia Dorado**, *U. of Massachusetts, Boston*
Participant: **Isobel O'Neil**, *U. of Nottingham*
Participant: **Jared Mitchell Poole**, *U. of Massachusetts, Boston*
Participant: **Bogdan Prokopovych**, *U. of Massachusetts, Amherst*
Presenter: **David Gras**, *U. of Tennessee*
Presenter: **Ryan C. Bailey**, *U. of Oklahoma Price College of Business*

This presenter symposium engages scholars from a variety of perspectives to discuss, develop, and further build upon the key predictors of both failure and success within social entrepreneurship. The authors address timely and relevant topics, such as hybrid organizing, governance, institutional diversity, and enculturation processes as well as processes for increasing client engagement to reduce mission drift. Further, the authors discuss emerging topics within the social entrepreneurship literature including the hidden role of purpose, beneficiaries' role as value consumers, and potential non-receptivity toward social value through institutional avoidance.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Novel Directions in Emotions Research

Session Moderator: **Udayan Dhar**, *Weatherhead School of Management, Case Western Reserve U.*

MOC: **The Interplay of Emotionally Salient Work Experiences, the Ideal Self, and Vocational Outcomes**

Author: **Udayan Dhar**, *Weatherhead School of Management, Case Western Reserve U.*

Taking a positive identity development perspective, and by incorporating the role that developmental experiences play in constructing the self, this study shows that a diverse set of emotionally salient work-related experiences can affect the Ideal Self over time, which in turn has important vocational consequences. In Study 1, focus group interviews with management professionals (N=18), surveys of workers on the M-Turk platform (N= 155), and of university students with prior work experience (N= 207) were used to develop and validate a formative index of emotionally salient developmental work-related experiences. In Study 2, a sample of management professionals (N= 271) was used to test a hypothesized model of the impact of such experiences and of career stage on their Ideal Self's salience and clarity, and several vocational outcomes. The analysis showed that both emotionally salient developmental experiences and career stage are related to the development of a clear and salient Ideal Self, which predict career satisfaction, work effort, and engagement. Implications for theory and research in the fields of experience-based learning, career development, and professional identities are discussed.

Paper is NOT Available. Please contact the author(s).

MOC: **Down the Wrong Rabbit Hole: Methodological Traps in Researching Emotions in Post-Merger Integration**

Author: **Sandor Talas**, *U. of Queensland*

Author: **Andre Pekerti**, *U. of Queensland*

Author: **Neal M. Ashkanasy**, *U. of Queensland*

We call the attention of management scholars to the methodological traps inherent to data collected using self-reported emotions experienced in the context of merger integration. In a systematic review, we identified fifteen peer-reviewed empirical articles where authors discuss the impact of emotions in post-merger situations based on interview data. We found that authors of twelve studies appear to have been unaware of the problems of the interview method; or implicitly accepted the inherent and unavoidable distortions and biases of self-reported emotions over time. We argue that these distortions and biases represent threats to data validity and reliability. In support of this position, we cite literature suggesting it is difficult for researchers to reconstruct emotions experienced based on interviews conducted a few weeks after the events, so that results based on this method may not be valid. The authors of these articles all relied on data collected several months or years after merger events, and then sought to assess the impact of emotions at the time of the merger. As a consequence, conclusions based on these data may be unreliable. We conclude with recommendations for overcoming this potential source of invalid data in post-merger integration studies. Keywords: Emotions, interview, merger, change process, delayed recall

Paper is NOT Available. Please contact the author(s).

MOC: **Perception Asymmetry of Affect: How Do You Think We Feel?**

Author: **Brandon Lee Antwiler**, *U. of North Texas*

Author: **Virginie Lopez Kidwell**, *U. of North Texas*

Author: **Danielle Cooper**, *U. of North Texas*

In collective affect research, an assumption is often made that through processes such as emotional contagion and attraction-selection-attrition members will converge unto a shared group affective tone. While this assumption is not without warrant, a limitation of previous work on interpersonal emotional processes of individuals, individuals within dyadic relationships, or members within teams is the lack of examination into the varying perceptions individuals may form regarding these affective experiences. To examine the development and influence of these affective perceptions, we extend recent works from work group conflict literature to examine the influence of perception asymmetry when applied to affective interactions. Wherein, we describe a novel construct of Perception Asymmetry of Affect (PAA). PAA refers to the congruence (e.g.; low level of PAA) or incongruence (e.g.; high level) of perceptions of affective experiences between two or more individuals. This paper explores the following questions: 1) does perception asymmetry of affect exist; 2) if so, what causes perception asymmetry between individuals and their groups, within dyads, and within groups. This article contributes to literature on collective affect by offering a detailed framework for an understudied phenomenon of diverging or asymmetric perceptions.

Paper is Available to Meeting Registrants Only.

MOC: **Crowding Out? The Joint Impact of Emotions on the Categorization Process**

Author: **Tian Wei**, *NEOMA Business School*

Author: **Fabio Fonti**, *NEOMA Business School*

Emotions drive managers' cognition—namely, their perception, interpretation, and memory—thus influencing their behaviors. The association between emotions and cognition takes multiple forms. First, both negative and positive emotions contribute to perception and learning about situations, thus making these two types of emotions functionally complementary to each other. Second, emotional experiences enhance episodic memories, allowing emotions to continuously affect cognitive functions by recalling previously stored information. Finally, managers' experiences of emotional shifts strengthen their ability to help firms implement appropriate strategic changes via categorization processes, allowing firms to maintain superior performance in the long term. Hence, our argument in this paper is that managers' emotions may affect their cognitive process of categorization. More specifically, we believe that the combination of managers' positive and negative emotions as well as their emotional shifts facilitate developing comprehensive analyses of the competitive environment, thus allowing managers to create categories of firms that effectively represent the changing environment they are confronting. These categories enable firms to perceive the necessity of strategic changes and the appropriate approaches to enacting such changes, thus helping firms adapt to environments and maintain superior performance in the long term. To explore these relationships, we leveraged a computer simulation to identify the causal effects of managers' emotions on their categorization activities. Simulation results imply that emotional experiences improve the categorization process by providing more reliable information foundations and enabling logical analyses. Such findings also bear managerial implications regarding how managers' emotions should be adjusted to improve managerial cognitive processes.

Paper is Available to Meeting Registrants Only.

MOC: Continuity in Discontinuities: The Role of Cognitive and Emotional Reframing

Author: **Philip Gordon Stiles**, *U. of Cambridge*

Author: **Kishore Sengupta**, *Cambridge U.*

Author: **Stephen Cassidy**, *Industry*

We develop an understanding of discontinuous technology adoption by examining how employees cognitively and emotionally frame the transition between existing and new technologies. Framing is important since discontinuous technologies by their very nature deviate from prevailing logics and mindsets, but we know little about how employees both cognitively and emotionally frame transitions, particularly in competence-destroying contexts. We use an in-depth case study of a major technology company to look at the micro-processes of framing. We highlight a number of core pathways and mechanisms through which frame flexibility is enacted, primarily by leaders empowering self-managing teams, and the use of improvisation and creativity in managing the transition process. We contribute more generally to research on technological discontinuities by developing a process model of employee reframing of the transition between existing and new technologies.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1901** | Submission: **19541** | Sponsor(s): **(OB)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Tuesday, Aug 9 2022 11:00AM - 12:30PMPT (UTC-7)**

Antecedents of Team Creativity and Innovation



Session Moderator: **XINYU HU**, *Renmin U. of China*

OB: **Ethical Leadership and Team Innovation: A Meta-Analytical Investigation**

Author: **Meng Zhang**, *Renmin U. of China*

Considerable research has demonstrated that ethical leadership is beneficial for team innovation. We offer an integrated view by identifying a potential dark side of ethical leadership and suggesting that ethical leadership can be a mixed blessing on team innovation. On the one hand, as team members perceive safeness to work with ethical leaders, they have a high level of psychological safety, which enhances team innovation. On the other hand, as team members are confined in the norms and constraints set by ethical leaders, ethical leadership is positively associated with norm conformity, which decreases their team innovation. The meta-analysis results of 25 studies provide support for our hypotheses. Results of meta-analytic structural equation modeling show that ethical leadership has a positive indirect effect on team innovation through enhancing psychological safety. In contrast, ethical leadership has a negative indirect effect on team innovation through enhancing norm conformity. Taken together, our findings reveal the benefits and perils of ethical leadership and the importance of examining its impacts on team innovation.

Paper is Available to Meeting Registrants Only.

OB: **Assessing Facets of Craftsmanship in the Context of Work**

Author: **Hui Sun**, *Macau U. of Science and Technology*
Author: **Qing Tian**, *Macau U. of Science and Technology*
Author: **Jingyi Bai**, *Macau U. of Science and Technology*

The craftsmanship literature lacks a multi-faceted construct and measure applicable in the work context. We address this gap by providing multidimensional employee craftsmanship and developing its measure. Data from four studies provided support for (a) a 4-factor construct of employee craftsmanship representing the sub-facets of ethical pursuit, striving to excel, love for work and work as a calling across samples; (b) an employee craftsmanship scale with good internal consistency and reliability; (c) positive relationship between employee craftsmanship and grit, incremental innovation and negative correlation between employee craftsmanship and unethical behavior. Overall, findings suggest that the Employee Craftsmanship Scale has good psychometric properties. It provides novel insights into the role of employee craftsmanship for work outcomes, like innovative and ethical behavior.

Paper is Available to Meeting Registrants Only.

OB: **Creativity in Virtual Teams: The Role of Task Type and Foreign Language Use**  

Author: **Anja Loderer**, *U. of Trier*
Author: **Katrin Susanne Muehlfeld**, *U. of Trier*
Author: **Robert Wilken**, *ESCP Business School*

Creative teamwork frequently takes place in virtual teams. Both in domestic and cross-border work settings, these teams increasingly often comprise employees who have different native languages, prompting many teams to adopt a common team language, which is a non-native language for many members. Yet, the effects on different types of team creative tasks of working virtually and in a foreign language have remained under-explored. This study addresses how the use of modern synchronous technology affects creative performance in different task types, and how this effect differs depending on foreign or native language. Results are based on an experimental study with 95 dyadic virtual and face-to-face teams, randomly assigned to work in a foreign or native language. Virtual teams outperformed face-to-face teams on verbal creative tasks only when working in a foreign language. Face-to-face teams performed better on nonverbal creative tasks, independent of the language used. Further, tentative evidence suggests that the verbal creative performance of virtual compared to face-to-face teams benefits more from higher team foreign language proficiency but is also more adversely affected by team foreign language anxiety.

Paper is NOT Available. Please contact the author(s).

OB: **How Do Teams Create? A team Creativity Process Model**

Author: **XINYU HU**, *Renmin U. of China*

Creativity is one of the most impressive capabilities of human beings and is considered to be the fountainhead of human civilization. In today's workplace, it is common that creative work is the result of the cooperation and joint effort of a group of people. Although studies have found several antecedents of team creativity, the process of it is still a "black box". From a micro-dynamic perspective, this case study takes a detailed look at the nonlinear dynamics of team creativity. Using the case of The Beatles' Get Back project in 1969, which lasted for nearly a month, this research builds a team creativity process model showing the interacting nature of team creativity. This model includes creative sparking and creative crafting stages, describing the process that personal creative ideas become team resonance, and by interacting, the initial ideas are eventually crafted to become team creations.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **1902** | Submission: **14858** | Sponsor(s): **(OB)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 11:00AM- 12:30PMPT (UTC-7)** at **Seattle Convention Center in Chelan 2**

Paradoxes and Paradoxical Leadership at Multiple Levels of Analysis.

Paradoxes and Leadership at Multiple Levels



Session Chair: **Steven Poelmans**, *U. of Antwerp/ Antwerp Management School*

Organizer: **Steven Op 't Roodt**, *PhD student at U. of Antwerp*

Presenter: **Tiffany Taylor**, *PhD student at U. of Antwerp*

Presenter: **Mohammed Chaara**, *U. of Antwerp/ Antwerp Management School*

Presenter: **Luis Rosés**, -

Presenter: **Duijnsveld Sabrina**, -

Discussant: **Wendy K. Smith**, *U. of Delaware*

In this presenter symposium, we introduce the Paradox Theory of Leadership, a leadership model for dealing with complexity and paradox in organizations. Four researchers from four different disciplines and cultures will present their research linking concepts at the individual level (vertical development, cultural intelligence), inter-individual level (paradoxical leadership and political skills), team level (team paradoxes and motivation), and the cross-cultural level (cultural paradoxical dimensions) with leadership paradoxes. In the first paper, Mo Chaara looks at the stages of vertical development in humans and A.I. that would allow dialectic cognition, necessary for paradoxical reasoning. Second, Tiffany Taylor presents her research of political skills in managers and how they relate with paradoxical leadership behaviors. Third, Lluís Rosés looks at the influence of multiple paradoxes in teams on team meetings behaviors and motivation. Fourth, Sabrina Duijnsveld (NL), analyzes cultural intelligence and paradoxical leadership as a way to navigate different cross-cultural dimensions when collaborating internationally. Finally, Wendy Smith, professor and widely cited author on organizational paradoxes will discuss the different presentations and open for interaction with the audience.

PARADOXES AND PARADOXICAL LEADERSHIP AT MULTIPLE LEVELS OF ANALYSIS

Author: **Steven Poelmans**, *U. of Antwerp/ Antwerp Management School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Symposium**

Program Session: **1903** | Submission: **12669** | Sponsor(s): **(OB)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 11:00AM - 12:30PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 1**

Frontiers of Hierarchy Research: The Impacts of Low Power and Changing Power

The Impacts of Low Power and Changing Power



Organizer: **Yufei Zhong**, *Georgia Institute of Technology*
Organizer: **Huisi Li**, *Georgia Institute of Technology*
Discussant: **Eric Anicich**, *U. of Southern California*
Presenter: **Yufei Zhong**, *Georgia Institute of Technology*
Presenter: **Huisi Li**, *Georgia Institute of Technology*
Presenter: **Alice J. Lee**, *Columbia Business School*
Presenter: **Jieun Pai**, *U. of Virginia*
Presenter: **Hae-Lyeng Rose Kim**, *Robert H. Smith School of Business, U. of Maryland*

Power, defined as individuals' asymmetric control over valuable resources, is a central reality of organizational life. Decades of power research have offered us plenty of insights into how the powerful think, feel, and behave. However, researchers contend that this emphasis on high power may have resulted in an insufficient understanding of low-power individuals, and that taking a static view of power may have hampered the development of the literature. To help move the literature forward, our symposium contains two papers that focus explicitly on the effects of low power, one paper that investigates the causes of increasing power, and one paper that examines the effects of power fluctuations. Taken together, these papers extend our understanding and generate new research directions for how the power literature can move forward.

How do Low-Power Individuals Compete? An Investigation of Covert Competition

Author: **Yufei Zhong**, *Georgia Institute of Technology*
Author: **Huisi Li**, *Georgia Institute of Technology*

The Power to Leverage Your Power: How Social Power Affects the Use of Negotiation-Specific Power

Author: **Alice J. Lee**, *Columbia Business School*
Author: **Nicholas Hays**, *Michigan State U.*
Author: **Huisi Li**, *Georgia Institute of Technology*
Author: **Adam Galinsky**, *Columbia Business School*

The Distortionary Power of Naysaying: Naysaying and Negativity Inflate Decision Makers' Confidence

Author: **Jieun Pai**, *U. of Virginia*
Author: **Eileen Chou**, *U. of Virginia*

The Energizing Effect of Daily Power Fluctuations

Author: **Hae-Lyeng Rose Kim**, *Robert H. Smith School of Business, U. of Maryland*
Author: **Trevor Foulk**, *Robert H. Smith School of Business, U. of Maryland*
Author: **Michael Schaerer**, *Singapore Management U.*
Author: **Jake Gale**, *U. of Florida*
Author: **Eric Anicich**, *U. of Southern California*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **1904** | Submission: **19639** | Sponsor(s): **(PUBS)**
Session Format: **Not Provided**
Scheduled: **Tuesday, Aug 9 2022 11:00AM- 12:00PMPT (UTC-7)**

Conversations With The Editors AMP (CANCELLED)
Conversations With The Editors

Organizer: **Irina Burns**, *Academy of Management*

Meet the editor of AMP and the team of associate editors to learn their vision for the journal and tips on how to write a successful paper. All are welcome!

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1905** | Submission: **12536** | Sponsor(s): (SAP, OMT, ODC)
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 11:00AM- 12:30PMPT (UTC-7)** at **Seattle Convention Center in Room 210**

**Practice Perspectives on Grand Challenges: Insights from
SAP and Routine Dynamics Research**
Practice Perspectives on Grand Challenges



Panelist: **Martha S. Feldman**, *U. of California, Irvine*
Panelist: **Paula Jarzabkowski**, *U. of Queensland*
Panelist: **Brian T. Pentland**, *Michigan State U.*
Panelist: **Linda Rouleau**, *HEC Montreal*
Discussant: **Joel Gehman**, *George Washington U.*
Discussant: **Kathleen M. Sutcliffe**, *Johns Hopkins U.*
Organizer: **Anja Danner-Schröder**, *U. of Kaiserslautern, Germany*
Organizer: **Christian Alexander Mahringer**, *Heidelberg Academy of Sciences and Humanities*
Organizer: **Kathrin Sele**, *Aalto U. School of Business*

The symposium discusses the value of practice theory in understanding and tackling grand challenges. It engages Martha Feldman and Brian Pentland as leading scholars from ‘Routine Dynamics’ research as well as Paula Jarzabkowski and Linda Rouleau as leading scholars from research on ‘Strategizing Activities and Practices’ to unpack the possible contributions that those two scientific communities can provide in the context of grand challenges. Subsequently, Kathleen Sutcliffe and Joel Gehman critically reflect on the value and drawbacks of practice theory in studying grand challenges. The symposium intends to stimulate research which applies practice theory to grand challenges.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1906** | Submission: **19484** | Sponsor(s): **(SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 11:00AM - 12:30PMPT (UTC-7)** at **Hyatt Regency Seattle in 404 Entiat**

Legitimacy and Stakeholder Engagement in Corporate Social Responsibility

Session Moderator: **Eduardo Hernandez**, *U. of Edinburgh business school*

SIM: Rethinking the Corporate Community Engagement Continuum

Author: **Eduardo Hernandez**, *U. of Edinburgh business school*
Author: **Sarah Ivory**, *U. of Edinburgh*

There is more than one-way business can engage with their local communities. Previous research has organised this diversity of interests, responses and impacts using both dichotomous and continuous typologies that mainly focus on corporate behaviours and actions. Although these typologies present a clear view about what firms have to do, little thought is given to understanding how firms engage with their social responsibilities and stakeholders in a more abstract level. It is clear that corporate community engagement involves a visible side of actions and techniques, but it is less clear which are the underlying assumptions firms implicitly or explicitly consider to develop these engagement methods. The purpose of this paper is to rethink the continuum of corporate community engagement in relation to the organisational contexts. In particular, by investigating the distinct but interrelated approaches to social responsibilities and stakeholder engagement firms might prioritise in transactional, transitional and transformational strategies. Acknowledging these approaches is relevant because they not only inform the community engagement strategy but the whole business strategy.

Paper is Available to Meeting Registrants Only.

SIM: Gaining Legitimacy in Economic Downturn: Understanding Customer Evaluations of CSR Activities

Author: **Soydan Soylu**, *Middlesex U.*
Author: **Satkeen Azizzadeh**, *Middlesex U.*

Periods of extreme socio-economic uncertainty raise important questions about the role of corporations and their social responsibilities. Engaging in legitimate CSR becomes more essential during severe economic conditions to respond to stakeholder needs. Adopting Suchman's (1995) legitimacy theory, our purpose was to unveil the customer understandings of what is seen as "the right to do" in terms of CSR activities during economic downturn. We conducted 41 interviews in two rounds in the UK, one at the start of the Covid-19 pandemic, and one a year later. We propose a process model explaining which CSR activities are considered legitimate during economic downturn and how corporations gain legitimacy from customers for these initiatives. Proposed model contributes to CSR literature by guiding organizations during economic downturn in understanding the type(s) of legitimacy granted by customers for CSR practices. This model is invaluable for management during times of crises to re-contextualize their CSR activities.

Paper is Available to Meeting Registrants Only.

SIM: Stakeholder Reintegration Following Moral Polysemy: A Nethnographic Case Study of LPP SA

Author: **Joanna Krasodomska**, *Cracow U. of Economics*
Author: **Ewelina Zarzycka**, *U. of Lodz*
Author: **Dorota Dobija**, *Kozminski U.*

The aim of this paper is to facilitate a deeper understanding of the reintegration process following a crisis caused by moral polysemy in an internet-mediated environment. This paper focuses on Polish textile company LPP SA. It uses an explorative and interpretive single case study as its research approach and netnography as its data gathering method. Content and buzz analysis of online discussions of LPP SA's crisis are employed to identify the influential stakeholders in the subsequent stages of the company's reintegration and the impact of the broader situational context on this process. Due to the ambiguity involved, we propose to conceptualize LPP SA's crisis, caused by an involuntary disclosure, as an instance of moral polysemy. We therefore identify three stages of the reintegration process (discovery, explanation, rehabilitation). The most influential stakeholders are members of the media and politicians, but stakeholder influence varies in different stages of the process. Previous reputational crises and CEO posturing play a role in such reintegration, and Facebook and Twitter are the main communication mediums. The main limitations of our study include the classification of individual internet users as a single group despite their diversity and our total reliance on online sources. This study contributes to the literature on reintegration and stakeholder communication and expands the theoretical model of internet-mediated crisis communication. It also adds to the literature on involuntary disclosure.

Paper is Available to Meeting Registrants Only.

Author: **Petya Koleva**, *Emirates Aviation U.*

Author: **Yusuf M. Sidani**, *American U. of Beirut*

Author: **Maureen Meadows**, *Coventry U.*

The stakeholder salience typology (Mitchell, Agle & Wood, 1997) has been extensively examined by scholars ever since its introduction. Despite its valuable contribution to stakeholder management practice, the Mitchell et al.'s (1997) typology is often questioned for the exhaustiveness of its attributes – power, legitimacy and urgency. At the same time, scholarly understanding in terms of the typology's applicability in non-Western countries is extremely limited and academic research is lacking evidence if the contextual specifications, institutional factors, and social processes of non-Western countries have any impact on the formulation of stakeholder salience. The study examines this research problem from the perspective of 63 senior managers in three non-Western countries (Saudi Arabia, Oman and the United Arab Emirates). The findings suggest presence of particular contextual specifications, institutional factors, and social processes that result in transforming youth from a formerly silent stakeholder group to a stakeholder group with significant influence in shaping macro level policies and regulations but also meso level organizational practices, to extent where national policies and organizational agendas with focus on corporate social responsibility (CSR) revolve around them. As a result of completing the study, a couple of contributions are offered to the literature. First, with reference to the stakeholder salience literature the study offers a fourth attribute to Mitchel et al.'s (1997) typology that shapes power, legitimacy and urgency of stakeholder claims, namely context. Secondly, the study contributes to the institutional theory and CSR literature by shedding light on the institutional determinants that can shape organizational CSR agenda, particularly in terms of CSR engagement. Recommendations to policy makers and practitioners are also offered.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS
SIM: The Contingent Effects of Firm Response Tactics on Firm Legitimacy During a Secondary Boycott  
 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
Author: **Ahmad Al Asady**, *North Dakota State U.*
Author: **Christopher Groening**, *Kent State U.*  Selected as a Best Paper

Firms are unable to address the issues behind secondary boycotts, unlike with primary boycotts. In a secondary boycott scenario, firms have a choice of tactics to mitigate the negative effects on firm revenue: distraction, where firms introduce new information to divert consumer attention away from the issue, and persuasive refutation, where firms directly address the issue. This paper argues that a tactic's effectiveness is based on the salience of the boycott to consumers and the amount of exposure that consumers have to the boycott. The results indicate that when boycott issue salience is high, distractor tactics produce higher revenue, but when repeated exposure is high, persuasive refutation tactics achieve higher revenue. When both issue salience and repeated exposure are high, distractor tactics produce higher revenue.

Paper is Available to Meeting Registrants Only.

Session Type: **Paper Session**
Program Session: **1907** | Submission: **18743** | Sponsor(s): (STR)
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Tuesday, Aug 9 2022 11:00AM - 12:30PMPT (UTC-7)**

State and Nonmarket Strategy in China

Session Moderator: **Xiaolan Fu**, *U. of Oxford*

STR: Open Innovation and Resource Flexibility in Times of Crisis: The Roles of Firm Characteristics   

Author: **Xuechen Ding**, *U. of Oxford*

Author: **Xiaolan Fu**, *U. of Oxford*

Author: **Zhenning Yang**, *U. of International Business and Economics*

The covid-19 pandemic has been a global threat and a large number of firms suffered from this grand challenge. This study aims to investigate how firms survive crises by using different strategies and how these strategies influence firms' performance differently. From the perspective of dynamic capabilities and using survey data collected from 538 companies during the Covid-19 in China, we empirically tested the hypotheses via an ordered probit model. The results indicated that both resource flexibility and open innovation strategies have a positive effect on firm performance in times of crisis. The effect of resource flexibility and open innovation are more significant in firms with a higher level of internationalization. In addition, accounting for the ownership, we found strong evidence that resource flexibility has a more significant and positive effect on state-owned firms than private firms, while open innovation has a more significant and positive effect on private firms than SOEs. This study contributes to the literature in the organizational management area and international business and provides useful insights for managers who wish to maintain organizational resilience in times of global crisis.

Paper is Available to Meeting Registrants Only.

STR: Doing Well Brings More Friends? The Relationship between Corporate Social Responsibility and Guanxi 

Author: **Chih-Yi Su**, *Guilin U. of Electronic Technology*

Author: **Wei-Wei Kong**, *Guilin U. of Electronic Technology*

Despite numerous studies that have discussed the effect of corporate social responsibility (CSR) on financial outcome, less is known about how CSR benefits social relations such as guanxi. In addition, the literature on guanxi mostly focuses on its impacts but not on how to build it, especially in Chinese society where guanxi plays a substantial role. Anchored in CSR and social capital literature, we present a conceptual model to examine the impact of CSR on guanxi (i.e., political guanxi and business guanxi), and we further focus on the moderating roles of environmental munificence to advance our understanding. From a sample of 1843 Chinese listed firms from 2010 to 2018, the empirical results showed that engaging in more CSR is beneficial for firms in gaining more political connections; however, rather than a high or low level of CSR, a moderate level can help firms develop more business guanxi. Moreover, we also found that a high level of CSR is more conducive to building political guanxi in a highly munificent environment. A moderate level of CSR, coupled with a low level of environmental munificence, is optimal for business guanxi building.

Paper is Available to Meeting Registrants Only.

STR: Government Subsidies and Corporate Social Responsibility Performance— Evidence from Chinese Listed 

Author: **Yue Wang**, *the Economics and Management School of Wuhan U.*

Author: **Helin Sun**, *Central South U.*

In this study, we investigate whether government subsidies are a determinant of corporate social responsibility (CSR). Based on legitimacy theory, we explore the impact of government subsidies on CSR. We also explore how corporate state ownership and regional institutional development affect the impact of government subsidies on CSR. Using a sample of firms listed on the Shanghai and Shenzhen Stock Exchanges between 2009 and 2016, we find that government subsidies have a positive influence on CSR and that state ownership weakens the effect of government subsidies on CSR performance while regional institutional development strengthens this effect. We discuss the implications of our findings for legitimacy theory and CSR research.

Paper is Available to Meeting Registrants Only.

STR: Private Ownership, Government Policy, and Government-Initiated Corporate Social Responsibility

Author: **Yi Peng**, *Shanghai U. of Finance and Economics*

Author: **Xiaogang He**, *China Center for Chinese Family Business Research of SUN YAT-SEN U.*

Author: **Jingchen Xue**, *Shanghai U. of Finance and Economics*

Previous literature focuses on how state-owned enterprises (SOEs) and firms with political connections (“insiders”) engage in government-initiated corporate social responsibility (GCSR) activities, little emphasize whether and how private-owned enterprises (POEs) (“outsiders”) respond to GCSR. Drawing on the evidence from Chinese listed firms, we find that compared with SOEs, POEs have lower motivation to participate in GCSR, but this effect is weakened if the local government has strong poverty alleviation aspiration. Additional analysis shows that POEs can easily access government subsidies and bank loans after participating in GCSR. We posit that POEs' participation in GCSR may be the consequence of local governments' reverse budget constraints.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1908** | Submission: **14302** | Sponsor(s): **(CM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 11:15AM - 12:45PMPT (UTC-7)** at **Seattle Convention Center in Room 211**

Hierarchy and Teams

Hierarchy and Teams

Organizer: **Huisi Li**, *Georgia Institute of Technology*
Organizer: **Jiani Zhu**, *Georgia Institute of Technology*
Presenter: **Jiani Zhu**, *Georgia Institute of Technology*
Presenter: **Siyu Yu**, *Jones Graduate School of Business, Rice U.*
Presenter: **Brian Alan Burgess**, *Michigan State U.*
Presenter: **Min Yu**, *Arizona State U.*
Presenter: **James Garrett Matusik**, *U. of Georgia*

An understanding of hierarchy in teams is crucial to the understanding of social structures in collectives and societies. Hierarchy is a fundamental element of social life and a predictor of individual and collective behaviors. Status and power, two of the most studied hierarchical dimensions, have received considerable attention in the social science literature (Blader & Chen, 2012; Blau, 1964; Fiske, 2010; Kemper, 2006; Magee & Galinsky, 2008; Weber, 1964). However, existing research on hierarchy has focused largely on its individual-level effects (see Magee & Galinsky, 2008 and Li, Chen, & Blader, 2016 for reviews). Only recently have researchers turned their attention to examining social hierarchy in the team context (Bendersky & Hayes, 2012; Hays et al., 2021; Tarakci, Greer, & Groenen, 2016). Hierarchy in teams—one of the most proximal collectives for employees—influences how they behave and are perceived not only within the team, but also outside of the team (Ertug & Castellucci, 2013; Lahiri, Pahnke, Howard, & Boeker, 2017). This symposium aims to contribute to this emerging and important trend of studying status and power in the team context. We believe that our symposium will help generate new perspectives and important questions regarding hierarchy and teams. We hope that it will facilitate sophisticated theorizing and rigorous empirics for this line of research.

How Team Performance and Its Trajectory Influence Voluntary Turnover: A Status Perspective

Author: **Jiani Zhu**, *Georgia Institute of Technology*
Author: **Huisi Li**, *Georgia Institute of Technology*

Perceived Status Hierarchy Accuracy and Intergroup Negotiation Performance

Author: **Siyu Yu**, *Jones Graduate School of Business, Rice U.*
Author: **Gavin J. Kilduff**, *New York U.*
Author: **Yu Yang**, *ShanghaiTech U.*

Second in Command or Second Opinion? Testing a Dual-path Model of Informal Leader Emergence

Author: **Edward McClain Wellman**, *Arizona State U.*
Author: **Min Yu**, *Arizona State U.*
Author: **Luke Hedden**, *Boston College*

The Reciprocal Relationship between Power and Status

Author: **James Garrett Matusik**, *U. of Georgia*
Author: **Rebecca Mitchell**, *U. of Colorado Boulder*
Author: **Nicholas Hays**, *Michigan State U.*

Mean Dependence and Systematic Bias in Studies of Social Hierarchy in Teams

Author: **Brian Alan Burgess**, *Michigan State U.*
Author: **Daniel Jacob Griffin**, *Michigan State U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

MNEs in Emerging Markets

Session Moderator: **Shuo Yang**, *Kent State U.*

IM: How History Matters: A Comparison of Indian and Chinese Business Groups' FDI in Africa

Author: **Shuo Yang**, *Kent State U.*

Author: **Shoug AlSharhan**, *Kent State U.*

We compare the patterns of Indian and Chinese companies' FDI in Africa to explain how colonial history matters in international business. FDI activities of the historically colonizing countries are well documented. However, a less understood area is how the prior history of being colonized impacts these countries' FDI activities. This gap in the literature is receiving greater attention as new emerging economies (i.e., India and China) are playing a more profound role in globalization. Specifically, colonial history and a series of historical incidents reshaped the institutional environment and organizational field where a unique set of isomorphic organizational actions emerged. We find that the patterns and focus of Indian and Chinese FDI in Africa reflect their colonial history as being colonized for their resource or consumer market, respectively. More importantly, this paper shows that given differences in history and institutional context, Indian and Chinese business groups exhibit distinct characteristics in their FDI motivations and strategies. Our study has important implications for MNE managers to overcome market imperfections in emerging markets.

Paper is Available to Meeting Registrants Only.

IM: Lakou: An Exploration of Humanistic Management in Haiti

Author: **Howard Jean-Denis**, *Pepperdine U.*

ABSTRACT: The extant management literature has established that organizational culture relates to organizational outcomes (Schein, 1985; 2010). The purpose of this study is to investigate the role of humanistic approaches to management on firm performance for organizations in a developing market context. The extant literature has explored the role of humanism in the past, linking it to productivity, cohesion, and mutual respect within the organization (Mangaliso et al, 2018). Although empirical studies have been conducted, less is known about how humanism can have societal, and economic impacts particularly in emerging market contexts. Thus, a theoretical framework of humanism will be developed along with its interaction with challenges in local, developing markets, namely corruption. The theory presented will be tested through a qualitative study in the country of Haiti through semi-structured interviews and focus groups. The empirical results suggest that the humanistic approach of 'Lakou' has impact on business activity. The theoretical contribution is the formulation of the Lakou cultural construct and delineation of its impact on related organizational aspects in this emerging market context.

Paper is Available to Meeting Registrants Only.

IM: An Analysis of the Institutional Development of the SSA Region and Strategic Implications for MNCs

Author: **Daniel Rottig**, *Florida Gulf Coast U.*

Research on emerging markets has proliferated considerably over the past two decades, yet there is no clear consensus in the fields of academia, business practice or public policy of what constitutes an emerging market. While early conceptualizations of emerging markets focus primarily on the level of economic development and the pace of economic growth to distinguish emerging from emerged markets, more recent work has attempted to employ a broader lens when examining these markets. Based on institutional theory, this study attempts to contribute to a more fine-grained analysis of what constitutes an emerging market by analyzing the formal and informal institutional development of countries in the emerging market context of the Sub-Saharan Africa (SSA) region and the specific industry context of oil exploring countries in the region. In so doing, this study aims to develop a preliminary framework of institutional clusters based on the formal and informal institutional quality of emerging markets, and discusses the strategic implications for multinational corporations (MNCs).

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Networking Behaviors and Social Network Outcomes

Session Moderator: **Eric Quintane**, *ESMT Berlin*

OB: Does Turnover Spread through Network Ties? Network Turnover Contagion as Resource Loss  

Author: **Eric Quintane**, *ESMT Berlin*

Author: **Sebastian Reiche**, *IESE Business School*

Does turnover travel through social networks and, if so, how? Extant literature suggests that turnover can spread from one departing employee to another through a social influence process. While this assumes the existence of social relations, we lack understanding of whether and how different types of relations affect the contagion process. We build on the turnover literature, which conceives social relations as resources individuals lose when their contacts leave, to distinguish between different types of social relations (instrumental, expressive, energy) and resource providers (peers, supervisors) and examine how their loss relates to turnover contagion. We draw on a unique network dataset of 1,432 employees in the Chinese subsidiary of a Dutch multinational including employees' date of voluntary departure (271 turnover events). We estimate models inspired from the Relational Event Framework to trace the spread of departures through social ties over time and account for the effect of each departure on the networks of remaining employees. Our results are consistent with considering turnover contagion as resource loss. However, they also suggest that contagion is triggered when losing access to specific resources from particular providers. We elaborate on our results to propose a theory of network turnover contagion.

Paper is Available to Meeting Registrants Only.

OB: Leadership Potential is in the Eye of the Beholder: The Role of Networking Behavior and Motives

Author: **Brooke A. Gazdag**, *U. of Amsterdam*

Author: **Chia-Yen Chiu**, *U. of Adelaide*

Author: **Jenny M. Hoobler**, *NOVA School of Business and Economics*

When identifying potential leaders, observers interpret the behavior of others, attribute motives to the observed behavior, and make judgements about their leadership potential. Drawing on previous literature connecting leadership emergence and networking, we focus on observed networking behavior, we posit that individuals' networking behavior is particularly relevant to others' assessments of their leadership potential. The existing literature views networking behavior as connected to agentic motives (i.e., people engaging in networking behavior for personal achievement and advancement), and also positions agency as a prerequisite for "good leadership." This premium placed on agency neglects a contemporary shift in leadership where relational, more communal leaders are increasingly desired and expected. We test this line of reasoning by demonstrating that the communal aspects of networking and leadership drive the connection between networking behavior and the motives ascribed to that behavior. Through four empirical studies (total $n = 972$) we find that networking behavior is generally attributed both agentic and communal motives (Study 1), but that attributed communal motives, more so than agentic motives, are important predictors of individuals' leadership potential in the eyes of observers (Study 2a; Study 2b; Study 3).

Paper is Available to Meeting Registrants Only.

OB: Does Networking Make People Feel "Dirty"? Reconsidering Evidence in Casciaro, Gino, Kouchaki, 2014 

Author: **Zoe Ziani-Francllet**, *ESSEC Business School*

In 2014, Casciaro, Gino, and Kouchaki (hereafter CGK) published an influential paper for our understanding of networking behaviors. Specifically, the authors offered experimental evidence that people view networking actions as morally impure, which leads them to feel physically dirty when networking, which ultimately heightens the mental accessibility of cleansing-related concepts. In the present paper, I challenge the theoretical premise and the empirical evidence presented in CGK. To that end, I present a well-powered pre-registered experiment aimed at 1) replicating CGK's main effect, 2) replicating the psychological mechanism that underpins CGK's finding (i.e., the Macbeth Effect), and 3) establishing a "maximum positive control" (Hilgard, 2021) for any effect of networking on people's desire for cleansing. This experiment reveals a null result on the effect documented by CGK ($d = .02$), a null result on the Macbeth effect ($d = .02$), and a maximum positive control effect that is much smaller than the original finding reported in CGK ($d = .51$ vs. $d = .98$). I finally discuss other incidental issues in CGK, and conclude that there is no evidence that people experience physical dirtiness when networking.

Paper is Available to Meeting Registrants Only.

OB: The Effects of Social Networks on Individual Unethical Behavior: A Multilevel Network Perspective

Author: **Jingfeng Yin**, *U. of Illinois at Chicago*
Author: **Robert C Liden**, *U. of Illinois at Chicago*
Author: **Ying Wu**, *U. of Science and Technology of China*
Author: **Leigh Anne Liu**, *Georgia State U.*
Author: **Rui Guo**, *China U. of Geosciences (Wuhan), Wuhan, China*
Author: **Jibao Gu**, *U. of Science and Technology of China*

Considering individual unethical behavior as an inherently social phenomenon, we adopt a social network perspective to understand how individuals' connections within a team are predictive of unethical behavior. Drawing on social network perspective, we apply a multilevel social network approach to examine how team network density and individual network centrality affect individual unethical behavior. Analyses of multilevel social network data collected from 1,216 employees in 86 teams in Study 1 demonstrate that individual network centrality and team network density have disparate effects on unethical behavior. At the individual level, centrality in positive networks (i.e., advice and friendship networks) significantly decreases, whereas centrality in negative networks (i.e., avoidance and conflict networks) increases individual unethical behavior. At the team level, density of both team positive and negative networks was positively related to individual unethical behavior. Supporting a cross-level moderating effect, the density of team negative networks weakens the beneficial effects of centrality in positive networks and strengthens the deleterious effects of centrality in negative networks on individual unethical behavior. In Study 2, we replicate and check the robustness of the results of Study 1. Implications of these results for future research and management practice are discussed.

Paper is NOT Available. Please contact the author(s).

OB: A Multiple Constituency Approach to the Effect of Social Network on Supervisors' Reputation

Author: **Jaeyun Jeong**, *Hanyang U.*

Author: **Moowon Rhee**, *Yonsei U.*

Author: **Young-Moo Park**, *Hongik U.*      

This paper uses data from the surveys for sales employees of five shopping malls to investigate how a supervisor's centrality in social networks with subordinates, peers, and high-ranking supervisors is related to the supervisor's reputation for relation and performance among subordinates, peers, and high-ranking supervisors. Social network ties with the subordinates consisted of five separate networks, each representing the set of friendship and advice relations among all subordinates of a given shopping mall. Those with the peers were based on the friendship and advice ties among all supervisors and the 15 high-ranking supervisors across the five shopping malls. Data on the supervisor's reputation for relations and performance was based on the perceptions of three different constituencies: subordinates, peers, and high-ranking supervisors. Results revealed that supervisors' centrality in advice and friendship networks was related to their reputation for relations and performance among different organizational constituencies.

Paper is NOT Available. Please contact the author(s).

Session Type: **Caucus**
Program Session: **1911** | Submission: **18076** | Sponsor(s): **(CAU)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Sunday, Aug 7 2022 10:00PM - 11:30PMPT (UTC-7)**

Digital Health in China: The Practitioners Standpoint in Hospitals and Healthcare Institutions



Digital Health in China: Practitioners Standpoint

Organizer: **Emmanuel Monod**, *UCMT and Paris-Dauphine U.*
Organizer: **Veronique Zardet**, *U. of Lyon, IAE Lyon, MAGELLAN, ISEOR, FRANCE*
Session Chair: **Jui Ramaprasad**, *U. of Maryland*
Session Chair: **Fred Niederman**, *Saint Louis U.*
Session Chair: **Matti Rossi**, *Aalto U. School of Business*
Session Chair: **Helmut Krcmar**, *TUM School of Management, Technische U. München*
Distinguished Speaker: **Soen (Joyan) HAYASHI**, *UCMT, U. of Montpellier, MIDEA-SIIX*
Distinguished Speaker: **Xin Ye**, *UCMT, Montpellier Management, U. of Montpellier, Children's Hospital of Shanghai*
Distinguished Speaker: **Yaowu Zhong**, -
Distinguished Speaker: **Li Li**, *UCMT, U. of Montpellier, Qingdao United Family Hospital*
Distinguished Speaker: **Mabel Hua**, *UCMT, Montpellier Management, U. of Montpellier, Shanghai Hefenglai.Ind*
Distinguished Speaker: **Yanfei Zhang**, *UCMT, ParisTech Ecole Des Ponts Business School, Hikvision(China)*
Distinguished Speaker: **Yue ZHANG**, *ENPC, UCMT, Shanghai Building Materials Group*
Distinguished Speaker: **Peijun Duan**, -
Discussant: **Shirley Sun**, *UCMT, NEOMA, Shanghai Changling Telecommunication Equipment*
Discussant: **Tony Huang**, *ENPC, UCMT, AT&S(China)*
Discussant: **Doreen Dai Yuan**, *UCMT, ISTECH, Xiamen Lacaveduvin9 Imp & Exp*
Discussant: **Bihai She**, -
Discussant: **Aaron Qian Tingrong**, *Aaron*
Discussant: **Wenting Yu**, -
Discussant: **Caiyan Nie**, -
Discussant: **Aijun Allen Zhou**, *UCMT, NEOMA, LUOLOGY Advanced Equipment Technology*
Participant: **Xian Zhang**, -
Participant: **Xiaoming Li**, *UCMT, NEOMA Business School, ShangHai Xufeng Technology Co., Ltd*
Participant: **Xiaohua Fan**, *ENPC, UCMT*
Participant: **Shunsong Gong**, *UCMT, NEOMA Business School, Country Garden Services Co., Ltd*
Participant: **Jinqiu Zhang**, -
Participant: **Xiaoxia Zhu**, -
Participant: **Zien Huang**, -
Participant: **Qian Ren**, -
Participant: **Annella Yan**, -
Participant: **Yanli Che**, -
Participant: **Wenjia Ni**, -
Participant: **Zhou Pin**, -

This Caucus intends to give a voice to practitioners from hospitals and health care – related companies from China, along with technologies providers. The objective is to develop new ideas through a collaboration between academics and practitioners in digital health from all AOM divisions, in the perspective of creating a better world together.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Dark Side Case Study

Session Moderator: **Elina Riivari**, *U. of Jyväskylä*

CMS: **The Price of Gold: Mental Health and Wellbeing in High-Performance Sport**  

Author: **Todd Bridgman**, *Victoria U. of Wellington*
Author: **Benjamin Webster Walker**, *Victoria U. of Wellington*

The day after New Zealand celebrated its highest ever medal tally at an Olympic games, Olivia Podmore, a 24-year-old track cyclist who had missed selection for the New Zealand team, died in a suspected suicide hours after writing about the demands of high performance sport in a social media post. Podmore's death was the latest in a series of incidents affecting athlete mental health and wellbeing in New Zealand sports organisations, mirroring developments in other countries. This case explores what might have contributed to these problems: a population that takes great pride in national sporting accomplishments, a high performance sport system that prioritises Olympic medals over athlete wellbeing; and unequal power relationships between coaches and athletes that creates an environment where bullying can flourish. It concludes with actions that have been taken to create a fairer and healthier high-performance environment.

Paper is Available to Meeting Registrants Only.

CMS: **DARK SIDE CASE: HR in the NHL – A Power Play between an Injured Player and Team Management** 

Author: **Andrea Hayman**, *U. of Waterloo*
Author: **Prescott C. Ensign**, *Lazaridis School of Business & Economics*

On the evening of March 7th, during the third period of a professional hockey game between the Buffalo Sabres and New York Islanders, Jack Eichel was hit from behind and driven head first into the bottom part of the ice rink's enclosure. A videotape of the game showed Eichel sitting on the bench wincing in pain and flexing his neck. Eichel underwent 12 weeks of physical therapy that the team's doctors recommended. Since that time he has been in dispute with the team's general manager and doctors over the next medical treatment for his injury. On September 18th it was announced that the 24 year old would check in for a pre-camp physical. By September 23rd the decision had been made - not fit to play. Eichel had failed his physical at training camp, stripping him of his captaincy and placing him on injured reserve. By late October, Eichel and Sabres general manager, Kevyn Adams, were still wrestling with the issue of his medical treatment.

Paper is Available to Meeting Registrants Only.

CMS: **DARK SIDE CASE: Orange Shirt Day: Exploitation of Indigenous Peoples and Appropriation of Culture** 

Author: **Mayah Moosajee**, *Wilfrid Laurier U.*
Author: **Prescott C. Ensign**, *Lazaridis School of Business & Economics*

Dark Side Case Award is sponsored by Routledge

At just six years old, in 1973, Phyllis Webstad was filled with excitement to go to St. Joseph's Indian Residential School near Williams Lake, British Columbia. Living on Dog Creek Reserve – Stswecem'c Xgat'tem First Nation, her grandmother had intentionally saved up in order to gift her a shiny new orange shirt for her first day of school. It was never to be seen again. Since then, the colour orange had reminded her that her feelings did not matter, no one cared, and her worth was nothing. She recalled all the little children crying and no one responding. This feeling of worthlessness and insignificance had been ingrained in her from the first day at boarding school and affected her life ever since. Forty years later, on September 30, 2013, Phyllis spoke about her experience at St. Mary's Indian Residential School starting the Orange Shirt Day movement. To that day, the colour orange was associated with the stolen lives of Indigenous children who were forced into residential schools. However, for Indigenous communities it was a symbol of solidarity, healing, and allyship. Orange shirts were worn en masse for Canada's first National Day for Truth and Reconciliation, September 30, 2021, signifying emotions from sorrow to strength, unity, and defiance. The abundance of Orange Shirts worn by Canadians would have been marvelous and entirely welcome, except the Indigenous art and designs found on these t-shirts was intellectual property stolen from the originators/creators of it and used without permission for commercial gain. This was both infuriating and disturbing, but what could be done?

Paper is Available to Meeting Registrants Only.

CMS: **Dark Side Case: Pure Evil: Protecting the Powerful at USA Gymnastics**  

Author: **Quinn Densmore**, *Mount Saint Vincent U.*
Author: **Michelle Farr**, *Mount Saint Vincent U.*
Author: **Sarah Fullerton**, *Mount Saint Vincent U.*
Author: **Valerie Vaz**, *Mount Saint Vincent U.*
Author: **Ellen Shaffner**, *Mount Saint Vincent U.*
Author: **Nicholous Mark Deal**, *Mount Saint Vincent U.*

This dark side case entry focuses on United States of America Gymnastics (USAG) and its failure to prevent or address the long-term sexual abuse of its athletes by Dr. Larry Nassar. This case focuses on the structural and systemic issues of power, privilege, and silence within the USAG organization, as well as the FBI and Michigan State University in order to understand how Nassar's abuse continued for so long. It is intended for undergraduate and graduate audiences, and explores what went wrong from a critical management perspective. It highlights issues related to gender, power, ethics, and reporting, and the way that organizational processes can serve to keep the serious violations of powerful members in organizations free from scrutiny. The case highlights the voices of survivors and as a teaching tool, points to the role and consequences of deeply-embedded structures of power in organizational life. The case includes a detailed teaching note and a number of external resources we feel can help facilitate an exploration of the important issues of this case in the classroom.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1913** | Submission: **19332** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 11:30AM - 1:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 402 Chilwack**

Leadership, Mentorship and Human Resources 1

Session Moderator: **Cristiano Bellavitis**, *Syracuse U. Whitman School of Management*

ENT: An External Enabler Approach to Entrepreneurial Firms' Employee Recruitment during COVID-19 

Author: **David Lucas**, *Syracuse U.*
Author: **Cristiano Bellavitis**, *Syracuse U. Whitman School of Management*

Disruptive environmental changes can disrupt every aspect of economic and social life while also enabling entrepreneurial firms in surprising ways. We synthesize the external enabler framework with literature on human resources to study how the COVID-19 pandemic shaped entrepreneurial firms' employee recruitment. We theorize how external enablers can have nuanced effects on the labor market, affecting factor market rivalry among firms as well as candidates' openness to recruitment. We test our theory on over 200,000 recruiting interactions between entrepreneurial firms and top-talent candidates using a proprietary dataset from a prominent digital network platform. We find that during the pandemic, entrepreneurial firms' overall recruitment activity declined significantly, while candidates' responsiveness to firms increased. Recruiting firms were thus enabled to hire more entrepreneurial employees during the pandemic.

Paper is Available to Meeting Registrants Only.

ENT: We are Hiring: Growth Opportunities for New Firms and the Business Cycle  

Author: **Martin Murmann**, *U. of Zurich*
Author: **Udo Brixy**, -

Whether firms founded in economic crises have sufficient growth potential is an important question for both aspiring entrepreneurs and policy makers. However, existing research in entrepreneurship and economics offers conflicting answers and most studies either focus on aggregate cohort-level effects or selectively exclude small new businesses from their analyses. We argue theoretically and explore empirically that young firms of different ages and sizes respond highly heterogeneously to cyclical conditions. Using extensive linked employer–employee data on young German firms, we reveal that the average new firm finds it easier to hire its first employees when it is founded in a crisis. These firms achieve countercyclical growth through hires of career entrants who face difficulties starting their careers during the crisis. More specifically, hiring in very young and small-to-medium-sized young firms is countercyclical, whereas the same does not hold true for older and larger young firms. Firm-specific effects for young entrepreneurial businesses can hence strongly differ from effects previously presented in the literature.

Paper is Available to Meeting Registrants Only.

ENT: Entrepreneurial Leadership as a Path to New Ventures Creation through Entrepreneurial Bricolage.

Author: **Mansoor Ahmed**, *G. D'Annunzio U. of Chieti-Pescara*
Author: **Lorenzo Lucianetti**, *U. di chieti e pescara*

Drawing on the effectuation theory, the research study provides evidence on the relationship between entrepreneurial leadership (EL), entrepreneurial passion for founding (EPF), entrepreneurial bricolage (EB) and project success (PS), in the freelancers' context. Specifically, the study aims to better understand whether freelancers, who behave like entrepreneurial leaders, can successfully complete the projects through entrepreneurial bricolage. Using survey data from freelancers who work on various online platforms, collected in two separate waves, with a time-lag of fourteen days, results show that entrepreneurial bricolage mediates the relationship between entrepreneurial leadership and project success and entrepreneurial passion for founding moderating this relationship. This study extends previous research by showing how entrepreneurial bricolage can work in online freelancing projects. The study's results further suggest that freelancers can successfully complete projects through entrepreneurial bricolage and consequently, start formally accepting those types of projects. The important implication for the online freelancing platforms is to provide special services to freelancers, who first want to test their skills on projects, which they never undertook before.

Paper is Available to Meeting Registrants Only.

ENT: Revisiting The Entrepreneurial Leadership Construct: A Multidimensional And Multilevel Perspective   

Author: **Parisa Haim Faridian**, *San Diego State U., Fowler College of Business*

Abstract This study aims to examine the evolution of the paradigm of entrepreneurial leadership as a standalone construct from its infancy to its current state. To do so, I conduct a comprehensive review of the literature on entrepreneurial leadership that encompasses definitional dissensus, measurement and methodological issues, and theory development. The findings are captured in the form of a multi-faceted and integrative model of entrepreneurial leadership and a set of propositions. The underlying perspective suggests that conceptualization of entrepreneurial leadership should draw from three areas—(a) entrepreneurship, (b) leadership, and (c) strategy—at multiple levels of analysis. This study contributes to research on entrepreneurial leadership by unifying divergent tenants and clarifying the current conceptual ambiguity surrounding the construct. Further, it advances the emerging paradigm of entrepreneurial leadership as a stand-alone construct, as opposed to an intersection of various areas of research. Finally, I identify research gaps and directions for future research. Keywords: Entrepreneurial Leadership, New Ventures, Opportunity Recognition, Resource Mobilization, Value Creation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1914** | Submission: **19344** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 11:30AM - 1:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 407 Satsop**

Research Methods 2

Session Moderator: **Jens Schueler**, *U. of Bayreuth*

ENT: **Modeling Entrepreneurial Orientation: Conceptualization and Measurement Issues**

Author: **Reza Yamini**, *U. of Jyväskylä*
Author: **Mikko Rönkkö**, *U. of Jyväskylä School of Business*

The primary purpose of this article is to argue the problems in both conceptualization and measurement of the Entrepreneurial Orientation (EO) construct. EO is one of the most important constructs in the field of entrepreneurship, thus, it is crucial to discuss problems of conceptualization and measurement of EO for further development in the field. First, we critically review the shortcomings of current EO conceptualization by asking what EO means. Second, we argue that both reflective and formative measurement models of EO are more or less problematic. Third, based on our discussion, we conclude with a recommendation that the dimensions should be analyzed separately instead of constraining the antecedents or consequences of the dimensions to be the same.

Paper is Available to Meeting Registrants Only.

ENT: **The Role of the Human Voice in Entrepreneurship – A Conceptualization and Research Agenda**

Author: **Jan Fell**, *WU Vienna U. of Economics and Business*
Author: **Nikolaus Franke**, *WU Vienna*
Author: **Klaus Marhold**, *WU Vienna U. of Economics and Business*

Whether in investor pitches, business plan competitions, funding negotiations, team formations, or selling to customers – entrepreneurship stakeholders ubiquitously make use of their voice. Without the voice at their center, many of these entrepreneurial situations would be inconceivable. Research in diverse academic disciplines – ranging from psychology, linguistics, and communications to evolutionary biology – has revealed that the human voice itself and independently from the literal content elicits strong effects on the perceptions of listeners. Counterintuitively, however, and in sharp contrast to its potential relevance, the role of the human voice has thus far been neglected in entrepreneurship research. In the present paper, we introduce a conceptual model of the role of the voice in entrepreneurship. The discussion of our model informs a research agenda for future entrepreneurship studies integrating the voice as an important variable. We conclude with implications for practice and research in the field of entrepreneurship.

Paper is NOT Available. Please contact the author(s).

ENT: **The Role of University-Industry Contract Research Narratives in Determining Resourcefulness**

Author: **David Johnson**, *U. of Glasgow*
Author: **Mark Geiger**, *Duquesne U.*
Author: **Peter T. Gianiodis**, *Duquesne U.*

Narratives are an important facilitator of entrepreneurial resourcefulness. Specifically, entrepreneurial narratives are a conduit to persuade individuals to part with resources to support entrepreneurial action. We investigate the narrative discourse of university-industry contract research proposals. University-industry contract research depends on the individual academic's decision to contract with the venture. Of particular importance, is the speed at which the academic decides to contract with the venture, which we define as speed to decision. Ventures that can increase the speed to decision are able to gain access to valuable resources quicker, which supports their orchestration. Utilizing Linguistic Inquiry and Word Count (LIWC) software, we explore the narrative content of 3,420 industry-initiated contract research proposals submitted to Scottish Universities to understand how the narratives of contract research proposals determines the speed of contract research acceptance or rejection (i.e., the speed to decision). Our findings reveal that contract research proposals associated with entrepreneurial-orientated language (EOL) and specific cognitive-orientated language (COL) determines decision-making speed which, in turn, determines contract research proposal outcome/acceptance. Additionally, the interaction effects of EOL and COL within contract research proposals influences decision-making speed. Our research imparts important contributions to entrepreneurship theory, as well as having practice and policy implications.

Paper is NOT Available. Please contact the author(s).

Author: **Jens Schueler**, *U. of Bayreuth*

Author: **Alexander Kuesshauer**, *U. of Kaiserslautern, Germany*

Author: **Brian S. Anderson**, *U. of Kansas*

Author: **Matthias Baum**, *U. of Bayreuth*

Metric conjoint studies are a popular research design in the entrepreneurship domain to tap into the decision-making processes of individuals. For these studies, test-retest reliabilities of $r = 0.70$ or higher, are considered as the central and most important quality criteria that can make or break any study. Although the importance of this criterion is routinely highlighted in best-practice recommendations, we lack actual empirical evidence on its usefulness in the conjoint context i.e. the sensitivity of conjoint results upon varying test-retest reliabilities remains unclear. Therefore, drawing on a comprehensive review of metric conjoint studies published in the entrepreneurship literature, we conduct a Monte Carlo simulation to investigate how various test-retest reliabilities and modeling considerations affect regression outcomes in conjoint studies. Our simulations indicate a more cautious perspective towards test-retest reliabilities for metric conjoint designs and best practice recommendations are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1915** | Submission: **15133** | Sponsor(s): **(GDO, SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 11:30AM - 1:00PMPT (UTC-7)** at **Sheraton Grand Seattle in Grand Ballroom C**

**Societal Inequality and Business Organizations: A
Dialogue Among Scholars and Practitioners**
Societal Inequality and Business Organizations



Session Chair: **Katherine Giscombe**, *Giscombe & Associates*
Participant: **Nancy DiTomaso**, *Rutgers U.*
Participant: **Bernardo M. Ferdman**, *Ferdman Consulting*
Participant: **Naomi Samuel**, *Cornell U.*
Participant: **Efenus Henderson**, *HenderWorks, Inc*

Panelists from a range of disciplinary backgrounds and academic and practitioner perspectives will address the growing attention to systemic inequality worldwide and the increasing demands that are being brought to bear on business organizations to mitigate such inequalities. Reflecting on recent inflection points that have made inequality more salient and visible, such as the murder of George Floyd that heightened concern about social and racial justice, panelists will discuss various ways academics and practitioners can work with business organizations to both strengthen the companies' achievement of diversity, equity and inclusion goals and also help mitigate societal inequality. Panelist discussion will include the need to address issues of power and domination in the structure of intergroup relations that affect both every-day and long-term inequality in various contexts; strategies for business organizations to positively impact societal equality, for example by widening their base of stakeholders to include those representing the larger community and being more intentional about the organization's influence on, and interaction with, the larger society; innovative research, grounded in moral psychology, that addresses resistance to anti-racist programs in business organizations; and the importance of bridging the gaps between organizational practices in the traditionally separate areas of Corporate Social Responsibility and Diversity, Equity and Inclusion by influencing companies and firms to implement consistent standards related to equity both inside and outside the organization.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1916** | Submission: **18717** | Sponsor(s): **(HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 11:30AM - 1:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 305 Chelais**

HRM and the Aging Workforce

Session Moderator: **Yiduo Shao**, *U. of Iowa*

HR: **Age and Work Engagement: Testing Mechanisms and the Roles of Age-related HR Practices** 

Author: **Yiduo Shao**, *U. of Iowa*

The aging population across the globe is driving substantial changes in workforce demographics. Accordingly, engaging the aging workforce becomes an important mission for organizations. However, empirical findings regarding the age-work engagement relationship remain elusive and theoretical explanations have been equivocal and disjointed, suggesting both age-related advantages and challenges in staying engaged at work. Additionally, it remains unclear how organizations may implement age-related HR practices to leverage the age-related advantages while mitigating the challenges. Guided by lifespan development theories and the workplace aging literature, I take a two-study, multi-method approach to address these research questions in my research. In Study 1 (a meta-analytic study), I examine multiple theory-based countervailing mechanisms (i.e., occupational future time perspective; the use of selection, optimization, and compensation [SOC] strategies; physical health; and age discrimination experience) that simultaneously link age to work engagement. In Study 2 (a field investigation), I propose and test a multilevel research model to probe how these mechanisms are shaped by age-specific HR practices (i.e., older worker-specific HR practices) and age-neutral HR practices (i.e., age-inclusive HR practices). Taken together, my research will further scholarly understanding of the complex and multifaceted nature of aging processes at work and provide implications for organizations to design age-wise HR practices in managing the aging workforce.

Paper is NOT Available. Please contact the author(s).

HR: **Can Specialized Attention from HR Backfire? The Role of Older Workers' HR Practices on Retention** 

Author: **Valeria Alterman**, *U. of Miami*

Author: **Junqi Shi**, *Zhejiang U.*

Recognizing the potential labor shortage associated with older workers' imminent labor exit, organizations are beginning to implement older worker-specific HR practices as a strategy to retain this source of human capital. Nevertheless, the impact of these HR practices on older workers remains unclear. Drawing on the instrumental-symbolic framework, this study examines the potential countervailing effects of older worker-specific HR practices on older worker retention via two distinct mechanisms (i.e., POS and stereotype consciousness). Specifically, older worker-specific HR practices have a positive effect on older worker retention because of POS, as well as a negative effect on older worker retention because of stereotype consciousness. Further, I use three types of operationalizations to capture distinct ways in which older workers may intend to exit their organizations (i.e., retirement, bridge employment with a different organization, and turnover). Moreover, I incorporate two moderators as potential boundary conditions of the relationships between older worker-specific HR practices and the two mediating mechanisms. Using 192 sets of employees (1 older worker, 1 HR executive or HR manager, and 1 colleague per organization), I found partial support for the hypothesized countervailing effects of older worker-specific HR practices on retention-related outcomes. Theoretical and practical implications of the findings are discussed.

Paper is Available to Meeting Registrants Only.

 HR: **The Strategic Importance of ADEA Compliance on Older Workers: Formal and Informal Practices** 

Author: **Valeria Alterman**, *U. of Miami*

Author: **Alexander Alonso**, *SHRM*

Despite the prominent use of the Age Discrimination in Employment Act (ADEA) of 1967 by employees to protect themselves from discrimination in terms of age, research has rarely examined the impact of the importance attached to legal compliance by organizations on outcomes related to older workers. We adopt the institutional logic perspective to better understand the relationship of strategic importance of ADEA compliance on two formal (i.e., accommodation and development practices) and one informal (i.e., age diversity climate) older worker-related organizational practices. Moreover, we extend our model to examine outcomes of the three organizational practices as related to the accumulation of older worker-specific human capital reservoir. To test our theoretical model, we analyze two-wave data from a random sample of active members of the Society of Human Resource Management (SHRM). We found that, organizations that attached high strategic importance to ADEA compliance were more likely to implement both formal and informal older worker-related organizational practices. We further found that development practices for older workers were positively related to knowledge transfer from older workers, and age diversity climate was negatively related to retention and recruitment difficulty of older workers, but positively related to knowledge transfer from older workers. Implications of these findings are discussed.

Paper is Available to Meeting Registrants Only.

HR: **What Training? The Link between Older Workers and Innovation**  

Author: **Wen Wang**, *U. of Leicester*

Author: **Matthew Bamber**, *Schulich School of Business, York U.*

With sharply growing numbers of older workers (those aged 50 or over, the 50+) in the workplace, various challenges and opportunities have been identified. In this article, we examine the veracity of the emergent concerns about the deleterious effects on firm-level innovation with an aging workforce. Using survey (1,300 UK firms) data, we study innovation across three domains: new products, new processes, and new ways of marketing. The empirical findings show that the effect of an aging workforce on firm innovation is domain-specific. There is a small positive association between having an older workforce and a firm's product and process innovativeness. However, there is a significant and negative correlation between an aging workforce and new ways of marketing. Next, we explore the possible mitigating effects of investment in training including both on-the-job (i.e., routine, role/task specific, in-work training) and off-the-job training (i.e., training that takes place outside normal working hours) on the above relationships. The empirical outcomes show that both forms of training have a positive moderating effect in terms of products and processes innovation which is statistically significantly when older workers were offered off-the-job training. However, the moderating effects of both forms of training in firms with an aging workforce on new ways of marketing are insignificant.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Douglas Nigh Best Paper Award Finalists

Session Moderator: **Tatiana Kostova**, *U. of South Carolina*

IM: International Entrepreneurial Aspiration and Internationalisation Speed in an Emerging Economy 

Author: **Michael Gyensare**, *Edith Cowan U.*
Author: **Nadia Zahoor**, *U. of Strathclyde*
Author: **Priyanka Jain**, *Research Associate*

Guided by the theory of planned behaviour and resource dependency logic, we explored how international EO arising from international entrepreneurial aspiration triggers the speed of the internationalisation of SMEs in an emerging economy. Based on a moderated mediation model this study posits that international political network ties moderate the positive linkage between international EO and internationalisation speed and strengthen the positive indirect effect that exists between international entrepreneurial aspiration and internationalisation speed. Results of our study based on 299 SMEs supported our hypotheses. Implications of our results for SME owners/managers in an emerging economy context, as well as the limitations and directions for future research, are discussed.

Paper is NOT Available. Please contact the author(s).

IM: Cross-Border Effects of Institutional Carriers on Entrepreneurial Entry into a Nascent Industry  

Author: **Diana Jue-Rajasingh**, *U. of Michigan*

This article shows that institutional carriers, which are organizations that move elements of institutional infrastructure to different places, can affect entrepreneurial entry into a nascent industry in countries where institutional support for the industry is low. Through an analysis of 109 country-level industries for the innovative product of clean cookstoves between 2013 and 2018, it is found that entrepreneurial entry into the industry is predicted by the number of organizations that operated both in these countries and in countries where an infrastructure-building intermediary also operated. It is argued that the cross-border effects of the intermediary occur through the development of institutional carriers. These institutional carriers take part in a process of inter-organizational evangelism, as they are attracted to the industry-supporting institutional infrastructure established by the intermediary, grow in their acceptance of this institutional infrastructure, and extend elements of this institutional infrastructure to other places where they operate. Empirical analyses additionally show that the effectiveness of institutional carriers on entrepreneurial entry in the nascent industry depends on the carriers' size and activities, as well as the culture of the countries that receives these carriers. The findings of this research shed new light on institutional carriers and the intermediaries that develop them, and they carry implications for how the growth of industries promoting innovations – especially those that generate health, social, and/or environmental benefits – can be supported globally.

Paper is NOT Available. Please contact the author(s).

IM: Interactions Matter: Revisiting Intra- and Inter-Regional Diversification and MNE Performance

Author: **Jongmin Lee**, *Henley Business School, U. of Reading*

This study theorizes internationalization patterns of multinational enterprises (MNEs) considering the interaction of intra- and inter-regional diversification and explores how the levels of intra- and inter-regional diversification affect firm performance, respectively as well as collectively. We argue that the effects of intra- and inter-regional diversification are not linear but orthogonal and that intra- and inter-regional diversification moderates each other's effects on firm performance. This study finds that both intra- and inter-regional diversification has inverted U-shape relationships with MNE performance. However, the impact of inter-regional diversification on performance is much stronger than that of intra-regional diversification. The result also uncovers that MNEs with moderated levels of both intra- and inter-regional diversification outperform other MNEs with different internationalization patterns. This implies that better firm performance can be achieved through 'balanced' intra- and inter-regional diversification. Our findings conclude that it is not so much the degrees of intra- and inter-regional diversification as the internationalization patterns that matter to MNE performance.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Internationalizing from Emerging Markets

Session Moderator: **Ke Rong, Tsinghua U.**

IM: How Do Emerging Market Multinational Enterprises Build a Global Ecosystem: A Post-merger Integration  

Author: **Ke Rong, Tsinghua U.**

Author: **Zhengyao Kang, Tsinghua U.**

Author: **Wei Du, Tsinghua U.**

Author: **James Moore, GeoPartners Research Inc**

How do emerging market multinational enterprises (EMNEs) build global ecosystems through cross-border mergers and acquisitions? This research conducts case studies on Haier Group's post-merger integration processes of 4 overseas companies. This paper proposes a three-dimension theoretical framework to understand global ecosystem development: ecosystem structure, ecosystem stage, ecosystem element. This paper finds that, unlike the linear structure of global supply chains and value chains, the global ecosystem has a non-linear, multi-agent structure composed of value chains and resource pools. In the process of building a global ecosystem, a dynamic three-stage process of influence, integration, and evolution emerges. At different stages, the focal firm of the ecosystem has shown heterogeneous focus in terms of ecosystem vision, ecosystem system and ecosystem capability. The research findings integrate business ecosystem theory and cross-border M&A theory, which have practical implications for EMNEs to go global and establish a global ecosystem.

Paper is Available to Meeting Registrants Only.

IM: Dual Embedding as EPO Strategy in Creatively Connecting Cultures to Support SME Internationalization    

Author: **Anjan Ghosh, Narxoz U.**

Author: **Sanat Kozhakhmet, Suleyman Demirel U., Kazakhstan**

Although small and medium enterprises (SME) from one country have dependencies on state sponsored export promotion organizations (EPO) for internationalization, EPOs are limited by bureaucracy and protocols to offer adequate support beyond a few generalized ones. Extant research on EPOs contribution in SME internationalization remains inconclusive. We examine how an EPO can identify and address performance challenges through a longitudinal study of the French Embassy's Trade Mission in Kazakhstan. Our analysis reveals how the French EPO navigated the challenge of cultural distance and structural rigidity through a strategy process of organizational transformation with dual embedding, negotiated reformulating and creative combining as constituents. The recursive process led to refining services toward improved SME internationalization. Our study extends EPO research to corporate entrepreneurship and strategy process.

Paper is Available to Meeting Registrants Only.

IM: Institutional Capabilities and Time to First Internationalization: A Study of Indian Firms

Author: **Christian Carl Schmitt, U. Of Sydney**

Author: **Vikas Kumar, The U. of Sydney Business School**

Author: **Anish Purkayastha, U. of Sydney Business School**

Institutions have been shown to be an important determinant for a firm's internationalisation strategy, yet the literature dealing with the role of institutional change is scarce. Both, host and home country institutional environment, as well as their evolution, shape a firm's internationalisation strategy, including their speed of first internationalization. To fully comprehend in how far such institutional change affect domestic firms' speed of internationalization, the focus of this paper lies on home country capability development that enables a quick internationalization after inception. We argue that firms develop institutional capabilities from home country institutional change and incorporate aspects of experiential and organizational learning to understand capability development. We link this home country capability development to the firm's ability to pursue a faster first internationalization.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented

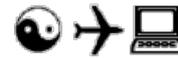


Diversity-oriented



Selected as a Best Paper

Home and Host Country Impact on MNE Location Choice



Session Moderator: **Markus Liebmann, WU Vienna**

IM: Populism and FDI Location Choice

Author: **Markus Liebmann, WU Vienna**
Author: **Vera Kunczer, WU Vienna**

In this study, we investigate how populist governments influence the location choice of multinational enterprises (MNEs) in terms of foreign direct investment (FDI). We also examine how experience of MNEs acts as a contingency in this relationship. With a sample of 525,688 observations on FDIs from 2007 to 2019 we find that MNEs are less likely to invest in a country the more its government is considered populist. More internationally experienced firms that already have invested in the target country and that have experience with populist governments are less deterred from uncertainties of populist governments. Overall, our results highlight the specific uncertainties populist governments cause for MNEs' location choice and that experienced MNEs can better deal with them.

Paper is Available to Meeting Registrants Only.

IM: Role of "Indianness" in International Location choice – The effect of religion and language

Author: **Rameshwar Arora, O. P. Jindal Global U., Sonipat, India**
Author: **Prashant Salwan, Indian Institute of Management, Indore**
Author: **Preeti Tiwari, T.A. Pai Management Institute**

Unlike other countries' firms that have undergone the path of liberalization since the 1990s, Indian Multinational Enterprises (MNEs) have registered exceptional cross-border activities. Originating from the institutional void, a large majority of successful Indian MNEs are generally part of a single business family's portfolio of businesses, commonly known as business groups (BGs). MNEs are embedded in their home country environment before their internationalization. Thus, acknowledging the role of home country institutions in shaping the culture of the organization, we adopt the concept of "Indianness" and unpack it in the form of linguistic and religious diversity which shapes the organizations in their formative years. This study aims to understand the impact of Indianness on the foreign location choice of the most deeply entrenched organizational forms, that is, the Indian BGs. Here we show that Indian firms prefer to internationalize to nations that are least distant linguistically and religiously and have a less diverse set of languages and more diverse religiously. Additionally, as the religious distance seems to dissuade the location choice in high distant nations, international experience gained by the same BGs' affiliate in the same or psychically similar host nations aids in choosing religiously distant nations. These results are contrary to the belief that high religious or linguistic distance dampens the prospects of foreign location choice. This study also highlights the role of prior experience in the same or psychically similar nations in aiding the reduction of the negative impacts of religious differences. This study brings to fore the importance of home country (informal)institutions or as we term them Indianness in the case of Indian MNEs internationalization.

Paper is NOT Available. Please contact the author(s).

IM: Home Country Image and Nonmarket Political Strategy Effects on Foreign Location Choice of EMNEs

Author: **Cinara Gambirage, FGV EBAPE**
Author: **Flavio Vasconcelos, Fundacao Getulio Vargas**
Author: **Ronaldo C. Parente, Florida International U.**
Author: **Jais on Caetano Da Silva, Fundaçao Getúlio Vargas/EBAPE**

While the literature has generated impressive insights on why emerging market multinationals enterprises (EMNEs) select certain foreign locations over others, we still lack an understanding of how the home country institutional image creates barriers to EMNEs' foreign location choices and the mechanisms through which EMNEs overcome this effect. In this study, we investigate how the home country institutional image affects EMNEs' foreign location choices and how EMNEs can use home country nonmarket political strategy to overcome the effect. We argue that EMNEs struggle with poor home country institutional images that are carried over in host countries and create barriers when EMNEs enter into developed or more institutionally distant markets from their home country. Specifically, we suggest that EMNEs are more likely to choose institutionally similar countries as their foreign direct investment (FDI) targets to help them offset the additional liability they carry. While nonmarket political strategy can serve as a response to such disadvantages, it will not completely nullify the home country institutional image effect. This strategy can provide proximity to nonmarket elements and help EMNEs overcome the barriers created by poor home country institutional image on foreign location choice. We test and find support for our theoretical framework using a longitudinal dataset from 2002 to 2017 of outward FDI (OFDI) by Brazilian firms.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1920** | Submission: **18600** | Sponsor(s): **(IM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 11:30AM - 1:00PM PT (UTC-7)** at **Sheraton Grand Seattle in Grand Ballroom B**

Business Models in Foreign Markets

Session Moderator: **Murad A. Mithani**, *Rutgers U., Camden*

IM: The Contrast between Digital and Non-Digital Business Models in Foreign Markets   

Author: **Murad A. Mithani**, *Rutgers U., Camden*
Author: **Ipek Kocoglu**, *Kean U.*

Building on the literature on scaling and international business, the study posits that a digital business model accelerates growth by offering economies of scale beyond those possible through a traditional business model. This is important for services such as financial advice where face-to-face interaction is both critical as well as what limits the potential for growth. A matched sample of digital and non-digital foreign entrants in the U.S. financial advice industry found that while a digital business model accelerates foreign market growth, it is not suited to environments that demand diverse service offerings or those dominated by a few customers.

Paper is Available to Meeting Registrants Only.

IM: Scaling Up Business Models Across Foreign Markets    

Author: **William Chongyang Zhou**, *UMass Lowell*
Author: **Li Sun**, *UMass Lowell*

This paper highlights the importance of business models to the international expansion of new ventures. Drawn upon up the activity-system perspective of business model and international entrepreneurship literature, we theorize that business model scalability affects the likelihood of foreign market entries. New ventures need to reconfigure business models to overcome foreign entry barriers. However, only the peripheral activities instead of the core activities of highly scalable business models need to be changed. On the contrary, less scalable business models need to modify core activities and reexamine the inter-complementarity within the activity systems, the strategic fit between activity systems and the environment, and the governance of the boundary-spanning activities with stakeholders. Therefore, new ventures with highly scalable business models are more likely to enter foreign markets. We also explore the boundary conditions and find that information infrastructure of the host country and venture capital support strengthen the relationship between business model scalability and foreign market entry likelihood, while venture age weakens it.

Paper is Available to Meeting Registrants Only.

IM: Institutional Voids and Business Model Innovation in Africa: The Role of Nonmarket Market Strategy

Author: **Augustine Awuah Peprah**, *Southampton Business School, U.K*
Author: **Tahiru Azaaviele Liedong**, *School of Management, U. of Bath*

While business model innovation and nonmarket strategy have received extensive coverage in the international business literature, their inter-relationship has been overlooked. In this study, we investigate how multinational firms leverage nonmarket strategy to innovate their business models in institutionally challenging contexts. Using data from Jumia, Africa's largest e-commerce multinational firm, we identify the institutional voids that constrain e-commerce and unpack the process through which the firm innovated its business model accordingly. Importantly, we also show how Jumia used nonmarket strategy to shape its institutional environment to facilitate a successful deployment of its business model. Overall, this study shows that nonmarket strategy complements and paves the way for model innovation, especially in underdeveloped contexts where formal and informal institutional support is required to guarantee the viability of business models that are incompatible with existing institutional conditions.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

External Context and Cross-Border Operations

Session Moderator: **Namporn Thanetsunthorn**, *State U. of New York at Farmingdale*

IM: Country Risk Assessment: The Role of Social Trust

Author: **Namporn Thanetsunthorn**, *State U. of New York at Farmingdale*
Author: **Rattaphon Wuthisatian**, *Southern Oregon U.*

Research in international business recognizes social trust as one of the driving forces behind a country's economic growth, and current research in behavioral science further demonstrates that the decision to trust can largely explain the perception of risk and risk-taking behavior. To date, a possible connection between social trust and risk conditions at the country level still remains to be explored. This study aims to fill this research gap by examining the existence of a relationship between social trust and country risk, focusing particularly on financial uncertainty across countries. Using a panel data set consisting of both developing and developed countries over the period 1980-2014, the study conducts a series of empirical tests, and finds that social trust and country financial risk are indeed related: developing countries with a higher level of social trust appear to carry a greater degree of financial uncertainty, as measured by the risk of foreign debt, the risk of currency fluctuation, and the risk of current account deficit, respectively. However, this relationship does not seem to exist among developed countries. The findings offer managerial implications for international business regarding country risk assessments and foreign market entry strategies.

Paper is Available to Meeting Registrants Only.

IM: Apps and downs: Cross-Country Variations in the Success of Contact-Tracing Technology

Author: **Anna Grosman**, *Loughborough U.*
Author: **Simon Porcher**, *Sorbonne Business School*
Author: **Jean-Loup Richet**, *IAE Paris - Sorbonne Business School*

With the COVID-19 pandemic, we have witnessed a plethora of policies deployed by the governments to curb the spread of the virus and simultaneously sustain the fledgling economies. One of the tactics deployed by the governments related to slowing down the spread of the virus by tracing the contacts of individuals who were in proximity with those people that have been tested positive for COVID-19. Countries showed uneven success. The variety in responses was not only related to the extent to which the countries were impacted by the pandemic, but also by the way in which the governments decided to intervene in the management of this crisis. Hence, in this article, we analyze the variation in contact tracing technologies across countries. We propose that the type and quality of government intervention drive the differences in the rates of diffusion and adoption of contact tracing apps across countries. We explain this as an outcome of the complex signaling problems and institutional drivers related to the nature of governments' intervention. We test our hypotheses on a unique, self-assembled dataset of contact tracing apps and their governments' characteristics across a large number of countries. The signaling mechanisms deployed by the governments seem to have varying effects on the success of contact tracing technologies, with trust and privacy being the major drivers in adoption by citizens of such technologies. We find that the success of tracking strategies is inversely related to the quality of institutions – state capitalist countries fared better than less interventionist, more liberal economies.

Paper is Available to Meeting Registrants Only.

IM: Country of Origin Stereotypes in Financial Market: An Empirical Test

Author: **Abiodun Ige**, *U. of Detroit Mercy, CBA*
Author: **Marvin Washington**, *Portland State U.*

While much is known about Country-of-origin effects in product markets, less is known about the impact of a firm's country of origin in the financial markets. Our studies questions if there are COO effects in financial markets. Specifically, we use the Stereotype Content Model to examine COO effects of foreign firms seeking to raise capital in the US equity markets. We examine the impact of warmth and competence on foreign firm values (measured by Tobin's Q) as compared to local firm values on major equity exchanges in the United States. We hypothesize that favorable warmth and/or competence COO stereotypes will reduce foreign firm discounts on US stock markets. While we find evidence that the favorable warmth stereotype reduces the foreign firm discounts, the favorable competence stereotype was not associated with a lower foreign firm discount in our analysis. While these findings conflict with extant stereotypes in product markets studies, they align with other stereotype in intergroup process studies. We discuss the implications of our findings for future research and practices.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1922** | Submission: **19235** | Sponsor(s): **(MOC)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 11:30AM- 1:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 214**

Workplace Deviance and Wrongdoing: Contemporary Directions

Session Moderator: **Jane Seppälä**, *Aalto U., Department of Industrial Engineering and Management*

MOC: Escalating Dynamics of Situationally Perceived Deviant Behaviors During Post-Merger Integration

Author: **Jane Seppälä**, *Aalto U., Department of Industrial Engineering and Management*
Author: **Timo Olavi Vuori**, *Aalto U.*

While negative emotions contributing to integration failure are well-recognized, the underlying mechanisms have not been fully detailed. We conducted a longitudinal case study at a large technology company that had recently acquired a peer, especially concentrating on the perceptions of one focal unit in a situation of internal competition. We found that one trigger for negative emotions was situated perceptions of deviance. Since deviance is situational, while the actor might be behaving acceptably by their own set of norms, another party may perceive the behavior as deviant. This is especially likely to occur in an integration context, where units with different organizational norms cooperate and compete. We contribute to PMI literature by demonstrating how situated perceptions of deviance can exacerbate integration challenges. Further, we contribute to the literature on deviant behaviors by recognizing how perceived deviance can lead to defensive behaviors fueled by emotional distress, experienced threat, and moral disengagement.

Paper is Available to Meeting Registrants Only.

MOC: Damaged Goods in the Labor Market? How Performance Feedback Influences Employment of Wrongdoers 

Author: **Maxine Yu**, *Imperial College Business School*

Finalist for MOC Division Best Student-Led Paper Award

When studying the effect of performance feedback, previous studies have tended to assume that social aspirations and historical aspirations have similar effects. This study challenges this assumption and shows that these two types of aspirations have asymmetric effects on organizations' decisions on employing actors with misconduct records. Specifically, organizations with performance above social aspirations are less likely to employ high performers with misconduct records. In contrast, organizations with performance below social aspirations are more likely to employ high performers with misconduct records as a cheap and quick solution to their performance strains. Evidence from transfers of professional cyclists after their suspension due to doping accusations supports these arguments, which suggests that the underlying process of interpreting social aspirations and historical aspirations may be distinct in misconduct context.

Paper is NOT Available. Please contact the author(s).

MOC: Ethical Leadership and Supervisor Directed Deviance: Roles of Organizational Pride and Uncertainty      

Author: **Hassan Imam**, *Kyoto U.*

Drawing on attribution theory, this study examines the rarely addressed relationship of ethical leadership and supervisor-directed deviance and underlying psychological mechanism. In addition, I took organizational uncertainty as a context and a boundary condition to understand that how high uncertainty affects the relationship between ethical leadership and its generated organizational pride. Data of 323 employees and 194 supervisors was collected from the hospitality industry and analyzed through Mplus after achieving the model fit. The results indicated ethical leaders add to their subordinates' pride and also reduce supervisor-directed deviance. However, moderation results indicated that a high level of uncertainty in an organization reduces followers' pride irrespective they view their leaders are ethical. This study discusses several theoretical and practical implications for researchers and practitioners. First, this study advances attribution theory and discusses relational attributions, a new yet imperative perspective to predict and explain behaviors, in organizational behavior. Second, it highlighted that managers should know the gravity of uncertainty because high uncertainty potentially reduces employees' positive attitudes. A conclusion is drawn in the light of empirical findings.

Paper is Available to Meeting Registrants Only.

MOC: For Who and Why Organizational Dehumanization is Linked to Deviant and In-Role Behaviors  

Author: **Nathan Nguyen**, *Catholic U. of Louvain*
Author: **Constantin Lagios**, *Catholic U. of Louvain*
Author: **Mark Ohana**, *Kedge Business School*
Author: **Stéphanie Demoulin**, *Catholic U. of Louvain*
Author: **Pierre Maurage**, *Catholic U. of Louvain*
Author: **Florence Stinglhamber**, *Catholic U. of Louvain*

Finalist for MOC Division Best Submission with Practical Implications for Organizations

“We are humans not robots !” This protest slogan denounces a working reality in which employees perceive that they are reduced to a mere tool or instrument at the service of the organization. Such an experience refers to organizational dehumanization. Researchers have recently indicated that organizational dehumanization may shape employee work behaviors. However, why, and for who, organizational dehumanization leads to maladaptive work behaviors remains unclear in this literature. Drawing upon social exchange theory, we first propose that employees who experience organizational dehumanization engage in negative reciprocity by first developing thoughts of revenge that, in turn, materialize into more organizational deviance and reduced in-role job performance. Building upon models of personality, we then argue that compliance mitigates the indirect effect of organizational dehumanization on workplace behaviors via thoughts of revenge. Overall, the combined results of an experimental study (based on the vignette procedure), a cross-sectional study and a three-wave study provide strong evidence for our hypothesized relationships. In showing this, our research suggests that organizational dehumanization promotes a negative exchange relationship between the employer and its employee. Furthermore, our paper conveys the idea that compliant employees may prefer conflict-avoidance strategies to conflict-assertion strategies.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1923** | Submission: **19408** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 11:30AM- 1:00PMPT (UTC-7)** at **Seattle Convention Center in Room 309**

Authenticity, Risk-taking, and Trust in Organizations

Session Moderator: **QICUI**, *Renmin U. of China*

OB: Your Authenticity Makes Me Feeling Trusted? It depends on My Power Distance 

Author: **QI CUI**, *Renmin U. of China*

Author: **Qiqi Wang**, *Wuhan U.*

Author: **Jun Liu**, *Renmin U. of China*

In this study, we aim to explain why and when authentic leadership promotes positive follower behaviors. Drawing on the social information processing theory and previous research about authentic leadership, we introduce a new mechanism (i.e., feeling trusted by leader) to explain why authentic leadership plays a positive role in follower outcomes. Furthermore, combining social information processing theory and leadership research, we theorize that power distance is especially relevant to research about leadership and identify it as a moderator between authentic leadership and feeling trusted by leader. Using a multi-wave and multi-source data, we tested this moderated mediation model. The results indicated that authentic leadership had an additional positive influence on follower outcomes (i.e., work effort and OCB towards leaders) through feeling trusted by leader (after controlling the mechanism of trust in leader). And power distance weakens the relationship between authentic leadership and feeling trusted by leader.

Paper is Available to Meeting Registrants Only.

OB: Authentic Leadership and Subordinates' Well-Being: The Mediating Effect of Self-Compassion

Author: **Takaki Ohya**, *Kobe U.*

Author: **Yusuke Tsuchiya**, *Osaka Sangyo U.*

Author: **Hiroaki Matsushita**, *Kanto Gakuin U.*

With the increasing uncertainty in our lives, leadership styles to help people cope in stressful situations are in more demand. This study, therefore, examined the effect of authentic leadership on subordinates' well-being via self-compassion. Based on a two-wave survey of a sample of 269 Japanese company employees and hypothesis testing by structural equation modeling, we found that authentic leadership is positively related to subordinates' subjective well-being, and the positive aspect of self-compassion mediates this relationship. Thus, it may be effective for leaders to be authentic, accepting both positive and negative aspects of themselves so that employees learn to be compassionate toward themselves, which then enhances their subjective well-being. Implications for theory and practice are discussed.

Paper is NOT Available. Please contact the author(s).

OB: Authentic but Untrustworthy? Trust Moderates the Effects of Authentic leadership on Employees 

Author: **Wai Hung Thomas Ng**, *U. of Hong Kong*

Author: **Lorenzo Lucianetti**, *U. di chieti e pescara*

Author: **HAOYANG CHEN**, *U. of Hong Kong*

Author: **Yinuo Zou**, *U. of Hong Kong*

This study challenges the assumption that authentic leadership can always create positive employee outcomes. It proposes that the effects of authentic leadership on employee work engagement and performance depend on whether employees have strong trust. If leaders are seen as authentic (e.g., acting according to their core values) but untrustworthy (e.g., being self-centered or having malicious intentions), employees are unlikely to feel engaged in their jobs and to perform well. This is especially true for those who have a strong proactive personality because these individuals strive to create or maintain favorable conditions in the external environment, and are thus especially likely to react strongly to cues of trust. Empirical data collected from 204 employees and their supervisors provided support for the study premise: authentic leadership enhanced employee work engagement and performance only when trust in the leader was high. In addition, the above two-way interaction effect was more likely to occur for those who had a strong (vs. weak) proactive personality, illustrating a three-way interaction effect of authentic leadership, trust, and proactive personality on work engagement and performance. Thus, this study contributes to the literature by highlighting the important moderating roles of employee trust in changing the effects of authentic leadership on employees.

Paper is NOT Available. Please contact the author(s).

OB: Risk Taking in Organizations: Reducing the Conflict between Managers' and Organizational Interests

Author: **Stefanie Marx-Fleck**, *Goethe U. Frankfurt*

Author: **Florian M. Artinger**, *Max Planck Institute for Human Development*

Author: **Gerd Gigerenzer**, *Max Planck Institute for Human Development*

Author: **Rolf Van Dick**, *Goethe U.*

Author: **Sabrina Artinger**, -

Managers use the phrase CYA or cover your ass to refer to a decision where someone has not acted in the interest of the organization but rather to protect themselves from negative consequences should anything go wrong. Applying the model of determinants of risk behavior by Sitkin and Pablo (1992), we investigate how to reduce the personal risk that can give rise to CYA decisions, also referred to as defensive decisions. The results indicate that psychological safety and authentic leadership are effective tools. Such countermeasures are important as CYA decisions have the potential to have a negative impact on organizational performance.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

CEO Personality

Session Moderator: **Benjamin Kuehl**, *Innovation and Entrepreneurship Group (WIN) – TIME Research Area, RWTH Aachen Un*

OB: Why do Narcissists Become CEOs? An Analysis of Supply and Demand for Narcissistic CEOs

Author: **Jan Moritz Bredlich**, *WIN Lehrstuhl RWTH Aachen*

The selection of a new CEO is a decisive event for the future direction of a company and might set it up for success or failure. When selecting a CEO, candidates will be investigated based on multiple criteria such as outsider status and education to achieve the best fit for the company. However, little research has investigated why candidates with specific personality traits such as narcissism get selected. This study investigates the relationship between firm-level, predecessor CEO-level, and market-level factors as antecedents to the selection of a narcissistic CEO. We analyze a sample of 317 CEO successions of 237 companies listed in the S&P500 index between 2007 and 2017. Our results indicate a positive relationship between firm growth, firm size, and predecessor CEO narcissism levels, as well as a weak, negative relationship between predecessor CEO tenure and the narcissism level of the successor CEO. Our findings address the so far little researched domain of antecedents to CEO narcissism and emphasize the effects of firm-level and predecessor CEO-level factors as antecedents to the selection of a narcissistic CEO and consider market turbulence as a moderating effect of these relationships. We also provide practical implications for firm executives and directors.

Paper is Available to Meeting Registrants Only.

OB: CEO Narcissism, Strategic Decision Speed and Firm Performance: The Role of Environment Uncertainty 

Author: **Ning Guo**, *Peking U.*

Author: **Sun Xiuli**, *Capital U. of Economics and Business*

Author: **Fan Yang**, *Guanghua School of Management, Peking U.*

Leader narcissism is considered both desirable and undesirable in literature, which signals the importance of unique mechanisms and contextual boundary conditions. Drawing upon the upper echelon theory and contingency perspective, our research investigated how and when CEO narcissism would influence firm-level new product performance and firm performance. Results from a four-source (archival data of firm performance, CEO, TMT members, CFO) and a two-wave survey showed that CEO narcissism had a significant positive relationship with strategic decision speed, which further benefited new product performance. Furthermore, the positive relationship between CEO narcissism and strategic decision speed and the further indirect effects were stronger when technology uncertainty is low versus high and when demand uncertainty is high versus low. We also found that strategic decision speed had an inverted U-shaped effect on firm performance, thus mediating the indirect effect of CEO narcissism on firm performance. Our findings indicate that CEO narcissism could benefit the firm concerning its impacts on decision-making speed and new product performance, especially under demand uncertainty conditions. Implications and limitations are discussed.

Paper is Available to Meeting Registrants Only.

OB: Measurement of Dark Triad CEO Personality and its Effect on Stakeholder-Specific Litigation Risk  

Author: **Benjamin Kuehl**, *Innovation and Entrepreneurship Group (WIN) – TIME Research Area, RWTH Aachen Un*

Author: **Malte Brettel**, *RWTH Aachen U.*

The measurement of the dark triad remains a challenge in organizational research. Existing self-reported measurement is biased and is challenging to apply in the upper echelon context. There is a lack of unobtrusive measurement for the comprehensive dark triad for CEOs. We develop an unobtrusive measurement of dark triad CEO personality based on speech data. We apply this new measure to test our hypotheses regarding the impact of dark triad CEOs on a firm's litigation risk in stakeholder-specific categories. Our results support our hypotheses that narcissistic CEOs decrease and psychopathic CEOs increase internal stakeholder lawsuits. The effects are inverted for external lawsuits. Through this novel measurement, our study contributes methodologically to a shift from the individual to the organizational level. Further, we contribute to a better understanding of the impact of the dark triad and its implications for different stakeholders.

Paper is Available to Meeting Registrants Only.

OB: A Deep Dive Into Ceo Personality Literature: A Narrative Review 

Author: **Mahi Chauhan**, *Jamia Millia Islamia*

Author: **Uzma Faridi**, *U. of Delhi*

The last two decades have witnessed several theoretical and methodological innovations in the CEO personality literature. In light of this, this paper aims to review the current literature on CEO personality. We employ a narrative approach to integrate findings across the literature on CEO personality. Theoretically, our review highlights the positive and negative aspects associated with both positive personality traits (e.g., Big 5, SEO) and negative personality traits (e.g., narcissism). We also find several new unobtrusive measures in the literature for CEO personality. We end our review with directions for future research. This study highlights the need for a non-obtrusive CSE measurement. Finally, we stress the importance of creating a model that can be used to look at multiple CEO personality models at once.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Ethical Climate and Behaviors

Session Moderator: **Lukas Lanz**, *WHU Otto Beisheim School of Management*

OB: Adherence to Unethical Instructions from AI Supervisors: Combining Experiments with Machine Learning

Author: **Lukas Lanz**, *WHU Otto Beisheim School of Management*

Author: **Roman Briker**, *Maastricht U.*

Author: **Fabiola Heike Gerpott**, *WHU - Otto Beisheim School of Management*

OB Division AOM Meeting 2022 Best Paper Award

The role of artificial intelligence (AI) in organizations has fundamentally changed from performing routine tasks to supervising human employees. While prior studies focused on normative perceptions of AI supervisors, employees' reactions towards them remained largely unexplored. We draw from theories on AI aversion and appreciation to tackle the ambiguity within this field and investigate if and why employees might adhere to unethical instructions either from a human or an AI supervisor. In addition, we identify employee characteristics affecting this relationship. To inform this debate, we conducted three experiments (N = 1,381) and used two state-of-the-art machine learning algorithms (causal forest and transformers). We consistently find that employees adhere less to unethical instructions from an AI than a human supervisor. Further, individual characteristics such as the tendency to comply without dissent or age constitute important boundary conditions. Additionally, Study 1 identifies that the perceived mind of the supervisors serves as an explanatory mechanism (Pre-registered) Studies 2 and 3 further strengthen this notion. Our research generates insight into the 'black box' of human behavior toward AI supervisors and highlights organizational researchers can use machine learning methods as powerful tools to complement experimental research.

Paper is Available to Meeting Registrants Only.

OB: Antecedents of Proactivity: The Effect of Ethical Climate Through Duty Orientation and Moral Potency ✈️

Author: **Kubilay Gok**, *Winona State U.*

Author: **Mayowa Babalola**, *Graduate School of Business, Nazarbayev U.*

Author: **Chandrashekhhar Lakshman**, *Florida Atlantic U.*

Author: **John J. Sumanth**, *Wake Forest U.*

Author: **Stijn Decoster**, *Zayed U.*

Author: **Linh Chi Vo**, *ESDES, U. Catholique de Lyon*

Although prior research has directly linked an organization's ethical climate to several positive organizational outcomes, surprisingly little research has examined why ethical climates have these effects or when they are more likely to occur. Drawing on social cognitive theory (SCT) as our overarching framework, we attempt to address this gap in the literature by developing and testing a model that indirectly links ethical climate to extra-role, proactive work behavior (i.e., taking charge and employee voice) via two distinct psychological mechanisms (i.e., duty orientation and moral potency). Based on results from an experiment and four field studies conducted in France, Turkey, the United States, and Vietnam, we demonstrate that an ethical climate indirectly influences employees' willingness to speak up and take charge through the dual mechanisms of duty orientation and moral potency. Additionally, we find that in the presence of an ethical climate, employees' duty orientation and moral potency are strengthened when individuals also possess high levels of moral attentiveness. Together, these findings suggest that an ethical climate can be an important antecedent of employees' proactive behavior by stimulating their sense of duty and enhancing their moral courage, particularly when employees are already highly attuned to moral issues. Keywords: Ethical climate, moral potency, duty orientation, moral attentiveness, employee voice, taking charge, cross-cultural

Paper is Available to Meeting Registrants Only.

OB: Do Noble Ends Justify Unethical Means? How and When Visionary Leadership Promotes Unethical Behavior 🖥️

Author: **Martin Buss**, *U. of Potsdam*

Author: **Eric Kearney**, *U. of Potsdam*

While previous research has mostly focused on visionary leadership's positive effects, we argue that it can also cause followers to engage in unethical behavior to contribute to the vision's noble cause. By drawing on the social intuitionist model and the theory of motivated moral reasoning, we propose and empirically show in two experimental studies with a total of 854 participants that visionary leadership in both a gain-framing and a loss-framing can elicit moral elevation in followers, which in turn motivates them to engage in unethical behavior for a greater social good. We find that this effect is especially strong when the leader is perceived as warm and for followers who have a high dispositional tendency for perspective taking. Our work reveals a thus far neglected "dark side" of visionary leadership, identifies boundary conditions of these negative effects, and integrates the respective literatures on visionary leadership, moral emotions, and unethical behavior.

Paper is Available to Meeting Registrants Only.

OB: Framework of Unethical Pro-Organizational Behavior: Consequences, Conditions, and Processes 🖥️

Author: **Sherzodbek Murodilla Ugli Dadaboyev**, *Kyungpook National U.*

Author: **Soyon Paek**, *Yonsei U. Wonju Campus*

Author: **Sungwon Choi**, *Yonsei U.*

Recently, workplace behaviors that are simultaneously pro-organizational and anti-social have attracted increased scholarly attention. Although prior research on such ubiquitous workplace behaviors has added insightful contributions to the literature, current research is limited to a few topics, such as predicting unethical pro-organizational behavior (UPB). Therefore, in this study, the authors address underdeveloped research areas by proposing a framework that explains the consequences of UPB. First, by reviewing the literature and integrating theories, this study proposes a holistic process model of UPB consequences. Second, the study further explores the mechanisms that explain the links between UPB and its outcomes. Third, it suggests potential variables within individuals and organizations that might influence the consequences of UPB. The article also contributes to the research on within-individual co-occurrence of unethical and ethical behaviors. Finally, the authors develop propositions, discuss the implications, and identify future research considerations.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1926** | Submission: **18554** | Sponsor(s): **(ONE)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 11:30AM - 1:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 501 Chihawa**

The Role of Investors, Stakeholders and Institutions in Corporate Sustainability (In-Person)



Session Moderator: **Anne Kellers**, *U. of Zurich*

ONE: Science Or Morality? The Effects of Frames on Stakeholder Dialogue, a Field Experiment

Author: **Lucrezia Nava**, *Cambridge Judge Business School*
Author: **David Reiner**, *Cambridge Judge Business School*
Author: **Celina Scott-Buechle**, *Stanford U.*

Achieving the ambitions set forth in international climate agreements requires stakeholder dialogue, which is often hindered by the adoption of different frames. While existing research focuses on the development and evolution of frames within stakeholder groups, we know little about how different frames influence perceptions and dialogue among stakeholders. The deployment of carbon dioxide removal (CDR), seen by some stakeholders as the ultimate solution while deeply contested by others, provides an interesting context for studying how different frames influence the process and outcome of dialogue. We conducted a series of five workshops with a quasi-experimental design, involving over 100 stakeholders from both the private sector and NGOs. Participants were primed to adopt either a logical/scientific or an emotional/moral frame in dialoguing about potential CDR-related policies. We find that dialogue reduces stakeholder polarization, especially when it is based on a logical/scientific frame, while it increases stakeholder skepticism toward CDR-supportive policies, especially when the adopted frame is aligned with the stakeholder group's value. Furthermore, when the adopted frame is aligned with the stakeholder group values, participants perceived other stakeholders as more reasonable and understanding. Understanding the frames of other stakeholders is therefore critical to encouraging a more open and constructive dialogue about climate solutions.

Paper is Available to Meeting Registrants Only.

ONE: Investors Pushing for Sustainability: How Firms Assess the Authenticity of Investors' ESG Requests

Author: **Anne Kellers**, *U. of Zurich*
Author: **Julian Fritz Kölbl**, *U. of Zurich*
Author: **Falko Paetzold**, *EBS U. of Business and Law*

ONE Division Best Student Paper Award

This paper investigates how firms assess the authenticity of stakeholder requests. Stakeholder requests are not necessarily authentic, which presents a challenge for firms. Firms need to commit resources to a response while being uncertain whether the stakeholder will commit resources to reward or sanction the response in the future. In the context of environmental, social, and governance (ESG) investing, we perform an analysis of interviews on how firms evaluate the authenticity of investor's ESG requests. We find that firms evaluate the authenticity of ESG requests by examining investor's underlying resource commitments. We contribute to stakeholder salience theory by suggesting that authenticity is an additional factor for firms when deciding how and whether to respond to a stakeholder request. We also provide practical insights how ESG investors can become more authentic.

Paper is Available to Meeting Registrants Only.

ONE: Multi-stakeholder Initiatives and Firm Environmental Performance

Author: **Stefano Romito**, *U. of Milan*
Author: **Clodia Vurro**, *U. of Milan*
Author: **Stefano Pogutz**, *Bocconi U.*

This study theorized and empirically tested whether firms' decisions to join multi-stakeholder initiatives, targeting climate mitigation, lead to improved environmental performance. We focused on firms' participations in the Science Based Targets initiative, a multi-stakeholder initiative meant to support firms in setting greenhouse gas (GHG) emission reduction targets in line with the thresholds defined by the Paris Agreement in 2015. The study hypothesized that it would reduce their concerns about uncertainty and encourage investments in timeous internal climate-change activities. We used the coarsened exact matching methodology to create a matched sample of European and North American listed firms participating in the initiative and comparable, non-participating firms over a three-year period from 2015 to 2017. The results showed that firms' participation led to lower levels of GHG emissions compared to similar non-participating counterparts, especially when they committed to the initiative with the intention to follow the proposed indications.

Paper is Available to Meeting Registrants Only.

ONE: The Participation of Higher Education Institutions in Sustainability Rankings

Author: **Noah Emanuel Brito Teles**, *UFPR*
Author: **Bárbara Galleli**, *UFPR*

This paper aims to understand the role of institutional pressures in the participation of Higher Education Institutions (HEIs) in global sustainability rankings. A qualitative research was carried out based on multiple case studies in six representative Brazilian HEIs in the IU GreenMetric sustainability rankings. Data were collected from interviews with key professionals and institutional documents. From the results, we observed that the main motivations and reasons for the participation of HEIs in the ranking are associated with institutional pressures, among which social expectation, involvement of senior management, reputation and benchmarking stand out. Other factors that instigated participation were also observed, such as institutional commitment to sustainability, environmental awareness, and the expectation of contributing to sustainable development. The findings of this research bring a new theoretical perspective to explain the participation of HEIs in sustainability rankings. Practical contributions involve a series of information regarding the motivations, benefits, facilitators, and barriers to the participation of institutions in the rankings that may be useful for the management of sustainability in HEIs.

Paper is Available to Meeting Registrants Only.

Author: **Jean-Pierre Imbrogiano**, *Leuphana U. Lüneburg*

Author: **Bodo Steiner**, *U. of Helsinki*

Literature on sustainability governance of supply chains typically maintains that supplying organizations can be treated as a homogenous group, and that sustainable supply chain management (SSCM) entails a unanimous set of practices. In this paper, we expose the diversity of SSCM practices and explore how organizational sustainability identities (OSI) act as their drivers. Through a comparative qualitative inquiry comprising organizations from food and metal products supply chains, we find that OSI of SSCM-practicing organizations affect i) which types of suppliers are perceived as relevant to engage in SSCM, ii) what sustainability criteria are applied to suppliers, and iii) how they are managed in diverse ways to contribute to sustainability transitions. We present a model of OSI co-construction which shows how the diversity of SSCM practices unfolds through three process dimensions, namely OSI balancing, OSI translation, and OSI structuration. This model and the empirical insights obtained document and clarify the previously unexplored link between organizational identity and impacts through SSCM practices.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1927** | Submission: **18614** | Sponsor(s): **(ONE)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 11:30AM- 1:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **708 Sol Duc**

The Role of Shareholder Activism and Institutional Investors in the Climate Crisis (In-Person)



Session Moderator: **Truzaar Dordi**, *U. of Waterloo*

ONE: Role of Principles for Responsible Investment in Strengthening Institutional Investors and Its Influ

Author: **Kentaro Azuma**, *Ritsumeikan U.*
Author: **Akira Higashida**, *Meijo U.*

This research investigates the relationship between climate change disclosure and institutional investors from the perspective of the stakeholder salience theory (Mitchell1997) with particular focus on institutional investors' signing the Principles for Responsible Investment (PRI). Using dataset of 11,862 firm-year from Japan, the empirical results of this paper provide evidence for the following: First, institutional stakeholders' holding ratio has a positive influence on corporate climate change disclosure (power). Second, the the positive influence of the institutional investors is greater when at least 1% of the total share was held by PRI signed institutional investors (legitimacy). Third, the aforementioned relations gained statistical significance gradually during the period of the analysis (urgency). Thus, this research explores contemporary arena for stakeholder salience theory, and addresses the question of whether one of the PRI's goals pertaining to disclosure is realized.

Paper is Available to Meeting Registrants Only.

ONE: Beyond “One-Size-Fits-All”: Organizing Collaborative Shareholder Engagements on Climate Change

Author: **Jean-Pascal Gond**, *City U. London*
Author: **Rieneke Slager**, *U. of Groningen*
Author: **Kevin Chuah**, *London Business School*
Author: **Mikael Homanen**, -

We study collaborative shareholder engagements on climate change issues coordinated by the United Nations-supported Principles for Responsible Investment (PRI). These engagements involve collaboration among coalitions of institutional investors seeking behind-the-scenes dialogue with target firms to encourage improved environmental sustainability practices. Whereas previous studies have focused on individual factors and their net effects on successful engagements, little is known about how these factors combine to simultaneously affect engagement outcomes. Drawing on a unique dataset of 553 climate change engagements coordinated by the PRI between 2008 and 2019, and combining a configurational approach—fuzzy-set Qualitative Comparative Analysis (fsQCA)—with a regression framework, we develop an emerging “tailor-to-target” theory of collaborative shareholder engagement. Our results show that successful investor coalitions combine different engagement levers into configurations (or “recipes”) tailored to fit the characteristics and environmental predispositions of the target firm. Our theory and evidence extend the stakeholder salience framework by highlighting the interactions among firm capacity, investor coalition attributes, and the focal engagement issue in successful engagement, while also contributing to studies of external corporate governance by moving beyond a “one-size-fits-all” approach. Our findings have key practical implications for investors, engagement organizations, and policymakers who seek to shape firms’ climate change behaviors through the adoption of environmentally sustainable practices.

Paper is NOT Available. Please contact the author(s).

ONE: Ten Financial Actors Can Accelerate a Transition Away from Fossil Fuels

Author: **Truzaar Dordi**, *U. of Waterloo*
Author: **Sebastian Gehricke**, *U. of Otago*
Author: **Alain Naef**, *Banque de France*
Author: **Olaf Weber**, *U. of Waterloo*

Investors have a central role to play in the sustainability transition, due to their inordinate influence on the governance of the fossil fuel extraction industry. Using network analyses, this paper links fossil fuel firms to equity owners, by distinguishing spatial, sensitivity, and ownership characteristics of top shareholders and establishing a ranked list of the most prevalent shareholders based on emissions potential and network centrality. Our study reveals that among the most prevalent owners, are government signatories of the Paris accord and prominent American investment managers. We conclude that a concentrated number of investors have the potential to influence the strategic direction and governance of these firms and should consequently be held accountable for financing the economic activities that contribute to climate instability. This paper directly contributes to the fragmented body of academic research on financial systems, supply-side climate solutions, and sustainability transitions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Industry 4.0

Session Moderator: **John Aloysius**, *U. of Arkansas Sam M. Walton College of Business*

OSCM: **Artificial intelligence/Machine Learning in Supply Management: Review, Application, Future Research**    

Author: **Jan Martin Spreitzenbarth**, *U. of Mannheim*
Author: **Heiner Stuckenschmidt**, *U. of Mannheim*
Author: **Christoph Bode**, *U. of Mannheim*

Artificial intelligence and machine learning are key technologies for procurement and their usage is still in its infancy. Only a few have successfully integrated these methods into their operations and across their supply chains that are recently starting to emerge. This review aims to assess the current state as well as provide guidance for management and future research. 286 related publications were identified based on a keyword search and consecutive snowball search. A classification framework was composed combining concepts from information technology and supply chain management to derive a structure for inclusion criteria leading to 48 ranked works that were interactively classified along the procurement process in eleven clusters and enriched with practical ideas. Their business value and ease of implementation were assessed by interviews to derive a research agenda through triangulation. Research seems to be ahead of practice where there are often proof of concepts only. However, recently many practical solutions are emerging by innovative organizations. Still, often there is close to no useable data, therefore it is crucial to start now to lay the foundation to profit in the future. Matching literature with the results of the expert interviews, the use case cluster cost analysis deserves higher research attention. Moreover, there seems to be a gap in the literature on the operational area of procurement. This research contributes to the understanding of artificial intelligence and machine learning in supply management from theory and practical insights.

Paper is Available to Meeting Registrants Only.

OSCM: **Unleashing the Power of Big Data in Retail Supply Chains: The Partnership of Analytics and Managers** 

Author: **Rebekah Inez Brau**, *Brigham Young U.*
Author: **Nada R. Sanders**, *Northeastern U.*
Author: **John Aloysius**, *U. of Arkansas Sam M. Walton College of Business*
Author: **Donnie Williams**, *U. of Arkansas*

Analytics and artificial intelligence (AI) are fundamentally changing retail supply chains. Whereas analytics is heralded for its automation of decision processes, technological changes are ultimately impacting managerial roles. Our research addresses four primary issues. First, using grounded theory, we conduct in-depth interviews of 21 executives spanning the retail supply chain ecosystem to glean the current real-world application of analytics and AI. Our findings demonstrate that analytics is typically used to process large datasets and that managers regularly provide interpretation and context. Human judgment plays an increasingly greater role moving up the retail supply chain, away from the customer. Second, we identify elements of successful integration of analytics and human judgment when managers have knowledge not available to the model. Third, we use these elements to develop a framework for a successful integration process of technology and people. Fourth, we identify barriers to effective implementation of analytics systems due to managerial lack of trust in algorithms and shared data. Our paper offers guidance for effective value creation of analytics and AI via simultaneous attention to technology, people, and processes.

Paper is Available to Meeting Registrants Only.

OSCM: **Disseminating Strategic Orientation of Machine Learning Along the Supply Chain** 

Author: **Yi Tang**, *Tongji U., Shanghai, PR. China*
Author: **Yuan Li**, *Shanghai Jiao Tong U.*

This study explores why and how the focal firm disseminates its strategic orientation of machine learning (SOML) within its supply chain to affect the SOMLs of its suppliers and buyers, and how the operational efficiency (OE) of the focal firm and its supply chain partners moderates these relationships. Drawing upon inter-organizational learning theory and using data from 2351 publicly listed firms in China over the period 2013–2020, we construct a panel data set to test the effects of the focal firm's SOML on the SOMLs of its suppliers and buyers and the contingent effects of the focal firm's OE and partners' OE. Our results show that the focal firm's SOML can strengthen suppliers' SOML, but has an inverted U-shaped effect on buyers' SOML. Further, we find that the focal firm's OE can improve the effects of its own SOML on its suppliers' SOML, while its partners' OE hinders SOML dissemination from the focal firm to its suppliers and buyers. These results provide important theoretical contributions and managerial implications in regard to firms' machine learning strategy, supply chain management, and operations management.

Paper is NOT Available. Please contact the author(s).

OSCM: **Creating, Delivering and Capturing Value Through Digitally Enabled Advanced Services**  

Author: **Parikshit Naik**, *Aston Business School*
Author: **Andreas Schroeder**, *Aston Business School*
Author: **Ali Ziaee Bigdeli**, *Aston Business School*
Author: **Tim Baines**, *Aston Business School*

The purpose of the study is to investigate how the value mechanisms of advanced services business models interact with each other in their post-implementation stage. To better understand these interactions, the study adopts Teece's (2010) business model conceptualisation which integrates value creation, capture and delivery mechanisms in the form of an architecture. In particular, the study focuses on the architecture of the value mechanisms, identifying interdependencies between them to understand the dynamics of advanced services business models. A multiple-case research method was employed to investigate the advanced services business models and the interaction between the value mechanisms of four multinational manufacturers. The analysis identified different ways the value mechanisms continuously affect each other in their development, creating virtuous circles of interdependencies. The study and its findings contribute to advanced services research by showing the interactions and dynamics of business models in their post-implementation stage and illustrating the role of digitalisation in the context of advanced services business models. It provides a holistic understanding of advanced services business models and generates a number of theoretical and practical implications.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1929** | Submission: **19257** | Sponsor(s): **(PNP)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 11:30AM- 1:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 504 Foss**

Social Enterprise and Entrepreneurial Activity

Session Moderator: **Mario Calderini**, *Politecnico di Milano*

This session examines various tensions faced by social enterprises, including the interactions between social and economic purposes and hybrid organizational identities.

PNP: Social Enterprises: Organizations for Transformative Innovation

Author: **Mario Calderini**, *Politecnico di Milano*
Author: **Magali Fia**, *U. of Bologna-Yunus Social Business Centre*
Author: **Francesco Gerli**, *Copenhagen Business School*

Transformative innovation policies aim at providing systemic solutions to socio-environmental challenges thanks to their “experimental”, “reflexive” and “inclusive” character. In this context, we contend that social enterprises could be catalysts for transformative innovation towards less developed territories and socially-marginalized groups. We argue that including social enterprises in transformative innovation policies mitigates negative effects of innovation-based growth, making policies more socially and territorially inclusive. Following a syncretic approach between the literature on transformative innovation policies and on social enterprises, this paper identifies key dimensions capturing the transformative innovation potential of these enterprises: from distributed territorial patterns, to a directional social inclusiveness, reflexivity in terms of participatory governance and goals’ monitoring capacity, and experimental character in terms of establishing partnerships with heterogeneous actors. We assess this capacity through an explorative cluster analysis on Italian social enterprises. The results show three distinct groups within the realm of context, suggesting a variety of entrepreneurial approaches going from fully to slightly transformative. The transformative readiness of social enterprises suggests that policymakers can advance piloting experiments and that actions supporting an appropriate innovation ecosystem for these organizations are required.

Paper is Available to Meeting Registrants Only.

PNP: Social Mission Internalization: A Path to Achieve Social and Economic Goals in Social Enterprises

Author: **Marta Mas-Machuca**, *U. Internacional de Catalunya*
Author: **Anna Akhmedova**, *U. Internacional de Catalunya*
Author: **Frederic Marimon**, *U. Internacional de Catalunya*

Social enterprises (SEs) are hybrid organizations whose mission is to simultaneously seek economic viability and the achievement of positive social impact. Notably, these two ends of the social mission are considered conflicting. The process of internalization of goals or values consists in accepting certain external values, goals, attitudes or behaviors and transforming them into internal, one’s own. Thus, the objective of this study is to delve into the role of the social mission and the economic mission and the relationship between these two aims. Employing Structural Equation Modelling the study found that the role of IM is important and it influences employee mission engagement (EME) and that EME, in turn, positively impacts organizational outcomes (PSMA and POP). There is a full mediation of PSMA on POP, suggesting that by pursuing the social and economic mission is not contradictory, when social mission is put at the center and when it is truly internalized. In other words, achieving the social mission works for the good performance of social enterprises. In addition, internalization of the mission is relevant to avoid possible tensions between different social and economic objectives.

Paper is Available to Meeting Registrants Only.

PNP: Penalty or Reward? The Role of Hybrid Identities in Social Enterprises’ Resource Acquisition

Author: **Chen Ji**, *Indiana U.- Lilly Family School of Philanthropy*
Author: **Sara Konrath**, *Indiana U.- Lilly Family School of Philanthropy*

Resource acquisition is essentially important for social enterprise’s resilience and success. Prior studies have explored the relationship between resource acquisition outcomes and social enterprise’s hybridity, however, ignored the heterogeneity of the funders in relative to it. This paper examines how hybrid identities, of both the social enterprises and financial resource providers, might be associated with the financial resource acquisition. In particular, we study how the social and financial identities jointly affect the possibilities of social enterprises in acquiring financial resource. Using a social enterprise database from 2013 to 2019, we find that philanthropic donors and equity investors have different attitudes toward hybridity. The possibility that equity investors support social enterprises is similar to their for-profit counterparts, while the possibility that philanthropic donors support social enterprises is lower compared to their nonprofit counterparts. We discuss the implication of these findings for social entrepreneurship research and practice, and the identity theory perspective.

Paper is Available to Meeting Registrants Only.

PNP: A Tension Lens for Understanding Entrepreneurship-Related Activities in the University

Author: **Hong Qiu**, *Telfer School of Management, U. of Ottawa*
Author: **Samia Chreim**, *U. of Ottawa*
Author: **Mark Freel**, *Telfer School of Management, U. of Ottawa*

How do individuals drive entrepreneurship-related activities in the university? Using a tension lens, this paper explores how academic and non-academic staff who teach, practice and support entrepreneurship in two Canadian universities manage tensions associated with entrepreneurship-related activities, and how individuals’ tension management influences these activities in university settings. We draw on three theoretical perspectives (contingency, paradox, and dialectic) on tension and tension management, and on data obtained through interviews to analyze two tensions that individuals’ experience: the reward tension that manifests as misalignment between reward systems and individuals’ entrepreneurship-related activities; and the resource tension that demonstrates as a struggle to do more with less. Individuals’ decisions to search for new rewards or resources or to make the best use of existing policies and resources often depend on their employment status, the availability of assistants, and the type of entrepreneurship-related activities engaged.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1930** | Submission: **19254** | Sponsor(s): (PNP)
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 11:30AM - 1:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **508 Tahuya**

Donors, Philanthropy and Grantmaking

Session Moderator: **Lars Friedrich**, *FAU Erlangen-Nürnberg*

This session explores donation and grantmaking behavior generally, and then zooms into the role of location in philanthropic decisions specifically.

PNP: **How to Increase Consumer Donation Behavior? A Literature Review and Comprehensive Framework**

Author: **Lars Friedrich**, *FAU Erlangen-Nürnberg*
Author: **Lukas Maier**, *FAU Erlangen-Nürnberg*
Author: **Kai-Ingo Voigt**, *Friedrich-Alexander U. of Erlangen-Nürnberg*

Donating by individuals has become central for today's society to work. The current research presents a systematic review of the academic literature from marketing and behavioral science that examines the most effective ways to encourage individual consumer donation behavior. In particular, by reviewing and synthesizing 107 empirical articles, we provide a comprehensive psychological framework for conceptualizing and encouraging donation behavior. The framework suggests that individuals are more inclined to engage in donation behavior when the message or context leverages the following psychological factors: social influence, habit formation, individual self, feelings and cognition, and tangibility (SHIFT framework). Based on the review, we identify several broad changes to promoting donation behavior in an increasingly digitized world and use these to develop novel theoretical propositions and directions for future research. Finally, we provide important insights for practitioners aiming to foster consumer donation behavior by showing how they can make use of our framework.

Paper is Available to Meeting Registrants Only.

PNP: **“He Who Has the Gold Makes the Rules”: Does Donor Control Crowd out Community Leadership?**

Author: **Viviana Chiu-Sik Wu**, *Assistant Professor at UMass Amherst*

Foundations increasingly value community leadership capacities for addressing public problems and catalyzing change in local communities. However, scholars have cautioned that the proliferation of donor-advised funds (DAFs) might undermine foundations' commitment to community leadership. While a burgeoning line of research has begun to examine the use and trends of DAFs, empirical analysis of the relationship between DAF sponsorship and community leadership remains underexplored. Drawing on the institutional logics perspective, this study discussed the logics of donor services and community leadership, and explored the extent to which foundations combined the two by exercising DAF sponsorship and community leadership simultaneously. Using an original dataset that combined annual report data and IRS 990 data of 253 community foundations, we found consistent evidence on the positive associations between DAF sponsorship and various community leadership aspects. These findings contribute to understanding the power dynamics between donors and foundations, showcasing a possible blending of the two logics in the community philanthropic field.

Paper is Available to Meeting Registrants Only.

PNP: **The Geography of Grantmaking—Does Location Matter? Neighborhood Effects and Foundation Philanthropy**

Author: **Heather MacIndoe**, *U. of Massachusetts, Boston*

The neighborhood effects scholarship in urban sociology demonstrates the importance of geographic location to many social outcomes previously thought to be solely determined by individual characteristics (e.g. educational attainment). This article applies the theory and methods of neighborhood effects research to the study of community-based nonprofit organizations. If neighborhood composition and processes matter for individuals, do they also influence organizational outcomes such as resource procurement? An analysis of foundation grantmaking in the city of Chicago reveals that nonprofits' ability to secure grants is influenced by both organizational and neighborhood characteristics. Larger, younger nonprofits with lower debt ratios, engagement in local networks and a previous record of foundation funding, are more likely to secure foundation support. While organizational factors matter, securing grants is also independently influenced by a nonprofit's neighborhood location. Nonprofits in neighborhoods with a lower percentage of households in poverty, higher nonprofit density, and evidence of government grant support are more likely to receive foundation grants. We find neighborhood effects for nonprofit organizations for the outcome of resource procurement, specifically securing foundation grants. The article considers implications of these findings for nonprofits and the populations they serve.

Paper is Available to Meeting Registrants Only.

PNP: **Is Giving Local? Conceptualizing Why Place Still Matters in Philanthropy**

Author: **Richard Michael Clerkin**, *North Carolina State U.*
Author: **Laurie Paarlberg**, *Indiana U. / Purdue U., Indianapolis*
Author: **Robert Christensen**, *Brigham Young U.*
Author: **Rebecca Nesbit**, *U. of Georgia*

In this paper, we develop an organizing, multi-theoretical framework for exploring the relationship between place and philanthropy. While there are several theories that help us to understand charitable giving at the individual level (i.e. theories of altruism) and a robust discussion of the mechanisms that activate charitable giving (Bekkers and Wiepking 2011), scholars have not well-considered geographic place as an antecedent of these mechanisms. Our primary contribution is to highlight several current social science theories that are relevant for explaining how geographic place influences the eight mechanisms of individual giving (Bekkers and Wiepking 2011)—awareness of need, solicitation, altruism, values, reputation, psychological costs and benefits, costs and benefits, and efficacy.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **1931** | Submission: **11806** | Sponsor(s): **(RM, OB, HR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 11:30AM- 1:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 606**

Emerging Topics and Future Directions in Measurement

Emerging Topics in Measurement



Organizer: **Truit Gray**, *Bowling Green State U.*
Facilitator: **Truit Gray**, *Bowling Green State U.*
Organizer: **Anna Maria Zabinski**, *Illinois State U.*
Facilitator: **Anna Maria Zabinski**, *Illinois State U.*
Organizer: **Lisa Schurer Lambert**, *Oklahoma State U.*
Panelist: **Larry J. Williams**, *Texas Tech U.*
Panelist: **Robert J. Vandenberg**, *U. of Georgia*
Panelist: **Jeffrey R. Edwards**, *U. of North Carolina*
Panelist: **James M. LeBreton**, *Pennsylvania State U.*
Panelist: **Hettie Richardson**, *Texas Christian U.*
Panelist: **Jose M. Cortina**, *Virginia Commonwealth U.*
Panelist: **Jonas W. B. Lang**, *Ghent U.*

In this panelist symposium we bring together scale development experts from various disciplines and research interests to discuss critical issues, emerging topics, and future directions in measurement. Each panelist, will present their view of a critical issue. In combination, the panelists' views critique some aspects of current practice and highlight new directions in measurement development. After the panelists present their comments they will engage in discussion with attendees.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1932** | Submission: **19468** | Sponsor(s): **(SIM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 11:30AM- 1:00PMPT (UTC-7)** at **Seattle Convention Center in Skagit 2**

Ethics, Responsibility and Employee Engagement

Session Moderator: **Florencio F. Portocarrero**, *Columbia Business School*

SIM: Employee Participation in CSR, Emotions, and Subsequent Engagement in Volunteering: Field Experiment   

Author: **Florencio F. Portocarrero**, *Columbia Business School*

Corporations around the world increasingly implement socially responsible programs and policies. However, much of the corporate social responsibility (CSR) literature: (1) has focused on the business case for CSR, and (2) has been unable to provide causal evidence of the effects of CSR on employee outcomes. Using a field experiment as part of the new-employee orientation process of 221 employees in a large bank, this study uses random assignment to evaluate whether participation in a CSR intervention influences employees' subsequent engagement in corporate volunteering activities. Three emotions in work-life (organizational pride, organizational gratitude, and workplace empathy) are hypothesized and tested as mediators of the effects on subsequent volunteering behavior. Compared to employees in the control condition, treated employees reported higher levels of organizational pride and workplace empathy, but not of organizational gratitude. Employees randomly assigned to the CSR treatment were more likely to become corporate volunteers and engaged more frequently in subsequent corporate volunteering initiatives than employees in the control condition. Workplace empathy (not organizational pride or gratitude) explains the effects of the CSR activity on employees' subsequent likelihood and frequency of volunteering. This study offers contributions to the CSR, corporate volunteering, and emotions in organizational life literatures.

Paper is NOT Available. Please contact the author(s).

SIM: Upholding Values while Enacting Dissonant Practices: Emotional Enticing in a Charitable Hospital  

Author: **Yidi Guo**, *School of Economics and Management Tsinghua U.*

Author: **Quy Nguyen Huy**, *INSEAD*

Today, many organizations, especially those tackling societal grand challenges, espouse inclusive prosocial values that ambitiously englobe the welfare of vast communities. However, pragmatic concerns often force such organizations to enact values-dissonant practices, which may cause organizational members' disengagement. This study explores how organizational members could maintain work engagement and perceive their organization as upholding inclusive prosocial values when performing values-dissonant practices is inevitable. We conducted an inductive study of a charitable hospital in India espousing the values of “serving all people with love.” We found that the organization and its members engaged in a process we call “emotional enticing.” In this process, the organization translates its values into selective, specific, bounded practices, which nudge its members to elicit the emotions of pride, hope, elevation, and bounded sympathy. These emotions entice organizational members to enhance work engagement and perceive that the organization upholds the espoused organizational values. Our research offers fresh insights into reconciling the tensions between espoused and enacted organizational values with emotion-laden processes.

Paper is Available to Meeting Registrants Only.

SIM: Identifiable Victim or Victor? How Drawing Employees' Attention to Prosocial Impact can Backfire    

Author: **Angelique Slade Shantz**, *U. of Alberta School of Management*

Author: **Geoffrey Kistruck**, *Schulich School of Business*

Author: **Isaac Smith**, *Brigham Young U.*

Many organizations try to boost employee effort and morale through “prosocial leveraging”—that is, drawing increased attention to the beneficiaries of the organization's social impact. Research suggests that exposing employees to more salient narratives about the beneficiaries of their work can generate heightened feelings of compassion and spur greater prosocial motivation to work harder. However, often implicit in this approach is that employees are in an advantaged position, relative to those they are helping, and that drawing increased attention to beneficiaries reflects a downward social comparison. Yet this is not always the case, and in this research, we question the efficacy of drawing attention to beneficiaries that may reflect an upward social comparison. We address this question via an initial generative field experiment, followed by a confirmatory lab experiment. Our results collectively contribute to: (1) literature on organizations that leverage their prosociality by raising the possibility that drawing increased attention to an organization's social impact could backfire; (2) literature on prosocial motivation by augmenting it with a social comparison lens, and; (3) theory on the identifiable victim effect, showing that providing greater detail about those in need does not always increase positive emotional responses.

Paper is Available to Meeting Registrants Only.

Author: **Darryl Rice**, *Miami U.*

Author: **Regina Michelle Taylor**, *Creighton U.*

Author: **Sijing Wei**, *Creighton U.*

Author: **Yiding Wang**, *U. of Oklahoma*

Author: **Valentina Ge**, *Creighton U.*

As corporate scandals continue to dominate the news cycle, the value of a company's ethical reputation has become a focal point for management researchers. We seek to join this conversation and extend the research centered on a firm's ethical reputation. We accomplish this by shifting our focus away from its impact on external stakeholders (e.g., customers, investors, potential job applicants) to its impact on internal stakeholders (e.g., employees). To this end, we rely on signaling theory to explain why a firm's ethical reputation matters to its employees in effort to bridge the macro-micro research gap. Specifically, we integrate one macro-level proprietary dataset (i.e., Ethisphere) and one micro-level proprietary dataset (i.e., Glassdoor) to propose and demonstrate that a firm's ethical reputation (i.e., macro-level construct) positively impacts multiple aspects of employee career success, such as career opportunities and work-life balance (i.e., micro-level constructs). Given our signaling theory framework, we also identify and explain when two industry-level characteristics operate as boundary conditions that distort a firm's ethical reputation signaling properties. Subsequently, we also demonstrate that high levels of industry competition and industry regulation mitigate the impact of a firm's ethical reputation on career opportunities and work-life balance. Theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

Author: **Selim Cakir**, *U. of Bristol*

Author: **Jamie Wardman**, *Nottingham U. Business School*

Author: **Alexander Trautrim**, *U. of Nottingham*

Drawing on social exchange theory, this paper theorizes and tests a model linking ethical leadership with workplace communication of health and safety risks by employees – termed 'safety voice' – regarding the dangers posed by COVID-19. Our study, conducted with 511 employees from UK companies, revealed that ethical leadership encourages safety voice through increasing the perceived health risk of COVID-19 and reducing ambiguity associated with making ethical decisions in the workplace. Our findings thereby underscore the importance of good ethical conduct by leaders for ensuring health and safety risks are managed and communicated effectively within organizations during crises. We discuss the theoretical and practical implications of our study, and highlight further opportunities for future research to address the ethical dimensions of leadership and organizational risk management and communication.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Human Capital and Corporate Strategy

Session Moderator: **Dongwook Kim**, *U. of Pittsburgh*

STR: Market Conditions and the Labor Productivity Advantage of Business Groups

Author: **Pablo Doucet**, *U. of Salamanca*
Author: **Ignacio Requejo**, *U. of Salamanca*
Author: **Isabel Suarez-Gonzalez**, *Salamanca U.*

Using a large sample of firms from 208 subnational regions across 21 European countries, we investigate if labor market conditions affect the potential value of internal labor markets in business groups—i.e., set of firms under common ownership and control. Building on the “institutional voids” perspective on business groups and the strategic human capital literature, we theorize that slack labor market conditions facilitate and enhance the value of labor reallocations within these interfirm networks by inhibiting trade in human capital outside them. In these environments, we find that firms with internal labor market access—i.e., with an increasing number of sister companies in the same region-industry—show relatively higher labor productivity. Further, our findings suggest that the labor market frictions arising from both slack labor market conditions and employment protection regulations synergize to enhance the benefits of internal labor markets.

Paper is Available to Meeting Registrants Only.

STR: Onshore Hiring and Restructuring: A Panel Study on Offshoring Companies' Performance ✈

Author: **Alina Grecu**, *Copenhagen Business School*
Author: **Wolfgang Sofka**, *Copenhagen Business School*

Firms engage in offshoring activities for various reasons, ultimately to increase competitive advantage. By integrating human capital theories in the strategy-performance models, we propose that hiring decisions regarding sources of human capital affect performance post-offshoring. To test our hypothesis, we use a 2009-2014 panel dataset with 8,172 company-year observations and 1,362 exactly matched Danish companies - 681 offshoring and 681 non-offshoring companies - containing financial-, mobility-, and offshoring information. We find that focusing on more internal hiring helps offshoring companies to perform better post-offshoring, whereas hiring from external sources decreases onshore performance. In the offshoring sub-sample of firms, we find that these effects are particularly salient for companies that offshore core activities or to distant-to-home locations. This is in line with our argument that firm-specific human becomes even more valuable post-offshoring, and that internal hiring can boost onshore performance. The paper contributes to the international business and human capital literature and aims to make managers aware of the need for an internal talent pipeline when engaging in offshoring.

Paper is NOT Available. Please contact the author(s).

STR: How Fungibility of General Human Capital Resource can Impact Recombination of Human Capital Resource

Author: **Dongwook Kim**, *U. of Pittsburgh*

By analyzing the human capital data from the video game industry, this research shows that firms in the creative industry recombining different types of human capital resources will result in differences in firm performance. This unique industry allows us to observe the internal recombination of FHCR and GHCR between different subsidiaries of the firm. We find that the fungibility of GHCR can have a significant impact on how firms recombine human capital resources. We also find that how firms reconfigure new business units, internal or acquisition, also has an impact on the recombination of human capital resources. By differentiating the firm-specificity and fungibility of human capital resources, this study sheds light on how GHCR vs. FHCR are recombined within the firm.

Paper is Available to Meeting Registrants Only.

STR: Corporate Defection and Outlying Control on Resource Reallocation 🌐 📄

Author: **Camille DOCHE**, *HEC Paris*
Author: **Olivier Chatain**, *HEC Paris*
Author: **Emilie Feldman**, *U. of Pennsylvania*

We study the determinants of the spawning of new entities by an organization when members control significant productive assets and have the agency to leave with these. Cooperatives, a highly prevalent organizational form worldwide in almost all industries, are particularly prone to such corporate defection. Building on the entrepreneurial spin-offs and the corporate divestiture literatures, we pay equal attention to the members' incentive to leave with their assets as well as the organization's interest in retaining, redeploying, or letting go these assets. Interestingly, cooperatives only have an outlying control over these assets: they can influence the retention of these assets within their scope despite not having the legal control over these. Our empirical context is a winemaking cooperative where cooperative-, individual-, and asset-level data enable us to analyze member defection, democratic governance in the organization, and resource redeployment. We find that economics drivers push members to defect while their operating as an incorporated entity accelerates this process. Nevertheless, both democratic governance and resources redeployment processes can help in retaining members within the cooperative. These findings contribute to expand our understanding on cooperatives and also provide further insights on the functioning of traditional corporations such as multi-business firms.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1934** | Submission: **18793** | Sponsor(s): **(STR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 11:30AM - 1:00PMPT (UTC-7)** at **Seattle Convention Center** in **Ballroom 6E**

Mergers and Acquisitions Strategy

Session Moderator: **Josh Feng**, *U. of Utah, David Eccles School of Business*

STR: Consolidation in Prescription Drug Markets: Impact on Pricing and Access

Author: **Josh Feng**, *U. of Utah, David Eccles School of Business*

Author: **Thomas Hwang**, *Harvard Medical School*

Author: **Yunjuan Liu**, *U. of North Carolina at Chapel Hill*

Author: **Luca Maini**, *U. of North Carolina, Chapel Hill*

We examine the impact of M&A activity between drug manufacturers on drug prices and patient access. We start by collecting detailed information on acquisitions involving companies that sell on-patent branded drugs, covering the 2007–2019 period. We find that approximately one-third of branded drugs are acquired by a different company during their patent terms, but only a few “overlap” acquisitions consolidate ownership of drugs in the same therapeutic area. Next, we use a two-way fixed-effects approach to measure how prices and patient access respond to mergers. We find that all newly acquired drugs experience price growth following acquisitions. However, only those acquired by larger companies see an increase in their effective net price. Drugs involved in overlap acquisitions only see higher price growth if the acquisition was small enough to escape regulatory scrutiny, suggesting that antitrust agencies are imposing effective constraints on potentially anti-competitive agreements.

Paper is Available to Meeting Registrants Only.

STR: Organic and Acquisitive Growth: Replicating and Extending Lockett, Wiklund, Davidsson, Girma (2011)

Author: **Alessandro Lucini Paioni**, *Politecnico di Milano School of Management*

Author: **Panos Desyllas**, *School of Management, U. of Bath*

Author: **Orietta Marsili**, *U. of Bath*

Author: **Elena Cefis**, *U. of Bergamo*

We replicate and extend the work from Lockett, Wiklund, Davidsson, and Girma (2011), investigating how organic and acquisitive growth strategies influence future organic growth rates. Analysing a panel of Dutch firms over the period 2011–2016, we confirm Lockett et al.’s finding that past organic growth exerts a restraining effect on current organic growth. Unlike the original paper, we also find that acquisitive growth hinders rather than sustains subsequent organic growth. We therefore extend Lockett et al.’s framework by explicitly accounting for how the relatedness and complementarity of acquisitions moderate this effect. We observe that this negative effect is less pronounced when acquisitive growth is less related and complementary. Finally, we refine the identification strategy further developing the empirical analysis.

Paper is Available to Meeting Registrants Only.

STR: The Effect of Acquisitions on Environmental Performance: Evaluating the Role of Primary Stakeholders

Author: **Franziska Hittmair**, *NOVA School of Business and Economics*

Author: **Youtha Cuypers**, *NOVA School of Business and Economics*

This study examines how acquisitions influence corporate environmental performance by integrating theoretical notions from organizational learning and stakeholder literature. We posit that firms can improve environmental performance following acquisitions by learning from their targets. However, this depends on the environmental knowledge and capabilities of the target relative to those of the acquiring firm. We further suggest that change in environmental performance following acquisitions does not only depend on the target firms, but also on the acquirers’ primary stakeholder groups. We test our hypotheses by analyzing longitudinal data on 380 acquisitions of public, US-based acquirers. We find that acquirers with a strong orientation towards customers, employees and suppliers are more likely to learn from their acquisition targets. Furthermore, we show that the reaction of shareholders to acquisition announcements also determines the extent to which firms improve environmental performance following acquisitions. Our results underline the importance of primary stakeholders in achieving environmental performance improvements following strategic actions. With this research, we contribute to literature on M&As by going beyond the implications of acquisitions on financial firm value. We further contribute to stakeholder literature by providing insights on the role of primary stakeholders for organizational learning.

Paper is NOT Available. Please contact the author(s).

STR: Explaining the Length of the Due Diligence Process in Technology Acquisitions

Author: **Xavier Castaner**, *U. of Lausanne*

Author: **Panos Desyllas**, *School of Management, U. of Bath*

Author: **Huma Javaid**, *U. of Manchester*

Author: **Orietta Marsili**, *U. of Bath*

Drawing on information economics, the theory of the firm and the organizational learning literature, we theorize about the probability of length of the due diligence process. In particular, we examine to what extent uncertainty regarding the value of a target’s resources and differences between the acquiring and target firms lengthen the acquirer’s due diligence effort. Given that we focus on the (target) technological resources we investigate the role of technological uncertainty and absorptive capacity proxying them by the number of pending patent applications of target firms and the technological distance between the two firms’ patent portfolio, respectively. Further, we argue that business relatedness (similarity) reduces the understanding gap. Using a longitudinal data on completed and non-completed technology acquisitions in the UK, we find a significantly positive effect of targets’ pending patent applications on due diligence length that is amplified by technological distance but reduced by business relatedness. Our study contributes to the M&A literature by revealing that higher information gap and uncertainty prolong the due diligence process of the acquirers in the hope of effectively evaluating prospective target firms.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1935** | Submission: **18579** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 11:30AM - 1:00PMPT (UTC-7)** at **Sheraton Grand Seattle in Grand Ballroom A**

Building Shared Organizational Practices, Behavior and Culture

Session Moderator: **Piyush Gulati**, *INSEAD*

 **STR: Breaking Down Remote Silos: How Worker Characteristics Affect Remote Interactions in OSS Communities**  

Author: **Piyush Gulati**, *INSEAD*

Remote work creates communication silos within organizations. Overcoming these silos is an important problem for organizations to solve as it is rarely feasible to perfectly organize interdependencies within them. In this paper, we focus on the individual level and ask: what worker-level characteristics are associated with a higher frequency of cross-silo distant interactions? We explore answers by leveraging open-source software (OSS) communities as the context. OSS communities are standards of all-remote globally-dispersed organizations, where a mix of unpaid volunteers and paid firm-sponsored employees undertake software development. Based on a problemistic-search decision model, we argue that volunteers undertake a higher degree of exploratory remote interactions as they are motivated by an individual-level need for recognition and knowledge. Moreover, the lower the accomplishment of their goals, relative to social aspirations, the higher the level of exploration they are likely to undertake. On the contrary, for firm-sponsored contributors, the presence of firm-level commercial motives and pecuniary benefits is expected to lower returns to exploration. We test and find supportive evidence for our theory using email metadata and text from the Linux-kernel project that spans 3,734 contributors, 25 timezones, and 130 months of software development work from January 2010 to October 2020. For practitioners, the findings of this paper have implications for how they recruit and incentivize workers.

Paper is Available to Meeting Registrants Only.

 **STR: Beyond the Agreement: Dilemmas in Contracting for the Transfer of Management Practices**

Author: **Fernando Deodato Domingos**, *U. of Oxford*

Author: **Sandro Cabral**, *Inspere Institute of Education and Research*

Author: **Sergio Giovanetti Lazzarini**, *Ivey Business School*

Author: **Ricardo Paes-de-Barros**, *Inspere Institute of Education and Research*

Contracting for the transfer of practices can be problematic because recipients might diffuse the received practices to organizational units beyond the original agreement. We highlight the crucial role of managers as diffusers of practices at the interorganizational boundary and suggest that they have incentives to exert asymmetrical effort on nontargeted units to increase aggregate organizational performance. We examine this dilemma in the context of a nonprofit partner transferring management practices to public schools with the support of civil servants (boundary managers). We gauge the ability of managers to diffuse practices and find that increased diffusion ability benefits the nontargeted units, leading to a severe underestimation of the transferring-side partner contribution. We discuss how our study advances the analysis of interorganizational contracting.

Paper is Available to Meeting Registrants Only.

STR: Organizational Culture as Barriers to Employee Mobility: Evidence from Employer Reviews & Job Posts

Author: **Sukti Ghosh**, *INSEAD*

Author: **Viktorie Sevchenko**, *INSEAD*

Author: **Arianna Marchetti**, *London Business School*

What firm level strategies can firms adopt for reducing employee mobility? While firms make large investments in their corporate cultures, their effects on the labor force are not yet completely understood. We argue that strong cultures act as a retention mechanism by facilitating shared understanding of the task environment, enhancing employees' sense of homophily and ability to coordinate and reducing the portability of their task related firm specific skills. We test these predictions on a subsample analysis of 6,208 firms based in Illinois and Michigan. We measure labor-related variables from 1,265,760 job vacancies posted by those firms, and their cultural strength from 203,093 employees' text reviews about the companies. We find that, following a regulatory shock that increases employee mobility in Illinois, strong cultures post fewer jobs and offer lower salaries than weak ones, compared to Michigan. We propose heterogeneity in cultural distributional properties as a novel retention mechanism to explain cross-firm variation in human capital strategies.

Paper is NOT Available. Please contact the author(s).

STR: Meeting the Need for Scale: Soft Governance in Dual-Purpose Organizations 

Author: **Anna Szerb**, *INSEAD*

Author: **Ilze Kivleniece**, *INSEAD*

Author: **Vikas A. Aggarwal**, *INSEAD*

We develop a theory of scaling dual-purpose organizations—i.e., organizations that have a social impact-focused mission delivered through the simultaneous pursuit of both prosocial objectives and financial viability. We argue that effectively scaling such organizations requires a fundamentally different set of underlying processes than in organizations pursuing only profit-oriented goals. Specifically, we argue that misalignments between individual-level preferences and organization-level goals, stemming from the organization's dual-purpose nature, create a unique set of impediments to achieving scale. Our central contribution in this regard is to theorize around the role of what we call "soft governance" in enabling the scaling of such organizations. Building on a conceptual microfoundational model of the processes linking individual-level preferences to organization-level goals in dual-purpose organizations, we show that: (1) goal misalignment between individuals and the organization creates impediments to scaling dual-purpose organizations; (2) these impediments cannot be resolved with formal governance alone; and (3) the interaction between soft governance and formal governance mechanisms mitigates individual-organization goal conflicts that constrain the ability of such organizations to scale.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **1936** | Submission: **11184** | Sponsor(s): **(STR, ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 11:30AM- 1:00PMPT (UTC-7)** at **Seattle Convention Center in Room 4C3**

Stakeholder Models for Value Creation and Allocation *Stakeholder Models for Value Creation*



Discussant: **Rodolphe Durand**, *HEC Paris*
Discussant: **Peter G. Klein**, *Baylor U.*
Organizer: **Julien Jourdan**, *HEC Paris*
Organizer: **Anita McGahan**, *U. of Toronto*
Presenter: **Jiao Luo**, *U. of Minnesota*
Presenter: **Lite Nartey**, *INSEAD*
Presenter: **Pushpika Vishwanathan**, *U. of Amsterdam*

Scholars of strategic management, entrepreneurship, and organization theory have recently sought to integrate theories that emphasize stakeholder interests with those on value creation and capture. In this Symposium, we propose to advance research on this integration through the presentation of scholarly papers by four authors, each of whom will present recent findings developed with co-authors on this topic. The papers will be discussed formally by two leading scholars in this domain. The purpose of the symposium is to support scholarly dialogue among participants, with the discussants, and in a question-and-answer session with attendees. We envision that this dialogue will advance frontier approaches to modeling how stakeholder contributions and claims can be discerned analytically. This advancement will enhance linkages between stakeholder theory and conceptualizations of value creation and of the distribution of value among claimants.

Dear attendees: We are excited that you are joining the symposium. No invitation is required, and there is no required preparation. Thank you for your interest. Best wishes, the organizers.

Towards A Stakeholder-Oriented Framework on Value Creation and Allocation

Author: **Julien Jourdan**, *HEC Paris*

Platform Governance of Social Issues

Author: **Jiao Luo**, *U. of Minnesota*

Stakeholder Engagement for Sustainable Development: A Conceptual Model of Orchestration

Author: **Lite Nartey**, *INSEAD*

Beyond Primacy: A Stakeholder Theory of Corporate Governance

Author: **Pushpika Vishwanathan**, *U. of Amsterdam*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Gender-based Harassment and Violence

Session Moderator: **Sohee Kim**, *U. of Illinois at Urbana-Champaign*

GDO: **The Multiple Levels of Violence Against Women in the University Context** 

Author: **Aline Dos Santos Barbosa**, *U. Estácio de Sá*
Author: **Marcello Romani-Dias**, *Positivo U.*
Author: **Tania Veludo-de-Oliveira**, *Fundacao Getulio Vargas*

Failure to prevent violence against women and respond to women who experience it is unscrupulous. Based on this idea, our article was guided by the need indicated in the literature for research on the multiple levels that comprise the context of violence against women. This violence is more likely to occur in certain contexts, among which the university environment stands out due to the violence that occurs in fraternities, among athletic teams, and at parties, and competitions. Based on in-depth interviews with women and men, song lyrics, student diaries, videos, and private institutional documents, we examined the main catalysts of violence against women in the university context. We identified that (i) the actions and omissions of the educational institution, (ii) the taste for violence, the perception of self-efficacy, the socioeconomic origin, and the influence of the aggressors' group of friends, and (iii) the apparent dichotomy between women's vulnerability and women's strength are among the main antecedents of violence against women. Among the contribution of the discussions presented in our article, we highlight the importance of adopting a multilevel view so that we can better understand and fight against this violence, the existence of which is not restricted to the university context.

Paper is Available to Meeting Registrants Only.

GDO: **Understanding Bystander Intervention: A Cost–Reward Perspective**  

Author: **Yijue Liang**, *George Mason U.*
Author: **YoungAh Park**, *U. of Illinois at Urbana-Champaign*

Previous research has suggested bystanders are more likely to intervene in sexual harassment when they find intervention more rewarding and less costly, but scholarly understanding is lacking about whether this cost–reward calculation process varies across bystanders, and how distinctive intervention modes are related to actual cost and reward. To answer these questions, this research draws on a cost–reward perspective and the just world theory to investigate how cost and reward are evaluated and then indicated by actual intervention. Based on data from 485 employees who have observed sexual harassment at least once since the #MeToo movement, the results show that compared to individuals with a weaker belief in a just world, persons with a stronger belief tend to anticipate a lower intervention reward when observing more frequent sexual harassment and a lower intervention cost when observing less frequent sexual harassment. Both evaluated intervention cost and reward can explain bystanders' direct and indirect intervention behaviors, which in turn are related to the actual intervention cost (i.e., negative reactions from harassers) and reward (i.e., positive reactions from targets and third parties). These results showcase the importance of considering bystanders' cost–reward calculation when encouraging bystander intervention behaviors to combat sexual harassment.

Paper is Available to Meeting Registrants Only.

GDO: **Ethical Leadership Promotes Sexual Harassment Intervention: Gender and Moral Identity as Moderators** 

Author: **Sohee Kim**, *U. of Illinois at Urbana-Champaign*
Author: **YoungAh Park**, *U. of Illinois at Urbana-Champaign*

Sexual harassment is a prevalent and persistent problem in the workplace. Although encouraging observers' intervention could be an effective way to reduce sexual harassment incidents at work, research on bystander intervention in workplace sexual harassment is lacking. This study focuses on how and when leaders can promote observers' intervention in their coworkers' sexual harassment. Specifically, Bandura's social cognitive theory of morality is used to examine the possibility that ethical leadership is positively associated with intervention intention, via employees' perceived responsibility to intervene. In addition, employees' gender and moral identity are proposed to moderate the indirect relationship between ethical leadership and intervention intention via perceived responsibility. To test the hypotheses, a scenario-based online survey was conducted at two time points (n = 281). The path modeling results supported the mediation hypothesis—that is, perceived responsibility mediated the positive association between ethical leadership and intervention intention. This indirect effect was significant only for men but not for women. Contrary to the hypothesis, the moderation effect of moral identity was not supported. Theoretical and practical implications are discussed, along with the limitations and future research directions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1938** | Submission: **18682** | Sponsor(s): **(GDO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 12:00PM- 1:30PMPT (UTC-7)** at **Sheraton Grand Seattle in Diamond B**

Diversity Perspectives on Work and Family

Session Moderator: **Senhu Wang**, *National U. of Singapore*

GDO: **Work Time Control and Allostatic Load Biomarkers: Differences Between and Within Genders**     

Author: **Senhu Wang**, *National U. of Singapore*
Author: **Lambert Zixin Li**, *Stanford U.*
Author: **Zhuofei Lu**, *U. of Manchester*

Work time control has been linked to self-reported health outcomes. The study tests whether schedule control is associated with the allostatic load biomarkers of chronic stress and health risks in the blood samples of a national working population, and whether the relationship is moderated by workers' gender role attitude. A representative sample of 3,677 British adults answered a cross-sectional survey on their work time control and provided blood samples in a nurse assessment. Allostatic load was constructed using the number of risk factors among 12 biomarkers across the cardiovascular, metabolic, and immune systems. The associations between work time control and allostatic load were tested for men and women with negative binomial models adjusting for demographic and socioeconomic covariates. Gender role attitude was then tested as a moderator. We found that control over work hours is associated with lower or better allostatic load in women but not in men. The association is stronger among women who hold a more traditional gender role attitude towards the division of household labor. In conclusion, women, especially those with traditional gender role attitude, benefit most from work time control. Future research could use allostatic load biomarkers to measure the quality of working life and public health policies should promote healthier psychosocial work conditions to improve workers' quality of life.

Paper is NOT Available. Please contact the author(s).

 GDO: **Fathers' Work-Family Conflicts and Children's Work Earnings: A 17-year Dyadic Lifespan Analysis**   

Author: **Shen-Yang Lin**, *Leeds U.*
Author: **Giles Hirst**, *Australian National U.*
Author: **Ying (Lena) Wang**, *School of Management, RMIT U.*
Author: **Jeremy F. Dawson**, *U. of Sheffield*

This study investigated when, how and why fathers' work-family conflict (WFC) influences their adult offspring earnings. Building on conservation of resource theory and crossover theory, we propose a moderated mediation model, arguing that for fathers with higher social interaction infrequency (as opposed to lower), fathers' WFC will have a stronger indirect effect on children's earnings 17 years later via the sequential mechanisms of vitality and children's hope of success. The model was supported by 17 years of dyadic father-child data (N = 592) from the Household, Income and Labor Dynamics in Australia (HILDA) Survey. Theoretical and practical implications, as well as future research directions, are discussed.

Paper is Available to Meeting Registrants Only.

GDO: **Gender Discrimination in South Korea: Exploring the Role of Leadership, Gender, and Family Cultures**    

Author: **Taha Hameduddin**, *U. of Kentucky*
Author: **Dahye Kim**, *National U. of Singapore*

Increasing gender equity and representation of minority groups has long been recognized as a core condition of achieving social equity. This is especially because gender inequality, manifested through adverse treatment such as discrimination, imposes large costs on employees, employers, and societies. In this context, it is not surprising that organizations large and small have been engaged in diversity management efforts as a way to increase organizational equity. However, diversity itself may not always lead to equitable outcomes, especially if it is not accompanied with changes to organizational cultures, norms, and leadership. The focus of this paper is on the determinants gender discrimination. Using a unique panel dataset of managers from South Korea, we examine whether and how workgroup gender context, leadership, supervisory behaviors, and family supportive cultures predictor gender discrimination. The findings shed light on the importance of gender representation at different levels of the organization, and cultural change as ways to mitigate gender based discrimination.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1939** | Submission: **18976** | Sponsor(s): **(HCM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 12:00PM - 1:30PMPT (UTC-7)** at **Seattle Convention Center in Room 306**

Effectively Managing Health Care Operations

Session Moderator: **Jeff Larson**, *U. of Arizona*

HCM: **EHR Implementation and Task Allocation Within Hospital Care Units: A Natural Experiment**   

Author: **Alex James Wilson**, *U. of Minnesota*
Author: **John Joseph**, *U. of California, Irvine*
Author: **Jay (Jinwon) Park**, *U. of California, Irvine*
Author: **Daniel Chow**, *U. of California, Irvine*

This study examines the relationship between information processing and organization design. In particular, we examine the causal effects of the implementation of a healthcare information technology (HIT) system on the delegation and dispersion of tasks among care units within hospitals. While this relationship has been examined previously, a definitive answer has not been forthcoming largely because of the difficulty in identifying the causal effects of greater information access. We also consider that information processing and hence organization design choices will be sensitive to the ability to establish mutual understanding among interacting care unit members. We focus on the mutual understanding developed through experience working together. We also find that rather than general experience, it is prior dyadic experience between particular doctors and nurses which amplifies this effect. We find that this is especially true for doctors trained at high status institutions. Our study contributes to theories of information processing, organizational learning, and organization design.

Paper is Available to Meeting Registrants Only.

HCM: **Physicians Make the Best CEOs: Resource Utilization Before and During the COVID-19 Pandemic** 

Author: **Alan Belasen**, *SUNY Empire State College*
Author: **Ariel R. Belasen**, *Southern Illinois U., Edwardsville*
Author: **Zhilan Feng**, *Clarkson U.*

Prior studies have shown that physician-led hospitals have several advantages over non-physician-led hospitals. This study seeks to test whether this continues to hold true during the COVID-19 Pandemic. We find that among top-rated hospitals, those that are physician-led achieve higher patient satisfaction ratings through patient-focused care and are more likely to have higher utilization rates. Two outcomes are an increase in patient willingness to recommend the hospital and an increase in Medicare reimbursements. While the COVID-19 Pandemic generated greater demand for inpatient beds, physician-led hospitals improved their hospitals' operating efficiency as compared with those led by non-physician leaders, but CEO tenure did not have any effects on hospital utilization. Recruiting and retaining physicians to lead hospitals, especially during catastrophic times, is a strategy that makes sense. Implications for theory and practice and directions for future research are also provided.

Paper is Available to Meeting Registrants Only.

HCM: **How Staff Experience Information Communication During a Crisis: Evidence from Health Care Delivery**

Author: **Tuna Cem Hayirli**, *Harvard Business School*
Author: **Nicholas Stark**, *U. of California, San Francisco*
Author: **James Hardy**, *U. of California, San Francisco*
Author: **Christopher Peabody**, *U. of California, San Francisco*
Author: **Michaela Kerrissey**, *Harvard U.*

Communicating information effectively is a vital means for reducing uncertainty during crises, but how leaders should inform organizational members amid chaos is far from straightforward. Using a sequential qualitative to quantitative mixed-methods study design, we explored frontline clinician experience with information dissemination strategies during the COVID-19 pandemic, and investigated the qualities that make communicated information more desirable to those tasked with navigating the fog of uncertainty. We conducted semi-structured interviews with 55 emergency department personnel, and found that uncertainty, lack of safety, and poor teamwork experience were major challenges for ED staff during the COVID-19 crisis. Participants described feeling overwhelmed by the great deal of information sent to them, confused about conflicting messages, and frustrated that they were unable to find the information they needed. These challenges were ameliorated by the emergence of contextual experts who focused on simultaneously democratizing and centralizing information. Qualitative findings helped generate survey measures, which were distributed to a broader sample. Exploratory factor analysis revealed three factors of theoretical value (information flow, consistency, and accessibility), which helped triangulate qualitative findings. Our study indicates that while uncertainty and fear during crises lead to an increased desire for information among staff, the manner in which that information is delivered is vital.

Paper is Available to Meeting Registrants Only.

Author: **Aishwaryya Deore**, *PhD student in accounting*

Author: **Ranjani Krishnan**, *MSU*

Author: **Anand Nair**, *Michigan State U.*

This study examines whether quality penalties aimed at reducing readmissions improve continuity of health care. In particular, we investigate if the quality penalty policy impacts continuity of care for services that were targeted by the policy through what we refer to as primary spillover effects. We also investigate the secondary spillover effects of the quality penalty policy on continuity of care for related ailments that were not targeted by the policy. The empirical analyses use patient level data for the years 2004-2014 and reveal improvements in continuity of care from primary and secondary spillover effects. We identify several processual and structural factors that contribute to improvements in the continuity of care. Our results suggest that improvements to the continuity of care can be achieved by mandating and incentivizing quality performance on select services. We discuss the implications of our findings on improving continuity of care.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1940** | Submission: **18992** | Sponsor(s): **(HCM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 12:00PM - 1:30PMPT (UTC-7)** at **Seattle Convention Center in Room 609**

Understanding the Health Care Workforce

Session Moderator: **Sara Singer**, *Stanford U.*

HCM: Not All Roads Lead to Rome: Bridging HRM, Strategic Leadership and Knowledge Transfer in Healthcare 

Author: **Andres Salas-Vallina**, *U. de València*
Author: **Juani Swart**, *U. of Bath*

The efficiency and service quality of healthcare organizations is driven by effective knowledge transfer between healthcare professionals. Specialized medical units are complex organizations where professionals with different profiles need to work together closely and in a coordinated fashion. A deeper understanding of knowledge transfer antecedents could shed light on how medical units deliver effective service quality. In this study, we draw on the Ability, Motivation and Opportunity (AMO) framework and self-determination (SDT) theory, which is still in its infancy in public management. In a sample of 508 medical specialists, we examine whether and how HR practices based on the AMO framework (training, opportunities for development, participation in decision-making, and communication) positively impact on knowledge transfer. The results show that strategic leadership mediates the effect of AMO HR practices on knowledge transfer only when it fosters resilience among medical specialists.

Paper is Available to Meeting Registrants Only.

HCM: Profit or Purpose: What Increases Medical Doctors' Job Satisfaction?

Author: **Youngkyun Chang**, *Sogang U.*
Author: **Sanghee Han**, *Sogang U.*
Author: **Won Yong Oh**, *U. of Nevada Las Vegas*

This study integrates two competing views to examine whether medical doctors are satisfied with their jobs when they perceive their hospitals as being oriented toward profit (a hedonic view) or purpose (a eudaimonic view). Using a sample of 127 doctors from 70 hospitals, this study tests these competing views. The results show that doctors who perceive their hospitals as purpose-driven are likely to experience job satisfaction, and this pattern still holds even if they also perceive their hospitals emphasizing profits. However, when the two orientations are perceived simultaneously, only the purpose-driven orientation results in job satisfaction via a sense of meaningfulness. Thus, this study offers comprehensive evidence that while medical doctors are likely to be satisfied with their jobs when they work at either purpose-driven or profit-driven hospitals, only purpose-driven hospitals give doctors a sense of meaningfulness. Theoretical contributions and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

HCM: Professional Certification and Earnings of Health Care Workers in Low Social Closure Occupations 

Author: **Janette Dill**, *U. of Minnesota - Twin Cities*
Author: **Jennifer Craft Morgan**, *Georgia State U.*
Author: **Jane Van Heuvelen**, *U. of Minnesota Twin Cities*

There has been rapid growth in professional certifications in the health care sector, but little is known about the rewards to workers for attaining professional certifications, especially in low social closure occupations where the barriers to entry (e.g., higher education, degrees, licensure) are relatively limited. In this study, we focus on the attainment and rewards for professional certifications in four health care occupations – personal care aides, medical transcriptionists, medical assistants, and community health workers – where certification is generally not required by state or federal regulation but may be attractive to employers. Using the Current Population Survey (IPUMS CPS) between 2015 and 2020, we find that workers of color are less likely to attain a certification, while women are more likely than men to earn professional certifications. However, men experience the largest increase in weekly earnings (11.3%) when they have a professional certification as compared to those without, while women experience lower gains from professional certification (3.8%). Black and Hispanic workers experience modest rewards for certification (weekly earnings that are 1.2% and 5% higher, respectively) that are lower than the rewards gained by white workers (6% higher weekly earnings). Our findings suggest that professional certifications may have modest benefits for workers, but professional certifications often come with significant costs for individuals. Strategies for reducing inequality in the return to credentials and for improving job quality in the care sector are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1941** | Submission: **18961** | Sponsor(s): **(HCM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 12:00PM - 1:30PMPT (UTC-7)** at **Seattle Convention Center in Room 610**

The Primary Care Practice Environment

Session Moderator: **Alden Lai**, *New York U.*

HCM: **Going by the Book: Rule-Following in Primary Care Teams** 

Author: **Lucy Chen**, *Harvard U.*

Author: **Maximilian Julius Pany**, *Harvard Business School*

Author: **Bethany Sheridan**, -

Author: **Robert S. Huckman**, *Harvard U.*

Coordinated rule following is often important for ensuring consistent performance by execution-oriented teams in high-reliability industries. In health care, clinical practice guidelines codify best practices as rules for providers to follow. We examine primary care teams that manage new-onset type II diabetes, where diagnosis is based on an abnormally elevated hemoglobin A1c lab value. Using nationwide electronic health record data that include more than 12 million visits by over 1 million patients from 2013 to 2018, we apply a regression discontinuity design—with hemoglobin A1c as the running variable—and a difference-in-discontinuity strategy to compare providers' rule-following responses to the diabetes diagnosis threshold across different team characteristics, including size, concentration, predominant provider type, and familiarity. We measure team performance on rule following and clinical outcomes, including diabetes diagnosis, prescribing of medications, diabetes monitoring, and guideline-concordant disease control. We find that teams that are larger and those with effort more diffusely distributed across members are more responsive to the diabetes diagnosis threshold than are solo providers. We find no meaningful differences in team performance based on whether the predominant provider is a physician or a nurse practitioner, nor do we see an impact of team familiarity. Health care managers can consider organizing large or diffuse teams—where each member contributes meaningfully but not exhaustively—to promote rule following and manage chronic diseases more effectively.

Paper is Available to Meeting Registrants Only.

HCM: **Being “Low on the Totem Pole”: What Makes Work Worthwhile for Medical Assistants in Primary Care (WITHDRAWN)**  

Author: **Alden Lai**, *New York U.*

Author: **Bram Fleuren**, *Maastricht U.*

Author: **Jennifer Larkin**, *Tower Health Medical Group*

Author: **Lynda Gruenewald-Schmitz**, *Embrace Leadership Consulting*

Author: **Christina T. Yuan**, *Johns Hopkins U. School of Medicine*

Primary care is undergoing a transformation to become increasingly team-based and multidisciplinary. The medical assistant (MA) is considered a core occupation in the primary care workforce, yet existing studies suggest problematic rates and costs of MA turnover. We investigated what MAs perceive their occupation to be like, and what they value in it to understand how to promote sustainable employability, a concept that is concerned with an employee's ability to function and remain in their job in the long-term. We used a case of a large, integrated health system in the U.S. that practices team-based care and has an MA career development program. We conducted semi-structured interviews with 16 MAs in this system and performed an inductive analysis, which revealed four themes on what MAs value at work: (a) using clinical competence, (b) being a multiskilled resource for clinic operations, (c) building meaningful relationships with patients and coworkers, and (d) being recognized for occupational contributions. Additionally, MAs perceived scope-of-practice regulations as limiting their use of clinical competence. They also perceived task similarity with nurses in the primary care setting and expressed a relative lack of performance recognition. Our results show that some of the practice changes that enable transformation in primary care may hinder MAs' ability to attain their work values. This study highlights how extant theorizing on sustainable employability assumes a high bar for intrinsic work values, but are limited when applied to low-wage workers in team-based environments. Consequently, managerial efforts to effectively employ and retain MAs should consider proactive communications on scope-of-practice regulations, work redesign to emphasize clinical competence, and the establishment of greater recognition and respect among MAs and nurses.

Paper is NOT Available. Please contact the author(s).

HCM: **Models of NP Integration into the Workflow of Primary Care Practices: A Systematic Review**

Author: **Lena Stevens**, *The Ohio State U. College of Public Health*

Author: **Jennifer Hefner**, *Ohio State U.*

Background Nurse practitioners (NPs) have been proposed as one solution to the U.S. primary care physician shortage, leading to a body of research on the appropriate scope of work for the new professional role of an NP within primary care practices. Yet, among studies of NP integration into patient care workflows, there is a lack of consistency in the terminology used to describe models of care. This work aims to provide more clarity around ill-defined and overlapping terms around NP integration into primary care and therefore advance the conversation around NP integration into the workflow of primary care practices. Methods A systematic review of articles on NP-physician interprofessional relationships and models of care was conducted to develop an inclusive overview of the academic literature on this topic. Results A total of 42 papers fit the inclusion criteria. The terms most frequently used to describe NP integration were collaboration, team-based approaches, and comanagement. Most papers used a combination of terms to describe a specific type of NP integration. Only 28 presented a thorough description of NP-physician interactions. Guided by theory, papers were categorized based on power structure (hierarchical vs. complementary) and processes of primary care provision (collaborative vs. siloed), leading to the identification of four distinct models of NP integration – complementary/collaborative, complementary/hierarchical, siloed/collaborative, and siloed/hierarchical. The most common categorization was complementary/collaborative. Conclusion This research highlights the lack of differentiation between terms currently used to describe NP integration into primary care and presents new labels that describe distinct models of care.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1942** | Submission: **18994** | Sponsor(s): **(HR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 12:00PM - 1:30PMPT (UTC-7)**

Newcomers and Socialization

Session Moderator: **Srinivas J**, *IIM Visakhapatnam, India*

HR: Colleagues, Friends, and Both: How Different Social Networks Affect Processes of Newcomer Adjustment 

Author: **Hao-Yun Zou**, *School of Management, Huazhong U. of Science and Technology*

Author: **Zitong Sheng**, *Curtin U.*

Author: **Xuejing Song**, *Huazhong U. of Science and Technology*

Newcomer adjustment literature maintains that newcomers should be strategic and purposeful to build social networks (e.g., information, friendship) to facilitate their adjustment to the new job. However, the literature ignores the overlap between information and friendship networks and how the overlapping network helps newcomers to adjust. Based on social network research and the literature on newcomer adjustment, we propose that different social networks (i.e., information, friendship, and overlapping) will affect newcomer learning, assimilation, and role-making, respectively. Four waves of data collected from a sample of 178 organizational newcomers were used to test our hypotheses. Results suggest that the number of strong information ties positively predicted role clarity and subsequent task performance (i.e., the learning process); the number of weak friendship ties negatively predicted organizational identification and subsequent job satisfaction (i.e., the assimilation process); the number of “close comrades” (i.e., those ties that strong information connections overlapped with strong friendship connections) positively, whereas the number of “indifferent workmates” (i.e., those ties that strong information connections overlapped with weak friendship connections) negatively predicted job-change negotiation and subsequent authentic self-expression (i.e., the role-making process). Overall, this study shows that different social networks have implications for different adjustment processes for newcomers, and highlights the importance of the overlapping networks for newcomer role-making.

Paper is Available to Meeting Registrants Only.

HR: Newcomer Turnover, Replacement, and Firm Performance

Author: **Youngsang Kim**, *Sungkyunkwan U.*

Author: **Hyesook Chung**, *Cornell U.*

Author: **Yong Geun Kim**, *POSTECH, Corporate Citizenship Research Institute*

Author: **Janghyun (Jason) Chun**, *Mercer Korea*

This study examines whether collective turnover rates relate to firm performance and how turnover properties such as newcomer turnover proportion of total turnover events and replacement of turnover through external hiring and internal mobility jointly influence the effect of collective turnover rates on firm performance. Using a dataset of 240 firms with 1,440 firm-year observations over 2006-2016, we find that firms with higher collective turnover rates generally have lower firm performance, but the negative effect of collective turnover is strengthened when firms have more newcomer departures of total turnover events (newcomer turnover proportion). Furthermore, our findings indicate that internal mobility utilizing existing employees buffers the disruptive effect of newcomer turnover proportion on firm performance, and the use of internal mobility is more effective at reducing the negative effect of newcomer turnover than external hiring. Our study contributes to the literature on collective turnover, suggesting that the disruptive effects of collective turnover rates are contingent upon who are leaving and the type of human capital flow.

Paper is Available to Meeting Registrants Only.

HR: Is Organizational Socialization Moving Towards Digital Socialization? - A Perspective 

Author: **Srinivas J**, *IIM Visakhapatnam, India*

Author: **Sita Vanka**, *U. of Hyderabad*

In an Organizational context, sharing knowledge builds innovation sparked through socialization. It is a necessity in a VUCA world, supported by the availability of digital technology aids; individual networks to socialize and gain visibility/acceptance in organizations. More so in project-based organizations, the concern for most organizations is to capture the learning of individuals/teams, stay competitive, and codify knowledge in a digital format. Socialization content is thus individually focused but concentrates on what is learned during socialization. Chao et al. (1994) proposed six key learning dimensions that characterize the socialization process. The socialization literature has been criticized for being primarily descriptive; lacking empirical testing; methodologically weak and inadequate; theoretically and conceptually fragmented to the point that it is poorly understood (Feldman, 1976; Fisher, 1986) having the least amount of research (Wanous & Colella, 1989) and socialization for the knowledge society (Karpov, 2016). The pandemic, however, has brought the issue to the center stage of organizations, with both the organizations and the employees across the world experimenting with ideas to continue the socialization efforts through digital means. India and Indian IT organizations is no exception to this fact. This study is an attempt to examine knowledge acquisition and organizational socialization in the Indian IT Industry. Six organizational socialization content areas proposed by Chao et al. (1994) were studied among 393 employees in 6 metro cities, which are IT hubs in India. Employees believed in continuous learning using digital means, were career savvy and profession-oriented. Organizations demonstrated their willingness to encourage and support their socialization, knowledge acquisition, and sharing, thus paving the way for digital socialization. Digital socialization is seen as an emerging phenomenon in organizational socialization. Similarly, the six socialization content areas correlated positively with language followed by organizational goals and values for socialization in the Indian context, thus leading to the concept of digital socialization where new digital content, new digital processes, and tools emerge out of the digital interactions.

Paper is Available to Meeting Registrants Only.

HR: Overqualification in Socialization Context: a Social Capital Perspective

Author: **Wuyang Chen**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*

Author: **Amy Y. Ou**, *Department of Management & Marketing, Faculty of Business, Hong Kong Polytechnic*

Author: **Qin Su**, *Sun Yat-Sen U.*

Author: **Lynda Song**, *Leeds U. Business School*

The relationship between overqualification and performance exists puzzle, and the social influence of overqualification on employees, especially during the socialization process, received less attention. Taking into account the perspective of social capital and the theory of status inconsistency, we proposed a moderated mediation model linking objective overqualification to performance. Based on the archival data of a single real estate agency company in mainland China, we delineated the trajectory of social capital accumulation process by 4690 newcomers, and identified how objective overqualification affected degree centrality change and subsequent job performance. The results of this study suggested that objective overqualification adversely affected in-degree centrality increase and subsequent job performance. Experience strengthened this negative effect. We discussed the theoretical and practical implications of this research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1943** | Submission: **14562** | Sponsor(s): **(HR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 12:00PM - 1:30PMPT (UTC-7)**

Leader Effectiveness During the COVID-19 Pandemic *Leader Effectiveness During the Pandemic*



Organizer: **Agnieszka Karolina Shepard**, *Mercer U.*
Presenter: **Ashita Goswami**, *Korn Ferry Institute*
Participant: **Lilah Donnelly**, *Auburn U.*
Presenter: **Patrick Coyle**, *La Salle U.*
Presenter: **Ethlyn Anne Williams**, *Florida Atlantic U.*
Discussant: **Jenell Lynn-Senter Wittmer**, *U. of Toledo*
Participant: **Thomas Anthony Neely**, -
Participant: **Kate Marie McCombs**, *Brock School of Business, Sanford U.*
Participant: **Rajnandini Pillai**, *California State U., San Marcos*
Participant: **Tatiana Guevara**, *lasalle U.*

In this symposium, we demonstrate the detrimental role leadership has played throughout the COVID-19 pandemic. The three studies address the predictors (e.g., charisma, romance in leadership, perception of crisis) of effective leadership measured as follower perceptions and safety behaviors. In addition we compare leadership effectiveness cross-culturally. This research addresses calls for research on leadership during this novel pandemic. The findings within this symposium offer insight for effective leadership practices for future crises.

Leader Effectiveness During the COVID-19 Pandemic

Author: **Agnieszka Karolina Shepard**, *Mercer U.*
Author: **Jenell Lynn-Senter Wittmer**, *U. of Toledo*
Author: **Tatiana Guevara**, *lasalle U.*
Author: **Ashita Goswami**, *Korn Ferry Institute*
Author: **Ethlyn Anne Williams**, *Florida Atlantic U.*
Author: **Lilah Donnelly**, *Auburn U.*
Author: **Thomas Anthony Neely**, -
Author: **Patrick Coyle**, *La Salle U.*
Author: **Kate Marie McCombs**, *Brock School of Business, Sanford U.*
Author: **Rajnandini Pillai**, *California State U., San Marcos*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1944** | Submission: **19001** | Sponsor(s): **(HR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 12:00PM - 1:30PMPT (UTC-7)** at **Seattle Convention Center in Room 205**

Technology and Work

Session Moderator: **Alina Köchling**, *Heinrich-Heine U. of Dusseldorf*

HR: Improving Gig Worker Performance and Retention on Staffing Platforms

Author: **Agnes Bäker**, *Vrije U. Amsterdam, School of Business and Economics*
Author: **Martin Natter**, *U. of Zurich*

Gig work, with its short-term nature, has reduced employers' interest in investing in workers' productive capacity. In contrast, online staffing platforms as intermediaries matching workers and employers have an interest in developing (and retaining) a high-performing worker base. We propose three easily implementable and low-cost measures that online staffing platforms can incorporate into their matching algorithms to improve on-site gig worker performance and retention on the platform. Testing these measures in a sample of 4,025 worker-gig matches of a major European staffing platform, we find that the combined effect of these measures can increase worker performance by 55.6 percentage points.

Paper is NOT Available. Please contact the author(s).

HR: Better Explaining the Benefits Why AI?

Author: **Alina Köchling**, *Heinrich-Heine U. of Dusseldorf*
Author: **Marius Wehner**, *Heinrich-Heine U. of Dusseldorf*

Algorithm-based selection tools are increasingly finding their way into a company's selection processes to increase efficiency. However, previous studies point to adverse applicants' reactions. Despite the increasing popularity of algorithm-based selection tools, knowledge about what actions can be taken by companies to increase AI acceptance is still in its infancy, even though multiple studies show that the usage of technology-mediated selection tools causes negative applicants' reactions. Therefore, this study aims to investigate the applicant's perception when algorithm-based selection tools are used and then thoroughly identify actions to efficiently implement and use these tools without triggering negative applicant reactions. Using a scenario-based-between-subject design with employees (N=200), systematically varying the information on the company website about the reason why the company uses AI. We found that the usage of AI in selection decreases the perceived fairness, personableness perception and increases the emotional creepiness. Moreover, we found that transparency about the reasons why the company uses AI in the selection process in video form seems equal to a human evaluation in terms of fairness, creepiness, and personableness perception. In turn, fairness and personableness perception mediate the association between an algorithm-based selection process and organizational attractiveness and the intention to further proceed with the selection process.

Paper is NOT Available. Please contact the author(s).

HR: A Systematic Review of the Use of Technology in the After-Action Review (or Debrief)  

Author: **Nathanael Keiser**, *U.S. Army Research Institute for the Behavioral and Social Sciences*

The after-action review (AAR), also termed debrief, is a special type of work meeting that commonly encompasses some form of technology because of the contexts in which it is most frequently applied (i.e., for action teams in simulated task environments). However, technology is largely treated as a tangential consideration in the extant AAR literature, which serves as the impetus for the present study. Based on a systematic review of 73 empirical articles, a variety of nuances were identified about (1) where in the AAR administration or process technology is used, and the (2) users, (3) type, and (4) use of that technology. Technology is indeed common to AARs, but largely relegated to either aid in the task performance episode that precedes the AAR (91%) or in the provision of task feedback (61%). More broadly, the findings from the present review reflect the inherent complexity of determining how best to use technology in AARs with little extant guidance. Researchers have responded to this complexity often by relying on a single type of technology to provide trainees with feedback (i.e., a video review) and on expert facilitators to dictate how the objective data collected via technology is provided to trainees. The present review provides the basis for subsequent conceptual development and empirical research to help explain the effect of technology on the effectiveness of AARs.

Paper is Available to Meeting Registrants Only.

HR: Training Transfer during COVID-19 Pandemic: A Study of Technology Adoption in the Training Programs   

Author: **Anjali Bansal**, *Indian Institute of Management, Lucknow*
Author: **Tanvi Panchal**, *MICA, Ahmedabad*

Over the years, the idea of training has advanced with technology and gained massive momentum during the COVID-19 pandemic. During this pandemic, the organizations were compelled to integrate technology with almost every function and transform their business operations to remain competitive. This crisis made organizations expend significant efforts on the competency mapping of their employees to successfully meet the ever-dynamic demands of this pandemic. The COVID crisis required organizations to provide their employees with adequate digital skills to cope with the technological adoptions, which happened across the functions. However, COVID posed serious mental and physical challenges on people, making it hard for them to learn the intended skills, and thus, failing to internalize the training programs and thus, absence of training transfer. We used the grounded theory approach and collected data through qualitative interviews of HR professionals who belonged to multinational organizations majorly impacted by the pandemic and needed transformational measures to meet the situation. We propose a research framework that focuses on strategically arrived training need assessment supported by the availability of digital infrastructure to ensure successful transfer of implemented training programs. Further, training transfer was found to be reflected in the five different aspects of productivity, those are- self-directed groups, empowered employees, virtual collaborations, high-performance work systems, and knowledge-based HRM capacity. This research has major implications for HR professionals responsible for training, and for line managers who are accountable for training-led productivity.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1945** | Submission: **14195** | Sponsor(s): **(HR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 12:00PM - 1:30PMPT (UTC-7)** at **Seattle Convention Center in Yakima 2**

Reinventing Work. The Implications of Modern Work Arrangement for Individuals and Teams *Reinventing Work. Individual and Team Implications*



Organizer: **Kerstin Alfes**, *ESCP Business School*
Organizer: **Almudena Canibano**, *ESCP Business School*
Organizer: **Veronique Tran**, *ESCP Business School*
Discussant: **Clare Kelliher**, *Cranfield U.*
Presenter: **Thomas Gigant**, *ESCP Europe*
Participant: **Emma Russell**, *U. of Sussex*
Participant: **Petros Chamakiotis**, *ESCP Business School*
Presenter: **Nanna Gillberg**, *U. of Gothenburg*
Participant: **Ewa Wikström**, *School of Business, Economics & Law, U. of Gothenburg, Sweden*
Presenter: **Jonathan Edward Booth**, *London School of Economics and Political Science*

The nature of work is changing rapidly and global trends such as demographic changes, exponential technological growth and changes in individual value systems have accelerated a shift with regards to how, where and when work is organized. Whilst an abundance of research has explored the implications of modern work from economic and sociological perspectives and discussed the consequences for organizations, relatively little is known about how the changing notion of work impacts workers and teams. This symposium addresses this gap by bringing together leading scholars who will shed light on how workers experience changes in work and how this influences their careers, their attitudes and their wellbeing. Using the presentations as a starting point, the aim of the symposium is to discuss common patterns, but also interesting differences in order to identify how individuals benefit from modern work, whilst highlighting potential challenges and drawbacks.

Insider to the Team, Outsider to the Organization. Freelancers’ Perceived Insider Status

Author: **Thomas Gigant**, *ESCP Europe*

Employee Experiences and Well-being in rapidly transformed Virtual Teams

Author: **Almudena Canibano**, *ESCP Business School*
Author: **Petros Chamakiotis**, *ESCP Business School*
Author: **Emma Russell**, *U. of Sussex*

Visibility and Status of Accumulated Professional Knowledge. Effects of Digital Transformation

Author: **Nanna Gillberg**, *U. of Gothenburg*
Author: **Ewa Wikström**, *School of Business, Economics & Law, U. of Gothenburg, Sweden*

Can AI Recommendations Mitigate Nepotistic Hiring Behavior?

Author: **Jonathan Edward Booth**, *London School of Economics and Political Science*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1946** | Submission: **18984** | Sponsor(s): **(HR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 12:00PM - 1:30PMPT (UTC-7)** at **Hyatt Regency Seattle** in **502 Cowlitz**

Pay Transparency and Pay Comparisons

Session Moderator: **Felix Böling**, *LMU Munich School of Management*

HR: [The Effectiveness of Pay Transparency Laws](#) 

Author: **Felix Bölling**, *LMU Munich School of Management*

Governments around the globe have introduced various types of pay transparency laws with the aim of reducing the gender pay gap. Due to the heterogeneity of legislation and scattered academic evidence, it is difficult to draw general conclusions for policy and research. This article aims to answer whether and which pay transparency laws are effective in reducing the gender pay gap. Using a systematic review, it first provides a complete collection of pay transparency laws in the US and Europe. The laws are characterized in terms of whether they influence 1) pay communication transparency 2) pay outcome transparency, or 3) pay processes transparency. Second, the article systematically reviews the empirical literature evaluating pay transparency interventions and maps these studies to the conceptual framework. The empirical research shows that pay transparency laws can be effective in reducing the gender pay gap. However, effectiveness depends on the type of pay transparency. Evidence on the underlying mechanisms is discussed. In addition, the article identifies laws that have not yet been researched and highlights laws that should be studied with particular urgency from a theoretical perspective.

Paper is Available to Meeting Registrants Only.

HR: [The Effect of Pay Transparency on Employee Integrity: Taking Social Mindfulness into Account](#) 

Author: **Ilanit SimanTov-Nachlieli**, *Tel Aviv U.*

Author: **Peter Bamberger**, *Tel Aviv U.*

Extending prior research on the role of injustice perceptions and negative emotions in explaining the positive effect of pay transparency on pay-disadvantaged employees' unethical behavior, we examine a more automatic process – (decreased) social mindfulness – as further explaining this effect. Two simulation-based experiments using gig-workers, high in psychological involvement and realism, supported the mediating role of social mindfulness. Specifically, Study 1, manipulating employees' pay to be lower relative to that of virtual teammates, provided casual evidence for the positive indirect effect of pay transparency (vs. secrecy) on employees' unethical behavior towards unrelated peers (i.e., not one of their teammates) through (lower) social mindfulness. Study 2, a pre-registered experiment also using gig-workers, replicated this indirect effect with respect to behavior targeted against both related- (individuals observably paid more) and unrelated-peers (i.e., no knowledge of their pay), and found that it persisted even when taking the negative emotions resulting from injustice perceptions into account. Interestingly, Study 2 also indicated that the negative impact of pay transparency on social mindfulness and subsequent unethical behavior, is significantly more pronounced among individuals with average and high (rather than low) social value orientation. Theoretical and practical implications are discussed.

Paper is NOT Available. Please contact the author(s).

HR: [Works Council-Management Relations, Pay Transparency and Sorting](#) 

Author: **Lena Göbel**, *LMU Munich*

A growing number of econometric studies found that works councils shape personnel policies of organizations for the benefit of employees. They focus on the existence of a works council, remaining silent about the different facets of works council-management relations. Expanding industrial relation literature and pay transparency research, I study how cooperative works council-management relations influence pay transparency and –secrecy practices and in turn, sorting related outcomes. I combine survey data from plants and works councils and find that cooperative works council-management relations are positively related to employer attractiveness and negatively to turnover via increased pay transparency. I discuss the results and outline their theoretical and practical implications.

Paper is Available to Meeting Registrants Only.

HR: [Pay Comparisons: A Semi-Systematic Literature Review](#)

Author: **Ellen Rebecka Kackur**, *BI Norwegian Business School*

There has been a growing body of literature on the effects of pay comparisons over the last two decades. This literature review provides a comprehensive overview of this field, and categorizes the empirical research with regard to antecedents (direction) and consequences (reaction) of pay comparisons and equity perceptions on an individual level. A literature search in Web of Science resulted in the selection of 62 empirical articles published between 2000 and 2020 that focused on pay comparisons and relative pay among employees. This overview shows that pay comparisons and perceptions of pay equity are associated with a variety of employee outcomes, both attitudinal (e.g. pay satisfaction) and behavioral (e.g. performance and turnover). However, the findings of these streams of research are inconclusive. This review aims at merging a dispersed field through the theoretical lenses of equity theory and social comparison theory, and finally provides an integrated theoretical framework for how to define and conduct research on this topic. In conclusion, this paper aims at describing the state-of-the-art of research on pay comparisons, bridging theoretical lenses used in this research, and serving as a foundation for future directions within the field.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1947** | Submission: **11818** | Sponsor(s): **(HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 12:00PM - 1:30PMPT (UTC-7)** at **Hyatt Regency Seattle in 507 Sauk**

Micro-Foundations: The Effects of CSR on Employees, Beneficiaries, and Society *Micro-Foundations of CSR*



Organizer: **Julia Stevenson-Street**, *Purdue U., West Lafayette*
Participant: **Brian R. Dineen**, *Purdue U.*
Participant: **David A. Jones**, *U. of Vermont*
Presenter: **Sheen S. Levine**, *U. of Texas at Dallas*
Participant: **Razvan Lungeanu**, *Northeastern U.*
Presenter: **Alfred Presbitero**, *Deakin U.*
Participant: **Kelsey N. Murphy**, *U. of Saskatchewan*
Presenter: **Chelsea Willness**, *U. of Saskatchewan*
Participant: **John Boakye-Danquah**, *U. of Saskatchewan*
Presenter: **S.M. Ramya**, *Indian Institute of Technology, Madras*
Participant: **Rupashree Baral**, *IIT Madras*
Participant: **Fong T. Keng**, *Nanyang Technological U.*

Micro-level research on corporate social responsibility (CSR) is slowly, but surely, infiltrating organizational behavior (OB) and human resources (HR) research. However, there is still much to uncover about the micro-foundations of CSR. In this symposium, we seek to advance this line of research by addressing a few neglected perspectives on CSR. The first two papers in this session address antecedents to CSR perceptions and CSR engagement. Illuminating such antecedents is arguably the first step to advancing the micro-foundations of CSR to understand how, and why, employees perceive and engage in CSR initiatives. Next, a humanitarian perspective to CSR (i.e., one that considers the beneficiaries of CSR initiatives), is adopted to investigate whether the intended beneficiaries are truly benefiting from such practices. Without knowing the effectiveness of their CSR initiatives, organizations may be wasting valuable resources while beneficiaries feel cheated. The last two papers in this session examine the “dark side” of CSR. Although CSR is traditionally thought to benefit organizations and employees, increasing cynicism and skepticism about such practices may cause even the most well-intentioned organization to experience backfire effects. Taken altogether, each of the presentations in this symposium adds a unique perspective to extend our understanding of the micro-foundations of CSR.

Who's Socially Responsible? The Double Bind of Materiality

Author: **Sheen S. Levine**, *U. of Texas at Dallas*
Author: **Razvan Lungeanu**, *Northeastern U.*

Global Citizenship: Exploring the Micro-Foundation for Multinational Firms' Exercise of CSR

Author: **Alfred Presbitero**, *Deakin U.*

Evaluating the Authenticity of CSR Initiatives: A Beneficiary Perspective

Author: **Kelsey N. Murphy**, *U. of Saskatchewan*
Author: **Chelsea Willness**, *U. of Saskatchewan*
Author: **John Boakye-Danquah**, *U. of Saskatchewan*

Effect of Employees' Sustainability-Related Moral Conflict on Sustainability Actions

Author: **S.M. Ramya**, *Indian Institute of Technology, Madras*
Author: **Rupashree Baral**, *IIT Madras*
Author: **Fong T. Keng**, *Nanyang Technological U.*

Good Behaviors, Bad Motives: CSR Attributions and Employee Vicarious Moral Licensing

Author: **Julia Stevenson-Street**, *Purdue U., West Lafayette*
Author: **Brian R. Dineen**, *Purdue U.*
Author: **David A. Jones**, *U. of Vermont*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **1948** | Submission: **16804** | Sponsor(s): **(HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 12:00PM- 1:30PMPT (UTC-7)** at **Hyatt Regency Seattle** in **512 Willapa**

**Broadening the Social Context for Creativity: New Forms of
“Together” to Create a Better World**
Broadening the Social Context for Creativity



Organizer: **Nora Y. Madjar**, *U. of Connecticut*
Organizer: **Kim Jaussi**, *Binghamton U.-State U. of New York*

The purpose of this symposium is to bring together emerging empirical research that examine different aspects of the broader social context highlighting both their impact on different stages of the creative process as well as the consequences of creativity for the social context and employee well-being. We present five papers that investigate (a) how volunteering during crisis may influence creativity at work, (b) how work-family enhancement can influence creativity, (c) how support from an external organization may be necessary to foster creativity and innovation, (d) how the social context may promote the communication of creative ideas, and (e) how engagement in creativity may impact the work-family interface as well as psychological well-being. The presentations also cover the different roles of effective leadership and internal support in interaction with these broader aspects of the context. Therefore, this symposium demonstrates how, together, we can make a better world through creativity.

From Volunteer to Creator: An Investigation of Employee Volunteering and Job Creativity

Author: **Qing Gong**, *Georgia Institute of Technology*
Author: **Dong Liu**, *Georgia Institute of Technology*
Author: **Yang Chen**, *Southwestern U. of Finance and Economics*
Author: **Cynthia Lee**, *Northeastern U.*

Family as Part of the Social Context for Creativity: The Bright Side of Working from Home

Author: **Nora Y. Madjar**, *U. of Connecticut*
Author: **Rohit Subhash Piplani**, *U. of Connecticut*
Author: **Lucy L. Gilson**, *U. of Connecticut*
Author: **Travis Grosser**, *U. of Connecticut*

Turn Adream into Reality: External Organizational Support, Innovative Behavior, and Job Burnout

Author: **Mingyue Tang**, *Guanghua School of Management, Peking U.*
Author: **Yichen Jiang**, *Guanghua School of Management, Peking U.*
Author: **Yuntao Dong**, *Peking U.*
Author: **Chong Wang**, -

Creative Idea Communication: The Role of Agency and Communalilty

Author: **Yasha Spruha**, *Robert H. Smith School of Business, U. of Maryland*
Author: **Vijaya Venkataramani**, *U. of Maryland*

The Forgotten Consequences of Employee Innovation on Work-Family Conflicts and Psychological Health

Author: **Shuhua Sun**, *Tulane U.*
Author: **Jing Zhou**, *Rice U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **1949** | Submission: **10555** | Sponsor(s): **(HR, MOC, OB)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 12:00PM - 1:30PMPT (UTC-7)** at **Hyatt Regency Seattle** in **505 Queets**

Identity-Implicating Experiences: When Employees' Social Identities Awaken and Influence Their Work *Identity-implicating Experiences*



Organizer: **Pascale Fricke**, *U. of British Columbia*
Participant: **Tiffany Trzebiatowski**, *Colorado State U.*
Presenter: **Samantha A. Conroy**, *Colorado State U.*
Participant: **William J. Becker**, *Virginia Tech*
Participant: **Lakshmi Ramarajan**, *Harvard U.*
Presenter: **Julie Yen**, *Harvard Business School*
Participant: **Danielle Van Jaarsveld**, *U. of British Columbia*
Participant: **Lingtao Yu**, *U. of British Columbia*
Participant: **David Douglas Walker**, *U. of British Columbia*
Presenter: **Phoenix Van Wagoner**, *Max Planck Institute for Intelligent Systems*
Participant: **Sabrina DeeAnn Volpone**, *U. of Colorado, Boulder*
Participant: **Elizabeth Embry**, *U. of Colorado, Boulder*
Participant: **David R. Hekman**, *U. of Colorado, Boulder*
Participant: **Liza Yasemin Barnes**, *U. of Colorado, Boulder*
Participant: **Rick Reed**, *PhD Student at U. of Colorado, Boulder*
Participant: **Jessica Mariah Rivin**, *U. of Colorado, Boulder*
Participant: **Stefanie Johnson**, *U. of Colorado, Boulder*
Discussant: **Alicia A. Grandey**, *Pennsylvania State U.*

This symposium showcases four papers that draw on a diverse array of methods to investigate various circumstances in which a person's social identities (organizational, professional, occupational, and gender) are made salient and influence their experiences of work. Through these papers, we shed light on both identity-specific outcomes (e.g., changes in identification levels, feelings of identity threat and affirmation) and non-identity-specific outcomes (e.g., employee work contributions) that can stem from these experiences. Taken together, our four papers and discussion strive to enrich and generate future research on identity-implicating experiences, as well as deliver actionable insights for managers.

Even After Its Gone: A Latent Profile Analysis of Organizational Identification Change Strategies

Author: **Tiffany Trzebiatowski**, *Colorado State U.*
Author: **Samantha A. Conroy**, *Colorado State U.*
Author: **William J. Becker**, *Virginia Tech*

Broadening Expertise: How Professionals Integrate Prosocial and Professional Identity to Serve Low-Status Clients

Author: **Lakshmi Ramarajan**, *Harvard U.*
Author: **Julie Yen**, *Harvard Business School*

The Deeper the Hate, the Deeper the Love: The Effects of Expressed Occupationalism on Employees

Author: **Pascale Fricke**, *U. of British Columbia*
Author: **Danielle Van Jaarsveld**, *U. of British Columbia*
Author: **Lingtao Yu**, *U. of British Columbia*
Author: **David Douglas Walker**, *U. of British Columbia*

An Examination of How Gender Identity Diversity Influences Boundary Spanning and Team Performance

Author: **Phoenix Van Wagoner**, *Max Planck Institute for Intelligent Systems*
Author: **Sabrina DeeAnn Volpone**, *U. of Colorado, Boulder*
Author: **Elizabeth Embry**, *U. of Colorado, Boulder*
Author: **David R. Hekman**, *U. of Colorado, Boulder*
Author: **Liza Yasemin Barnes**, *U. of Colorado, Boulder*
Author: **Rick Reed**, *PhD Student at U. of Colorado, Boulder*
Author: **Jessica Mariah Rivin**, *U. of Colorado, Boulder*
Author: **Stefanie Johnson**, *U. of Colorado, Boulder*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Home Country Impact and Liability of Foreignness

Session Moderator: **Guus Hendriks**, *U. of Amsterdam*

IM: Outward FDI and Domestic Employment Growth: A Penrosean Coordination Challenges Framework

Author: **Guus Hendriks**, *U. of Amsterdam*
Author: **Vera Kunczer**, *WU Vienna*

Research to date has only rarely studied firm-specific reasons that influence how multinational enterprises grow employment in their home country after they make a foreign direct investment (FDI). We apply a Penrosean perspective to understand post-investment coordination challenges and develop novel theory about the domestic employment effects of the FDI's relative size. Specifically, we argue that MNEs' home-country employment growth is greater for relatively larger projects because of constraints in human resources who can attend to an increased amount of coordination challenges. Further, we suggest that MNEs' establishment-mode choice, their regional orientation, and their degree of state ownership co-shape that relationship. We find support for our hypotheses analyzing 409 projects by MNEs from 13 countries.

Paper is Available to Meeting Registrants Only.

IM: Dealing with Hostility from Host Country Nationals: The Case of African Missionaries in France

Author: **François Grima**, *UPEC*
Author: **Isaac Houngue**, *UPEC*
Author: **Lionel PRUDHOMME**, *IGS*

This paper aims to identify the forms of hostility that host country nationals direct at expatriates and to explore how the latter deal with the stress they experience as a result. Drawing on 35 interviews with African missionaries living in France, we find that hostility from host country nationals is intense and wide-ranging in nature and that it is present in both private and professional domains. This concerns everyone the expatriates work with, from parishioners to their hierarchical superiors. To deal with this hostility, the missionaries develop adjustment strategies that seek to tackle the source of the problem – unless they feel their chances of success are slim. Our findings contribute to the literature by demonstrating the existence of hostility among peers. They also show that, for these expatriates, who are unusual in that they are celibate and their missions are short, agency is facilitated by support from other expatriates but hindered by an overemphasis on cultural distance.

Paper is Available to Meeting Registrants Only.

IM: An Integration of Premium and Liability of Foreignness

Author: **Hao Ma**, *National School of Development at Peking U.*
Author: **Xuanli Xie**, *Peking U.*

Liability of foreignness, an important concern in the international management literature, has been documented as a major factor affecting an MNE's entry decisions, operations, and performance within a host country. The positive side of an MNE's foreignness, i.e., foreignness as assets, benefits, or advantages, however, is also getting increasing attentions in the literature. Against such a backdrop, this article attempts to formally advance the construct of premium of foreignness, juxtapose it with liability of foreignness, and propose the simultaneous consideration of both premium and liability when studying MNEs operating abroad. Specifically, it dissects the premium of foreignness at three levels, i.e., the host country's attitude toward all MNEs' foreignness per se, the overall status and respectability of an MNE's home country, and the MNE's home country's global competitiveness in a particular industry. The premium of foreignness is different from firm-specific advantages of MNEs, the advantages arising from their multinationality and global presence, or host-country specific advantages. To an MNE in a particular host country, premium and liability of foreignness could both exist at the same time, and they jointly determine the MNE's entry and operation as well as its performance in that country. An integrative typology of such joint effects is advanced along with a series of theoretical propositions which are expected to help enhance our understanding of the overall effect of MNEs' foreignness.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

CSR and Subsidiary-HQ Relationships

Session Moderator: **Cheng Li**, *Ivey Business School*

IM: What Factors Drive MNEs' CSR Practices? An Analysis of Subsidiary and Supplier Reputation Risk   

Author: **Cheng Li**, *Ivey Business School*

Author: **Alvaro Cuervo-Cazurra**, *Northeastern U.*

We analyze the drivers of corporate social responsibility (CSR) adoption in multinational firms. Building on internalization theory and the view of the multinational as a network, we argue that the reputation risk within the multinational's portfolio of subsidiaries and suppliers determines its adoption of CSR. Specifically, we propose that multinationals facing higher internal (subsidiary) and external (supplier) reputation risk are likely to adopt more CSR practices, thereby preventing stakeholder backlash and protecting reputational advantages. We also propose that these relationships differ for state-owned firms, because they are created to promote social agendas like employment, public goods, and development. Hence, we argue that state-owned multinationals, in comparison to private ones, have a stronger CSR response to risk in their suppliers and subsidiaries. We find robust support for these ideas in an unbalanced sample of 726 multinationals from 40 home countries during 2008-2018.

Paper is Available to Meeting Registrants Only.

IM: MNEs, Heterogeneity in Corporate Social Responsibility, and Subsidiary Employment in Host Countries   

Author: **Eunsuk Hong**, *SOAS U. of London*

Author: **Jae C. Jung**, *U. of Missouri, Kansas City*

Author: **In Hyeock Ian Lee**, *Loyola U. Chicago*

Building on the theories of CSR and MNEs, this study investigates the relationships between multinational enterprises' (MNEs') corporate social responsibility (CSR) commitment and subsidiary employment in host countries. This study theorizes that MNEs' CSR impacts on overseas subsidiary employment vary by CSR types (social versus environmental); those impacts may be contingent on the MNEs' firm-level motivations of outbound foreign direct investment (FDI), host country-specific institutions, and geographic orientations in the triad. The empirical findings from a sample of Japanese MNEs' 11,086 subsidiary-year cases over the period of 2002–2013 are three-fold: (1) it supports the positive relationships between each of social and environmental commitment and subsidiary employment of Japanese MNEs in host countries; (2) the positive effect of social commitment on the subsidiary employment of Japanese MNEs becomes stronger in host countries governed by informal institutions or within the home region of the Japanese MNEs in the triad; and (3) the positive influence of environmental commitment on the subsidiary employment levels is elevated under the Japanese MNEs' production-seeking outbound FDI motivation or in foreign countries governed by formal institutions. The study concludes with theoretical, empirical, and practical implications to the IB literature.

Paper is Available to Meeting Registrants Only.

IM: Sustainability in Multinational Companies: The Alignment Between Subsidiaries and Headquarters

Author: **Stefano Franco**, *Luiss Guido Carli U.*

Author: **Alfredo Valentino**, *ESCE International Business School*

Author: **Matteo Caroli**, *Luiss Guido Carli U.*

Based on institutional theory, this paper aims at understanding what is the impact of multinational companies' (MNCs) internal and external institutional environments on the alignment between subsidiaries and headquarter intentions about Corporate Sustainability (CS). With a quantitative study focusing on the hotel industry, with primary data collected in 19 countries, we assess the impact that internal and external institutional pressures have on the alignment. In doing so, we contribute to the debate about the transfer of sustainability practices within MNCs, highlighting organizational and environmental conditions that ease the spread of sustainability within multinational organizations, and the effective value that their CS policies have on the effective implementation of such practices.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1952** | Submission: **19540** | Sponsor(s): **(OB)**

Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**

Scheduled: **Tuesday, Aug 9 2022 12:00PM - 1:30PMPT (UTC-7)** at **Seattle Convention Center in Chelan 5**

Workplaces and Their Consequences

Session Moderator: **Federico Magni**, *ETH Zürich*

OB: From WorkSpaces to WorkPlaces: A Multilevel Model of Place Crafting 

Author: **Radostina Krassimirova Purvanova**, *Drake U.*
Author: **Alanah Mitchell**, *Drake U.*

Past studies of the impact of work space on work outcomes have generated mixed results in the organizational space literature. We apply a new perspective grounded in theorizing on place rather than space, and explore the notion that organizations are best positioned to influence employees when they transform their workspaces into workplaces. Through an ethnographic case study, we uncover a process of place crafting—a multi-level collaboration to transform the office space into place, initiated by the organization, taken up by employees, and sustained by a partnership between the organization and employees—that engenders employee place attachment. The model we develop shows that space and place are involved in a symbiotic relationship – space provides structure and social fabric for place to emerge, and place breathes life, humanity, and meaning into space. We discuss potential challenges, and practical applications, of the place crafting process.

Paper is Available to Meeting Registrants Only.

OB: New Normal, but Good Normal? Testing the Effect of a Hybrid Way of Working on Employee Effectiveness

Author: **Sophia Zimmermann**, *U. of Konstanz*

The COVID-19 pandemic has made telecommuting the “new normal”. Employees can now move rather freely between work locations, from the office to home, back again, or even to another location to perform their work. This increased flexibility in the location of work raises the question of whether employees’ weekly work effectiveness varies when they telecommute to varying extents throughout the week. Applying the conceptual framework of conservation of resources theory, the current study addresses this critical issue by developing and testing a conceptual model that highlights how employees’ effectiveness waxes and wanes in response to their extent of telecommuting during a workweek. Furthermore, I explore the moderating role of self-goal setting in this process. Results from a panel study of German employees conducted over 1.5 years provide support for a curvilinear within-person relationship between the extent of telecommuting and employees’ effectiveness in terms of work performance and work engagement in the shape of a “U”. I discuss the implications of these results for the literature on telecommuting. Furthermore, these findings also have important implications for practitioners who face the challenge to shape a post-pandemic future of work in which a hybrid way of working is possibly here to stay.

Paper is Available to Meeting Registrants Only.

OB: Managing Boundaries while Working Remotely: The Interactive Effect of Temporal and Physical Tactics   

Author: **Federico Magni**, *ETH Zürich*
Author: **Ganqi Tang**, *U. of Fribourg*
Author: **Beatrice Manzoni**, *Bocconi U.*
Author: **Leonardo Caporarello**, *SDA Bocconi and Bocconi U.*

Remote working threatens workers’ affective wellbeing and productivity by increasing the likelihood and impact of work-life boundary violations, as suggested by boundary theory. To understand how the usage of temporal and physical boundary management tactics impacts workers’ daily wellbeing and productivity when working remotely, we collected multi-wave survey and daily experience sampling data on 134 university professors during the early stages of Covid-19. The results of our multilevel analyses showed that temporal tactics were positively related to affective wellbeing and productivity, whereas physical tactics were not. Surprisingly, the interactive effect of tactics was not synergistic, but rather physical tactics weakened the positive link of temporal tactics with affective wellbeing and productivity. We discuss how our study extends boundary theory and work-life interfaces research and provides insights into managerial practices.

Paper is Available to Meeting Registrants Only.

OB: Self-Efficacy in Coworking-Spaces: An Analysis of the Sense of Community and Permeability 

Author: **Till Marius Gantert**, *U. of Bayreuth*
Author: **Mahmood Aslam**, *U. of Bayreuth*
Author: **Maximilian Deist**, *U. of Bayreuth*

Coworking spaces enable coworker from different professional backgrounds to work together. Initial empirical findings suggest that coworking spaces provide a sense of community among professionals without a common professional affiliation. Our study is based on surveys of 208 users and 29 coworking space providers and by using structural equation modelling, we empirically analyze the relationship between the perceived sense of community, perceptions of its permeability, and the self-efficacy of its users. Additionally, we test the moderating effect of user-provider alignment in perceptions of sense of community on user self-efficacy. In this paper, we contribute to the seemingly contradictory notions of community and permeability in coworking spaces and how misaligned perceptions between users and providers lead to diminishing self-efficacy.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1953** | Submission: **19213** | Sponsor(s): **(ODC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 12:00PM - 1:30PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Juniper**

Change Characterization via Social Media, Art, and Messaging

Session Moderator: **Donna Ogle**, *Rockford U.*

ODC: **Lost in Translation? A Social Media Characterization of Organization Development** 

Author: **Donna Ogle**, *Rockford U.*

Author: **Ram Tenkasi**, *Benedictine U.*

Author: **William Brock**, *Colorado Christian U.*

Social media is increasingly becoming a dominant venue for communicating and exchanging knowledge in several academic disciplines. One question of recent interest is to what extent characterizations of a discipline on social media hold true to its traditional characterizations. Are they congruent or incongruent? Are they sufficiently broad or insufficiently narrow? In this study we set out to examine the characterization of OD, particularly its construal in the Twitter domain, a prominent social media platform, and how similar or dissimilar this construal is compared to more traditional characterizations of OD. An analysis of over 5.7 million tweets scraped from Twitter during the period May 1, 2018 to June 26, 2018 indicates that the Twitter based construal of OD shares very limited characteristics with traditional characterizations of OD drawn from both contemporary and historical OD literature. It extends the call for a broader cadre of OD scholars and practitioners to participate in research and practice in the arena of social media both as a novel platform and as a way of enriching OD's characterization and prominence in this knowledge forum.

Paper is NOT Available. Please contact the author(s).

 ODC: **Change Communication, Construal Level and Reactions to Organizational Change**   

Author: **Xi Chen**, *U. of Nottingham, China*

ODC Division Best Paper Finalist

Change communication delivered collectively plays an essential role in helping recipients make sense of and adapt to change. Based on construal level research, we theorize that the construal level of change messaging (that is, how abstract or concrete change messaging is) determines how effectively people can bridge distances. We suggest that when change is frame-breaking, more abstract change messaging provides a strategic worldview and thus reduces uncertainty and elicits more favorable attitudes toward change than concrete messaging. When change is more incremental, concrete change messaging facilitates behavioral change. Two field experiments manipulating the construal level (i.e., abstractness or concreteness) of collective change communication demonstrate support for our hypotheses. In particular, more abstract change communication increases the favorability of attitudes about frame-breaking organizational change relative to more concrete communication, and employees' perception of the positive impact of change mediates this relationship. Conversely, for incremental change, more concrete change communication facilitates behavioral change more than abstract communication, and by increasing the perceived feasibility of change. Implications for research on the communication of change, collective-level interventions shaping recipient sensemaking about change, and the application of construal level theory to organizational change contexts are discussed.

Paper is Available to Meeting Registrants Only.

ODC: **Organizational Theater and Change: Rethinking Qualitative Inquiry Through Stanislavski's System**

Author: **Gediminas Baublys**, *Vilnius U.*

The paper contributes to the heterogeneous organization research field by deepening the understanding of the complex organizational transformation phenomenon and aims to evoke resonance in the diverse audience about the quality of the findings and the current stagnant state of the research. The extensive data of the concept analysis and a study of the actor's training system developed by Konstantin Stanislavski are combined through arts-informed qualitative research methodology to gain new theoretical insights. Presented dramaturgical way of interpreting and sensemaking of the organizational development and strategic change is relevant as it steps towards the new understanding of qualitative inquiry in organizational transformation research. Conceptual adaptation of underlying constructs of the actor's training and acting techniques described in the books "An Actor Prepares" and "Building a Character" deepens the discussion of the subjectivity of organizational research and why the arts-informed qualitative research perspective has the potential to advance the understanding of organizations.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



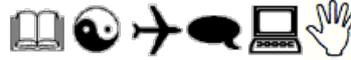
Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **1954** | Submission: **11410** | Sponsor(s): **(ODC, MC, HCM, SAP)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 12:00PM - 2:00PMPT (UTC-7)**

**Action Research Lab: Foundations for
Creating a Better World Together**
Action Research



Participant: **Danielle Zandee**, *Nyenrode Business U.*
Participant: **A.B. Rami Shani**, *California Polytechnic State U.*

Action research offers a powerful perspective for the co-creation of a better world, because it engages people in collaborative inquiry that combines meaningful action and knowledge creation around issues of high mutual concern (Bradbury, 2015). As research with clear practical relevance, it bridges the theory-practice gap by simultaneously generating impactful action and innovative knowledge. Indeed, one of the premises of this PDW is that action research plays an important role in addressing today’s pressing issues by developing new knowledge and new forms of knowing for organizational and societal change. It, by definition, does so through inquiry together with, rather than on or for, those who are impacted. The PDW is directed to doctoral students, their supervisors, and others who have an interest in undertaking action research out of a desire to address ‘red and hot’ global and organizational challenges. While individuals and groups bring distinct knowledge, insights and experiences to a joint change initiative, the collaborative inquiry effort-by-design establishes the platform for deeper level understanding and robust, collective action (Shani & Coghlan, 2021). Participants in this PDW session will be invited to focus on their own action research experiences, ambitions, and questions. These will serve as reference point for a shared exploration of action research orientations and principles, design choices and potentials to create thought/action repertoires for world betterment. Participants will leave with an increased awareness of how to undertake and/or supervise action research as a mode of pragmatic scholarship while increasing participants’ and organizations’ capabilities to learn and change.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1955** | Submission: **18908** | Sponsor(s): **(OMT)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 12:00PM - 1:30PMPT (UTC-7)** at **Seattle Convention Center in Room 2B**

Organizational Culture Dynamics

Session Moderator: **Soomin Sophie Cho**, *Columbia Business School*

OMT: **The Effects of Cultural Diversity on Entrepreneurial Strategy: Emotional and Cognitive Perspectives** 

Author: **Soomin Sophie Cho**, *Columbia Business School*

Finalist for the OMT Division Best Paper on Entrepreneurship Award

What drives differences in strategic choices in entrepreneurial ventures? The entrepreneurship literature has shown that technology ventures often rely on information they acquire from sources such as mentors and investors to make strategic decisions about new products or ideas. While the entrepreneurship research has found much theoretical and empirical support for the importance of collecting information for venture strategies, research is largely silent on how ventures process information for strategic choices. After gathering information, ventures vary in how they make sense of information, which can be carried out through coordination and cooperation among their members, in order to reach decisions on their strategies collectively. To shed light on this process, I examine whether the diversity of emotional and cognitive organizational culture in the formative years of a venture drives differences in information processing for its strategic choices of exploration and exploitation. I test these ideas by applying natural language processing tools to the employee review and news release data on young technology ventures. Results reveal that ventures with a higher level of diversity in emotional culture in the founding stage of the venture tend to choose more explorative strategies. In contrast, ventures with a higher level of diversity in cognitive culture are likely to pursue more ambidexterity by balancing exploration and exploitation. I discuss implications for this research on entrepreneurial strategy and organizational culture.

Paper is NOT Available. Please contact the author(s).

OMT: **“Managed Culture”: Why Frontline Workers are Less Satisfied with Culture than Professionals**

Author: **Victoria Zhang**, *Massachusetts Institute of Technology*

A growing research consensus establishes that the culture and values of firms are critical for driving performance. Culture matters because it brings diverse perspectives together into a shared purpose. However, there is strong ethnographic evidence that individuals assess organizational cultures differently, with working-class employees placing greater weight on “security” and “morality” and elites putting more weight on “status” and “opportunities” at their firms. How does class influence cultural interpretation within firms? Using longitudinal data from a platform that amalgamates reviews at companies, we investigate the extent to which the “cultural topics” lauded by employees higher up on the job ladder are decried by those lower down on the job ladder. Elite workers tend to think more highly of the culture and values at firms than working-class employees. While elites focus on dynamism, innovation, and merit, working-class employees talk about pay and a firm’s loyalty to their workers. Differences in cultural topics identified explains 30 percent of the variation in culture and values assessments, while differences in interpretation of the same cultural topics explains 25 percent of the variation. This study provides evidence for the role of class and cultural interpretation on satisfaction with culture and values within firms. A difference-in-difference analysis suggests that as companies begin to enact cultural change, elites appreciate the culture more. “Managing culture” necessitates understanding how cultures will be assessed and interpreted differently by individuals with different class backgrounds.

Paper is Available to Meeting Registrants Only.

OMT: **The Cultural Underpinnings of Organizational Identity Shaped by External Identity Referents**

Author: **Tirza Gapp**, *Cambridge Judge Business School*

Author: **Jennifer Howard-Grenville**, *Cambridge Judge Business School*

In this qualitative study, we examine how an organization that permanently sits between two or more other organizations - salient identity referents - constructs its own identity. Drawing on a processual lens on identity, we find that the organization 'caught in the middle' constructs its identity by drawing on various forms of identity work: identity borrowing, identity referencing and identity affirmation. We find that these processes of identity work are underpinned by cultural mechanisms in that the enactment of cultural practices feeds into organization members' understandings of and claims about their organization's identity. Our work thus contributes to our understanding of the links between organizational culture and identity. We also shed light on how an organization positioned 'between' salient identity referents constructs its own identity through continually enacted processes. Further, we find that central cultural practices may be customized, adding to organizational differentiation.

Paper is Available to Meeting Registrants Only.

OMT: **Impact of Masculine Organizational Culture on Performance: A Machine Learning Approach** 

Author: **Soomin Sophie Cho**, *Columbia Business School*

Author: **Sang Won Han**, *Columbia U.*

Author: **Yoonjin Choi**, *London Business School*

Organizations have long strived for gender equality to ensure that both female and male organizational members feel equally valued. While gender research has extensively studied the impact of surface-level approaches to foster gender equality such as organizing gender-related initiatives and equal opportunities, research has largely under-explored the consequences of a deeper-level root of gender inequality: whether organizational culture exhibits masculinity. The scant literature on masculine culture has generally focused on observing numerically male-dominated occupations or specific attributes of masculinity, thereby stopping short of understanding the role of masculine culture more comprehensively in organizations regardless of their numeric gender representation. In order to address this shortcoming, we systematically examine masculine organizational culture, which we define as shared norms, values, and beliefs with over-emphasis on prototypically masculine attributes and under-emphasis on prototypically feminine attributes, in large organizations over multiple industries longitudinally, by employing employee review data from Glassdoor. We computationally develop a novel measure of masculine culture of organizations by applying word embedding techniques to the employee review data, in order to capture how closely the reviews represent masculine culture. The results show that masculine organizational culture negatively influences organizational performance, and an organization's innovation intensity moderates this relationship. The findings highlight the importance of probing inside culture of organizations in order to foster gender equality for better performance outcomes in organizations.

Paper is NOT Available. Please contact the author(s).

OMT: **Evolutionary Foundations for Organizational Culture**

Author: **Francisco Brahm**, *London Business School*

Author: **Joaquin Poblete**, *Pontifical Catholic U. of Chile*

Many research approaches exist in the literature to make sense of organizational culture. Some measure the content of culture quantitatively—for example, the degree of innovativeness (v/s tradition)—and seek to generate practitioner-relevant typologies; others focus on a single mechanism/aspect of culture, such as knowledge/communication, norms, shared beliefs, and frames/cognition in order to build a theory of culture; further, others move away from culture-as-a-constraint to propose culture-as-a-repository-of-tools that flexibly enables agents' performance. The flipside of this burgeoning diversity, however, is a lack of consilience and common ground. In this paper we provide a formal model that may serve as an integrative framework for the field. The model is based on cultural evolution theory, whose wide scope is suited for integration efforts. The model consists of a changing environment, where agents acquire adaptive knowledge either via traditionalistic or innovative learning, agents may exert cooperative effort, and the organization's leaders have two levers at its disposal: strength of prosocial norms and accuracy of the shared beliefs about the organization-environment interaction. The view that the model provides is that organizational culture evolves via a process of learning, that its function is adaptation to the environment, and that it does so in two fundamental ways, by external adaptation—enabled by shared beliefs and innovative learning behavior—and by internal integration—enabled by the strength of prosocial norms, cooperative effort, and traditionalistic learning behavior. The model yields several specific predictions which we map to previous empirical findings. The view of culture that emerges from our model is highly consistent with the (qualitative) canon established by Schein (2010, "Organizational culture and leadership") and we discuss the model can provide a common theoretical foundation to the main cultural typologies of the literature.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1956** | Submission: **18775** | Sponsor(s): **(STR)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 12:00PM - 1:30PMPT (UTC-7)**

Boards and Strategic Decisions

Session Moderator: **Paolo Boccardelli**, *Luiss Guido Carli U.*

STR: Environmental dynamism, Digital Expertise of the Board and Strategic Change of the Firms 

Author: **Chiara Acciarini**, *U. of Rome La Sapienza*
Author: **Paolo Boccardelli**, *Luiss Guido Carli U.*

With the advent of recent environmental dynamics, firms are forced to change their strategies to survive. We examine the relationship between such environmental dynamism and method and scope of strategic change in a sample of 2527 listed US firms. Furthermore, since managers play a pivotal role in shaping the firm strategy, we also examine the professional background of the board by investigating the relationship between digital expertise and strategic change of the firms. Using resource dependence theory (RDT), we argue that internal factors of the firms can respond to the conditions of the external environment by determining the strategic change. Relying on dynamic managerial capabilities perspective, we conjecture that board expertise can impinge on the decision to change strategy. Our findings indicate that environmental dynamism and digital expertise of the board increase the strategic change, assessed through method and scope. However, such effect is likely to be attenuated by the digital expertise of the board. Our study advances research on strategic change by jointly using RDT and dynamic managerial capabilities theories and by shedding light on the determinants of strategic change. We then discuss the managerial and policy implications of our findings.

Paper is Available to Meeting Registrants Only.

STR: Board Faultlines and CEO Compensation: The Effect of CEO Subgroup Inclusion

Author: **Charlotte Antoons**, *LouRIM, UCLouvain*
Author: **Alana Vandebek**, *KU Leuven*

To handle growing complexity, board committees have become increasingly important in today's business environment. Specialized committees allow boards to build up expertise, and such domain-specific expertise in turn should facilitate effective decision-making. However, the dynamics created by committee membership may also have adverse effects on the board's ability to fulfil its monitoring role. In this study, we argue that committee membership can give rise to the emergence of faultlines and the creation of subgroups in the board, and examine how this affects CEO compensation decisions. Using data from S&P 900 firms, we find that the effect of board faultlines on CEO compensation is contingent upon the subgroup to which the CEO belongs. Specifically, if the CEO belong to the same subgroup as members of the compensation committee, strong faultlines have a positive and significant effect on residual CEO compensation. At the same time, if the CEO is not included in the same subgroup, faultlines are negatively associated with abnormal CEO pay. Furthermore, our results also points to the dynamic nature of faultline effects by investigating the moderating effect of CEO tenure. Our results highlight the importance of considering potential decision making biases that may result from the existence of subgroups within the board.

Paper is Available to Meeting Registrants Only.

STR: The Role of the Board in Unrelated Diversifications: Evidence from an Acquisition Wave in China 

Author: **Yunke WU**, *Peking U. Guanghua School of Management*

Unrelated diversifications are generally more viable in underdeveloped institutional environments because internal markets within the diversified firm can substitute the inefficient external ones. Using a sample of 498 major acquisitions undertaken during an acquisition wave by Chinese listed firms, we find acquiring a target firm in an entirely different industry can cause more severe goodwill impairment losses in the following two to four years, which indicates that acquirer managers tend to overestimate the synergistic gains they could realize in unrelated diversifications. Moreover, a capable board of directors can provide information advantages through outside directorship ties, structural hole position in the interlock network, and specialized committees, thus limit managers to make value-destroying diversification decisions. Further analysis suggests investors tend to prefer such unrelated acquisitions during the acquisition wave, indicating that shareholder expectations drive managers to diversify. By examining the role of boards as information conduits and advice-providers in limiting the cost of diversification in an underdeveloped institutional environment, this study contributes to the literature on diversification, acquisition and corporate governance.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1957** | Submission: **18748** | Sponsor(s): **(STR)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Tuesday, Aug 9 2022 12:00PM - 1:30PMPT (UTC-7)**

Resource Redeployment

Session Moderator: **Alicia Barroso**, *U. Carlos III de Madrid*

STR: [Costs of Resource Redeployment Strategy under Learning Effects for Diversified Firms](#) 

Author: **Alicia Barroso**, *U. Carlos III de Madrid*

Author: **Marco S. Giarratana**, *IE Business School, IE U.*

Author: **Samira Reis**, *U. Carlos III de Madrid*

Diversified firms may benefit from fungible resources because they can give firms flexibility to adapt to changing environmental conditions. However, the benefits of fungible resources could be limited by costs associated with their reallocation, and also by the opportunity costs of excess fungible resource capacity without a use. In this article, we use two types of learning mechanisms to identify the two different cost impacts on performance: learning by diversifying at the organization level and learning by resource usage at the level of a specific resource. Using data from the Brazilian film industry from 1995 to 2017, we find that the performance of diversified firms with non-scale-free fungible resources increases the higher level of learning by diversifying. Conversely, the higher the level of learning by resource usage, the lower the performance of diversified firms with these resources.

Paper is Available to Meeting Registrants Only.

STR: [Redeployment of Rigs Across Fields in the Oil-drilling Industry](#) 

Author: **Arkadiy V. Sakhartov**, *U. of Illinois at Urbana-Champaign*

Author: **Toby Li**, *Texas A&MU.*

Author: **Jeffrey J. Reuer**, *U. of Colorado, Boulder*

Author: **Ashton Lewis Hawk**, *U. of Colorado, Boulder*

Resource redeployment is the withdrawal of resources from their original use and allocation to another use. Such redeployment has been elaborated conceptually and studied empirically. While resource redeployment has been studied exclusively in multi-business firms, single-business firms can also redeploy resources. Moreover, empirical studies have measured resource redeployment only indirectly, thus casting doubt on the extent to which managers use it and on its antecedents. Therefore, this study theoretically examines resource redeployment in single-business firms, and then empirically demonstrates resource redeployment and its determinants. To elaborate resource redeployment theoretically, this study builds a formal model of resource redeployment in a single-business firm. The model derives that redeployment is positively affected by the inducement, which is the current performance advantage of the new use over the original use, and by uncertainty in that performance. Resource redeployment is also negatively affected by the redeployment cost. In addition, uncertainty negatively moderates the effect of the inducement. To test these predictions, this study uses a unique dataset covering oil wells drilled in Texas. The to-be-redeployed resource in this context is the rig that is possessed by a driller, which can withdraw the rig from one field and reallocate it to another field. Performance is captured by the revenue on drilling contracts in each field. The redeployment cost is operationalized based on the geographical distance over which the rig needs to be transported. The empirical tests robustly confirm the four theoretical predictions.

Paper is Available to Meeting Registrants Only.

STR: [Managing Multi-Unit Firms in Uncertain Environments: The Role of Trusted Managers](#) 

Author: **Ulya Tsolmon**, *Washington U. in St. Louis*

Author: **Andrea Pataconi**, *Norwich Business School*

This study examines how multi-unit firms manage uncertainty across heterogeneous units through the internal redeployment of trusted managers—those whom the owners trust to act in the firm's best interests—to units where agency costs are high. Using a novel data set of over 30,000 internal managerial redeployments in multi-unit firms in 15 European countries, we find that diversified and partly owned units are more likely to be allocated trusted managers, especially in regions where institutions are weak. We also find that firms are more likely to send trusted managers in response to exogenous shocks that increase uncertainty, especially where institutions are weak. We discuss the implications of our findings on how a corporate strategy lens can enrich the strategic human capital allocation literature.

Paper is Available to Meeting Registrants Only.

STR: [Employee Redeployment in Diversified Firms](#) 

Author: **Julia Bodner**, *Copenhagen Business School*

This paper examines the link between product market diversification and employee redeployment. Prior work finds that firms can redeploy resources to react to inducements and performance advantages but may thereby compromise potential synergies. This paper argues that expected synergies are an additional mechanism for employee redeployment and depend on the origin and the destination of the redeployed employees. Using employer-employee data on Finnish multiunit firms, I find that employee redeployment across subsidiaries increases with firm diversification. In line with the argument that diversified firms may seek to increase their parenting advantage by redirecting resources from parent firms to subsidiaries, firm diversification is also positively linked with employee redeployment from parent units towards subsidiaries. The study contributes to the resource reconfiguration and diversification literature by examining and offering large-scale empirical insights into the corporate parent role and expected synergies in employee redeployment decisions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1958** | Submission: **18843** | Sponsor(s): **(STR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 12:00PM - 1:30PMPT (UTC-7)** at **Seattle Convention Center** in **Ballroom 6C**

Entrepreneurship, Sustainability and Value Creation

Session Moderator: **James McGlinch**, *The Wharton School, U. of Pennsylvania*

STR: How Much is Enough? A Contingent Perspective on Slack and Joint Value Production in Megaprojects

Author: **Yongcheng Fu**, *College of Management and Economics, Tianjin U.*

Author: **Nuno Gil**, *U. of Manchester*

This study develops a contingent perspective on the relationship between financial slack and joint value production in megaprojects. We hold constant the essence of a governance arrangement by which decision rights over the use of the project resources are shared to encourage cooperation from nonmarket stakeholders. To mitigate the reputational costs of a budget overrun, the project is endowed with unallocated funds. We propose the slack is beneficial, but only up to a point. Hence, up to a lower threshold, more slack enables to increase both the project economic value as well as the social gains to be appropriated by the stakeholders. Above this point, more slack diminishes the project value produced jointly, but not the total value co-produced in that a further increase in social gains outweighs a loss in project value. Yet, above an upper threshold, more slack gets superfluous because it has no effect on the balance between continuing to cooperate vs. renegeing on the commitment to cooperate. Further, we examine how the slack thresholds vary in function of the stakeholders' bargaining power and the perceived value of the social gains. We review the logic of our arguments by examining the role of contingencies in sustaining non-hierarchical groups set up to plan a railway for the UK, and conclude by connecting to other explanations of megaproject behavior.

Paper is Available to Meeting Registrants Only.

STR: Chapter 11 versus Private Workout: Value-Based Responses to Corporate Distress   

Author: **James McGlinch**, *The Wharton School, U. of Pennsylvania*

In this study, I utilize emerging perspectives in value creation and appropriation to examine how a corporation's ability to cultivate ex ante relational capital with more powerful versus less powerful stakeholders impacts the relative attractiveness of the two most common strategic responses to corporate distress – Chapter 11 bankruptcy and private renegotiations (workouts). By drawing upon prior conceptualizations of workouts as the less expensive and more efficient alternative to Chapter 11, I find through propensity score matching and regression analysis on a matched sample of 243 bankruptcies and workouts that greater ex ante relational capital with more powerful stakeholders is associated with a greater likelihood of reorganizing through workouts compared to Chapter 11, while possessing greater relational capital with less powerful stakeholders is associated with a greater likelihood of reorganizing through Chapter 11 compared to workouts. However, investors, whose support is critical to private workout success, don't differentiate between the value of relational capital cultivated with more and less powerful stakeholders unless information asymmetry is high.

Paper is NOT Available. Please contact the author(s).

STR: Appropriating Relational Value from Collaborative Networks for Sustainability  

Author: **Lori Divito De Paauw**, *Amsterdam U. of Applied Sciences*

Author: **Jason Good**, *EGADE Business School, Tecnológico de Monterrey*

Author: **Jakomijn Van Wijk**, *Maastricht School of Management*

Author: **Iteke Van Hille**, *Amsterdam U. of Applied Sciences*

Author: **Tuanh Lam**, *Amsterdam U. of Applied Sciences*

Author: **Richard Martina**, *Hogeschool van Amsterdam*

Author: **Ingrid Wakkee**, *IngrdW*

Our study elucidates relational value creation and appropriation in collaborative networks for sustainability (CNFS) that focus on grand societal challenges and include a multiplicity and diversity of actors. Using a relational view lens, we conducted a longitudinal, multiple case, field study of collaborative networks for sustainability in the circular textile and fashion industry, unpacking the interplay between value creation from relational interdependence, relational-specific assets and material output and the multilevel appropriation of that value. Our findings show that value appropriation is contingent on the perception of relational use value and cascades through individual, organizational and network levels. The ability of actors to capture cascading value on different levels has a direct influence on the sustained continuity of value creation and to achieving the shared societal goals of CNFS. We developed a model of value appropriation in CNFS to illustrate the cascading flow of value at micro (individual), meso (organizational) and macro (network) levels. Our study makes novel contributions to the literatures on strategic alliances, cross-sector partnerships, and open innovation networks.

Paper is Available to Meeting Registrants Only.

STR: Documenting Workforce Rents: Exploring the Veracity of the New Stakeholder Perspective in Strategy 

Author: **Jeroen Neckebrouck**, *IESE Business School*

Author: **David Kryscynski**, *U. of Michigan, Ross School of Business*

The new stakeholder theory perspective in strategy suggests that stakeholders may capture significant shares of the firm's economic profits in the form of rents, but this work is primarily theoretical. In this paper we examine the extent to which we should be empirically concerned with this possibility. We focus on workforce rents as a special case of the broader class of stakeholder rents, and leverage unique longitudinal employment and financial data from the population of all Belgian firms from 1996 through 2016 to develop a novel empirical proxy for workforce rents. We find that one standard deviation in our workforce rents proxy amounts to 66 percent of the mean accounting profits in our sample suggesting that there may be substantive variance in workforce rents across firms. Further, we find that workforces in some firms actually capture the majority of the economic value the firm creates and illustrate that the relationship between economic value creation and workforce rents may be nonlinear. Collectively, these findings lend empirical credence to the theoretical issues raised by the new stakeholder perspective in strategy and suggest a need to reconsider some classic empirical findings in strategy with a more robust accounting for stakeholder rents.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Symposium**
Program Session: **1959** | Submission: **10204** | Sponsor(s): **(TIM)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 12:00PM - 1:30PMPT (UTC-7)** at **Seattle Convention Center** in **Room 213**

Organization Learning and Search Track: Innovating Under Constraints Within and Beyond Organizational Boundaries

Innovating Under Constraints



Organizer: **Olivia Jung**, *Emory U.*
Organizer: **Hila Lifshitz-Assaf**, *New York U.*
Organizer: **Steven Randazzo**, -
Discussant: **Oguz A. Acar**, *King's College London*
Participant: **Ivanka Visnjic**, *ESADE Business School*
Participant: **Sebastian Raisch**, *GSEM - U. of Geneva*
Participant: **Marcel Planellas**, *ESADE*
Participant: **Pier Vittorio Mannucci**, *Bocconi U.*
Participant: **Johnathan Cromwell**, *U. of San Francisco*
Participant: **Jean-François Harvey**, *HEC Montreal*
Participant: **Johanna Mair**, *Hertie School of Governance*
Participant: **Thomas Karl Gegenhuber**, *Johannes Kepler U. Linz*
Participant: **Laura Thäter**, *Hertie School of Governance*
Participant: **Rene Lührsens**, *Hertie School of Governance*
Participant: **Hila Lifshitz-Assaf**, *New York U.*
Participant: **Olivia Jung**, *Emory U.*
Participant: **Steven Randazzo**, -

This symposium offers insights on the role of constraints in creativity and innovation processes within and beyond organizational boundaries. The presenters will share theoretical and empirical investigations of how constraints, such as time pressure, access to resources, and societal challenges affect and shape innovation processes. The research presented in this symposium will involve data collected from various research contexts, such as open innovation to solve societal problems caused by the COVID-19 pandemic in Germany and to develop medical devices to address the ventilator shortage problem around the world, teams competing in an internal innovation competition, creative teams working in the Hollywood animation industry, and creating a new culinary paradigm in fine-dining.

Collectively Tackling Societal Challenges: Transcending Boundaries through Open Social Innovation

Author: **Johanna Mair**, *Hertie School of Governance*
Author: **Thomas Karl Gegenhuber**, *Johannes Kepler U. Linz*
Author: **Laura Thäter**, *Hertie School of Governance*
Author: **Rene Lührsens**, *Hertie School of Governance*

Breathing Fresh Air into a Broken System: Accelerating the Innovation Process for Ventilators

Author: **Hila Lifshitz-Assaf**, *New York U.*
Author: **Steven Randazzo**, -
Author: **Olivia Jung**, *Emory U.*

A Problem Half-Solved is a Problem Well-Stated: Team Problem Discovery & Innovation Project Success

Author: **Johnathan Cromwell**, *U. of San Francisco*
Author: **Jean-François Harvey**, *HEC Montreal*

Creative Starvation: How Resource Endowments Shape the Financial Resources-Creativity Relationship

Author: **Pier Vittorio Mannucci**, *Bocconi U.*

Pressure cooker: The role of constraints in the creation of molecular cuisine breakthroughs

Author: **Ivanka Visnjic**, *ESADE Business School*
Author: **Sebastian Raisch**, *GSEM - U. of Geneva*
Author: **Marcel Planellas**, *ESADE*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1960** | Submission: **19085** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 12:00PM - 1:30PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Aspen**

Technological Change Track: Frontier Technology - Qualitative Approach

Session Moderator: **BINGCHENG YANG**, *Guizhou U. of Finance and Economics*

TIM: Understanding the Factors Influencing Adoption of Robo-advisor: Integration Model of TAM and TTF     

Author: **BINGCHENG YANG**, *Guizhou U. of Finance and Economics*
Author: **HONGYAN YU**, *Sun Yat-Sen U.*
Author: **JIANLAN CHEN**, *Sun Yat-Sen U.*

Robo-advisor services are being used more and more widely in the field of financial investment. However, research into their adoption and use has rarely considered from the customer perspective. This study proposes a unified model that integrates the technology acceptance model (TAM) and the task-technology fit (TTF) model to investigate intention to use Robo-advisor services. The samples in this study included 316 clients with experience using Robo-advisor services. LISREL 8.80 is used to conduct SEM and to verify the research hypothesis. The results show that: (1) perceived usefulness, perceived ease of use and perceived risk have an impact on the attitude of customers towards using Robo-advisor services; (2) technical characteristics and task characteristics significantly predict task-technology fit; (3) task-technology fit serves as an important predictor of attitudes towards using Robo-advisor services; (4) the relative advantages and information transparency of Robo-advisor services significantly affect the perceived usefulness and perceived risk respectively; (5) the quality of information does not significantly affect the perceived usefulness and perceived risk unexpectedly. This paper contributes to the consumer research of Robo-advisor services and provide management implications for Robo-advisor and fin-tech.

Paper is Available to Meeting Registrants Only.

TIM: On the Knife Edge: How Vegan Food as an Eco-innovation Crosses the Chasm 

Author: **Ozgur Dedeheyir**, *Queensland U. of Technology*
Author: **Carla Riverola**, *Griffith Business School, Griffith U.*
Author: **Stephen Harrington**, *Queensland U. of Technology*
Author: **Santiago Velasquez**, *RMIT U. Vietnam*
Author: **Michelle Smidt**, *Queensland U. of Technology*

This paper aims to explain how vegan food – an eco-innovation – can transition across a large divide separating the early market from the main market of adopters. We focus on the persuasion stage of the innovation-decision process, and the product attributes that motivate the adoption of vegan food products by vegan (early market) as well as non-vegan (main market) consumers. Our in-depth conversations with 32 (16 vegan and 16 non-vegan) consumers at restaurants/café in Brisbane (Australia) and Barcelona (Spain) reveal that while product taste and ethical and lifestyle compatibility persuade vegan consumers' adoption decision, it is the price, lifestyle compatibility, and – counterintuitively – product novelty that persuade non-vegans in the main market. Based on these findings we make tentative propositions for the larger eco-innovation domain, on how firms can develop value propositions ultimately for two different consumer groups – the early market and main market.

Paper is Available to Meeting Registrants Only.

TIM: Influence of Technological Changes on Evolution Trajectories: Evidence from Creative Industries 

Author: **Pranav Dharmani**, *Indian Institute of Management Rohtak*
Author: **Satyasiba Das**, *Indian Institute of Management Raipur*

The study explores the trajectory choice of firms and role of technology in characterizing each trajectory. In one of the seminal works, McGahan (2004) enlisted four evolutionary trajectories: progressive, creative, intermediating, and radical. Its central message is that an industry follows any one of the four trajectories at a given time. These trajectories are defined based on the degree of changes or threats to core activities and assets of the industry. The technological changes affect the core activities and assets of the firms. Using the concept, the study documents firms' trajectory choice to provide a clear explanation of the role of technology in the evolution of the industry. It explains how technology has been changing various core activities and assets along with the resultant effects on primary activities of the value chain. Based on 53 semi-structured interviews of senior executives of creative industries, the research observes significant intra-industry variation in evolutionary trajectories followed by the firms. It also reports changes in all five primary activities of the value chain. Quality, reach, production, visualization, and efficiency are a few of the various aspects which got affected due to these changes.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1961** | Submission: **19105** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 12:00PM - 1:30PMPT (UTC-7)** at **Sheraton Grand Seattle in Columbia**

Technology and Competitive Strategy Track: Institutional Contexts and R&D Strategy

Session Moderator: **Anke Piepenbrink**, *Rennes School of Business*

TIM: Limping, Leaving, and Leading: The Catch-up of Chinese Firms in a Standard Developing Organization

Author: **Anke Piepenbrink**, *Rennes School of Business*
Author: **Jae-Yun Ho**, *Yonsei U.*

While standardization in the telecommunications industry typically occurs during early phases in the R&D process, research-intensive activities are at late phases of the catch-up process, requiring different strategies for latecomer firms to catch up in standardization. The third-generation (3G) technology of cellular telecommunication provided a window of opportunity for Chinese firms to catch up. While China's homegrown 3G standard with the catch-up of its sponsor firm Datang with the support of the Chinese government has received much attention in the media and academia, little is known about the catch-up of Chinese firms in the international standardization body. This article studies the catch-up of 32 Chinese organizations in the Third Generation Partnership Project (3GPP) from 1999 to 2020. While it finds successful catch-up on the country level, the picture on the firm level is more nuanced regarding entry timing, level, and strategies of catch-up. One common pattern is the catch-up process along the hierarchy of activities from attendance, contribution in technical documents, coordination, and leadership positions. However, firms also differ in their strategies, which depend on their time of entry and international operation.

Paper is Available to Meeting Registrants Only.

TIM: Do MNEs Benefit More from Foreign or Local Competition for their Emerging Market Innovation? →

Author: **Tianjiao Xia**, *U. of East Anglia*
Author: **Xiaohui Liu**, *Loughborough U.*

How do the innovation-related benefits of competition vary across foreign and local competition? Inspired by a blend of perspectives and arguments from the competition, innovation and strategic change literature, we explore which type of competition benefits advanced economy MNEs (AEMNEs) emerging market (EM) innovation performance most, when and in what pace and rhythm. We predict that local competition contributes more to AEMNEs EM innovation performance and this positive effect is strengthened by increased competition from foreign peers and at a faster pace. We also expect that competition irregularity reinforces the innovation performance-enhancing effect of local competition but diminishes that of foreign competition. We test these predictions using a sample of AEMNEs operating in the Chinese high-tech industries. Results from our multi-level analysis provide strong support for our arguments. Our findings have important implications for research on AEMNE EM innovation performance variations resulting from the heterogeneity in the sources of competitive forces and their temporal structure.

Paper is NOT Available. Please contact the author(s).

TIM: R&D Offshoring and its Effects on the Patenting Activity of Chinese Firms

Author: **Jojo Jacob**, *Grenoble Ecole de Management*
Author: **Isabel-Maria Bodas-Freitas**, *Grenoble Ecole de Management*
Author: **Lili Wang**, *UNU-MERIT/Maastricht U.*
Author: **Zibiao Li**, *Hebei U. of Technology*

Involvement in R&D offshoring can result in loss in the ability of the offshoring firms to innovate. To prevent this, firms can design strategies to foster technology transfer by enhancing possibilities to re-adapt and re-invent the foreign-developed technologies. This paper examines the effect of two different modes of governance of R&D offshoring –market and hierarchies - on the patenting activity of indigenous firms, as well as how strategies for enhancing re-adaptation, innovation around and re-invention moderates those effects. We examine this issue empirically using data from 2011 to 2014 for a sample of 312 firms, classified as 'high and new-tech enterprises' located in the Hebei Province of China. Results suggest that governing R&D offshoring through market influence positively firms' patenting activity, while vertically integrating R&D offshoring through the establishment of R&D labs in industrialized countries has a negative effect. Collaboration with domestic universities and public research organizations seem to stimulate the reinvention of foreign-developed technologies, accessed either through market or hierarchies, and in this way it enhances the effect of R&D offshoring on firms' patenting activity. On the contrary, employment of foreign staff seems to substitute the effect of R&D offshoring, especially of the vertical integration mode, suggesting that foreign staff may foster knowledge transfer and adaptation but not necessarily re-invention or innovation around the foreign-developed technologies. Our study extends the debate of R&D offshoring to domestic independent firms and suggests boundary conditions for reaping the benefits from R&D offshoring.

Paper is Available to Meeting Registrants Only.

Author: **Taija Tuulia Turunen**, *Aalto U. School of Business*

Author: **Pekka Töytäri**, *Aalto U.*

This study explores the institutional foundations of business models by comparing business models of two groups of actors. By conducting an empirical multi-case study, the study finds that business model innovation is directed and constrained by the adopted business logic of beliefs, rules, norms, and practices about proper and legitimate ways of conducting intercompany exchange. The results explicate the institutional foundation of business models, demonstrate the role of business model as an artefact and carrier in institutional and business model change, and suggest a novel mechanism of temporal consolidation to settle the dichotomy between alternative and mutually exclusive business models.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1962** | Submission: **19075** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 12:00PM - 1:30PMPT (UTC-7)** at **Sheraton Grand Seattle in Madrona**

People and Innovation Track: Who Innovates - Innovative Firms' Human Capital Resources

Session Moderator: **Louisa Selivanovskikh**, *National Research U. Higher School of Economics*

TIM: Managerial and Worker Human Capital, Firm Innovation Capability, and Performance of Russian SMEs 

Author: **Louisa Selivanovskikh**, *National Research U. Higher School of Economics*

This study aims to examine the mediating role of firm innovation capabilities as a strategic choice for Russian small and medium-sized enterprises (SMEs), which translates their entrepreneurial talent stocks into enhanced firm performance. The results of a survey conducted on 366 CEOs and business founders indicate that innovation capabilities are the intermediate variable between firm human capital and SME performance. Further parallel mediation regression analysis demonstrates that human capital is positively and significantly related to all innovation capability dimensions (client-, marketing-, and technology-focused); however, the mediation effect is significant only in the case of client-focused innovation capability – SMEs' ability to provide clients with services that offer unique benefits, solve clients' problems in innovative ways, and seek out novel ways to tackle problems. These findings suggest that SMEs operating in turbulent transition economy environments can be more innovative and achieve the best performance using intangible, highly valuable and rare talent resources.

Paper is Available to Meeting Registrants Only.

TIM: Nobel Laureates and the Role of the Industry in the Emergence of New Scientific Breakthroughs 

Author: **Quentin Plantec**, *Toulouse School of Management*

Author: **Benoit Weil**, *MINES ParisTech, PSL U., Centre for Management Science, i3 UMR CNRS*

Author: **Pascal Le Masson**, *Mines ParisTech*

Since the 1980s, many companies recognized for their major scientific breakthroughs (e.g., IBM, AT&T, etc.), cut their investments in fundamental research activities. In parallel, academics from public research organizations (PRO) and universities engaged more extensively with the industry through research collaborations. The conditions, determinants, and effects of academic engagement have been deeply analyzed. But, the extent to which major scientific breakthroughs of the last century have emerged either from (1) academics and researchers with no interaction with the industry or (2) from scientists interacting with the industry - either as engaged academics belonging to PRO or universities or as corporate scientists – are yet to be more systematically documented. To fill this gap, we explored the extent to which scientists from the quasi-complete cohort of Nobel laureates in Physics, Medicine, and Chemistry were interacting with the industry before their breakthrough discoveries. We designed a unique dataset of their ties with the industry based on affiliations review of 84,423 academic papers and applicant review of 5,207 patent families. First, we showed that one-fifth of the studied cohort of laureates was interacting with the industry before their breakthrough discovery. More importantly, this share is still increasing, mainly through academic engagement, while the share of awarded corporate scientists has remained stable since 1970. Second, we were able to analyze the effects of those interactions with the industry on the post-discovery period by comparing interacting and non-interacting with industry laureates' follow-on research works. While some scientific discoveries were partly made possible thanks to Nobel laureates' industrial partners, those laureates' follow-on knowledge works were not bound to their initial sets of partners. They experienced similar knowledge diffusion-to-industry rates than other laureates but higher academic production rates and diffusion-to-academia rates. Finally, we claim that the extent to which scientific new knowledge still emerges in relation to industrial contexts in modern science has been under-evaluated and opens rooms for further research.

Paper is Available to Meeting Registrants Only.

TIM: Consequences of Lab Closures: Understanding Worker Mobility and Technological Trajectory 

Author: **Raphael Martins**, *New York U.*

What are the consequences of R&D lab closures for inventor employer and geographical mobility, and for inventor productivity? This paper investigates this question in the context of the pharmaceutical industry, after firms decide to no longer have an R&D presence in a region and thus close their lab there. After analyzing a hand-collected sample of displaced inventors in the US in the last twenty years and examining employer and geographical mobility outcomes, I find that inventors that were more productive pre-closure are more likely to change both firm and region, as well as more likely to remain in the same technological trajectory. I also find that inventors that change labs within the same firm are the worst performers ex-post.

Paper is Available to Meeting Registrants Only.

TIM: Do Scientists Move When Unconstrained? Trade Secrets Protection and Skilled Workforce Mobility 

Author: **Ruth Samson**, *U. of Luxembourg*

This paper explores scientists mobility behaviour when the trade secrets protection regime favours employees while triggering the risk of knowledge leakage to employers in the technology-intensive industry. Using a unique, comprehensive career dataset of scientists that links US inventors to tech employers between 1985 and 2019, we find that establishing an employee-friendly trade secrets protection regime negatively affects scientists mobility likelihood. These findings align with the theorising on the increased scientists' intrinsic motivation to perform in response to the reinforced possibilities of frictionlessly applying the acquired technological know-how elsewhere. We augment the research on intrinsic motivation, the strategic beauty of imperfect intellectual property protection, and the patent-based firm specificity measure of human capital in the technology-intensive industry.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **1963** | Submission: **19054** | Sponsor(s): **(TIM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 12:00PM - 1:30PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Seneca**

Digitalization Track: Social Media, Sharing, and Privacy

Session Moderator: **Devendra Kale**, *U. of Rhode Island*

TIM: Hook, Line, and Sinker: Influence of Tweeting on Retail Footfall

Author: **Harsha Kamatham**, *U. of Manitoba*

Author: **Devendra Kale**, *U. of Rhode Island*

Author: **Anin Rupp**, *Chiang Mai U.*

Existing literature has documented the impact of the emotional quotient in firm tweets by capturing its effect on stock returns. Since investors can also be viewed as consumers, can tweets be powerful enough to influence them to visit the firms' retail locations? Using proprietary data on firm tweets and retail level foot traffic, we find evidence consistent with this behavior. Specifically, we find that firm tweets have a strong positive influence on retail store footfall on the subsequent day. Additionally, we document that this footfall effect dissipates the further away it is from the tweeting date. In robustness tests, we show that our results are not driven by unobserved correlated omitted characteristics, industry characteristics, endogenous spurious correlation, or the impact of the year 2020. Our paper contributes to the existing literature by documenting the influence of social media on retail footfall.

Paper is Available to Meeting Registrants Only.

TIM: Imagining Digital Data: Policing and Social Media Intelligence 

Author: **Julie Udam**, *Copenhagen Business School Department of Management, Society and Communication*

Author: **Hans Krause Hansen**, *Copenhagen Business School*

Our assumptions, beliefs and expectations about digital data shape how we use them to govern organizations and societal affairs. In this article, we conceptualise the role of digital data through the concept of digital imaginaries. Building on studies of policing and digital media, we develop a framework for examining the use of digital imaginaries in contemporary policing efforts. We draw on documentary research on Europol and demonstrate how digital imaginaries are put to work in transnational policing. We identify the articulation of two main digital imaginaries: (i) an imaginary of agency, and (ii) an imaginary of prophetic data. We show how such digital imaginaries operate as tools that can be wielded for good or for evil, and we discuss their underlying assumptions around human agency as well as the politics of platform technology and temporality in policing.

Paper is Available to Meeting Registrants Only.

TIM: Socio-instrumental Use of Enterprise Social Media and Employee Agility: Role of Promotion-Focus and

Author: **Abdul Hameed Pitafi**, *Sir Syed U. of Engineering and Technology Karachi*

Author: **Sheena Pitafi**, *Huazhong U. of Science and Technology*

Given the international popularity of enterprise social media (ESM) technology, this study considers the impact of ESM usage on employee agility through task characteristics. Applying regulatory focus theory (RFT), this research also explores the moderation impact of promotion-focus and prevention-focus in connecting ESM usage and task characteristics. The suggested assumptions were tested on the PROCESS MACRO tool, using 318 samples collected from various Chinese companies. The outcome indicates that task complexity and interdependence mediate the link between ESM usage and employee agility. Promotion-focus strengthens the association between ESM usage and task characteristics, but prevention-focus weakens this linkage. In addition, the study also found that promotion-focus moderates the indirect connection between ESM usage and employee agility through task characteristics. In contrast, prevention focus weakens the indirect link between ESM usage and employee agility through task characteristics. This study debates the theoretical and practical implications and offers valuable insights.

Paper is Available to Meeting Registrants Only.

TIM: Beyond the Privacy Paradox: Asking for Unnecessary Privacy-sensitive Permissions in Mobile Apps 

Author: **Siping Ren**, *JADS, Joint Graduate School of Tilburg U. and Eindhoven U. of Tech*

Author: **Ksenia Podoyntsyna**, *JADS, Joint Graduate School of Tilburg U. and Eindhoven U. of Tech.*

Author: **Chris Snijders**, *Eindhoven U. of Technology*

Protecting privacy and personal data is one of the fundamental rights of people, as is stipulated and regulated in many countries. This study zooms into mobile applications in Google Play, uses the advanced structural topic modeling technique to classify the necessity of the permissions, and analyze the relationship between unnecessary privacy-sensitive permissions and app acceptance. After a series of analyses, we consistently arrive at a surprising and disturbing finding: a positive relationship between unnecessary privacy-sensitive permissions and app acceptance. Such a finding goes beyond the privacy paradox, a phenomenon where the users claim to value privacy greatly yet give it up for a relatively small amount. We further explore three theoretical explanations for this finding: the following the crowd effect, the trading effect and the signaling effect, all of which are supported in our split-sample analyses, since the positive relationship goes away for the apps with a few installations, the paid apps, and the apps with bad reviews respectively. It is noteworthy that in these analyses the relationship never becomes negative as what we would have expected.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1964** | Submission: **19090** | Sponsor(s): **(TIM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 12:00PM - 1:30PMPT (UTC-7)** at **Sheraton Grand Seattle in Virginia**

Organizational Learning and Search Track: Institutional Influences and Innovation

Session Moderator: **Ram Mudambi**, *Temple U.*

TIM: Innovation Intermediaries: Literature Review, Synthesis, and Conceptual Framework

Author: **Elie Abi Saad**, *École des Hautes Études Commerciales de Montréal - HEC Montreal*

Innovation intermediaries are increasingly becoming an essential component of regional innovation ecosystems. Despite their rapid proliferation, they are often treated as peripheral actors in the literature with little regards to the way they emerge, change, improve and/or evolve overtime. In this paper, I systematically review the literature on innovation intermediaries with a particular emphasis on (1) the roles they assume, (2) the challenges they face, (3) and the value they provide. The results of this review reveal that, at the moment, we still lack a comprehensive account that allows for benchmarking the performance of innovation intermediaries in general, and their operating dynamics in particular. Building on the theory of social capital and adopting an intermediation-as-process approach, I identify three key innovation intermediation processes—legitimation, coordination, and generative appropriation—that explain the way these organizations create and capture value from their active involvement in the innovation process. I argue that reinforcing these three interrelated processes help drive the evolution and survival of innovation intermediaries as separate autonomous entities.

Paper is Available to Meeting Registrants Only.

TIM: Institutional Harmonization and International Connectivity in Innovation  

Author: **Atilla Onuklu**, *Bilkent U.*

Author: **Ram Mudambi**, *Temple U.*

Author: **Theodore L. Hill**, *Fox School of Business, Temple U.*

Author: **Izzet Sidki Darendeli**, *California State U., East Bay*

In this paper, we study the relationship between harmonization in formal institutions and international connectivity in innovation. First, building on institutional theory, we proxy formal institutional harmonization with regulative harmonization. Second, we apply the framework offered by IB and economic geography to inquire into the nature and antecedents of connectivity. Viewing these two processes as an interaction between the institutional and technological spaces, we investigate the role of MNEs as pipelines for knowledge connectivity. Utilizing Turkey's candidacy for the EU, we apply principal component analysis and linear aggregation methods, and use textual analysis to track Turkey's history of institutional upgrade. We also utilize USPTO patent data and geographical information to analyze the international connectivity of co-inventor teams. We find support for the relationship between formal institutional harmonization and international connectivity in innovation. Our findings also indicate MNEs' asymmetrical mediative role contingent on both their origins and type of formal institution. Our study contributes to the literature by opening the black box of connectivity and presenting institutional fundamentals as antecedents of international connectedness and empirically showing the role of MNEs as pipelines in knowledge linkages that is conditional on the origin of the MNE and the type of regulations.

Paper is NOT Available. Please contact the author(s).

TIM: How R&D Subsidy Influences High-tech SMEs' Learning from Universities 

Author: **Yuchen Gao**, *School of Public Policy and management Tsinghua U.*

Author: **Yimei Hu**, *AAUBS, Aalborg U.*

Author: **Peichao Dai**, *School of Public Policy and management Tsinghua U.*

Author: **Rongjia Zhang**, *School of Public Policy and management Tsinghua U.*

This study explores how public research and development (R&D) subsidy influence high-tech small and medium-sized enterprises' (SMEs) learning from universities. Two mediating paths, namely R&D collaborations with universities and recruiting highly-educated human resources, are also tested. We employ an exclusive panel data came from a survey of high-tech firms in Jiangsu Province, China, from 2010 to 2014. We find that R&D subsidies can promote high-tech SMEs' scientific and technological knowledge learning from universities, and we further find that recruiting highly-educated R&D human resources has partial mediating effect. When subsidy-receiving SMEs are located at science parks, the effects of R&D subsidies on SMEs' learning from universities are strengthened. Our findings contribute to innovation policy studies and innovation systems research. Several important policy implications are also obtained based on this study.

Paper is Available to Meeting Registrants Only.

TIM: Short-selling Pressure and Technological Exploration of Firms: A Randomized Policy Experiment 

Author: **Eunkwang Seo**, *Oklahoma State U.*

Author: **Hyo Kang**, *USC Marshall School of Business*

Author: **Jingoo Kang**, *Nanyang Technological U.*

This study examines how the short-selling pressure affects firms' technological exploration. Short-sellers who make a profit from downward stock price movements reduce innovating firms' incentives and ability to explore new technological areas by spreading negative information and limiting their ability to acquire skilled human capital. We exploit a randomized policy experiment on short selling. In 2005, the US SEC randomly selected one-third of Russell 3000 firms and made it significantly easier to short-sell their stocks by removing the uptick rule. The results from the difference-in-differences estimation show that the increased short-selling pressure significantly deterred the tread firms' technological exploration. We further test two important mechanisms that could change the incentives and the ability to explore new technologies. First, the negative effect of short-selling pressure on exploration is weakened when the executives hold the stock options (incentive channel). Second, the negative effect is mediated by the firm's decreased hiring of skilled human capital from other firms that limits learning-by-hiring (ability channel). This study contributes to the literature by demonstrating that the financial market frictions have a far-reaching impact on the technological exploration of firms and the roles of managerial incentives and human capital acquisitions.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1965** | Submission: **19066** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 12:00PM - 1:30PMPT (UTC-7)** at **Sheraton Grand Seattle in Willow A**

Ecosystems and Platforms Track: Platform Interventions and Complementary Outcomes

Session Moderator: **Sruthi Monica Thatchenkery**, *Vanderbilt U.*

TIM: Antitrust Intervention in Platform Ecosystems and Implications for Complementary Firms 

Author: **Sruthi Monica Thatchenkery**, *Vanderbilt U.*
Author: **Riitta Katila**, *Stanford U.*

Building on research on competition and innovation, we show that weakening a dominant platform through antitrust intervention can drive increases in complementors' innovation yet also dampens their profits. Using data on enterprise infrastructure software from 1998 to 2004 and a difference-in-differences design, we examine the relation between the U.S. antitrust intervention against Microsoft (dominant platform) and subsequent innovation and profitability by infrastructure applications firms (complementors). The data show that innovation—particularly of low power complementors—is increased when the dominant platform is restrained. However, profitability is reduced. Our results contribute to understanding links between competition and innovation in platform ecosystems, and the opportunities and threats related to dominant platforms that often occupy privileged positions in digital ecosystems.

Paper is NOT Available. Please contact the author(s).

TIM: Platform Fragmentation and Complementary Innovation 

Author: **Grace Gu**, *USC Marshall School of Business*
Author: **Zhuoxin Li**, *Boston College*

Complementor innovation is an essential form of value co-creation in open platform ecosystems. However, the increasing platform fragmentation, i.e., divided users in the ecosystem adopting different versions of the platform technologies, has significantly hindered complementor innovation. Reducing platform fragmentation is a complex coordination problem involving several parties in the ecosystem, thus it is unclear whether and how a platform's efforts to fight fragmentation would affect complementor innovation. Focusing on recent efforts by Google to address Android fragmentation, we find that while the platform investment does not immediately reduce Android fragmentation, app developers respond to the platform's action by significantly increasing their innovation efforts in updating apps shortly after platform investment. This forward-looking behavior is likely due to developers' anticipation of lowered innovation cost in the future, as the impact of platform investment is greater for developers with more variable cost structure such as a larger and more diverse user base, less development experience and lack of economies of scale (i.e., with a smaller portfolio of apps). The effect is also greater for developers in more competitive markets where gaining user base can be costly due to market competition. Our research highlights the role of platform commitment to improve platform infrastructure in complementor innovation, and provides implications for platform investment and intervention.

Paper is NOT Available. Please contact the author(s).

TIM: Do Non-monetary Virtual Gifts Enhance or Diminish Voluntary Paid Gifts on a Live Streaming Platform? 

Author: **Pearl Yu**, *New York U.*
Author: **Raveesh Mayya**, *NYU Stern School of Business*
Author: **Anindya Ghose**, *NYU Stern*

This project empirically investigates the impact of a live streaming platform's viewer-engagement improvement efforts on viewers' voluntary paid gift giving outcomes. Live streaming platforms employed various strategies such as gamifying viewing and community engagement to increase viewer side engagement. A common gamification strategy is to grant platform 'coins' that viewers can exchange for VIP passes or non-monetary gifts that can be given to streamers during live-streams. Given that live streaming platforms utilize Pay-What-You-Want (PWYW) pricing mechanism, it is unclear if increased access to non-monetary gifts substitutes or augments viewers' voluntary monetary gift sending behavior. To answer this question, we work with a major live streaming platform in Asia and analyze individual-level virtual gift sending records between May and December of 2019. The analyses reveal that encouraging non-monetary gift sending behavior increases viewers' monetary gift sending behavior by 105.24%. Mechanism analyses suggest that free gifts facilitate habit-forming, resulting in an enhancement rather than a substitution of monetary gift sending. Furthermore, we also provide evidence of attention-seeking gifting behaviors. Consistent with the proposed mechanisms, our heterogeneity analyses suggest that streamers with a previously lesser popularity benefit more from the policy. Our research contributes to the live streaming and platform policy literature and offers guidance to live streaming practitioners in engagement feature designs.

Paper is Available to Meeting Registrants Only.

Author: **Tim Meyer**, *LMU Munich School of Management*

Author: **Anna Kerkhof**, *ifo Institute*

Author: **Carmelo Cennamo**, *Copenhagen Business School*

Smaller firms are usually expected to benefit the most from having their products listed on platforms, as platforms can make their products easier to find and provide these firms with access to a broader set of customers than they could access on their own. While this logic might hold if firms compete for the best match between their products and customer preferences, it is unclear if smaller firms are indeed able to benefit from access to more potential customers if they compete for the attention of users. In many settings, such as social media or news aggregators, platforms act as attention brokers that attract attention and redistribute it to these firms. As the products of smaller firms will be competing for attention with those of larger competitors on the same platform, it is unclear if they will be able to capture a significant share of the demand they potentially have access to. We study this question in the context of news aggregators. Using data on 140 local German news outlets, we analyze which local news outlets benefit from being listed on news aggregators. We exploit a legal dispute leading to the removal of a subgroup of German local news outlets from news aggregators to identify the effect. Our results show that being listed on news aggregators is only beneficial for local news outlets that are sufficiently large in size to be recognized by potential readers on the aggregator and sufficiently broad in their scope and focus to cover multiple content categories that readers might be interested in. These findings hold relevant implications that run somewhat contrary to common expectations – larger firms tend to be the winners in the attention economy, suggesting the need for platform curation to empower smaller firms.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1966** | Submission: **19094** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 12:00PM - 1:30PMPT (UTC-7)** at **Sheraton Grand Seattle in Willow B**

Innovation Processes Track: Creativity and Co-creation

Session Moderator: **Alex Schlüter**, *EBS U. of Business and Law*

TIM: The Dark Side of Co-Creation: Origins and Effects of Toxicity in Video Game Development

Author: **Alex Schlüter**, *EBS U. of Business and Law*
Author: **Matthias Waldkirch**, *EBS Business School*
Author: **Katrin Burmeister-Lamp**, *EBS U. of Business and Law*
Author: **Jan Auernhammer**, *Engineering Dept., Stanford U.*

While co-creation processes offer novel perspectives on product development, opening up this process also entails a dark side – unconstructive and even toxic feedback, which has received surprisingly little attention so far. In this paper, we examine the antecedents and consequences of toxicity in the context of early video games. We base our findings on a quantitative analysis of 276 early access games, showing that game, community, and developer factors are crucial drivers and inhibitors of toxicity. Our findings highlight that particularly the willingness and professionalism of co-creation can help reduce toxicity. Further, we confirm the negative impact of toxicity by showing that developers experiencing toxicity reduce their game update frequency. So doing, our study contributes to research on innovation management highlighting the dark side of co-creation, extends insights on cyberbullying by showing evidence and consequences of developer-oriented toxicity, and provide insights in how to curb toxicity.

Paper is Available to Meeting Registrants Only.

TIM: The Marginal Effect of External Technologies on Innovation Time

Author: **Yeolan Lee**, *U. of Alabama, Huntsville*
Author: **Eric Fong**, *U. of Alabama, Huntsville*

Many firms acquire external components for innovation in markets for technologies, which impacts innovation search time. This paper builds theory about how innovation search time changes as a firm acquires an increasing number of external components for the innovation activity. It further examines how complexity moderates the relationships between the number of external components and innovation search time. Using a sample of 276 pharmaceutical product development projects, we found that complexity is an important moderator. Our results show that under low complexity there is an inverted U-shaped relationship between the number of external components and innovation search time. In contrast, under high complexity, there is a U-shaped relationship between the number of external components and innovation search time. Our results provide implications regarding the marginal effect of external technologies on innovation search time under varying degrees of complexity.

Paper is NOT Available. Please contact the author(s).

TIM: Value Chain Traceability and Innovation in the Biomedical Industry

Author: **Gregory Theyel**, *California State U., East Bay*

This paper investigates how value chain traceability is being adopted by biomedical companies and its effects on process and product innovation. Value chain traceability is the ability to follow the flow of material and information from raw materials to processed components to production to customer experience. While prior research highlights how traceability can improve product safety and security, delivery, regulatory compliance, and sustainability, there has been little inquiry into how traceability can facilitate innovation. This research uses qualitative interview data from company executives and managers at 20 companies in the biomedical industry. Process innovation is common among most companies adopting traceability, and traceability can lead to product innovation from material substitution, process improvements, and product reconfiguration. A systems approach to value chain traceability can facilitate search for process and product innovation, and material and processed component traceability can be improved if there is optimized supplier selection, information sharing, and shared value. This research improves understanding about how companies are adopting traceability and how they can develop value chain traceability leading to process and product innovation.

Paper is Available to Meeting Registrants Only.

TIM: Cognitive Frames and Digital Transformation of Manufacturing Firms

Author: **Yang Liu**, *Zhejiang U.*
Author: **Jiuyu Dong**, *Zhejiang U.*
Author: **Ying Ying**, *ZHEJIANG U. OF FINANCE AND ECONOMICS*

Despite increasing scholarly attention on digital transformation, there is only limited micro-level insights on how cognitive frames, the managerial mental maps and thought structures that can shape interpretation, affect digital transformation of manufacturing firms. Based upon three manufacturing cases in China, we find that paradoxical frame will lead to compartmental digital transformation through distributed decision-making processes, while dialectic frame will lead to holistic co-evolution digital transformation through integrative decision-making processes. These findings will not only contribute to the understandings of digital transformation by providing underlying micro cognitive processes of digital transformation but also the indirect mechanisms on cognitive frames towards firm strategy.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **1967** | Submission: **12474** | Sponsor(s): **(TIM, STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 12:00PM - 1:30PMPT (UTC-7)** at **Sheraton Grand Seattle in University**

AI and Emerging Technologies Track: Artificial Intelligence and Ethics

Artificial Intelligence and Ethics



Organizer: **Stephen Michael Impink**, *NYU Stern*
Session Chair: **Kirsten Edrie Martin**, *U. of Notre Dame*

This symposium provides four papers that take perspectives on ethical issues that have emerged due to the increased usage of AI within organizations. The first paper provides an overview of algorithmic fairness and bias, and argues the importance of managerial oversight to ensure outcomes are not negatively impacted by the use of AI in decision-making. The subsequent two papers delve further into the usage of AI by managers in hiring and other forms of decision-making, providing some evidence that “managers-in-the-loop” may not be enough to eliminate bias. Lastly, given that AI may not be effectively used by people within the organization, this symposium explores how to alter AI product development to make resulting products more ethical. These papers raise important themes from nascent literature on understanding the ethical limitations of AI and managers in a firm using AI and raising awareness of the risks associated with using “big data” in AI product development, training, and usage.

Algorithmic Fairness and Economics

Author: **Bo Cowgill**, *Columbia Business School*
Author: **Catherine Tucker**, *Stanford U.*

Human vs. Machine: Biases in Hiring Decisions

Author: **Mike Horia Teodorescu**, *U. of Washington*
Author: **Nailya Ordabayeva**, *Boston College*
Author: **Marios Kokkodis**, *Boston College*

Unjust or Just Business?: Manager versus Employee Support for Algorithms

Author: **Mingang K. Geiger**, *Duquesne U.*
Author: **Lily Morse**, *West Virginia U.*
Author: **Kristin Smith-Crowe**, *Boston U.*
Author: **Ann Tenbrunsel**, *U. of Notre Dame*

The Cost of Ethical AI Development for AI Startups

Author: **James Bessen**, *Boston U.*
Author: **Stephen Michael Impink**, *NYU Stern*
Author: **Lydia Reichensperger**, *Boston U.*
Author: **Robert Channing Seamans**, *NYU Stern*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1968** | Submission: **19115** | Sponsor(s): **(CAR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 12:30PM - 2:00PMPT (UTC-7)** at **Seattle Convention Center in Room 604**

Career Shocks, Worries and Plateaus

Session Moderator: **Ryan Lee Klinger**, *Old Dominion U.*

In-person Face-to-Face (Live). In-person, on-site in Seattle. NO virtual component. Content will become available on the virtual platform as an on-demand session at the scheduled time of the in-person session.

CAR: The Impact of Career Shocks on Career Development: A Moderated and Mediated Model  

Author: **Zulqurnain Ali**, *IRC for Finance and Digital Economy, KFUPM Business School, King Fahd Uni. Pet M*

Organizations are dynamic bodies, and such dynamism is reflected in the development of critical occasions. These occasions, either positive or negative, can impact workers. However, there is little discourse about their importance and effect on workers which delays improvement in the insight of organizational practices. The present study addresses this gap using affective events theory to advance our understanding of how career shocks, as affective events, influence employees' career development. Using a time-lag approach, this research examines the impact of positive and negative career shocks on individuals' career development through career attitude, accounting for the moderating influence of self-efficacy. The present research contributes to our understanding of a) testing the relationship between career shocks and career development, b) identifying the moderating role of self-efficacy, and c) investigating the mediation mechanism of career attitude in the linkage between career shocks and development. Finally, the study implications are presented.

Paper is Available to Meeting Registrants Only.

CAR: Struck or Protected by Career Shocks During the Pandemic?: A Dualistic Passion Perspective

Author: **Victor Chen**, *Tulane U.*

Author: **Danielle Cooper**, *U. of North Texas*

Author: **Miguel Caldas**, *U. of Texas at Tyler*

Author: **Babara Wooldridge**, *U. of Texas at Tyler*

Negative career shocks spark sensemaking and can provoke feelings of powerlessness and hopelessness. During the COVID-19 pandemic, many individuals have faced such jarring work events; however, we need a better understanding of how different individuals may have been emotionally affected by these changes. We extend the dualistic theory of passion to explain these responses. We suggest that obsessive passion (OP) creates a rigid engagement with work activities in which work consumes one's identity and conflicts with other important activities, creating a sense of hopelessness. Under fear of job loss and workload reduction during covid, the effect of OP on hopelessness intensifies. In comparison, harmonious passion (HP) creates flexible task engagement in which work becomes a balanced part of one's identity and supports basic needs of autonomy, competence, relatedness, supporting a more positive outlook. Under fear of job loss, but not workload reduction, HP provides an even greater buffer against hopelessness. Our application of the dualistic model of passion and results has important implications for theory, practice, and future research.

Paper is Available to Meeting Registrants Only.

CAR: Why Freelancing? A Qualitative Study to Reveal the Sources of Freelancers' Career Shocks

Author: **Jérôme Sulbout**, *U. of Liege*

Author: **Francois Pichault**, *U. of Liege*

Workers face unexpected career events that lead them to reflect on their career paths and potential career changes. One of such changes could be to turn to the world of freelancing. But what are the sources of these career shocks that has led them to this career transition? Using the career narratives of 31 freelancers analysed through a thematic analysis, the authors highlight that individuals face a number of unexpected events related to one major disrupting event which lead to the transition. As a major contribution, the findings reveal that traditional workers deal with major career shocks of multiple sources that lead workers to the career path thinking and to their transition into freelancers: organisational, network-related, individual, market-related, family-related, environmental. The discussion section is composed of two major parts. First, the findings are discussed in light of the career shock theory, and the sustainable career theory. Second, the authors show that workers may be forced to turn to freelancing, thereby challenging the most important and agentic career theories of the 21st century: freelancers may be driven by inner volition, but also strongly pushed by contingent factors in their career transition and construction.

Paper is Available to Meeting Registrants Only.

CAR: The Combined Effects of Career Plateau and Career Competencies on Marketability and Career Outcomes 

Author: **Usman Raja**, *Brock U.*

Author: **Saima Naseer**, *Brock U.*

Author: **Sehrish Khan**, *International Islamic U., Islamabad, Pakistan*

Utilizing the assumptions of social cognitive career theory, the current study unveils the harmful effects of career plateau on other career-related variables (i.e., organizational mobility preference, career goal disengagement, and career insecurity) via perceived marketability types. Moreover, we also examine how these indirect effects are conditional on employees' career competencies in a moderated mediation model. Employing a multi-wave research design, we collected temporally segregated data from a sample of employees (n = 292) in Pakistan's service sector. The results support the indirect effects of career plateau on career outcomes through perceived marketability types. In addition, our findings support the view that the indirect effects of career plateau on career outcomes are more potent for employees with low career competencies. By untangling the mechanisms and boundary conditions through which career plateau affects employees' career outcomes, our study provides unique insights into the vocational and careers literature.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1969** | Submission: **19142** | Sponsor(s): **(CAR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 12:30PM - 2:00PMPT (UTC-7)** at **Seattle Convention Center in Room 607**

Psychological Contract, Motivation and Learning Impact on Career Outcomes

Session Moderator: **Joohan Lee**, *Troy U.*

In-person, on-site in Seattle. NO virtual component. Content will become available on the virtual platform as an on-demand session at the scheduled time of the in-person session.

CAR: Prosocial Motivation, Career Commitment, and Turnover Intentions: The Sequential Mediating Model

Author: **Joohan Lee**, *Troy U.*

Author: **Huong Le**, *Centre Queensland U., Australia*

Author: **Connie Shao-mei Zheng**, *U. of South Australia*

Author: **Neena Gopalan**, *Associate Professor*

Drawing on the social exchange theory, we develop and examine a process model about the effects of prosocial motivation on career commitment and turnover intentions via the sequential mediators of social support and career networking. Data were collected from a sample of full-time employees in a time-lagged research design with three time points (N1 = 360, N2 = 320, and N3 = 261). The results confirm that, through the sequential mediating roles of social support and career networking, prosocial motivation positively affects career commitment, while negatively influencing turnover intentions. This study contributes to the literature on motivation, career, and turnover intentions by shedding light on the underlying process in how committed prosocially motivated employees are to their career and job. We conclude with theoretical and practical implications.

Paper is NOT Available. Please contact the author(s).

CAR: Sovereign Workplace Learning: A Process Model to Integrate Self-regulated and Informal Learning

Author: **Julian Decius**, *U. of Bremen*

Author: **Lorenz Decius**, *U. of Bremen*

In a rapidly changing organizational world of work, sovereign workplace learning (i.e., work-related learning that takes place autonomously and independently of formal structures in organizations, putting the learner in charge of the learning process) is playing an increasingly important role in contrast to formal training. Our conceptual article identifies self-regulated learning and informal learning as the two key learning forms of sovereign workplace learning, which have rarely been considered together due to existing research thresholds between educational and management research. To overcome the fragmentation in literature and to reduce existing conceptual overlaps, we develop an integrative process model of sovereign workplace learning that includes a self-regulated learning pathway and an informal learning pathway. We base the model on a learning-specific planned behavior perspective and distinguish the stages stimulus, intention, and spontaneity of learning. Our article provides conceptual clarification and enables a new interdisciplinary perspective on sovereign workplace learning. We also set a future research agenda that includes issues of boundary conditions, antecedents, outcomes, operationalizations and interventions to foster sovereign workplace learning. Implications of the model for theory and practice—with special focus on promoting conditions conducive to learning in organizations—are discussed.

Paper is Available to Meeting Registrants Only.

CAR: Psychological Contract Discrepancies, Turnover Intentions and Safety Compliance in the Military

Author: **Johannes Marcelus Kraak**, *Kedge Business School*

Author: **Yannick Griep**, *Radboud U., Netherlands*

Author: **Pierre Barbaroux**, *École de l'air et de l'espace*

Author: **Chandrashekar Lakshman**, *Florida Atlantic U.*

NATO members have been coping with low motivation and morale. Such environments typically have high turnover intentions and neglect behavior. However, safety behavior is paramount for military organizations and neglect behavior can have serious consequences. Social exchanges are often cited as the main reason for these phenomena. We therefore examine turnover intentions and safety compliance behavior of 1709 airmen from a European NATO Air Force by focusing on different psychological contract dimensions. We use polynomial regression and response surface analysis. Results show that higher absolute levels of PC fulfillment are related to lower levels of turnover intentions and higher levels of safety compliance behavior. Furthermore, perceptions of PC over-fulfillment are negatively associated with turnover intentions whereas safety compliance is unaffected by positive (over-fulfillment) and negative (under-fulfillment) PC discrepancies along all PC dimensions. We discuss implications for the psychological contract literature, make suggestions for future research, and provide practical implications.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **1970** | Submission: **11546** | Sponsor(s): **(CAR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 12:30PM - 2:00PMPT (UTC-7)** at **Seattle Convention Center in Room 608**

Everyday Work-Family Lives: Episodic, Dyadic, and Daily Investigations
The Daily Work-Family Interface



Discussant: **Gary N. Powell**, *U. of Connecticut*
Coordinator: **Zheng Chen**, *U. of south florida st peterburg*
Participant: **Allison Ellis**, *California Polytechnic State U., San Luis Obispo*
Presenter: **Oliver Weigelt**, *Leipzig U.*
Participant: **Laura Adele Matulla**, -
Participant: **Kimberly French**, *Georgia Institute of Technology*
Participant: **Katja Siestrup**, *U. of Hagen*
Presenter: **Aaron M. Schmidt**, *U. of Minnesota*
Participant: **Sophie Leroy**, *U. of Washington, Bothell*
Participant: **Patricia Caulfield Dahm**, *U. of Kansas*
Presenter: **Nina Junker**, *Institute of Psychology, U. of Oslo*
Participant: **Julia Heimrich**, -
Participant: **Jan Alexander Häusser**, *Justus-Liebig U. Giessen*
Participant: **Thomas Rigotti**, *Johannes Gutenberg-U. Mainz*

This symposium brings together several complementary approaches to examine the work-family interface including episodic, dyadic, and daily lenses. The four presentations focus on using daily diary methods to capture the dynamics involved in employees' work-family lives. The papers examine important outcomes such as work-family time allocation, energetic well-being, work self-esteem, and work-family conflict/enrichment. From four unique perspectives, this group of papers investigates employees' daily work-family situations through different theoretical angles including decision making, crossover, appraisal, and job demands-resources theory.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1971** | Submission: **15869** | Sponsor(s): **(CAR, HR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 12:30PM - 2:00PMPT (UTC-7)** at **Seattle Convention Center in Room 617**

**Antecedents and Consequences of Entrepreneurial Careers:
Integrate Micro and Macro Perspectives**
Antecedent & Consequence of Entrepreneurial Career



Organizer: **Siran Zhan**, *U. of New South Wales*
Presenter: **Leigh Mellish**, *UNSW Sydney*
Presenter: **SHELTER SELORMTEYI**, *Copenhagen Business School*
Presenter: **Liwen Zhang**, *U. of Macau*
Presenter: **Theodor Lucian Vladasel**, *U. Pompeu Fabra and Barcelona GSE*
Discussant: **Scott Seibert**, *Rutgers U., School of Management and Labor Relations*
Discussant: **Aleksandra Joanna Kacperczyk**, *London Business School*

This symposium focuses on the antecedents and consequences of an entrepreneurial career. Underlying this focus is the view that entrepreneurship is a career step along a career path as opposed to a final destination (Burton et al., 2016). Four studies in this symposium examine key issues relevant to different stages of an entrepreneurial career, including the pre-entry learning processes that shape entrepreneurial entry decisions and the type of venture founded, the impact of entrepreneurial experience on entrepreneurs' personality and skillsets, and former entrepreneurs' behaviors (e.g., turnover) and performance implications (e.g., innovation) in post-entrepreneurship wage employment. Implications for theory and practice will be discussed. Following the paper presentations, Scott Seibert and Aleksandra (Olenka) Kacperczyk, two distinguished experts on entrepreneurship and careers representing different theoretical traditions (micro and macro, respectively), will serve as our discussants to offer theoretical and practical suggestions, identify promising research opportunities, and stimulate an interactive group discussion.

The Entrepreneurial Pre-Entry Process: Evidence from the Informal Economy

Author: **SHELTER SELORMTEYI**, *Copenhagen Business School*
Author: **Marcus Møller Larsen**, *Copenhagen Business School*
Author: **Vera Rocha**, *Copenhagen Business School*

Rethinking the personality-entrepreneurship link: Can entrepreneurship change your personality?

Author: **Leigh Mellish**, *UNSW Sydney*
Author: **Siran Zhan**, *U. of New South Wales*
Author: **Amirali Minbashian**, *UNSW Business School, Australia*

Prior entrepreneurial experience and voluntary turnover in subsequent wage employment

Author: **Siran Zhan**, *U. of New South Wales*
Author: **Liwen Zhang**, *U. of Macau*
Author: **Yu Wu**, *UNSW Sydney*

Hiring Entrepreneurs for Innovation

Author: **Louise Lindbjerg**, *PhD Student*
Author: **Theodor Lucian Vladasel**, *U. Pompeu Fabra and Barcelona GSE*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **1972** | Submission: **13623** | Sponsor(s): **(CAR, HR, OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 12:30PM - 2:00PMPT (UTC-7)** at **Seattle Convention Center** in **Skagit 3**

Mobility and Human Capital Flow: Preferences, Signals, Comparisons, and Climates

Mobility and Human Capital Flow



Organizer: **Erin E. Makarius**, *U. of Akron*
Organizer: **Alison M. Dachner**, *John Carroll U.*
Participant: **Stacy Lyn Astrove**, *U. of Delaware*
Presenter: **Rebecca M. Paluch**, *Sauder School of Business, U. of British Columbia*
Participant: **Vanessa Shum**, *Simon Fraser U.*
Participant: **Rhett Andrew Brymer**, *U. of Cincinnati*
Presenter: **Huimiao Zheng**, *U. of Cincinnati*
Participant: **Steffanie L. Wilk**, *Ohio State U.*
Presenter: **Woohee Choi**, *Ohio State U.*
Discussant: **Deepak Somaya**, *U. of Illinois at Urbana-Champaign*

Research on mobility highlights human capital flow related to turnover, recruitment, and movement from source to destination firms. This symposium features four papers that examine mobility into, out of, and across firms. The first two papers highlight employee inflow, looking at the role of HR practices and prior organizational status in affecting recruitment and employee performance. The next two papers address employee outflow, investigating the effects of the internal mobility of leaders as well as how organizations can manage external mobility and build a competitive advantage by maintaining relationships with alumni. Taken together, the papers reflect the importance of understanding precursors and outcomes of mobility. Successfully understanding employee movement within and across firms can help organizational researchers and management professionals learn more about navigating career transitions and managing human capital flow.

Fitting in with the crowd: A Person-Organization Fit Approach to Aligning Org. Mobility Preferences

Author: **Rebecca M. Paluch**, *Sauder School of Business, U. of British Columbia*
Author: **Vanessa Shum**, *Simon Fraser U.*

Status Signal or Career Motivation? Predicting Performance in After Interorganizational Mobility

Author: **Huimiao Zheng**, *U. of Cincinnati*
Author: **Rhett Andrew Brymer**, *U. of Cincinnati*

Big Shoes or Big Shoulders: The Effect of Predecessors on Leadership Transitions

Author: **Woohee Choi**, *Ohio State U.*
Author: **Steffanie L. Wilk**, *Ohio State U.*

Climate for Career Mobility: Managing Employee Movement through Corporate Alumni Programs

Author: **Alison M. Dachner**, *John Carroll U.*
Author: **Erin E. Makarius**, *U. of Akron*
Author: **Stacy Lyn Astrove**, *U. of Delaware*

Mobility and Human Capital Flow Discussion

Author: **Deepak Somaya**, *U. of Illinois at Urbana-Champaign*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Conflict in the Gig Economy: Platforms and Scandals

Session Moderator: **Michael Maffie**, *Pennsylvania State U.*

CM: Invisible Hands: The Roots of Conflict in the Gig Economy

Author: **Michael Maffie**, *Pennsylvania State U.*

Much of the conflict in the online gig economy centers on the relationship between market risk and organizational control. Yet despite extensive scholarship on platform control, the literature assumes that platform companies distribute risk uniformly across workers. In this article, the author explores how platform companies can capture and deploy market risk across workers as a vehicle of organizational control. Drawing on original qualitative and quantitative data, the author illustrates how platform companies’ “invisible hands” manipulate workers’ market exposure. For workers who follow the company’s desired behaviors, they are pulled “inward”, protected from market risk, while those who do not follow these behaviors are pushed to the periphery, increasing their market exposure. This article develops the mechanisms that link market risk to platform control and provide new insight into the roots of conflict in the ‘gig’ economy.

Paper is Available to Meeting Registrants Only.

CM: The Psychological Processes and Consequences of Playing the Role of Producer versus Consumer

Author: **Jae Yun Kim**, *Asper School of business, U. of Manitoba*

In advanced capitalist societies, it is necessary for people to play the role of producer and consumer. That is, whether they like doing it or not, many people spend much time and energy each day directly or indirectly producing commodities (e.g., goods, services) for sale as producers (workers), and purchasing and using up commodities produced by others (e.g., workers, companies) as consumers. We propose that these two economic roles, the backbone of the capitalist economy, embody distinct logics and orientations, and thus prescribe different mindsets and behaviors for the participating agent. Drawing on research from various fields, including management, marketing, sociology, and psychology, we suggest that production is extrinsic-oriented (focused on pleasing others) and embraces “ethic of labor” (e.g., perseverance, duties), whereas consumption is intrinsic-oriented (focused on pleasing self) and embraces “aesthetic of play” (e.g., self-indulgence, comfort) (Baudrillard, 1975; Humphreys & Grayson, 2008). We then consider how these different logics and orientations might relate to and shape people’s attitudes and behaviors in domains of social power, motivation, well-being, social identity, and self-construal. Finally, we explore the implications of this framework for the study of justice. By exploring the psychological processes and consequences of people playing the role of producer versus consumer, the present paper seeks to extend the existing work that has paid relatively little attention to the psychological aspects of the two economic roles. More generally, by exploring this relatively understudied topic, the present paper aims to serve as a guidepost for future research.

Paper is NOT Available. Please contact the author(s).

CM: Transaction Platform Governance and Conflicts: A Configuration Approach

Author: **Habib Ashrafal Islam**, *Old Dominion U.*

Author: **Matthew Farrell**, *Old Dominion U.*

Author: **Anil Nair**, *Old Dominion U.*

Author: **Jing Zhang**, *Old Dominion U.*

Transaction platforms, such as Amazon and Uber, are emerging as central players in many segments of the global economy. Extant research has primarily focused on the impact of network effects on platform growth and rivalry, and very little scholarly work has studied governance systems of platforms. Building on property rights theory, we propose that governance rules influence conflicts between platforms and seller partners. We test our proposition in the online auction and mail-order (SIC: 5961) industry. We first identify the sets of rules that platforms use in seller selection and engagement based on configuration theory. Next, utilizing fsQCA methodology, we identify multiple configurations of governance rules that lead to low platform-seller conflict. We also find that divergent configurations are contingent upon platform strategies. Theoretical and empirical implications of the study on platform governance and property rights are discussed.

Paper is Available to Meeting Registrants Only.

CM: When to Attenuate Social Disapproval of Stigma by Association? Empirical Evidence from Metoo movement

Author: **Heyang Sun**, *Chinese U. of Hong Kong*

Author: **Yiqian Lu**, *Chinese U. of Hong Kong*

This study extends the research on organization stigma by developing a new perspective on the response timing of a firm towards an associated peer’s event-stigma in the social media era premised on social disapproval theory. Event stigma can be spread by association, and firms affected by a peer’s stigma also face serious social disapproval, calling for an appropriate response strategy. Past studies suggest that the firm should have a slower and deliberate response to attenuate social disapproval due to social media’s greater velocity, emotionality, and communality characteristics. Meanwhile, we empirically demonstrate that social media also brings incredible information volume, which can crowd out constituents’ limited attention to a focal firm’s response, decreasing the effectiveness of response in the social disapproval attenuation process. Therefore, based on these two mechanisms, there is an inverted U-shaped relationship between the response time of the firm with stigma by association and its financial performance. We further confirm that the turning point of this curvilinear relationship depends on the strength of association and response accommodativeness. Using data on 188 Hollywood movies associated with the Weinstein scandal and the #MeToo movement, we find the results support these hypotheses.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1974** | Submission: **10697** | Sponsor(s): **(CM, OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 12:30PM - 2:00PMPT (UTC-7)** at **Seattle Convention Center in Room 605**

**Effectively Managing Negative Situations to Create a
Better World Together**
Managing Negative Situations



Organizer: **Christine Chi Hye Hwang**, *U. of Guelph*
Organizer: **Claudia Christina Kitz**, *U. of Klagenfurt, Austria*
Discussant: **Robert Bies**, *Georgetown U.*
Participant: **Maja Graso**, *U. of Otago*
Participant: **Karl Aquino**, *U. of British Columbia*
Presenter: **Fan Xuan Chen**, *U. of Illinois at Urbana-Champaign*
Participant: **Jeroen Camps**, *Thomas More*
Participant: **Nicole Strah**, *Purdue U.*
Participant: **Kees Van Den Bos**, *Utrecht U.*
Presenter: **Christine Chi Hye Hwang**, *U. of Guelph*
Participant: **Daniel Brady**, *Wilfrid Laurier U.*
Presenter: **Abiola Sarnecki**, *Wiesbaden Business School*
Participant: **Marjo-Riitta Diehl**, *Aalto U. School of Business*
Participant: **David Leonard Patient**, *Vlerick Business School*
Presenter: **Julia Zwank**, *EBS U. of Business and Law*
Participant: **Francesco Sguera**, *UCP - Católica Lisbon School of Business & Economics*
Presenter: **Claudia Christina Kitz**, *U. of Klagenfurt, Austria*
Participant: **Laurie Barclay**, *U. of Guelph*
Participant: **Heiko Breitsohl**, *U. of Klagenfurt, Austria*

Managing negative situations is a critical task for managers and organizations, especially since doing so effectively is imperative for “creating a better world” (Academy of Management, 2021). However, there are numerous obstacles that can challenge managers. Our symposium gathers an international panel of scholars from Austria, Belgium, Canada, Finland, Germany, New Zealand, Portugal, The Netherlands, and the United States that leverages diverse perspectives and methodologies to (a) assess what influences managers’ decisions to pursue punishment (vs. procedural justice) when they handle ambiguous allegations of harm, (b) how managerial inaction can be detrimental for employees and managers, (c) how procedural justice issues can influence managers conducting layoffs, (d) how anticipatory moral emotions affect managerial behaviors in “necessary evil” tasks, and (e) how managers can effectively deliver bad news. Following the paper presentations, Dr. Robert Bies will conclude the symposium with an engaging interactive discussion that highlights key insights and future research directions. By showcasing theoretical and practical insights into how managers and organizations can more effectively manage negative situations, we aim to fulfill the Academy of Management’s objective to “create a better world” through responsible management.

Procedural Justice and Safety Trade-Offs in Ambiguous Allegations of Harm

Author: **Maja Graso**, *U. of Otago*

Author: **Karl Aquino**, *U. of British Columbia*

Author: **Fan Xuan Chen**, *U. of Illinois at Urbana-Champaign*

Author: **Jeroen Camps**, *Thomas More*

Author: **Nicole Strah**, *Purdue U.*

Author: **Kees Van Den Bos**, *Utrecht U.*

“In”action Speaks Louder Than Words: Examining the Importance of Managerial Inaction

Author: **Christine Chi Hye Hwang**, *U. of Guelph*

Author: **Daniel Brady**, *Wilfrid Laurier U.*

Out of Control? The Effect of Procedural Justice on Managers’ Experiences of Layoffs

Author: **Abiola Sarnecki**, *Wiesbaden Business School*

Author: **Marjo-Rlitta Diehl**, *Aalto U. School of Business*

Author: **David Leonard Patient**, *Vlerick Business School*

You Gotta Feel What You Gotta Do: Necessary Evils, Anticipatory Emotions, and Responses

Author: **Julia Zwank**, *EBS U. of Business and Law*

Author: **Francesco Sguera**, *UCP - Católica Lisbon School of Business & Economics*

Author: **Marjo-Rlitta Diehl**, *Aalto U. School of Business*

We Need to Talk: Enhancing the Effectiveness of Bad News Delivery

Author: **Claudia Christina Kitz**, *U. of Klagenfurt, Austria*

Author: **Laurie Barclay**, *U. of Guelph*

Author: **Heiko Breitsohl**, *U. of Klagenfurt, Austria*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **1975** | Submission: **18778** | Sponsor(s): **(CTO)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 12:30PM - 2:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **306 Duwamish**

Digital Platforms and Value Creation

Session Moderator: **Jordan Duran**, *UNC Charlotte*

CTO: [Content Monetization on Social Media Platforms](#) 

Author: **Hua (Jonathan) Ye**, *U. of Oklahoma*

One thing social media platform owners want to do is increase the value of the content on their platform, to better engage their users. There are two kinds of platform content value – content quantity value, where having more content naturally makes a social media platform more attractive, and community engagement value, where the “attractiveness” of the content draws in and retains users. Substantial research suggests the introduction of financial incentives is one viable strategy. However, what are effective mechanisms for delivering financial incentives remains unknown. One financial incentive mechanism recently introduced to social media platforms is paid Q&A, where people answer specific questions from other users in exchange for a market-determined fee. Does paid Q&A improve platform content value? We study this question in a natural experiment on Weibo Q&A, which introduced a paid Q&A feature into its user content mix. We find that while paid Q&A reduced the quantity of free content, overall, the total amount of content increased. Furthermore, the community engagement value of content as measured by number of likes and forwards increased. This suggests that the introduction of paid Q&A incentivizes users to generate content that genuinely increases the platform content value. Our findings add to the literature by studying how financial incentive systems change behavior in a real social media platform with an existing incentive mix, and by identifying social media platform design features that increase user engagement.

Paper is NOT Available. Please contact the author(s).

CTO: [Relational Work and Monetization in the Creator Economy](#)

Author: **Jordan Duran**, *UNC Charlotte*

Author: **Anne Kathrin Kronberg**, *UNC Charlotte*

The digital content creation economy supports a significant number of freelance artists, creatives, and knowledge workers. These content creators earn income from revenue sharing arrangements with the digital platforms that host and distribute the products of their work. In these relationships, the monetization policies and tools afforded from the platform are central to how content creators generate value, yet the role that monetization plays in shaping the content production process is not understood. This paper investigates the role of monetization in digital platform work by focusing on how a platform’s monetization features and policies organize the work of content creation. Findings are based on a qualitative analysis of 30 interviews with content creators who earn a living from monetizing content on Twitch. We argue that platform monetization tools and policies materially enable relational practices with audiences. In these relational practices, creators obscure, reframe, and gamify monetary contributions in social terms. Creators also recognize doing these practices as normative and avoid engaging in practices perceived as non-relational. Based on these findings, we argue that monetization can be understood as a material entanglement of relational work and platform features, and offer some future directions for research.

Paper is Available to Meeting Registrants Only.

CTO: [Orchestrating the Performance of Equity Crowdfunding Platforms](#)  

Author: **Saul Estrin**, *LSE*

Author: **Susanna Khavul**, *SJSU/LSE*

Author: **Alexander Kritikos**, *DIW Berlin*

Author: **Jonas Loher**, *Ifm-Bonn*

We model the behavior and performance of equity crowdfunding platforms in providing finance to entrepreneurs. We characterize the equity crowdfunding process in terms of a relationship between the number of investors and the amount of money raised. This framing permits analysis of sources of heterogeneity by considering variation in the average amount supplied by investors in each pitch, for example due to diversity in the architecture of platforms or differences in institutional arrangements and policies between countries. We use a proprietary dataset collected from the most prominent platforms in Germany, USA and UK, 2011-2019. We find that the underlying equilibrium relationship between the number of investors and the amount of money raised for entrepreneurs is loglinear, with a coefficient less than one. Hence, the underlying relationship is concave to the origin. This finding has important policy implications. We go on to identify significant variation in the average amount invested by platform and across countries, pointing to the impact of institutional and organizational specificities. These variations affect both the intercept and the slope of the curve.

Paper is Available to Meeting Registrants Only.

CTO: [Value Creation through Machine Learning Using Data Network Effects](#)

Author: **Ricardo Costa Climent**, *Uppsala U.*

Author: **Darek Haftor**, *Uppsala U.*

Author: **Jenny Eriksson Lundström**, *Uppsala U.*

The recently proposed theory of data network effects aims to account for how user value is created from the use of machine learning technology. The theory recognises the unique learning ability of machine learning, which uses large data sets for predictions and decision making. This paper offers a critical assessment of that theory, unearthing some of its strengths and limitations. The latter are transformed into a set of interrelated research questions that jointly constitute the proposed research programme into how to use machine learning technology in order to create and capture value. The paper contributes to the literature with an articulation of some novel knowledge gaps.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1976** | Submission: **19445** | Sponsor(s): **(ENT)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 12:30PM - 2:00PMPT (UTC-7)**

Entrepreneurial Cognition 6

Session Moderator: **Sean Maddison Dwyer**, *Baylor U.*

ENT: Personal Mission Drift: Exploring Purpose in Life in Entrepreneurial Venturing

Author: **Sean Maddison Dwyer**, *Baylor U.*

Author: **Kendall Artz**, *Baylor U.*

Purpose in life is considered one of the most central components of entrepreneurial well-being and one of the most powerful driving forces of human behavior. Entrepreneurship researchers, however, have been slow to acknowledge the role of this meaningful construct in the entrepreneurship literature. Accordingly, this study sets forth a theoretical framework that explains the relationship between purpose in life and entrepreneurial action. We explain that purpose in life is not only a driver of entrepreneurial action but also a conducive means of cultivating purpose in life. Drawing on theoretical insights from psychology research, we explain how the entrepreneurial process naturally cultivates the four building blocks of purpose in life, which include commitment, personal meaningfulness, goal-directedness, and beyond-the-self. We propose that whether entrepreneurship cultivates purpose in life for individuals depends upon the degree of coherence between the entrepreneurs' intended social purposes (ISP) for engaging in entrepreneurship and the activities and outcomes of the venture over time. When in coherence, entrepreneurship can be a powerful, self-reinforcing mechanism for sustaining purpose in life, which can have significant psychological benefits for the entrepreneur. For entrepreneurs that fail to maintain such coherence, however, the ventures may lock into previously unintended paths that gradually erode the psychological health and well-being of the entrepreneur. It is in this vein that entrepreneurship is a double-edged sword, protecting purpose in life for those that can retain coherence and impairing purpose in life for those that do not.

Paper is Available to Meeting Registrants Only.

ENT: The Curvilinear Effect of Entrepreneurship Education on Entrepreneurial Intentions 

Author: **Giang Truong Hoang**, *Victoria U. Australia*

Author: **Tuan Trong Luu**, *Swinburne Business School, Swinburne U. of Technology*

Entrepreneurship education has drawn attention from policy makers and scholars because of its potential influence on students' entrepreneurial intentions. However, the effectiveness of entrepreneurship education on entrepreneurial intentions remains inconsistent and controversial. Grounded in the social cognitive theory, we examined a potential curvilinear effect of entrepreneurship education on entrepreneurial intentions while also investigated the mediating role of entrepreneurial passion and the moderating role of resilience on this curvilinear effect. Two studies were carried out to test these ideas. In Study 1, data collected from 554 technology students from Vietnamese universities revealed that entrepreneurship education exhibited a U-shaped relationship with entrepreneurial intentions. Study 2 replicated and extended results from Study 1 by utilizing a sample of 721 business students from Vietnamese universities. The findings of Study 2 demonstrated that entrepreneurial passion mediated the curvilinear effect from entrepreneurship education to entrepreneurial intentions. Moreover, the association between entrepreneurial passion and entrepreneurial intentions was found to be strengthened by resilience. Our results offered significant implications for both theory and practice.

Paper is Available to Meeting Registrants Only.

ENT: A Literature Review of Perspective taking Research Relevant for Entrepreneurship

Author: **Shelby Meek**, *Kennesaw State U.*

Perspective taking enhances an entrepreneur's ability to recognize better market opportunities in terms of desirability, feasibility, alignment, and creativity. Although the perspective taking construct is well-established in organizational psychology literature, entrepreneurship scholars have yet to realize its full potential. To this end, this paper offers a literature review and synthesis of perspective taking research relevant to entrepreneurship to elucidate perspective taking's role as a mechanism for entrepreneurial learning. This paper identified 25 articles in which perspective taking plays a central role, and the relevance for entrepreneurship is clearly apparent. Additionally, this review is informed by another 26 articles covering the broader topics of perspective taking within psychology, cognition, and entrepreneurial learning. This review describes the various roles of perspective taking in existing scholarship, including its antecedents, consequences, mediators, and moderators, and concludes with suggestions for additional research avenues. Taken together, this literature review shows that perspective taking, and the learning that it evokes, play a valuable and necessary role across the spectrum of entrepreneurship research.

Paper is Available to Meeting Registrants Only.

ENT: The Effect of Performance on Entrepreneurial Intention: a Field Experimental Study

Author: **Hui Jiang**, *school of management, USTC*

Most empirical researches have focused on direct entrepreneurial experience and entrepreneurial intention. Actually, direct entrepreneurial experience is situational, in which performance would play a role as a socially mediated factor. Drawing on Social Cognitive Career Theory, this study investigated the relationship between performance and changes in entrepreneurial intention, as well as the mediating role of changes in entrepreneurial outcome expectation and the moderating effect of locus of control. A field experiment study is designed and conducted among 128 Chinese college students. As predicted, the results show that performance has a positive impact on changes in entrepreneurial outcome expectation and entrepreneurial intention. Specifically, positive (negative) performance leads to increasing (decreasing) in entrepreneurial outcome expectation and entrepreneurial intention through changes in entrepreneurial outcome expectation. The mediating effect is strengthened for the internals (vs. the externals). The theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1977** | Submission: **19459** | Sponsor(s): **(ENT)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 12:30PM - 2:00PMPT (UTC-7)**

New Venture Formation 10

Session Moderator: **Simon Hensellek**, *TU Dortmund U.*

ENT: Craft Reconfiguration: Rediscovering Traditional Craft Despite Modernizing Forces

Author: **Dillon Berjani**, *Vrije U. Amsterdam*

Using an inductive research design, the current study provides an exploration of how traditional craft can be reconfigured through entrepreneurial action, revealing unique processes by which craft persists as a source of meaningful jobs and income, despite modernizing forces. Whereas prior assessments primarily explore how modernization reconfigures traditional craft, the focus in this article is on entrepreneurship's role in challenging cultural remnants attached to craft while maintaining traditional elements in contemporary craft. The findings indicate that craft can be recontextualized, revitalized, and repurposed through entrepreneurial action, such that it then can be rediscovered and adapted to contemporary market demands. First, craft is recontextualized, from a culturally anchored tradition mainly performed at home to a commercially embedded practice performed in organizational settings. Second, craft is revitalized through modern approaches to production, equipment, and design that turn craft into something more accepted in the broader economy and enable it to compete with industrialized products. Third, craft is repurposed, from a practice performed for family and friends to artistry that addresses market needs, shifting from marginalization to a far more commercial practice. These findings offer theoretical contributions to emerging efforts to rediscovering craft, in that they reveal the unique processes by which craft, even if pushed to the margins, can persist as a vital source of economic and social prosperity in the marginalized communities that rely on it.

Paper is Available to Meeting Registrants Only.

ENT: Contextualizing Entrepreneurship. Linking Context to Research Strategies in a Process Perspective

Author: **Attilia Ruzzene**, *U. of Bergamo*

Author: **Paolo Di Toma**, *U. of Modena and Reggio Emilia*

In entrepreneurship, attention to context has been steadily on the surge. Nonetheless, most empirical research remains stuck in a view of context as "static, prior and external to the entrepreneurship being studied". This paper develops an alternative conceptualization of context and its relationship to the entrepreneurial phenomenon; and presents three research strategies underexploited in entrepreneurship studies and coherent with this conceptualization. Specifically, we contrast what we regard as the dominant view of context in the field, context as a force field, to an alternative conceptualization that sees context as a process field. Furthermore, we discuss three research strategies, namely the extended case method, process tracing, and visual analysis, that enable contextualization by looking at phenomena of interest as embedded in a field of spatio-temporally situated processes. We conclude by outlining the epistemic gains that can be reaped through a processual approach to contextualization

Paper is Available to Meeting Registrants Only.

ENT: From Data to Theory: The Use of the Grounded Theory Methodology in Entrepreneurship Research 

Author: **Simon Hensellek**, *TU Dortmund U.*

Author: **Giuseppe Natale**, *TU Dortmund U.*

Author: **Manuel Wiesche**, *TU Dortmund U.*

The grounded theory methodology (GTM) has been labeled the epitome of qualitative research because it represents one of the main approaches for building theory in entrepreneurship research. However, studies vary greatly in their application of GTM and its procedures. The purpose of this article is to scrutinize the use of GTM in entrepreneurship research. To this end, we analyzed 135 GTM-based articles across 15 major entrepreneurship and management journals. This paper extends entrepreneurship research by empirically examining the use of GTM, finding content-related and methodological developments in this realm. We discuss the importance of GTM for the past and future development of entrepreneurship research.

Paper is NOT Available. Please contact the author(s).

ENT: Social Support and Resource-Scarcity in Entrepreneurship  

Author: **Birgit Muskat**, *Australian National U.*

Author: **Ofer Zwikael**, *Australian National U.*

Author: **Pia Maria Arenius**, *RMIT U.*

Author: **Ana Longolongo 'Ae Valu Kolokihakaufisi**, -

Social support is highly effective for successful entrepreneurial activities. However, it remains unclear which resources remain accessible in times of crisis in an already resource-scarce environment; and how social support networks enable or even hinder entrepreneurs in accessing these resources. We study the response of entrepreneurs to crisis and the role of social support in providing access to existential resources. We use qualitative methodology and interview data from the South Pacific Island Nation of Tonga, a context defined by constant disruptions of climate change, resource scarcity, and now the Covid-19 crisis. Findings show that 1) land and access to land are the 'last available' resources to create new entrepreneurial activity; 2) women entrepreneurs rely on instrumental social support to access land, and 3) in times of crisis social support can be revoked and vanishes over time. With these findings, we advance the social support literature and shed light on the possible dark side that comes from the reliance on social networks for resource access. Further, we re-emphasize the role of land in entrepreneurs' response to crises in a resource-scarce environment and that being 'landless' creates a key institutional barrier for women in times of recovery.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1978** | Submission: **19464** | Sponsor(s): **(ENT)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 12:30PM - 2:00PMPT (UTC-7)**

Sustainability 4

Session Moderator: **Joern Hendrich Block**, *U. of Trier*

ENT: **Market, Social, or Both? Measuring Social Innovation Through Trademarks** 

Author: **Mirko Hirschmann**, *Trier U.*

Author: **Joern Hendrich Block**, *U. of Trier*

Author: **Gorgi Krlev**, *ESCP Business School*

Social innovation in market-oriented social enterprises (SEs) contributes to both social and financial value creation. In order to develop and evaluate policy programs that promote social innovation to address societal challenges, it is therefore critical to understand how to identify social innovation. However, while the literature on commercial innovation is well advanced, research lacks empirical evidence on the measurement of social innovation. This study addresses this gap by investigating how trademarks and its diverse intellectual property right (IPR) characteristics serve to measure social innovation by SEs. Based on a sample of 925 SEs from Germany, we apply a textual analysis of their corporate websites to assess four dimensions of social innovation (i.e., innovation, social impact, financial, and scalability). In total, we analyze more than 35,000 subpages of SE-websites to construct our dependent variables. Our results show that the number of SEs' registered trademarks relate to all dimensions of social innovation. In addition, we find that certain trademark characteristics predict the dimensions of social innovation in different ways. We provide implications for both policy-makers and social entrepreneurs.

Paper is Available to Meeting Registrants Only.

ENT: **State, Market or Society: Configurational Effects of Institutional Logics on Social Entrepreneurship**

Author: **Juelin Yin**, *Sun Yat-Sen U.*

Author: **Jiaxin Zhao**, *School of Business, Sun Yat-sen U.*

Author: **Yunzhou Du**, *Southeast U.*

Although prior research of social entrepreneurship has been focused on the influences of isolated institutional logics factors, little is known about how different institutional logics factors produce joint effects on social entrepreneurship participation. Based on the configuration theory, this study investigates how government logics, market logics, and social logics work together effectively to promote social entrepreneurship participation. Using data from the Global Entrepreneurship Monitor (GEM) survey, we apply the fuzzy-set qualitative comparative analysis (fsQCA) to investigate the driving mechanisms for achieving high/not-high prevalence rates of social entrepreneurship among 38 countries. The results suggest that high prevalence rates of social entrepreneurship are achieved through the interaction of multiple institutional logics, rather than by any single factor. Three different configurations can explain the presence of high prevalence rates of social entrepreneurship: the social-logic dominant-driven path, the market-logic dominant-driven path, the market-society dual-logics-dominant path. Further, we also find that the pathways for the absence of high prevalence rates of SE are not simply the negation of conditions for the presence of high prevalence rates of SE. Our findings not only contribute to the institutional logics literature and link to the stream of social entrepreneurship, but also inspire policy makers to effectively improve entrepreneurial environment.

Paper is Available to Meeting Registrants Only.

ENT: **Why Some Entrepreneurial Firms Seldom Invest in Corporate Social Responsibility**  

Author: **Yalan Xu**, *South China U. of Technology*

Author: **Xufei Ma**, *School of Economics and Management Tsinghua U.*

Author: **David Ahlstrom**, *Chinese U. of Hong Kong*

Despite the rich literature on corporate social responsibility (CSR), prior studies have ignored a group of emerging and important entities: entrepreneurial firms. This paper aims to fill this gap by addressing the research question: why some entrepreneurial firms seldom invest in CSR. Employing real options logic, we examine the influence of uncertainties in the external environment and internal flexibilities of entrepreneurial firms on decisions of CSR investments. We propose that uncertainties in the external market will positively affect the decision of CSR practice. Given the specific characteristics of an entrepreneurial firm, we propose that there is a U-shaped relationship between firm slack resources and decisions of CSR investment, which is further moderated by the firm's R&D investment decision and ownership structure. The hypotheses received strong support by using a longitudinal sample of 1,250 Chinese entrepreneurial firms during the period of 2010 to 2017.

Paper is NOT Available. Please contact the author(s).

ENT: **Toilet Dreams in India: A Guard-Contester Framework of Entrepreneurial Strategies in Grand Challenges**      

Author: **Aparna Venugopal**, *U. of Liverpool Management School*

Author: **Paribhasha Sharma**, *Associate Professor O P Jindal Global U.*

We examine how entrepreneurs implement sanitation solutions in a complex, uncertain and evaluative context, namely India. We examine the existing theories on addressing grand challenges, review past studies on the Indian sanitation concern and turn to Foucault and Heidegger on guidelines to study the black boxes of power, time and agency in the Indian context. We adopt an inductive multiple case study design and gathered data via 30 semi-structured interviews, between 2018 and 2021 from the founders and stakeholders of 13 enterprises that offer toilet innovations across 12 Indian States. We contribute to entrepreneurship and strategy in practice literature by theorizing how entrepreneurs guard, contest, circumvent, and compartmentalize existing social structures to provide equitable sanitation solutions; this being an important problem that has received scant attention from the enterprise and strategy in practice literatures. Our framework of the entrepreneurial strategies serves as a guide on practical strategies for entrepreneurs who are addressing grand challenges and researchers who are examining the complex situated intersections of enterprise and strategy in practice. We challenge the theoretical distinctions between guards and contesters in communities that have deeply embedded power hierarchies.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1979** | Submission: **13444** | Sponsor(s): **(ENT)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Tuesday, Aug 9 2022 12:30PM - 2:00PMPT (UTC-7)**

**Past Lessons, Future Ideas: Multilevel Views on
Applying the UN Sustainable Development Goals**
New Ways for Entrepreneurship to Support UN SDGs



Presenter: **Raphael H. Cohen**, *U. of Geneva*
Presenter: **Raymond Saner**, *CSEND research SDGs RBC*
Presenter: **Leo Dana**, *Dalhousie U.*
Presenter: **Lichia Saner-Yiu**, *Centre for Socio-Eco-Nomic Development*
Discussant: **Jerome Katz**, *Saint Louis U.*

In 2015 the UN adopted a resolution called “Transforming Our World: the 2030 Agenda for Sustainable Development” comprising 17 sustainable development goals (SDGs) ranging from “no poverty” to “responsible consumption and production.” This panel of global experts will show the range of entrepreneurial and intrapreneurial activities being done across meta, macro, meso, and micro levels to meet the SDGs. Examples will talk about meta level actors such as the UN, ILO and ISO, macro level activities in MNCs and NGO’s, meso and micro activities among indigenous peoples using historic models of sustainable life and among social and solidarity economy organizations leveraging ICT to create new partnerships around the world. The session will leave time for attendees to ask questions of these experts to help them in their future research, teaching, networking and engaged action.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1980** | Submission: **19293** | Sponsor(s): **(ENT)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 12:30PM - 2:00PMPT (UTC-7)** at **Seattle Convention Center in Room 303**

Entrepreneurial Cognition 1

Session Moderator: **Alex Kier**, *Washington State U.*

ENT: **Examining the Nexus Between Entrepreneurial Imagination and Venture Innovativeness** 

Author: **Smita Srivastava**, *Wichita State U.*

Author: **Alex Kier**, *Washington State U.*

The new venture creation process begins when entrepreneurs come to imagine their venture ideas, yet we lack a comprehensive understanding of the imagination-innovation nexus for entrepreneurial ventures. In this research, we take a dynamic approach and combine entrepreneurial imaginativeness perspective with schema theory to argue that entrepreneurial imaginativeness will influence venture innovativeness and this relationship is likely to be contingent on the founder's knowledge depth and breadth. Using a two-step process and combining data from a survey of 98 entrepreneurs and secondary sources, we show that entrepreneurial imaginativeness enhances venture innovativeness and the founder's knowledge component has a differential effect on this relationship. More specifically, we hypothesize that knowledge depth constraints the effect of imaginativeness on venture innovativeness, while knowledge breadth enhances the effect of imaginativeness on venture innovativeness.

Paper is NOT Available. Please contact the author(s).

ENT: **Effectual and causal decision-making logics: Development and validation of a scenario-based measure (WITHDRAWN)**

Author: **Sonia-Cristina Codreanu**, *King's College London*

Author: **Gorkan Ahmetoglu**, *U. College London*

Author: **Ute Stephan**, *King's College London*

Effectuation theory has gained prominence as a framework for understanding entrepreneurial decision-making logics. However, the measurement of effectuation remains controversial, as existing measures suffer from important limitations hindering empirical research. Across several empirical studies, we develop a scenario-based measure of effectuation, examine its content validity, explore and then confirm the dimensionality of the measure, and provide evidence of convergent and discriminant validity. Our measure shows evidence of strong reliability and validity. We contribute a new measure for effectuation research that operationalizes effectuation as a decision logic of the individual entrepreneur, clarify the ontological nature of the effectuation construct, and extend its nomological net.

Paper is NOT Available. Please contact the author(s).

ENT: **The Two Faces of CEO Narcissism and Affordable Loss: The Rivalry-Versus-Admiration Perspective**

Author: **Zhe Shen**, *U. of Manitoba*

Author: **Wenlong Yuan**, *Asper School of business, U. of Manitoba*

Effectuation approach, defined as both process and principles guiding decision-making logic at the firm level, has attracted entrepreneurship scholars' attention for two decades. The majority of research focuses on effectuation approach as a whole, and few studies have explored related subconstructs, such as affordable loss. However, there is a scanty of empirical examinations on single principle, which benefits an in-depth understanding of effectuation approach. Hence, based on the rivalry-versus-admiration perspective, this study investigates the relationship between CEO narcissism and affordable loss. On the one hand, the influence of individual personality differences on effectuation principles has been addressed and verified by empirical support. A firm's affordable loss behaviors indicate the cognitive mechanism underlying effectuation principles. On the other hand, this study discusses the boundary of effectuation approach by including two powerful moderators, namely, perceived uncertainty and slack resources. Using data collected from 126 Chinese enterprises, our results indicate that under low perceived uncertainty and high organizational slack, CEOs high in narcissistic admiration are more likely to take on affordable loss investments, while narcissistic rivalry CEOs prefer to reduce affordable loss activities to secure their status—assertions that fully support our hypotheses. Management implications and future directions are interpreted in the discussion.

Paper is Available to Meeting Registrants Only.

 ENT: **Are Sociable Founders More Likely to Share the Founder Role?**

Author: **Tatiana Zabara**, *U. of Fribourg, Switzerland*

Author: **Emmanuelle Fauchart**, *U. of Fribourg, Switzerland*

New ventures vary tremendously in their design and approach to opportunities. In particular, they vary systematically in the extent to which the founder, or lead founder, decides to be a solo entrepreneur, undertaking the full scope of the founder role, or rather decides to share the role with cofounders. In this paper, we argue that a lead founder's personal identity is a key antecedent to the choice of adopting a broad or rather narrow founder role, as the choice of founder role scope shares meanings with one's more fundamental personal dispositions. In order to test this hypothesis, we have examined a sample of 170 high tech new ventures founded in Flanders between 2006 and 2011, and studied how lead founders' aspects of their personal identities, here their 'sociability', 'structuring', and 'explorative' dispositions, affect the likelihood of (1) sharing the founder role, hence starting alone or with others, and conditional on sharing the role, (2) retaining a broad or narrow lead founder role (hence specializing into a narrow set of tasks). We find general support for our hypotheses, suggesting that personal identity affects the scope of the founder role chosen by the lead founder. Specifically, our theorizing suggests that personal identity infuses key initial choices that delineate the lead founder role and conditions how the founder role is conceived and performed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **1981** | Submission: **19334** | Sponsor(s): **(ENT)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 12:30PM - 2:00PM PT (UTC-7)** at **Hyatt Regency Seattle in 503 Duckabush**

New Product Development 1

Session Moderator: **Daniel Albert**, *Drexel U.*

ENT: **Regulatory Focus, Ambidextrous Learning and Opportunity Recognition in New Product Development**  

Author: **Xiangming Tao**, *SPRU, U. of Sussex*

Author: **Catherine L. Wang**, *Brunel U. London*

Author: **Paul John Alexander Robson**, *Royal Holloway, U. of London*

This study focuses on individual managers' ambidextrous learning and examines its psychological antecedents and consequences in the new product development (NPD) context. Specifically, drawing on the regulatory focus theory, this study examines the relationship between the regulatory focus (i.e., promotion focus and prevention focus), ambidextrous learning, and NPD opportunity recognition. Based on survey data of 225 NPD project managers in high-tech small and medium-sized enterprises in China, we find that NPD project managers' promotion focus and prevention focus, acting as an enabler and a deterrent respectively, affect their ambidextrous learning, which in turn facilitates opportunity recognition in the NPD process. Further analyses reveal that ambidextrous learning mediates the effects of promotion and prevention focus on NPD opportunity recognition. Our findings offer new insights on the individual ambidexterity regarding the unique role of ambidextrous learning, manifested as actionable managerial capability, and also practical implications on how NPD project managers can self-regulate their behaviour for the benefit of NPD.

Paper is NOT Available. Please contact the author(s).

ENT: **Meaningfully Different? How Visual Semantics Help New Ventures Achieve Optimal Distinctiveness**

Author: **Stephanie Weiss**, *U. of Siegen*

Author: **Klemens Knöferle**, *BI Norwegian Business School*

Author: **Alexander Vossen**, *U. of Siegen*

We examine how new ventures in online B2C marketplaces use visuals, such as product videos and images, in their strife for optimal distinctiveness, that is, being as different as conformingly possible. Building on research on cultural entrepreneurship as well as sensory marketing and perception, our work shows that visuals help new ventures orchestrate their distinct organizational identity, that is, appearing either more conforming or different to evaluating audiences than they truly are. We use machine learning approaches from image label recognition and natural language processing on videos and images of 1,157 entrepreneurial products offered on Amazon Launchpad to analyze the effect of the visual semantics—the meaning contained in visuals—on product performance. We find that visual semantics matter most for conforming new ventures' product performance, albeit with a juxtaposing effect: While visuals should adhere to consumer expectations in terms of semantic fit, that is, the type of meaning they convey, they should deviate in terms of semantic richness, that is, the extent of meaning conveyed. By offering a multifaceted perceptual perspective on the way a distinct organizational identity is visually conveyed to audiences, our work has important implications for research on optimal distinctiveness. For managers, our work demonstrates clear guidelines for designing and using semantics in product videos and images to appear more or less unique to consumer audiences in online B2C marketplaces.

Paper is Available to Meeting Registrants Only.

ENT: **Sensitivity to Experimental Feedback and the Trade-Off Between Product and Segment Performance**  

Author: **Daniel Albert**, *Drexel U.*

How can entrepreneurs develop a high performing product in uncertain markets? The entrepreneurship literature suggests to continuously experiment with prototypes to learn from performance feedback. However, there is a lack of guidance about how feedback from experimentation should be used in order to find high performing product designs. To answer this question, we develop a formal simulation model and explore how entrepreneurs' "sensitivity to feedback", that is, how much weight is given to new information, shapes the search for a high performing product design. Our study reveals that feedback sensitivity constitutes a strategic trade-off between optimizing a specific product design and the discovery of higher performing product design segments. We provide implications for entrepreneurial decision making and the academic entrepreneurship and learning literature.

Paper is Available to Meeting Registrants Only.

ENT: **Hype, Uncertainty, and Lock-in: The Dynamics of New Venture Adoption of Emerging Technologies** 

Author: **Lien De Cuyper**, *Amsterdam Business School, U. of Amsterdam*

Author: **Camilla Curnis**, -

We draw on an inductive, qualitative study of a Swiss start-up that adopted blockchain technology to develop a model of new venture adoption of hyped, emerging technologies. Our model encompasses three phases during which distinct aspects of the hyped technology are highlighted and different dynamics play out: (1) technology idealization, (2) technology realization, and (3) technology disassociation. We find that emerging technologies surrounded by hype are often first adopted symbolically, and only later structurally embedded in the venture. Interestingly, we also shed light on what happens when the technology fails to live up to the hype. We find that the emerging technology continues to be used due to technology lock-in, while being symbolically decoupled from the venture's identity and image.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **1982** | Submission: **19347** | Sponsor(s): **(ENT)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 12:30PM - 2:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **506 Samish**

Self-employment 2

Session Moderator: **Mateja Andric**, *U. of St. Gallen, Switzerland*

 ENT: **Socio-Historical Shifts in Life Stage at Entrepreneurial Entry and Their Performance Implications** 

Author: **Mateja Andric**, *U. of St. Gallen, Switzerland*

Author: **Isabella Hatak**, *U. of St. Gallen*

Author: **Wei-Jun Hsueh**, *Jonkoping International Business School*

Author: **Thomas Markus Zellweger**, *U. of St. Gallen*

Entrepreneurs are no longer who and what they used to be, and this has implications for entrepreneurial performance. Drawing on life course theory and results from cohort analyses of U.S. self-employment data from the 1979 and 1997 cohorts of the National Longitudinal Survey of Youth, we propose that shifting age norms have resulted in individuals today entering entrepreneurship at a younger age, and with less prior work experience than in the past. Also, individuals today are more frequently unmarried and childless at the time of entering entrepreneurship. We conjecture that these socio-historical shifts in life stage at entrepreneurial entry bear largely negative implications for entrepreneurial performance. Moreover, we argue for gender differences in the effect of parenthood on entrepreneurial performance, which we suggest have decreased over time due to the decline of traditional gender roles. Our cohort analyses support these theoretical conjectures.

Paper is NOT Available. Please contact the author(s).

ENT: **The Impact of COVID-19 Pandemic on Entrepreneurship: Evidence from the Kauffman Microdata**

Author: **DAEHYUN KIM**, *KAIST College of Business*

Author: **Taekyun Kim**, *Korea Advanced Institute of Science and Technology (KAIST)*

Author: **Wonjoon Kim**, *KAIST*

The widespread of the coronavirus has caused unprecedented contractions in small and entrepreneurial firms. With the overall rate of rebound of entrepreneurial ventures with the CARES act, little evidence has emerged about the effects of the pandemic on the new business formation. From the analysis based on Current Population Survey data, we do not find whether the new entrepreneurship rate increased. However, we find that the rate of new business creation by the unemployed, particularly African American, increased, but the rate of new business creation by the employed decreased since the COVID-19 pandemic. Importantly, these findings are particularly dominant in states that are severely affected by COVID-19. Thus, we reveal that the impacts on entrepreneurship during the pandemic vary across employment status and races.

Paper is Available to Meeting Registrants Only.

 ENT: **What Makes Entrepreneurship Counter-cyclical? Evidence from a Shutdown of Start-up Subsidies (WITHDRAWN)**

Author: **Marianna Marino**, *ICN Business School and Bureau d'Économie Théorique*

Author: **Francesca Melillo**, *SKEMA Business School, U. Côte d'Azur, GREDEG*

Author: **Pierpaolo Parrotta**, *IESEG School of Management*

Author: **Nina Smith**, *Aarhus BSS, Aarhus U.*

This paper examines how the presence of institutional incentives towards entrepreneurship influences the relation between business cycle and entrepreneurship. We advance that by subsidizing entrepreneurship a significant fraction of non-entrepreneurial types is drawn into self-employment with important consequences. Exploiting a change in Danish policy that abolishes a start-up subsidy scheme to the unemployed, we compare the entrepreneurial population in two extended periods before and after. We find that during the subsidy period, entrepreneurship increases and turns countercyclical. These effects are amplified for women. However, further evidence suggests that counter-cyclical founders entered during the subsidy period experience worse long-term earnings when they re-enter the wage sector.

Paper is NOT Available. Please contact the author(s).

ENT: **Backing the Right Jockey? Founder Traits and Early-Stage Funding in Digital Entrepreneurship** 

Author: **Hemang C. Subramanian**, *Florida International U.*

Author: **Vijayaraghavan Venkataraman**, *Indian Institute of Management, Bangalore*

Author: **Haoqiang Jiang**, *Northern Kentucky U.*

In digital ecosystems, startups operate in a dynamic business and technology environment, where the effect of founder backgrounds and personality traits are more relevant at the early stage of capital infusion. Using theories of human capital and signaling, we study whether and how human capital signals of education, professional experience and personality traits of the founders influence early-stage venture capital (VC) investment in digital startups. We argue that in the digital sector, founders are expected to demonstrate agility through the practice of strategic flexibility in order to build a sustainable competitive advantage. Our empirical analysis uses micro-level data about firms, early-stage investment and entrepreneurs in addition to transcribed investor interviews about digital startups from USA, India, Russia, Brazil, China, and Israel between 2012 and 2018. We conclude that founders with many years of professional experience and with fewer career-changes attract higher investments at the early-stage compared to other founders. Similarly, digital startups with founders who were educated in foreign countries and with educational degrees from premier institutes attracted higher early-stage investment. We classify founders based on human capital signals and discover heterogeneity among these groups with respect to investment in different countries.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Gender and Diversity in Entrepreneurship 1

Session Moderator: **Lei Zhang**, *U. of South Florida*

ENT: Female CEOs and IPO Underpricing in China: The Moderating Effects of VC and State-Backing 

Author: **Yu Liu**, *U. of Texas at Dallas*
Author: **Haemin Dennis Park**, *U. of Texas at Dallas*
Author: **S. Ramakrishna Velamuri**, *Mahindra U. School of Management*

Female entrepreneurs and CEOs generally face greater challenges in securing funding to exploit entrepreneurial opportunities, yet contextual factors under which such challenges are more likely to arise are less understood. We explore how CEO gender affects IPO underpricing in China. We find that firms led by female CEOs incur greater IPO underpricing, but this effect is moderated by their financial backers. Specifically, the positive relationship between female CEOs and IPO underpricing is attenuated when a newly public firm is backed by venture capitalists, whereas such a relationship is exacerbated when a newly public firm is in part state-owned. Using a dataset of 934 IPOs in China in Small and Medium-Enterprise (SME) and ChinNext stock exchanges between 2009 and 2015, our results corroborate these findings.

Paper is Available to Meeting Registrants Only.

ENT: Does Gender Matter? Women Entrepreneurs' Influence In Venture Capital Syndicate Formation

Author: **Lei Zhang**, *U. of South Florida*

Prior research suggests that women entrepreneurs are at disadvantage when seeking external funding. It is unknown if such disadvantage also exists in their selection of venture capital (VC) syndicate partners. In this paper, we propose that the gender impact can be on both sides. Women entrepreneurs' ventures are more likely to be invested by syndicates of VC partners who have older funds and who are geographically distant from each other; but they are also more likely to obtain syndicated investments from VC firms who have better track records. Using a unique dataset of Internet-specific ventures that received VC investments, we found general support to our hypotheses. By examining gender influence on syndicate composition, this paper makes important contributions to our understanding of gender equality and entrepreneur-investor relationships.

Paper is NOT Available. Please contact the author(s).

ENT: Does Gender Matter? Cognitive Biases, and Entrepreneurial Funding

Author: **Anushka Iyengar Daunt**, *U. of Pittsburgh*
Author: **Lingling Pan**, *U. of Pittsburgh*

Entrepreneurs use and exhibit cognitive biases in the creation and presentation of their nascent ventures to investors. We examine how an entrepreneur's display of three cognitive biases (overconfidence, the illusion of control, and generalizing from small numbers) impacts investor funding. We explore the relationship between the display of these biases, the amount of funding an entrepreneur receives, and the entrepreneur's gender. The results of our mixed-method study, using content analysis and experimental data, suggest that the entrepreneur's display of cognitive biases can influence the amount of funding an entrepreneur receives. Moreover, this study finds that the relationship is moderated by the entrepreneur's gender.

Paper is Available to Meeting Registrants Only.

ENT: How do Different Religions Influence Women's Entrepreneurial Choices? The Role of Gender Identity

Author: **Mary Yewande Otitoju**, *U. of Nottingham Ningbo, China*
Author: **Xi Chen**, *U. of Nottingham, China*
Author: **Haibo Zhou**, *U. of Nottingham, China*

Gender discrimination and inequality have become some of the most salient issues in today's global economy. Research shows that women at work are negatively affected by gender-based stereotypes that categorize women as inferior to men. Such values typically underpinned by patriarchal ideologies are argued to explain the gender wage gap evident across various societies, as well as women's aversion to employment. Yet, such values have yet been used to explain the effect of religion on women's entrepreneurial choice. In this paper, we argue that the major world religions influence women's entrepreneurial choice by constructing their gender identities to uphold the conventional patriarchal values that categorize men as providers and women as their dependent. With a dataset of 30,084 women, we found that women's perceived gender identity mediates the effect of religions on their choices between entrepreneurship, regular employment, and housewives. Therefore, identity theory provides an explanation of how religions influence women's entrepreneurial choices.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **1984** | Submission: **19308** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 12:30PM - 2:00PM PT (UTC-7)** at **Hyatt Regency Seattle** in **603 Skagit**

Family Business and Individual Differences 2

Session Moderator: **Fabian Bernhard**, *EDHEC Business School*

ENT: **Experimental Studies on the Impressions created by Next Gens' Display of Pride in Family Businesses**   

Author: **Fabian Bernhard**, *EDHEC Business School*

While most research on family businesses praises the benefits of feeling proud of the family firm, showing such pride can easily be perceived in a negative light by nonfamily stakeholders. When displayed by next generation family members who have (yet) contributed little to the success of the family firm, the expressed emotion of pride can be associated with arrogance and entitlement, a potential harm to their reputation and a trigger of outsiders' envy. Especially family businesses whose reputation is linked with the impressions their members create may be interested in the effects by displayed pride. The present study tests the impression family members' pride can make on nonfamily outsiders. Differentiating between authentic and hubristic forms of pride, we examine, by means of an experimental study design, the conditions under which expressing pride creates positive or negative impressions. Results from a Western context (Study 1, N1=342) show that displaying authentic opposed to hubristic pride is more beneficial to a next generation member's image as an achieving, innovative, likable, and less arrogant person. The results replicate largely in a sample with Asian participants (Study 2, N2=98). In general, the effects were stronger for women's display of pride, and in the Asian context. We discuss implications for current theorizing on socio-emotional wealth and illustrate how the display of the emotion of pride can benefit or harm founders and later generations.

Paper is NOT Available. Please contact the author(s).

ENT: **Sister act: A Gender Perspective on Family Succession**    

Author: **Mohamed Ashraf Genedy**, *Jönköping International Business School*

Author: **Lucia Naldi**, *Jonkoping International Business School*

Author: **Karin Maria Kristina Hellestedt**, *Jonkoping International Business School*

Author: **Mattias Nordqvist**, *Stockholm School of Economics*

Building on a socio-emotional wealth lens and gender role theory, we examine gender inequality between siblings in the appointment to the CEO position in family businesses. We also study the impact on firm performance of the appointment of a daughter or a son when they take over the CEO position. Our empirical findings support the argument that daughters are less likely than sons to be appointed to the CEO position. However, this effect is weaker in family firms where the mother holds the CEO position. The difference-in-difference approach shows that family firms where a daughter takes over as CEO outperform family firms where a son takes over. Our findings reveal an important but hitherto not studied gendered dimension of the succession in family firms—sons are favored, but daughters do better. This way our study offers a more nuanced view of the implications of within family CEO succession in family businesses which is important for both research and practice.

Paper is Available to Meeting Registrants Only.

ENT: **Employee Innovative Work Behavior: A Missing Piece in Understanding Family Firm Innovation**  

Author: **Isabel C. Botero**, *U. of Louisville*

Author: **Juliana Binhote**, *U. of Louisville*

Author: **Tomasz Fediuk**, *Family Business Strong, LLC*

Although researchers have highlighted the importance of innovation for the continuity of a family firm, most of this work is centered on understanding business factors or leadership factors that influence the organization's innovation process. One area that has received less attention is the role of the nonfamily employee and their behaviors in facilitating innovation within family firms. This conceptual paper discusses the importance of employee innovative work behaviors and the factors that can facilitate and hinder these behaviors within the family firm. We build on literature from the family business, organizational behavior, and leadership to develop a theoretical model to explain how leadership and culture influence employee innovative behaviors. We also outline how communication actions within the organization can also play a role in determining employees' innovative behaviors. Implications and contributions of the model are discussed.

Paper is Available to Meeting Registrants Only.

ENT: **Implicit Theories of Family Firm Ownership and Heterogeneity of Family Firm Risk Taking**

Author: **Michael C. Withers**, *Texas A&M U.*

Author: **Luis R. Gomez-Mejia**, *Arizona State U.*

Author: **Geoffrey Martin**, *Melbourne Business School*

A firm's proactive risk taking is essential to sustaining a firm. Ownership structure is an important variable that purportedly determines risk taking. In relation to the most common ownership form around the world, existing literature suggests that family firms take less risk than non-family firms. However, family firms may differ in their risk preferences. To understand the drivers of family firm heterogeneity in risk taking, we leverage research on implicit theories to propose that family owners' entity and incremental implicit theory orientations may influence risk taking. We then further consider several some key internal and external contingencies likely to influence the extent to which some family firms are likely to pursue risk taking based on their implicit theories.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **1985** | Submission: **19357** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 12:30PM - 2:00PMPT (UTC-7)** at **Hyatt Regency Seattle** in **604 Skyomish**

Sustainability 1

Session Moderator: **Jonah Zankl**, *Cambridge Judge Business School*

ENT: [Towards Understanding the Process of Entrepreneurial Exit from Sustainability-Oriented Businesses](#) 

Author: **Subhan Shahid**, *Grenoble Ecole de Management*

The study explores the procedural mechanism of entrepreneurial exit for sustainable entrepreneurs and their post-exit consequences. Drawing upon human capital perspective and institutional theory, we analyzed the configurations of these two frameworks in shaping exit decisions. Using semi-structured interviews to collect primary data from twenty-seven sustainable entrepreneurs, who had exited their businesses, we analyzed the exit process through a grounded theory approach. We found that sustainable entrepreneurs with superior human capital are better positioned to overcome institutional barriers than novice and young entrepreneurs. Furthermore, enhanced human capital also facilitates sustainable entrepreneurs to classify their entrepreneurial experience as the source of learning and personal development. The findings provide several interesting aspects to pursue entrepreneurial exit research for sustainable entrepreneurs who pledge to maintain a triple bottom line approach. Keywords: Sustainable entrepreneurs, entrepreneurial exit, human capital, institutional environment, entrepreneurial learning, qualitative methods.

Paper is Available to Meeting Registrants Only.

ENT: [Addressing the Unicorn in the Room: Toward a New Normal of Responsible Entrepreneurship](#)

Author: **Jonah Zankl**, *Cambridge Judge Business School*

Author: **Matthew Grimes**, *Cambridge Judge Business School*

While entrepreneurial disruption has proven a source of previously unimaginable abundance by way of reforming legacy institutions, it is also frequently characterized by the displacement of existing professions, industries, and livelihoods. Prior research has often assumed that such reform and displacement are inevitable and inseparable aspects of entrepreneurial disruption. In this study, however, we argue that the institutional foundations which have led to the current configuration of the field of startup activity and the global emphasis on “unicorn startups” might be reoriented toward a “new normal” focused on responsible venture creation, wherein the reformative aspects of disruption are prioritized while displacement is controlled. We conclude by discussing paradoxes that must be managed as societies move toward an embrace of responsible entrepreneurship, while proposing several governance reforms needed to address such paradoxes. The resulting conceptual model advances a new theory of responsible entrepreneurship that challenges existing assumptions of entrepreneurial disruption while establishing the possibility of a “new normal.” Moreover, these insights contribute to existing scholarship on responsible and social innovation and bridge research on paradox and institutional change.

Paper is Available to Meeting Registrants Only.

ENT: [Going Green and Innovation in Entrepreneurial Firms: An Exploratory Study](#)  

Author: **Bach Nguyen**, *Aston Business School*

Author: **Nhung Vu**, *Loughborough U.*

This paper explores the relationship between firms going green and innovation. We examine two datasets: a cross-sectional dataset of more than 22,000 small businesses in 41 countries in 2020 and a panel dataset of almost 2,800 small businesses in Vietnam over the period 2011-2015. We find that firms going green are more innovative than firms not going green. Also, firms going green due to extrinsic pressure (requirements from customers and governments) are equally as innovative as firms going green due to intrinsic motivation (self-motivated). The channels that link going green to firm innovation include long-term vision, better operational practices, and efficient organisational communication. Finally, while market dynamism weakens the relationship between intrinsic motivation for going green and firm innovation, it strengthens the relationship between extrinsic motivation for going green and firm innovation. Our findings are robust in thousands of regressions that control for variable operationalisations, model specifications, estimators, endogeneity, and contexts.

Paper is Available to Meeting Registrants Only.

ENT: [Go Green and Entrepreneurial Growth Aspirations: Evidence from Multi-country Small Businesses](#) 

Author: **Xiaolong Shui**, *U. of Bristol*

Author: **Bach Nguyen**, *Aston Business School*

To account for the changing nature of entrepreneurial growth aspiration (EGA), we shift our focus from individual-level factors (e.g., human, and social capital) to firm-level strategic factors. We theorise that go green, as one of the emerging strategic orientations, can positively influence EGA for small businesses. The positive association between go green and EGA is positively mediated by strategic engagements in (a) innovation and (b) signalling (i.e., environmental certification). In addition, we establish that such positive association is stronger in economies where there are lower levels of environmental institutional pressures. The empirical analysis of 28,000 small businesses in 41 economies is largely consistent with our predictions. We further report that the indirect mechanism of environmental certification is more important than that of innovation in go green-EGA link.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1986** | Submission: **14914** | Sponsor(s): **(ENT, SIM, ONE)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 12:30PM - 2:00PMPT (UTC-7)** at **Seattle Convention Center in Room 616**

Convergence or Divergence: The State of the Art in Environmental & Social Entrepreneurship Research *Convergence or Divergence in Enviro and Social Eship*



Organizer: **Maritza Espina**, *St Ambrose U.*
Session Chair: **Peter T. Gianiodis**, *Duquesne U.*
Discussant: **Wendy Chen**, *Texas Tech U.*
Presenter: **Lilach Trabelsi**, *U. of Innsbruck*
Presenter: **Felix Arndt**, *U. of Guelph*
Presenter: **Sumita Sarma**, *California State U., Bakersfield*
Presenter: **Rosanna Garcia**, *Worcester Polytechnic Institute*

This symposium highlights the diversity of research examining the intersection of sustainable and social entrepreneurship. It examines the forces of convergence and divergence within these two distinct research streams. In particular, the authors consider areas where there are opportunities to advance the field by building upon the depth and breadth of research to resolve three pressing needs in the literature: contextuality, scalability, and stakeholder management. By addressing these challenges, these papers provide specific paths forward to advance the field. The papers in the symposium broaden our understanding of factors that have come to shape the practice of sustainable entrepreneurship and opportunities for new venture creation to generate social impact.

The State of the Art in Environmental and Social Entrepreneurship Research

Author: **Peter T. Gianiodis**, *Duquesne U.*
Author: **Maritza Espina**, *St Ambrose U.*

Corporate Sustainability, Stakeholder Orientation, and Collaboration between Competitors: What Lies

Author: **Lilach Trabelsi**, *U. of Innsbruck*

Value Creation through Environmental Entrepreneurship

Author: **Geoffrey R. Archer**, *Royal Roads U.*
Author: **Felix Arndt**, *U. of Guelph*
Author: **Fiona Robinson**, -

Societal Attitudes Toward Corporate Responsibility and Social Entrepreneurship

Author: **Sumita Sarma**, *California State U., Bakersfield*
Author: **Sharon Simmons**, *Jackson State U.*

The Language of Entrepreneurship: An Exploratory Gender-Coding Study

Author: **Rosanna Garcia**, *Worcester Polytechnic Institute*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Subsidiary Role Within the MNE

Session Moderator: **Catherine Magelssen**, *London Business School*

IM: Boundary Conditions of Subsidiary Reverse Knowledge Transfer Benefiting the MNE Parent

Author: **Chun-Ping Yeh**, *National Taiwan U. of Science and Technology*
Author: **HSIAO-CHING CHOU**, *National Taiwan U. of Science and Technology*

The subsidiary reverse knowledge transfer (RKT) has recently drawn much attention in the IB research. Despite prior efforts on exploring the determinants of the subsidiary RKT from diverse perspectives, the subsidiary RKT benefit to the MNE parent in contingency with heterogeneity of subsidiary entrepreneurial initiatives, the MNE parent's discretion over the subsidiary resource use, and the knowledge transfer mechanism are rarely examined in a holistic approach. Drawing on the organizational learning perspective and resource dependence theory to develop our hypotheses, and testing them with a unique sample of 2277 observations of 1831 Taiwan MNEs collected from 2013 to 2017, we found that (1) the RKT both of subsidiary exploitative and explorative initiatives are beneficiary to the MNE parent, and the benefit derived from the exploitative initiative is stronger than the explorative one; (2) the knowledge transfer conduit of bureaucratic routine is more detrimental to the RKT benefit of subsidiary explorative initiative; and (3) the MNE parent's higher resource discretion enhances the RKT benefit of subsidiary explorative initiative. Our findings provide academic contributions to the IB literature and managerial implications for managing the subsidiary RKT.

Paper is Available to Meeting Registrants Only.

IM: Headquarters Attention, Social Networks and Managerial Careers (WITHDRAWN)

Author: **Francesco Ciabuschi**, *Uppsala U.*
Author: **Philip Kappen**, *Uppsala U.*
Author: **Diego Stea**, *Copenhagen Business School*

Integrating insights from the literature on headquarters attention in the multinational corporation and the social capital of brokering and closed networks, we argue that the career performance of subsidiary managers depends on whether the manager's individual social network is complementary with the level of headquarters attention received by the subsidiary in which the manager is located. By so doing, we expound on an "attention paradox," in which we contend that that the same condition of operating in a subsidiary receiving a given level of headquarters attention could in principle facilitate as well as hamper the career performance of the individual managing that subsidiary. Our theory moves beyond the conventional view that links headquarters attention to unidirectional effects on performance, and offers a non-deterministic perspective that suggests that similar levels of attention may lead to opposite outcomes for the individual manager depending on the structural properties of the manager's network.

Paper is NOT Available. Please contact the author(s).

IM: Strategy or Gluttony? The Allocation of Ownership Rights to Strategic Assets within the Firm → 📄

Author: **Catherine Magelssen**, *London Business School*

The creation and appropriation of value from strategic assets are at the heart of strategy. Despite extensive research on how and where value is created within multinational enterprises (MNEs), and the performance benefits from strategic assets, relatively little is known about the allocation of ownership rights within firms to strategic assets. Although MNEs can exploit international differences and allocate strategic asset ownership rights to income shielding locations, it often comes at the cost of shifting control and responsibility from value-creating subsidiaries. This study examines firms' trade-offs in allocating ownership rights to strategic assets using a hand-collected confidential dataset on 102 MNEs on the types and locations of their strategic assets. The findings indicate that MNEs select locations based on tax and their need for coordination and regional expertise. We find evidence that MNEs are significantly likely to locate ownership of their strategic assets in regional hubs of expertise. However, MNEs with codifiable strategic assets are more likely to have ownership separated from value-creating activities and located in tax havens. The results also provide insight into when firms are not likely to engage in tax avoidance. When strategic assets are more difficult to monitor and control, firms are less likely to separate ownership from value-creating activities. As such, these findings imply that tax competition is not simply a "race to the bottom" in that there are factors that inhibit firms from fully capitalizing on tax policies. From a policy perspective, this research provides insight into the policies that can attract MNE location choice. The results suggest that, for policymakers, creating a hub of expertise might be a powerful tool for attracting MNE strategic assets.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1988** | Submission: **19230** | Sponsor(s): **(MOC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 12:30PM - 2:00PMPT (UTC-7)** at **Seattle Convention Center in Room 615**

Creativity and Curiosity: Multiple Levels of Analysis

Session Moderator: **Barbara Slavich**, *IESEG School of Management, LEM-CNRS 9221*

MOC: **Hungry Minds: Generating a State of Permanent Organizational Curiosity** 

Author: **Barbara Slavich**, *IESEG School of Management, LEM-CNRS 9221*
Author: **Pilar Opazo**, *MIT Sloan School of Management*
Author: **Ignasi Capdevila**, *Associate Professor*

This paper examines how to create a state of curiosity in an organization and what is the relationship between creativity and curiosity. We identify four processes that enable organizational members to transform individual curiosity into a collective and continual state of curiosity for the organization: framing, translating, externalizing and stretching. Based on the analysis of a highly innovative organization in the gastronomy industry, we find that the curiosity processes identified interact with creative processes by being antecedents of creativity (i.e., framing and translating allow ideas generation and experiments to take place) but also facilitating the evaluation of creative outcomes (externalizing and stretching) for further improvements. The processes identified also allow to link different types of curiosity and to move from diversive to specific curiosity; from epistemic to perceptual curiosity; and to bridge individual traits and collective states curiosity, thus contributing to our understanding of organizational curiosity.

Paper is Available to Meeting Registrants Only.

 MOC: **Managerial Rejection of Creative Ideas from External Sources and Interventions**  

Author: **Rebekah Sung Eun Hong**, *U. of Maryland, College Park*
Author: **Vijaya Venkataramani**, *U. of Maryland*

Finalist for MOC Division Best Student-Led Paper Award

Although organizations desire highly novel ideas for innovation, they often fail to recognize and absorb such ideas from external sources due to the not-invented-here bias (NIH), a profound attitudinal bias against knowledge considered to be external. Drawing from the corporate immune systems theory and theories of risk and risk perception, we show that managers tend to reject novel ideas when they originate from sources external (but not internal) to their organization because of perceptions of riskiness. In three different lab studies, we demonstrate this bias against external ideas as well as identify potential ways to mitigate it.

Paper is Available to Meeting Registrants Only.

MOC: **To Be or Not To Be a Commodity: Commodification of Self and its Implications for Creativity**    

Author: **Shiyu Yang**, *U. of Illinois at Urbana-Champaign*
Author: **Jack Anthony Goncalo**, *U. of Illinois at Urbana-Champaign*

The contemporary time is witnessing the rise of a market society (Fourcade & Healy, 2007). Echoing this observation, organizational theorists have documented the increasing popularity and the expanding jurisdiction of the market logic (Thomton, & Ocasio, 2008). One manifestation of the growing force of the market is that languages originally used for describing economic transactions have been normalized in everyday communications in and around organizations, such as "you are an 'asset'" and "human 'capital' management". These linguistic examples illustrate that given the organizational emphasis on economic goals (e.g., efficiency and profitability), individuals in organizations are often subordinated to the same market rationalities and viewed as economically useful products or resources (Cheney & Carroll, 1997). The current research aims to understand how the perception and treatment of individuals as products or objects of monetary value (i.e., commodification of self) (Cohen, 1988; Radin, 1996; Strasser, 2003) may affect individual creativity. A survey study with a sample of working professionals revealed a negative correlation between job creativity and felt commodification at work (Study 1). Moving beyond this initial correlational data, Studies 2 to 5 use experimental designs to causally test the implications of commodification for creativity. Results suggest that organizations that commodify their members are perceived as not valuing creativity (Study 2). Members of such organizations tend to withhold rather than share their own creative ideas (Study 3). Feeling commodified by one's employer hinders individual creativity (Study 4). Activating a creative identity tends to lower perceived Person-Organization fit with organizations that commodify their members (Study 5). Lastly, drawing upon the antithetical nature of the relationship between commodification and creativity, we tested the prediction that engaging in creative activities may serve as an antidote to commodification by reaffirming one's individuality (Study 6). Taken together, the results of the studies suggest that organizations that commodify its members may be inadvertently turning away creative employees, suppressing the creativity of the employees they hire, and marginalizing employees who seek to be creative.

Paper is Available to Meeting Registrants Only.

Author: **Gabriela Cuconato**, *Weatherhead School of Management, CWRU*

Author: **Ishani Aggarwal**, *Brazilian School of Public and Business Administration*

Author: **Nufer Yasin Ates**, *Sabanci U.*

Author: **Nicoleta Meslec**, *Tilburg U.*

Socio-cognitive theory posits individuals as both actors of cognitive processes and recipients of social context's determinative influences. The present research adopts this theory, seldom used at the team level of analysis, to propose a model in which team member's composition on a socio-cognitive characteristic influences the development of teams' socio-cognitive states, further having an impact on team performance. Accordingly, we draw on this theory as a framework to understand the impact of team members' self-beliefs, specifically their creative self-efficacy, on two team states i.e. transactive memory systems and team identification, that guide team performance on multifaceted tasks. We test the predictions in a longitudinal study with seventy-eight teams. By incorporating tenets of socio-cognitive theory, this research generates novel insights, thereby contributing to the teams' literature. Simultaneously, it contributes to socio-cognitive research, incorporating it at a level of analysis that has not been the focus of this research stream.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Crafting Individualized Roles

Session Moderator: **Tom Junker**, *Erasmus U. Rotterdam*

OB: **A Person-Centered Approach to the Study of Employees' Individual Needs in Relation to I-Deals** 

Author: **Annika Pestotnik**, *Heinrich-Heine U. of Dusseldorf*
Author: **Sarah Altmann**, *Heinrich-Heine U. of Dusseldorf*

Whereas extant research has shown that idiosyncratic deals (i-deals) affect a wide array of employee attitudes and behaviors, comparatively little is known about individual-level antecedents of i-deals. In particular, the question of what drives employees to negotiate i-deals remains largely unclear. Our study addresses this research gap by investigating the role of individual needs for i-deal negotiation. We adopt a person-centered approach, which considers the interplay of different individual needs, such as the need for achievement, the need for power, the need for affiliation, and the need for autonomy. Using latent profile analysis, we identify six profiles of employees' individual needs, which show qualitative and quantitative differences. Above that, we explore how personality traits relate to profile membership and test differences in i-deal negotiation among the profiles. Several different types of i-deals, namely development i-deals, task i-deals, scheduling flexibility i-deals, location flexibility i-deals, and financial i-deals are included in the analysis. Our results show that personality traits are closely related to profiles of employees' individual needs, which in turn predict the negotiation of different types of i-deals.

Paper is NOT Available. Please contact the author(s).

OB: **Different Effects of Job Crafting Towards Strengths and Job Crafting Towards Development** 

Author: **Fangfang Zhang**, *Curtin U., Perth*
Author: **Bin Wang**, *School of Management, Shanghai U.*
Author: **Yijing Liao**, *Shanghai U.*
Author: **Jing Qian**, *Beijing Normal U.*
Author: **Sharon Parker**, *Centre for Transformative Work Design / Curtin U.*

Job crafting research has predominantly focused on the changes made by the crafter to the job but neglected personal motives and goals underlying the crafting. The motives and goals are important as job crafting that looks similar in terms of behavior could lead to different outcomes. The aim of this study is to investigate how job crafting towards strengths (JC-strengths) and job crafting towards development (JC-development) lead to distinct performance outcomes, and factors that affect the two job crafting strategies. Drawing on the exploitation and exploration theory, we expected a positive relationship of JC-strengths with task performance and JC-development with creative performance. We further proposed that job autonomy will be positively related to both JC-strengths and JC-development. Moreover, the relationship between job autonomy and JC-strengths will be strengthened by pay for performance, while the relationship between job autonomy and JC-development will be weakened by pay for performance. With the use of 10-day daily survey data from 115 employees, we found distinct effects of JC-strengths and JC-development on task performance and creative performance as expected. Job autonomy was positively related to JC-strengths and this relationship was strengthened by pay for performance. However, we did not find a significant role of job autonomy and pay for performance in influencing JC-development.

Paper is Available to Meeting Registrants Only.

OB: **Understanding the Negotiation and Performance Effects of Idiosyncratic Deals** 

Author: **Samuel Aryee**, *U. of Surrey*
Author: **Li-Yun Sun**, *Macau U. of Science and Technology*
Author: **Hsin-Hua Hsiung**, *National Taiwan U.*

A growing body of research has sought to illuminate our understanding of the negotiation and implementation of idiosyncratic deals (i-deals) as an adaptive HR response to the changing needs and expectations of employees. Contributing to this research stream, this study uses multi-source and multi-wave data obtained from customer contact employees and their supervisors from manufacturing and service organizations in China to examine a cross-level model of the antecedents and outcomes of i-deals. Results of multilevel path analysis reveal that both employee approach motive and supervisor interpersonal competence relate to i-deals. However, high-commitment HR system moderates the relationship between supervisor interpersonal competence (but not employee approach motive) and i-deals such that this relationship is stronger when high-commitment HR system is high but not low. Additionally, i-deals relate to service creativity but indirectly through personal learning suggesting a potential human capital (relative to the predominantly motivational) explanation of the performance implications of i-deals.

Paper is Available to Meeting Registrants Only.

OB: **Don't Be Frustrated, Be Curious: The Role of Daily Information Gaps at Work** 

Author: **Vera M. Schweitzer**, *WHU – Otto Beisheim School of Management*
Author: **Jakob Stollberger**, *VU Amsterdam*

We integrate the information gap theory of specific curiosity with the challenge-hindrance-stressor framework to argue that work-related information gaps act as a double-edged sword by eliciting both specific curiosity as well as frustration in employees. We further consider employees' information gap-related self-efficacy as a moderator that influences whether information gaps are perceived as a challenge that compounds curiosity or a hindrance that feeds frustration. We largely find support for our hypothesized model across two diary studies. In Study 1 (74 full-time employees, 270 data points), we validated a work-related information gap scale and demonstrated a positive relationship with employees' specific curiosity. In Study 2 (107 full-time employees, 719 data points), information gaps were positively associated with specific curiosity and frustration, which in turn had differential effects on work engagement. Information gap-related self-efficacy buffered the negative relationship between information gaps and frustration but had no impact on specific curiosity.

Paper is NOT Available. Please contact the author(s).

Author: **Tom Junker**, *Erasmus U. Rotterdam*

Author: **Arnold Bakker**, *Erasmus U. Rotterdam*

Author: **DAJA Derks Theunissen**, *Erasmus school of Social and Behavioural Sciences*

This overview article integrates recent empirical research on agile work practices (AWPs) with more established findings on work design and employee proactivity. Through this integration, we develop a new understanding and multilevel model of organizational agility. The proposed model seeks to explain the implications of agility at various levels of organizations (i.e., employee-, team-, and leader-level). Specifically, we theorize that the well-being and productivity benefits of AWPs depend on the relationships of these practices with job demands, job resources, and their effects on proactive work behavior. Our integrative multilevel model addresses recent calls for research on (1) system-level antecedents of work design and (2) contextual antecedents of proactive behavior. Our model suggests that organizational agility does not emerge automatically with the implementation of agile methods such as Scrum or Kanban. In contrast, we propose that organizations must focus on improving their routines, work design, and employee proactivity, in order to enable true agility.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1990** | Submission: **19575** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 12:30PM - 2:00PMPT (UTC-7)** at **Seattle Convention Center in Yakima 1**

Justice, Trust, and Political Behavior

Session Moderator: **Madelynn R. D. Stackhouse**, *U. of North Carolina, Greensboro*

OB: **Leader Apology Types as Trust Signals for Follower Forgiveness and Leader Effectiveness Ratings**  

Author: **Madelynn R. D. Stackhouse**, *U. of North Carolina, Greensboro*
Author: **Kristina Kelley**, *U. of North Carolina at Greensboro*

Despite evidence that apologies from leaders are associated with positive outcomes for victims, apologies are not always effective at restoring a workplace relationship after a transgression. Four studies examined whether and why different forms of leader apologies influence follower forgiveness and perceptions of leader effectiveness. We hypothesized that victims who received sincere (“complete”) leader apologies would be more forgiving and rate their leaders as more effective compared to different forms of leader apologies (i.e., amends, remorse, responsibility). We further theorized that this effect would occur because sincere leader apologies signal to victims that apologizing leader is trustworthy. An experimental study of CEO apologies following a corporate transgression (Study 1), a hypothetical scenario in which a leader committed a transgression (Study 2), a retrospective recall study with undergraduates (Study 3a) and employed adults (Study 3b), and a hypothetical study that manipulated leader trust (Study 4) supported these predictions. Specifically, the results showed that sincere leader apologies were more effective than other types of apologies at garnering victim forgiveness and ratings of leader effectiveness, and this direct relationship is mediated by leader trust. This research has implications for theory about forgiveness, followership, and management practice.

Paper is Available to Meeting Registrants Only.

OB: **Informal Control, Effective Voice and Perceptions of Work Reward Fairness in a Worker Co-operative**  

Author: **James Coutinho**, *Swinburne Business School, Swinburne U. of Technology*
Author: **Elisa Bellotti**, *U. of Manchester*
Author: **Stephen P. Borgatti**, *U. of Kentucky*

Worker co-operatives aim to produce a fairer distribution of work rewards than exists in conventional firms. Workers collectively own the firm and participate democratically in decisions, so should be able control rewards. However, direct participation in decisions is inefficient in larger firms. To balance democracy with efficiency, larger co-operatives combine a formal hierarchy with worker voice in decisions via elected representatives. This move is associated with the emergence of unequal informal organizational control and reward differentials. In this paper we ask how informal organization shapes control processes and worker perceptions of reward fairness in a representative democratic co-operative. We present a mixed-methods case study of a retail firm facing financial crisis which had reduced pay and benefits for workers. In this context, workers who maintained informal friendships with elected representatives on the firm’s governing board had a more effective voice in rewards than workers without such relationships. Effective voice in turn led workers to perceive their rewards as fairer. Fairness perceptions had important consequences for the co-operative spirit – the shared perception that all organization members were working towards common goals without opportunism. We explore the implications of our findings for maintaining democracy and promoting co-operative survival in times of crisis.

Paper is NOT Available. Please contact the author(s).

OB: **Empowering Leadership and Organizational Justice in the New Normal** 

Author: **SIJIA ZHAO**, *East China Normal U.*
Author: **Ting Liu**, *Kyoto U.*
Author: **Yaxi Shen**, *Australian National U.*
Author: **Tomoki Sekiguchi**, *Kyoto U.*
Author: **Darren B.**, *U. of Northern British Columbia*

Although prior works have primarily focused on positive outcomes resulting from empowering leadership in normal workplace environments, scant research in this realm has examined whether empowering leadership is actually associated with more desirable outcomes in new-normal workplaces (i.e., online and hybrid work environments). We draw from theories of control and media richness to explore how empowering leadership in new working environments influences perceptions of fairness among employees with varying degrees of media richness. We also investigate how media richness and employees’ digital literacy moderate this relationship. Specifically, we theorize that empowering leadership increases perceived fairness among employees, which is curvilinearly moderated by media richness. We further theorize that employees’ digital literacy changes the curvilinear moderating effect. In Study 1, with a between-subjects experimental design, we show that video conferencing had the highest moderating effect on the empowering leadership and fairness perception than face-to-face, SNS, phone call, or email communication. Study 2, a three-wave longitudinal survey study during the COVID-19 lockdown period, supported our three-way interaction model’s curvilinear moderating effect. These findings enable us to identify a novel mechanism of how virtual work plays a role in the relationship between empowering leadership and perceived organizational justice.

Paper is NOT Available. Please contact the author(s).

OB: Is Intra-Team Political Behavior a Good Thing? It May Depend on Team Learning

Author: **Zhijun Chen**, *Shanghai U. of Finance and Economics*

Author: **Guojian Long**, *College of Business, Shanghai U. of Finance and Economics*

Political behavior has been discussed for nearly a hundred years. Although political behavior has been explored in-depth in previous research, sufficient attention has not been paid to team-level politics. Moreover, whether political behavior is beneficial in a team context remains an unanswered question. This paper examines the influence of intra-team political behavior on individual task performance and voice. Based on transactive memory theory, this study explores the potential boundary role of team learning in the above relationship. Furthermore, the authors propose that intra-team competitive climate and leader-member exchange mediate the moderating effect of team learning. A multi-source field study was conducted to examine the hypotheses. Results showed that team learning moderated the relationship between intra-team political behavior and individual task performance, voice, and leader-member exchange. Furthermore, the interactive effect between team learning and intra-team political behavior on task performance was mediated by intra-team competitive climate. Finally, the results of this study provide a basis for critical thinking for organizations and managers seeking to develop their understanding of organizational politics.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **1991** | Submission: **15515** | Sponsor(s): **(OB, GDO)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 12:30PM- 2:00PMPT (UTC-7)** at **Seattle Convention Center** in **Chelan 4**

We're All Political Animals: Insights on Navigating Ideological Divisions at Work and in Daily Life *Insights on Navigating Ideological Divisions*



Organizer: **Brittany Solomon**, *U. of Notre Dame*
Discussant: **Adam Waytz**, *Northwestern Kellogg School of Management*
Presenter: **Brittany Solomon**, *U. of Notre Dame*
Presenter: **Juliana Schroeder**, *U. of California, Berkeley*
Presenter: **Michael Rosenblum**, *NYU Stern School of Business*
Presenter: **Jeffrey Martin Lees**, *Princeton U.*

Whether explicitly or implicitly, organizations often convey that taboo topics, like politics, should be avoided. But politics inevitably seeps into the workplace because ideological views are difficult to suppress and easy to infer. Quite notably, partisanship is one of the strongest identity markers that unites—or polarizes—people today. People tend to self-segregate into ideological echo chambers in their personal lives. But the workplace constitutes one conspicuous context that still requires people with diverse ideological views to regularly communicate and collaborate. And while people are reluctant to admit prejudice based on social-category differences, they freely report and exhibit out-party dislike and hostility. We contend that political (just like demographic) differences can be problematic if organizations do not learn to understand and embrace them, and that ignoring or suppressing such differences is a misguided strategy. The presentations in this symposium build on the reality of affective (political) polarization that increasingly characterizes today's society but is largely overlooked in management research. Examining a range of a micro-level, dyadic phenomena, this body of empirical research aims to spotlight the interpersonal—especially relatable—side of political ideology among ordinary people at work and in daily life. Together, the four presentations illuminate the theoretical and practical importance of conducting research on a range of political topics despite—and perhaps especially in light of—their controversial nature.

We're All Political Animals: Insights on Navigating Ideological Divisions at Work and in Daily Life

Author: **Brittany Solomon**, *U. of Notre Dame*
Author: **Juliana Schroeder**, *U. of California, Berkeley*
Author: **Michael Rosenblum**, *NYU Stern School of Business*
Author: **Jeffrey Martin Lees**, *Princeton U.*
Author: **Haley Todd**, *Clemson U.*
Author: **Maxwell Barranti**, *York U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: **1992** | Submission: **12250** | Sponsor(s): **(OB, HR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 12:30PM - 2:00PMPT (UTC-7)** at **Seattle Convention Center** in **Skagit 4**

Daily Goal Regulation in Various Work Contexts: Different Theoretical Perspectives

Daily Goal Regulation in Various Work Contexts



Session Chair: **Yifan Song**, *Texas A&M U.*
Session Chair: **Min-Hsuan Tu**, *U. at Buffalo, The State U. of New York*
Discussant: **Michael Baer**, *Arizona State U.*
Presenter: **Pok Man Tang**, *Texas A&M U., Mays Business School*
Participant: **Joel Koopman**, *Texas A&M U.*
Participant: **David De Cremer**, *NUS Business School*
Participant: **Haoyue Zhang**, *Washington U. in St. Louis, Olin Business School*
Participant: **Philipp Reynders**, *Cardiff U.*
Participant: **Yanran Fang**, *Zhejiang U.*
Participant: **Satish Krishnan**, *Indian Institute of Management, Kozhikode*
Presenter: **Szu-Han Lin**, *U. of Georgia*
Participant: **Marie S. Mitchell**, *U. of North Carolina at Chapel Hill*
Participant: **Nai-Wen Chi**, *National Sun Yat-Sen U.*
Participant: **Russell Eric Johnson**, *Eli Broad School of Business, Michigan State U.*

This symposium presents cutting-edge research on workers' daily goal process—what facilitates or interrupts daily goal pursuit and the downstream consequences, as well as the potential individual-level and daily-level contingencies. Decades of research have highlighted the importance of goal-setting and goal content, but the dynamic nature of daily goal processes is not fully understood yet. Therefore, this symposium presents four studies that examine daily goal processes from various perspectives and suggest ways to facilitate successful goal achievements. Building on multiple theoretical perspectives, these four studies advance our understanding of what creates obstacles of daily goal attainment, the outcomes of goal interruptions or failure, and possible remedies.

AI Dependence and Employee Self-regulation

Author: **Pok Man Tang**, *Texas A&M U., Mays Business School*
Author: **Joel Koopman**, *Texas A&M U.*
Author: **David De Cremer**, *NUS Business School*
Author: **Haoyue Zhang**, *Washington U. in St. Louis, Olin Business School*
Author: **Philipp Reynders**, *Cardiff U.*

Adaptive and Maladaptive Reactions to Daily Goal-Performance Discrepancy

Author: **Min-Hsuan Tu**, *U. at Buffalo, The State U. of New York*
Author: **Yifan Song**, *Texas A&M U.*
Author: **Yanran Fang**, *Zhejiang U.*
Author: **Satish Krishnan**, *Indian Institute of Management, Kozhikode*

The Benefits and Detriments of Leader Behaviors for Women Leaders

Author: **Szu-Han Lin**, *U. of Georgia*
Author: **Marie S. Mitchell**, *U. of North Carolina at Chapel Hill*
Author: **Nai-Wen Chi**, *National Sun Yat-Sen U.*
Author: **Russell Eric Johnson**, *Eli Broad School of Business, Michigan State U.*

A Within-Person Field Experiment to Understand Daily Temporal Leadership's Effects

Author: **Yifan Song**, *Texas A&M U.*
Author: **Min-Hsuan Tu**, *U. at Buffalo, The State U. of New York*
Author: **Yanran Fang**, *Zhejiang U.*
Author: **Satish Krishnan**, *Indian Institute of Management, Kozhikode*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1993** | Submission: **18533** | Sponsor(s): **(SAP)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 12:30PM - 2:00PMPT (UTC-7)** at **Sheraton Grand Seattle in Boren**

Strategy Sensemaking and Meaning Making

Session Moderator: **Daniel Gaeckle**, *U. of Stuttgart*

SAP: **Making and Breaking the Future in the Presence: The Atmospheric Practices in a Future-Making Lab** 

Author: **Anna-Lisa Schneider**, *U. Bundeswehr, Munich*
Author: **Verena Bader**, *Bundeswehr U. Munich*
Author: **Stephan Kaiser**, *U. der Bundeswehr München*

In this paper, we explore atmospheric practices in future-making labs. We link future-making with the conceptual perspective of the atmosphere. Based on an ethnographic study of a city's civic engagement process, we show how atmospheric practices and future-making influence each other in labs. While at the beginning of the civic engagement process, the atmospheric practices were both enablers and barriers for future-making, they became enablers increasingly over time. By aligning material artifacts with the abilities of people, a future-making atmosphere evolved, enabling actors to become future-makers. In analyzing atmospheric practices around future-making in labs, these findings contribute to the literature on the atmosphere, future-making, and labs.

Paper is Available to Meeting Registrants Only.

SAP: **Practice View to Strategic Sensemaking: Loan Officers and Loan Default in a Microfinance Institution**   

Author: **Rose Ntondumu Bote**, *Grenoble Ecole de Management*
Author: **Corine Genet**, *Grenoble Ecole de Management*

Loan default is the greatest crisis plaguing microfinance institutions and is the root of severe consequences calling to question the legitimacy of the institution as a financial solution to the poor. Due to the severity of loan default, any actions geared at addressing the problem becomes a strategic activity for the organization. This paper looks at the actions of loan officers as operational agents at the interphase between clients and the organization. These workers receive no direct strategic directives on dealing with loan default and must individually make sense of and navigate loan default in their daily practices. This work builds on the typology of Sensemaking developed by Sandberg and Tsoukas (2020) to develop a typology of sensemaking depicting routine activities laced with persistent tensions and breakdown. Findings show that operational agents engage in social and regulation sensemaking depicting the dual competing goals. Social sensemaking stems from desperate loans given to clients in dire need, which are inevitably defaulted from which loan officers react by escalating commitment. On the other hand, regulation sensemaking stems from volition loans rooted in manipulation of guidelines and favoritism by loan officers. Borrowers respond with bad faith causing default provoking guard rail implementations to preempt future defaults. This work contributes to the literature on social enterprises by establishing operational tensions as strategic problems necessitating a strategic response. This paper advocates for front line workers and their routine activities as strategic in their rights. It also contributes to the literature on sensemaking by adopting a practice view and extending the typology of sensemaking developed by Sanberg and Tsoukas (2020) showing the possibility of hybrid sensemaking in organizations plagued by persistent tensions in routine activities.

Paper is Available to Meeting Registrants Only.

SAP: **How Do Actors Reflect on Unfamiliar Routine Patterns? An Ethnographic Study of Collective Reflection**

Author: **Daniel Gaeckle**, *U. of Stuttgart*
Author: **Christian Alexander Mahringer**, *Heidelberg Academy of Sciences and Humanities*
Author: **Birgit Elisabeth Renzl**, *U. of Stuttgart*

This paper examines how actors engage in collective reflection although actors do not share the same degree of familiarity of the organizational routines on which they reflect. We build on a twelve-month ethnographic study of a high-performance computing organization and examine how two teams that usually performed different routines regularly meet to reflect on and solve problems that occurred in performing their routines. Our analysis identifies four different processes through which certain actors make problems intelligible to others that are not familiar with the routine in which those problems emerged. Our work intends to contribute to routine dynamics research, and more specifically the role of collective reflection, familiarity, and routine ecologies.

Paper is Available to Meeting Registrants Only.

Author: **Anniina Rantakari**, *U. of Oulu*

Author: **Jenni Myllykoski**, *U. of Oulu Business School*

In this paper, we examine how organizational actors build and sustain extreme performance in their daily practices. We draw on in-depth empirical material collected from a professional Finnish ice-hockey organization that has been able to be exceptionally successful both in terms of 'the game' and 'the money' to examine the practices of creating strategic performance. To do this, we draw from recent developments on sensemaking as not a singular phenomenon, but instead comprising four types: immanent, involved-deliberate, detached-deliberate, and representational sensemaking. In our analysis, we focus on sensemaking process taking place in three levels: How to become an exceptional hockey-player; How to become an exceptional team; How to become an exceptionally performing organization. Combining our findings to the idea of practical coping as guided by habitus our study reveals exceptional strategic performance was created by three shifts in focus when making sense and enacting strategic performance. These were shift in temporal focus, shift between body and mind, and shift between individual, organizational, and societal roles. With this study we contribute and address recent calls to better understand the relation between everyday strategizing practices and their organizational outcomes.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **1994** | Submission: **18534** | Sponsor(s): **(SAP)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 12:30PM - 2:00PMPT (UTC-7)** at **Sheraton Grand Seattle in Grand Ballroom D**

Theorizing Strategy as Practice in New Ways

Session Moderator: **Ashley Hockensmith**, *U. of Massachusetts, Amherst*

SAP: Reconceptualizing Customer Capital: A Strategy as Practice Approach

Author: **Ashley Hockensmith**, *U. of Massachusetts, Amherst*
Author: **Matthew CB Lyle**, *U. of Colorado, Colorado Springs*
Author: **Bruce Skaggs**, *U. of Massachusetts, Amherst*

Customer capital is a critical source of value for knowledge intensive service firms (KISFs). However, we lack a precise understanding of the nature of the customer-specific knowledge that undergirds customer capital and how specifically that knowledge confers value to KISFs. In this paper, we adopt a strategy as practice (SAP) approach to reconceptualize customer capital. Specifically, we delineate four modes of customer-knowing KISFs may cultivate, each of which confers value to the focal firm vis-à-vis informing local (i.e. account) and / or global (i.e., firm) strategizing. Further, using Whittington's (2006) practice-praxis-practitioners framework, we elaborate a typology of customer capital. Our theorizing constitutes an initial step towards theorizing a more dynamic, multi-dimensional understanding of customer capital. Theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

SAP: Strategic Governance of Mobility Ecosystems – A Practice-Based Perspective

Author: **Tobias Heussler**, *Wiesbaden Business School, UAS Wiesbaden*
Author: **Christof Backhaus**, *Edinburgh Napier U.*

Set up in the right way, ecosystems are promising to partners, consumers, and society at large. In practice, however, establishing an ecosystem is oftentimes complicated, particularly when contributing partners offer competing services. Building on a set of qualitative interviews conducted with practitioners involved in existing or new ecosystems in the mobility sector, our research provides a practice-based assessment of strategically relevant managerial issues related to platform ecosystems. We identify six areas of governance that are particularly relevant for an ecosystem to function effectively, namely strategic direction, revenue sharing, ownership rights, investment and finance, additional value provided to the customer, and the competitive relationship between partners. Suggesting that ecosystems are more complex to manage than previously believed, the study provides a framework for strategizing ecosystem governance, outlining constitutional elements that have to be clarified when setting up a mobility ecosystem.

Paper is Available to Meeting Registrants Only.

SAP: Rhythms of Strategy

Author: **Omid Omidvar**, *Aston Business School*
Author: **Gary Thomas Burke**, *Aston U.*
Author: **Igor Pyrko**, *U. of Bristol*

SAP Pushing the Boundary Award

In this article, we argue that strategy research can be reinvigorated by attending to Henry Lefebvre's rhythmanalysis. Through Rhythmanalysis, Lefebvre brings together spatiality and temporality and shows how rhythms are critical for both social and natural. We use the insights offered by Lefebvre to examine how strategy can be and should be understood. We offer some conceptual clarity around the rhythmic nature of strategy, the ontological implications of following rhythms for strategy research and explain what methodological implication rhythmanalysis introduces for SAP. We also introduce and develop the concept of 'orga-nature' to argue how the intersection between the natural and organizational are to be understood and what these mean for modern businesses.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **1995** | Submission: **19485** | Sponsor(s): **(SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 12:30PM - 2:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 302 Beckler**

Social Responsibility Challenges of the COVID-19 Crisis

Session Moderator: **Virginia Woods Gerde**, *Furman U.*

SIM: Stakeholder Salience: Corporate Responses During a Public Health Crisis

Author: **Ru-Shiun Liou**, *U. of Tampa*
Author: **Rekha Rao-Nicholson**, *U. of Essex Business School*
Author: **Yanyan Shang**, *U. of Tampa*

Prior research provided great insights for crisis management, especially in the cases of accidental crises and preventable crises which are largely within the organization's control. The COVID-19 pandemic is a public health crisis in which corporates are likely to be perceived as victims. With weak crisis responsibility from the organization, we find that the managerial attention is shifted to increase corporate social responsibility (CSR) which is rarely discussed in the crisis management literature. The purpose of this study is to apply the stakeholder salience theory and explore the factors that contribute to corporate COVID-19 responses during the public health crisis of the COVID-19 pandemic. Built upon the stakeholder salience framework, we propose and test the hypotheses that are derived from societal stakeholders' power, legitimacy, and urgent claims during the pandemic by utilizing a sample of large public firms in the U.S. We reveal several corporate responses that address multiple stakeholders' interests, including customers, shareholders, community, suppliers, and employees. Specifically, corporations with a larger number of employees, representing power, and larger social media followers, representing legitimacy, tend to adopt more corporate responses that address various stakeholders' concerns. However, the extent of the COVID-19 impact on the industries, representing urgency, presents opposite effects of stakeholder salience on corporate responses. In the highly impacted industries, there is an increased influence of social media followers on the customer-related corporate responses; on the other hand, in the same highly impacted industries, there is a decreased influence of employees on the employee-related corporate responses.

Paper is Available to Meeting Registrants Only.

SIM: Just in Time for COVID-19? An Examination of Managerial Action in the Mismanagement of a Pandemic

Author: **Steve Michael Loren**, *U. of Massachusetts, Boston*

The covid-19 pandemic has presented to management scholars stark evidence of organizational dysfunction contributing to significant societal harm. Examining the role of managers within organizations has gained new urgency in the wake of a pandemic, exposing taken-for-granted managerial practices that have exacerbated social inequality and contributed to employee suffering and displacement. The present study takes a narrative process approach to examine the enactment of prominent management practices during the pandemic period. Through a narrativization of texts that exemplify the taken for granted management practices of just in time inventory, just in time scheduling, arbitrage pricing, expansion of limited liability, and algorithmic management, this study distills general insights into the deeper structures that can exacerbate harm to the most vulnerable during times of crisis. The less ubiquitous practice of compassionate management is also examined as a counterpoint demonstrating how pandemic circumstances have hindered its realization as a potential ameliorative force.

Paper is Available to Meeting Registrants Only.

SIM: Organizational Resilience and Exogenous Shocks

Author: **Virginia Woods Gerde**, *Furman U.*
Author: **Jonathan Handy**, *Western Kentucky U.*
Author: **Manisha Singal**, *Virginia Tech*
Author: **Richard E. Wokutch**, *Virginia Tech*

Periodically major crisis events (e.g., September 11th 2001 crisis and the COVID-19 pandemic) disrupt the business environment and place businesses in precarious positions. Some industries, however, seem more resilient than others and recover more robustly. In this study, we examine the role of consumer discretionary expenditures and stakeholder relations to better understand the antecedents of organizational resilience. Overall, and as expected, we find that firms in industries like the hospitality and tourism sector that face high elasticity of demand and greater consumer discretionary expenditures, are less resilient than other sectors. However, greater stakeholder relations, as assessed by positive corporate social performance (CSP), is associated with increased resilience during the first year after the shock. Although the impact of the greater stakeholder relations is not seen after the first year, the incremental gains in stock price and sales can be significant, supporting the argument for better CSP to improve organizational resiliency.

Paper is Available to Meeting Registrants Only.

SIM: Green Responsibility and the Black Swan: How Corporate Environmental Practices Shape Organizational

Author: **Xiongkai Tan**, *U. of Groningen*
Author: **Hong Zhao**, -
Author: **Yimei Hu**, *AAUBS, Aalborg U.*

How to foster organizational resilience has become a growing concern for companies in the rapidly changing business environment. The ongoing COVID-19 is a test of the resilience of companies. We explore the impact of Environmental Corporate Social Responsibility (ECSR) on organizational resilience and its boundary conditions in the context of COVID-19, and test our theory by empirically analyzing the sales change of firms in 26 developing economies. We find that there is an inverted U-shaped relationship between environmental practices and organizational resilience, and the dependence on overseas markets and the organization's internal justice play a moderating role. The study makes a pioneering attempt to bridge the CSR literature and organizational resilience literature, and provides practical implications on firms can foster resilience through social-environmental practices.

Paper is NOT Available. Please contact the author(s).

Author: **Hien Nguyen**, *London South Bank U.*

Author: **Hang Do**, *U. of Southampton*

Author: **Laura Costanzo**, *U. of Southampton*

This study aims to investigate the interplays between Corporate Social Responsibility (CSR) and Corporate Social Responsibility (CSI) to achieve CSR goals during the pandemic. We sought to achieve our research aim by interviewing 34 firm owners/managers across different industries in Vietnam. Our findings reveal that, under a very constrained context caused by a major crisis such as COVID-19, firms pursue CSR goals focused on maintaining firm survival, employee and customer benefits, and community safety during the pandemic. In doing so, firms equally have no choice but to accept engagement with some CSI actions that undermine business profitability, employees' benefits, the environment and society. Thus, the study reveals a positive angle of the CSI concept, counterbalancing the 'doing bad' current positioning in the scholarly discourse. Additionally, we suggest that organizations should thoroughly assess the impacts caused by a major macro-crisis and prioritize critical groups of stakeholders such as the employees, customers and the community at large in order to support their long-term sustainability alongside ad-hoc governmental policy that supports economic recovery. Therefore, businesses may consider embracing the positive side of CSI in the pursuit of CSR goals due to a macro-institutional change. This may ultimately result in better CSR and CSI communication and actions, which can help firms to gain or maintain legitimacy.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Antecedents to Strategic Change: From Firm Performance to CEO Characteristics

Session Moderator: **Peiyao Chen**, *Louisiana State U., Baton Rouge*

STR: CEO Regulatory Focus, Earnings Management, and Analyst Recommendations 

Author: **Peiyao Chen**, *Louisiana State U., Baton Rouge*
Author: **Ruixiang Song**, *Auburn U.*

Drawing on regulatory focus theory and impression management literature, we examine the influences of CEO regulatory focus on earnings management. Furthermore, we show how the analyst recommendations differentially moderate the relationship between CEO promotion and prevention foci and earnings management. Based on U.S. public firms from 2003 to 2019, our findings indicate that CEO promotion focus is positively related to the magnitude of income-increasing earnings management, and CEO prevention focus is negatively related to the magnitude of income-increasing earnings management. In the context of positive analyst recommendations, the positive relationship between CEO promotion focus and income-increasing earnings management is strengthened, and the negative relationship between CEO prevention focus and income-increasing earnings management is weakened.

Paper is NOT Available. Please contact the author(s).

STR: New CEOs and Strategic Change: Impacts of outsidersness, regulatory focus, and insider successor type

Author: **Seunghye Lee**, *Sogang U.*
Author: **Yangmin Kim**, *Sogang U.*

Despite a consensus that poor pre-succession firm performance triggers new CEOs to make strategic changes following successions, it has been suggested that not all new CEOs in poorly performing firms are equally open-minded about initiating strategic changes. We examine how CEOs' characteristics and pre-succession firm performance interact to influence whether they maintain the status quo or make changes in strategy after successions. Building on strategic leadership and psychological trait literature, we focus on three dimensions of CEO characteristics: outsidersness, regulatory focus, and insider successor type. The hypotheses are examined by using data of 393 CEO succession events in large US companies for the years from 2005 to 2016. Our findings show that: (1) the negative relationship between pre-succession firm performance and strategic change is strengthened when new CEOs have high degrees of outsidersness; (2) the negative relationship is weakened when new CEOs has a strong prevention focus; and (3) the negative relationship is stronger when insider successors are contenders rather than followers. Overall, the results support our arguments that the familiar dichotomy between insider and outsider is to neglect important differences among both outsiders and insiders. The findings also suggest that CEO prevention focus may serve an indicator of preference for the strategic status quo.

Paper is Available to Meeting Registrants Only.

STR: Is CEO Narcissism Beneficial or Detrimental for Firm Performance? Insights from a Meta-Analysis 

Author: **Priscilla Sarai Kraft**, *WHU Otto Beisheim School of Management*

Although upper echelon research on CEO narcissism has rapidly grown in the past decade, the influence of narcissistic CEOs on firm performance is subject to a controversial discussion in the literature. To help resolving this debate, this study proposes that the distinct views and equivocal empirical findings in prior research might stem from important yet overlooked risky strategic decisions made by narcissistic CEOs that help to explain their distinct effects on firm performance. Building on 68 studies, results from meta-analytical structural equation modeling (MASEM) reveal that whether narcissistic CEOs are beneficial or detrimental for firm performance depends on the risky strategic actions they pursue. The results uncover that narcissistic CEOs may have beneficial effects on firm performance through stimulating innovation. However, these positive effects are likely to be offset by the negative strategic actions of those CEOs, such as spurring leveraged financial capital structures. Interestingly, the results further highlight that, while the upsides of narcissistic CEOs for firm performance through stimulating innovation increase in high managerial discretion contexts, their greater leeway enhances their downsides even more, so that they do not only offset the benefits of narcissistic CEOs, but rather ultimately lead to detrimental effects for firm performance. This study thus helps to advance the discussion about narcissistic CEOs by theorizing and empirically demonstrating that the relationship between CEO narcissism and performance is more complex than previously depicted and requires a more nuanced investigation of the underlying mechanisms – research which has, so far, been conducted in parallel research streams.

Paper is NOT Available. Please contact the author(s).

STR: Exploration, Exploitation, and Failure Correction Speed: A problem Formulation Perspective 

Author: **Taiyuan Wang**, *China Europe International Business School (CEIBS)*
Author: **Sae Young Lee**, *China Europe International Business School (CEIBS)*

Product failures present a great risk to the responsible organization, its customers, and other stakeholders, but to a certain degree, may be unavoidable for boundedly rational organizations. As a result, an important strategic challenge for organizations is to effectively and quickly correct product failures. Drawing on the problem formulation perspective, we introduce and develop the concept of remedial comprehensiveness, which we suggest would play a key enabling role in product failure correction. We theorize that exploration tendencies increase the inputs of problem formulation, whereas exploitation is expected to increase the impediments, suggesting the former facilitates remedial comprehensiveness, and in turn, product failure correction. Analyses of 8,250 medical device recalls in the U.S. provide an overall support for our theory.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **1997** | Submission: **15602** | Sponsor(s): **(STR, TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 12:30PM - 2:00PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 5**

Ecosystem Design Rules: Identifying, Shaping, and Benefiting from Alignment Structure *Ecosystem Design Rules*



Organizer: **Najoung Lim**, *U. of Maryland*
Organizer: **Rajshree Agarwal**, *U. of Maryland*
Participant: **Michael G. Jacobides**, *London Business School*
Participant: **Najoung Lim**, *U. of Maryland*
Participant: **Rajshree Agarwal**, *U. of Maryland*
Participant: **Ram Ranganathan**, *U. of Texas at Austin*
Participant: **John S. Chen**, *U. of Florida*
Participant: **Anindya Ghosh**, *Tilburg U.*
Participant: **Shiva Agarwal**, *U. of Texas at Austin*
Participant: **Rahul Kapoor**, *The Wharton School, U. of Pennsylvania*

In this symposium, we bring together the four papers that examine the origin and impact of what defines ecosystem rules. While recent work actively recognizes ecosystems as a ubiquitous architecture of economic activities, the literature often assumes ecosystem alignment structure as given. Less understood is how the common rules of ecosystems that define alignment structure emerge and how they drive differences in firms' market position in an ecosystem. The four papers discuss what structural and institutional conditions drive asymmetric power distribution in interdependency, and how firms shape and materialize technological interdependence to their advantages. Employing diverse theoretical perspectives and methodologies, the papers in this symposium address an interesting set of questions to advance our understanding of ecosystem alignment structure. The symposium should be of interest to scholars of strategic management and technology innovation management.

What Drives and Defines Digital Platform Power?

Author: **Michael G. Jacobides**, *London Business School*

The Role of Institutional User Community in Technology Standard-setting and Ecosystem Evolution

Author: **Najoung Lim**, *U. of Maryland*
Author: **Rajshree Agarwal**, *U. of Maryland*

Shaping Ecosystem Rules: How Interdependencies Affect Firms' Shaping Success Through Tech Standard

Author: **Ram Ranganathan**, *U. of Texas at Austin*
Author: **John S. Chen**, *U. of Florida*
Author: **Anindya Ghosh**, *Tilburg U.*

Value Creation Trade-off in Ecosystems: Leveraging Complementarities While Managing Interdependencies

Author: **Shiva Agarwal**, *U. of Texas at Austin*
Author: **Rahul Kapoor**, *The Wharton School, U. of Pennsylvania*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Crowdsourcing Platforms and Consumer Behaviour

Session Moderator: **Antonio Benedito De Oliveira Junior**, *FEI - Centro U. FEI*

CTO: Celebrities are Just Like Us: Self-Esteem Moderates on Attitudes Toward Advertising With Celebrities  

Author: **Antonio Benedito De Oliveira Junior**, *FEI - Centro U. FEI*

Celebrity endorsement is a popular advertising strategy for promoting products. We argue that understanding consumer self-esteem is essential to determine the most advantageous conditions to feature celebrities in advertisements. Building on celebrity endorsement, self-esteem, and social identification with celebrities, we propose that consumers' self-esteem (low vs. high) differentially affects their responses to celebrities' type (proximal vs. distal). In four experiments, we demonstrate that low self-esteem people have a more favorable attitude towards advertisements that portray proximal celebrities rather than distal celebrities or products. In contrast, people with high self-esteem prefer advertisements that show distal celebrities rather than proximal celebrities or products. Moreover, the consumer's social identification with a celebrity had a mediating effect. We call the moderating effect of self-esteem on attitudes towards advertising with celebrities in the celebrity endorsement transfer model "proximal celebrity and distal celebrity". In addition, there was a greater purchase intention in advertisements that portray proximal celebrities for low self-esteem people and distal celebrities for people with high self-esteem. This work extends the literature on self-esteem and celebrities, and it can assist managers and practitioners in choosing the celebrity that best fits their product and target audience.

Paper is Available to Meeting Registrants Only.

CTO: Action-Oriented Narratives. How Creativity Emerges in Online Crowd Discussions  

Author: **Claudio Biscaro**, *Johannes Kepler U. Linz*
Author: **Ann Majchrzak**, *U. of Southern California*
Author: **Arvind Malhotra**, *U. of North Carolina, Chapel Hill*

Using the concept of action-oriented narratives, we explain how creativity arise during an open innovation crowdsourcing event where the sole interaction amongst the crowd participants occurs through their online written contributions. In teams, creativity arises from narratives that offer a comprehensive problem representation, that provide a new framing of the problem, or that articulate constraints and cause-effect relationships. Such narratives help team members find common ground and new distinctions, which are then leveraged to elaborate innovative solutions. In contrast, our qualitative study of problem-centered discussions in a crowdsourcing event discovers that the narratives aimed at developing comprehensive problem representations, reframing the problem, or targeting problem constraints are more likely to lead to non-creative solutions. Creativity, instead, arises from narratives that are narrow, highlighting only one perspective of the problem, that reframe the initial problem while emphasizing the actors responsible for the implementation of change, and that outnumber constraints with a range of useful resources that could be brought to bear in many solutions. These characteristics make the action-oriented narratives, which allow problem solvers to suggest creative solutions that are robust enough to withstand eventual contingencies, without the effort of reaching consensus on the problem representation or finding common ground.

Paper is NOT Available. Please contact the author(s).

CTO: How Task Description Transforms Clients' Expectation-Disconfirmation in Crowdsourcing

Author: **Chaofan Yang**, *Wuhan U., School of Information Management*
Author: **Bingqing XIONG**, *U. of Science and Technology of China, City U. of Hong Kong*
Author: **Eric.T.K. Lim**, *UNSW Sydney*
Author: **Yongqiang Sun**, *Wuhan U., School of Information Management*
Author: **Chee-wee Tan**, *Copenhagen Business School*

The rapid growth of crowdsourcing platforms grants clients unprecedented opportunities to procure services digitally. Clients typically solicit solutions by preparing a task description that outlines their requirements for desired products and participating vendors. Vendors then respond with bidding proposals that elaborate on their qualifications and work plans. Subsequently, clients select the preferred proposal and the selected vendor delivers the product. In the crowdsourcing context, task description has been identified as an essential feature. Prior research has concentrated on the effect of description clarity and description richness, yet inconsistent findings have been found. Moreover, scarce literature has examined the mechanism underlying how clients should formulate task descriptions to improve the bidding process and obtain satisfactory outcomes. To fill in these gaps, we drew on expectation-disconfirmation theory (EDT) to advance a multi-stage model: Specifically, task description, convergence of vendors' proposals, selected proposal, and clients' follow-up evaluation of final work were conceptualized as explicit expectations, process-based performance, outcome-based disconfirmation, and client satisfaction. Results demonstrated an inverted U-shaped effect of description clarity on process-based performance, with reward budget acted as a moderator. Process-based performance imposed a negative effect on outcome-based disconfirmation, which was in turn positively related to client satisfaction. It is a significant finding since we contextualize the EDT to envision a more complete crowdsourcing process. Additionally, this study reconciles the mixed conclusions by revealing the curvilinear effect of description clarity on process-based performance as well as the moderating role of reward budget.

Paper is Available to Meeting Registrants Only.

Author: **Swanand Janardan Deodhar**, *Indian Institute of Management, Ahmedabad*

Author: **Pankaj Kumar**, *Virginia Tech*

Much work in the crowdsourcing contest domain has typically focused on competition—in so doing assuming that all contestants (individual or teams) independently possess the knowledge to solve a given task. However, studies elsewhere have demonstrated that even in the presence of competitive pressures, collaborative behavior and the ensuing knowledge exchange matter for performance outcomes. This paper attempts to fill this gap in the crowdsourcing literature by examining the antecedents of collaborative expressions, a subset of and a more subtle form of collaborative behavior apt for online contests and having the potential to influence contest-level collaborations. Collaborative expressions refer to the voluntary self-expressions of solvers (individuals or teams) related to discussions, knowledge sharing, and feedback-seeking publicly during an ongoing contest (e.g., public code-sharing in a live contest). We propose that time elapsed in a contest has a negative influence on the number of collaborative expressions because a solver is less likely to receive suitable feedback from its competing peers as the contest nears its end. Furthermore, we examine the contingent effects of the number of contestants over time within a contest, operating via either ‘incentive effects’ or ‘parallel path effects.’ We test hypotheses using a panel dataset of 83 data science contests conducted on Kaggle.com from 2015 to 2018. Consistent with our hypotheses, we find that as more time elapses in a crowdsourcing contest, collaborative expressions by contestants decline. Furthermore, we find that the number of competitors weakens the negative baseline association between time elapsed in the contest and collaborative expressions, indicating the presence of a parallel path effect. Taken together, our findings offer significant implications for research and the practice of managing crowdsourcing contests.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Risk and The Meaning of Emerging Digital Technologies

Session Moderator: **Haoyue Gu**, *Ivey Business School*

CTO: Meaning Innovation with Digital Technology in the Case of Electric Vehicles: A Design Perspective

Author: **Haoyue Gu**, *Ivey Business School*
Author: **Yasser Rahrovani**, *Ivey Business School*
Author: **Robert Austin**, *Ivey Business School*

Digital technology is an important enabler of product design and innovation. Many IS researchers have studied the role of digital technology in innovating product's functions and aesthetics. Relatively few, however, have studied the role of digital technology when product innovation includes changes in product meaning. Product meaning refers to emotional, psychological, and sociocultural reasons for buying a product. Despite the importance of innovation in meaning, the role of digital technology in meaning innovation is undertheorized. Thus, taking a design perspective, we draw on design and management theories to understand how designers use digital technology to influence product meaning. We use comparative case studies in two electric vehicle (EV) companies to theorize mechanisms of meaning innovation with digital technology: (1) Looking beyond vs leveraging digital technology to propose innovative meaning; (2) rejecting vs taking user feedback in the process of re-proposing meaning. By applying these mechanisms in product development, companies can better seize valuable opportunities such as developing longer product life cycles from meaning innovation with digital technology.

Paper is NOT Available. Please contact the author(s).

CTO: Wicked Problems in Digitisation of Learning Modalities

Author: **Ajeet Narain Mathur**, *ISPSO*

This paper takes the Spencerian question “What knowledge is of Most Worth?” as its point of departure to discuss the future of learning with regard to unresolved wicked problems that pose challenges to digitisation of learning modalities. There are problems that originate from the juxtaposition of digital media and classical content. There are issues requiring just apportionment of intellectual property rights between designers, creators, developers and deliverers of content, that are unresolved. The interpretation of what constitutes ‘fair use’ is subject to doctrinal variations across national jurisdictions because its enforcement involves a combination of policy, technology and law. The limits to tactile learning substitutability need understanding, accepting or transcending because knowing and connecting in real time and space involves unconscious connections of consciousness that can get diluted in disembodied transfers of images and sounds. The uncertainty and ambiguity that each of these wicked problems introduces, when combined, adds manifold to the complexity, chaos and vulnerabilities associated with design and delivery from digital learning platforms for the future of learning .

Paper is Available to Meeting Registrants Only.

CTO: Computational Text Analysis for Studying the Evolution of Meaning of Categories

Author: **Semi Min**, *New York U.*

Over the decades, organization scholars have studied the formation of the meaning using various theoretical concepts. Analyzing meanings, however, pose methodological challenges as meanings are dynamically formed through a complicated process, which requires the analysis of large-scale historical data. Recent advances in computational text analysis of large digitized corpora have provided an opportunity to improve our understanding of the evolution of meanings. In this study, I will focus on a stream of research that can expect a significant benefit from computational text analytics: category perspective. This article suggests a framework to carry out the research on the evolution of the meaning of a category using computational methods. Specifically, I propose a new computationally-supported grounded theory development method that combines manual approaches for the interpretations with computational text analysis. This method aims to scale traditional theory-building methods, incorporating more complexity without losing nuance to enrich extant theories. Using the case of blockchain, this paper illustrates how this technique can be applied to study the evolution of the meaning of emergent technology categories in society.

Paper is Available to Meeting Registrants Only.

CTO: Information Security Risk Perception and Firm Behaviour

Author: **Hilal Pataci**, *Rensselaer Polytechnic Institute*
Author: **T Ravichandran**, *Rensselaer Polytechnic Institute*

The escalating information security threats and their economic and other impacts have made firms pay careful attention to potential risks they face and the actions they can take to mitigate such risks. In this paper, we explore if and how the information security risk perceptions of firms shape their boundary changing behaviors. We argue that organizations have risk transfer, risk avoidance, risk reduction, risk acceptance options, and combine these options in their attempts to reduce the perceived effects of information security risks. Organizations through risk hedging could transfer some of the information security risks to third parties, while boundary changing behaviors could alter the potential vulnerabilities of a firm and hence decisions to alter firm boundaries are likely to be shaped by risk perceptions. We further posit that this effect will be shaped by the firm compulsions to avoid, reduce, or take risk. Using data collected for 2015-2018 years from S&P 500 firms by fine-tuning state-of-art transformer-based NLP models with domain specific data and causal extraction techniques to measure organizations' information security risk perceptions, we find that organizations' information security risk perception is positively associated with their information security risk hedging behavior, and less-risky boundary changing actions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **2000** | Submission: **19442** | Sponsor(s): **(ENT)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 1:00PM - 2:30PMPT (UTC-7)**

Emotion, Intention, Motivation 7

Session Moderator: **Golshan Javadian**, *Morgan State U.*

ENT: **Taking the Pulse: State of the (He)art of Affect Research in Entrepreneurship (WITHDRAWN)** 

Author: **Golshan Javadian**, *Morgan State U.*
Author: **Alka Gupta**, *Bernard M. and Ruth R. Bass Center for Leadership Studies*
Author: **Maw-Der Foo**, *Nanyang Technological U.*
Author: **Vishal K. Gupta**, *U. of Alabama*
Author: **Safal Batra**, *Indian Institute of Management, Kashipur*

Research on the role of affect in the entrepreneurial process has surged over time, resulting in a vibrant field of inquiry. To advance scholarship in this area, we conduct an inductive analysis of 162 published articles, critically analyzing the state of research on affect in entrepreneurship. We develop an organizing framework to capture three major conversations in existing research—*affect valence* (feelings), *discrete emotions*, and *emotional competences*—and encompass several outcomes studied within each conversation. We find that limited work has been done to explore the antecedents of affect (both feelings and discrete emotions), anticipated affect deserves greater consideration, and affective influence of stakeholders on entrepreneurs remains overlooked. Research on negative affect and emotional competences also remains scarce in the entrepreneurship literature. Future inquiry would do well to take a multilevel approach to affect, explore affective phenomena over time, and cast light on the role of emotional competence in the entrepreneurial process. We also spotlight crucial empirical advancements, including big data and artificial intelligence, for affect research going forward.

Paper is NOT Available. Please contact the author(s).

ENT: **Typology of Threats and Overcoming Behaviors Experienced by Women Entrepreneurs** 

Author: **Vania Jorge Nassif**, *U. Nove de Julho - UNINOVE - São Paulo*
Author: **Marcos Hashimoto**, *Millikin U.*
Author: **Candido Vieira Borges**, *U. Federal de Goiás*
Author: **Edmilson Lima**, *U. Nove de Julho*
Author: **Jefferson La Falce**, *FUMEC U. MG*

This research aimed to identify threats experienced by women entrepreneurs, in order to understand how they react and to analyze the behaviors that allow them to overcome these threats for the survival of their businesses. The research is qualitative, exploratory in nature, and semi-structured interviews were used for data collection. Sixty-five entrepreneurs in the Network of Women Entrepreneurs in Brazil participated in the study. Lexicographic analysis and content analysis were used with the use of software Atlas-ti. Identification of four types of threats: a) Conflict of Social Roles; b) Affective Threats; c) Threats from Patriarchy; and, d) Threats to business. The overcoming behaviors were: a) Resilience, b) Use of the Masculine Vigor Network, and, c) Communication with Negotiation. The results showed the potential and strength of women in overcoming adverse, hostile, and embarrassing conditions to keep themselves engaged in the continuity of their businesses. The typology of threats and the behaviors to overcome them consider causes and impacts of the family, economic, and social environments. The results contribute epistemologically and open perspectives to initiatives to support female entrepreneurs, such as the development of public policies.

Paper is NOT Available. Please contact the author(s).

ENT: **How Do Empathy Cues Affect Knowledge Acquisition in the Online Communities of Entrepreneurs?**

Author: **Tao Wang**, *Simon Fraser U.*
Author: **Pek-hooi Soh**, *Simon Fraser U.*

Do entrepreneurs in online communities gain more knowledge from their peers when they present their inquiries with more empathy cues such as emotional distress and personal profile? While empathy cues can evoke one's empathy and motivate prosocial helping behaviour, they also signal the high expectation of the knowledge seeker and the high cognitive cost of the knowledge provider to fulfil the expectation. Given the self-disclosure of intimate information in the communications process, we adopt the social penetration theory to examine the cost and utility of knowledge sharing in the online communities of entrepreneurs. We hypothesize that online inquiries embedded with more empathy cues will likely receive fewer but overall above-average quality responses and that the provider's empathy is the mediating mechanism that dissipates the cognitive costs and improves the reply efforts in response to empathy cues. We found evidence to support our hypotheses by analyzing 30,269 message threads posted over a 55-month period from a public online community of entrepreneurs. Our study offers new insights into the theories of entrepreneurs' knowledge acquisition, empathy, and social exchange in online communities.

Paper is Available to Meeting Registrants Only.

ENT: **Early Exposure Makes the Entrepreneur: How Economics Education in School Influences Entrepreneurship**  

Author: **Andranik Tumasjan**, *Johannes Gutenberg-U. Mainz*
Author: **Lukas Mergele**, *ifo Institute*
Author: **Ines Rueter**, *Johannes Gutenberg U. Mainz*
Author: **Larissa Zierow**, *ifo Institute*
Author: **Ismail Ismail**, *U. of Munich*

Many countries that seek to boost their economy share the goal of promoting entrepreneurship. Whereas there is ample research on the predictors of entrepreneurship during adulthood, we know little about how pre-adulthood experience influences entrepreneurship later in life. Using a natural experiment, this paper examines whether introducing economics classes in school enhances entrepreneurial behavior in adulthood. Our difference-in-differences approach exploits curricula reforms across German states that introduced compulsory economics education classes in secondary schools. Using information on school and labor market careers for more than 10,000 individuals from 1984 to 2019, we find that the reform increases students' entrepreneurial activities by three percentage points. Examining gender differences, we find that economics classes equally benefit female and male students. Our results advance our understanding of how pre-adulthood experiences shape individuals' entrepreneurial behavior.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2001** | Submission: **18503** | Sponsor(s): **(MC)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 1:00PM - 2:00PMPT (UTC-7)**

Executive Committee Meeting 2 *Executive Committee 2*

Session Chair: **Emmanuel Monod**, *UCMT and Paris-Dauphine U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: **2002** | Submission: **15685** | Sponsor(s): **(MH, OMI)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Tuesday, Aug 9 2022 1:00PM - 2:30PMPT (UTC-7)** at **Seattle Convention Center in Room 211**

**Social Structure of the Future: Early Moments, Interstitial Spaces
and Possible Histories**
Social Structure of the Future



Organizer: **Santi Furnari**, *City, U. of London*
Organizer: **Timothy Hannigan**, *U. of Alberta School of Business*
Organizer: **David A. Kirsch**, *U. of Maryland*
Organizer: **Marc Ventresca**, *U. of Oxford*
Organizer: **Marta Villamor**, *Robert H. Smith School of Business, U. of Maryland*
Discussant: **Michael Lounsbury**, *U. of Alberta*
Discussant: **Christina Lubinski**, *Copenhagen Business School*
Presenter: **Marta Villamor**, *Robert H. Smith School of Business, U. of Maryland*
Participant: **Fabian Prieto-Nañez**, *Technology and Society Virginia Tech*
Participant: **David A. Kirsch**, *U. of Maryland*
Presenter: **Timothy Hannigan**, *U. of Alberta School of Business*
Participant: **Yunjung Pak**, *U. of Alberta*
Participant: **Valeria Giacomini**, *Bocconi U.*
Participant: **Marc Ventresca**, *U. of Oxford*
Participant: **Michele Scataglini**, *Saïd Business School U. of Oxford*

This symposium aims to connect emerging research on imagined futures and possibilities with historical and institutional approaches to field and industry emergence. To start a conversation about the social structures of the possible, we mobilize three distinct sets of cognate concepts and theory-method packages that have so far been used in relative isolation in management: First, the concepts of interstitial spaces, early moments, and experimental spaces; second the historically-informed notion of “paths not taken” and counterfactual analysis; and third, recent methodological developments such as topic modeling, socio-cultural network analysis, and qualitative comparative analysis.

The Social Structure of The Future: Early Moments, Interstitial Spaces and The Possible Histories

Author: **Marta Villamor**, *Robert H. Smith School of Business, U. of Maryland*
Author: **Fabian Prieto-Nañez**, *Technology and Society Virginia Tech*
Author: **David A. Kirsch**, *U. of Maryland*
Author: **Timothy Hannigan**, *U. of Alberta School of Business*
Author: **Yunjung Pak**, *U. of Alberta*
Author: **Valeria Giacomini**, *Bocconi U.*
Author: **Marc Ventresca**, *U. of Oxford*
Author: **Michele Scataglini**, *Saïd Business School U. of Oxford*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **2003** | Submission: **12443** | Sponsor(s): **(MOC, STR, ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 1:00PM - 2:30PMPT (UTC-7)** at **Seattle Convention Center in Room 619**

Cognition as Configuration: A Set-theoretic Approach to Managerial and Organizational Cognition *Cognition as Configuration*



Organizer: **Zorica Zagorac-Uremovic**, *Swiss Federal Institute of Technology Zurich, ETH*
Presenter: **Zorica Zagorac-Uremovic**, *Swiss Federal Institute of Technology Zurich, ETH*
Presenter: **Johannes Meuer**, *Kühne Logistics U.*
Presenter: **Jean-philippe Vergne**, *UCL School of Management*
Participant: **Ying-Ying Hsieh**, *Imperial College Business School*
Presenter: **Andrew Sarta**, *York U.*
Participant: **Maricela Arellano Caro**, *HEC Montreal*
Discussant: **Denis A. Gregoire**, *HEC Montreal*
Discussant: **Santi Furnari**, *City, U. of London*

The jobs of organizational decision-makers are particularly complex, and complex organizational tasks are likely to require complex cognitions too. The Qualitative Comparative Analysis (QCA) – a configurational methodology – offers great potential to investigate such complex forms of cognitions, where multiple mechanisms contribute simultaneously to an outcome in question. To date, however, research that investigates managerial and organizational cognition through configurational lenses is scarce because prior studies have tended to explain complex phenomena by means of a linear logic that each time focuses on a single superior mechanism, in isolation of other mechanisms. The papers presented in this symposium aim at illustrating how the configurational approach works in several lines of research associated to managerial and organizational cognition. The symposium discussion ultimately not only aims at shedding light on the multi-dimensional nature of cognition involved in complex phenomena, but also advances the use of a relatively a novel, underutilized methodological approach to study the impact of configurations of cognitive mechanisms in managerial and organizational phenomena.

Some of the symposium's presenters will be in Seattle, others need to present from remote from Europe. So, a hybrid interactive mode with a suitable time (Seattle before noon / Europe afternoon or evening) would be highly appreciated. Many thanks for consideration.

Decentralized platforms: coordination without managers and early stage growth

Author: **Ying-Ying Hsieh**, *Imperial College Business School*
Author: **Jean-philippe Vergne**, *UCL School of Management*

How entrepreneurs generate business ideas: a fuzzy-set analysis of think-aloud protocols

Author: **Zorica Zagorac-Uremovic**, *Swiss Federal Institute of Technology Zurich, ETH*

Opportunities and Challenges of a Neo-Configurational Perspective for Research on MOC

Author: **Johannes Meuer**, *Kühne Logistics U.*
Author: **Maricela Arellano Caro**, *HEC Montreal*

Your (un)divided attention: a fuzzy-set analysis of attention and adaptation

Author: **Andrew Sarta**, *York U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2004** | Submission: **13133** | Sponsor(s): **(OB)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 1:00PM - 2:30PMPT (UTC-7)**

Time and Team in Job Insecurity Research

Time and Team in Job Insecurity Research



Organizer: **Haijiang Wang**, *School of Management, Huazhong U. of Science and Technology*
Organizer: **Changqin Lu**, *Peking U., School of Psychological and Cognitive Sciences*
Participant: **Amy Templeman**, *U. of Auckland*
Participant: **Zitong Sheng**, *Curtin U.*
Participant: **Lixin Jiang**, *U. of Auckland*
Participant: **Xiaohong Xu**, *U. of Texas At San Antonio*
Participant: **Daroon Jalil**, *PhD student at Old Dominion U.*
Participant: **Mengyuan Wang**, *Peking U., School of Psychological and Cognitive Sciences*
Participant: **Ying Gao**, *Peking U.*
Participant: **Zhongda Wu**, *Peking U., School of Psychological and Cognitive Sciences*
Participant: **Yanghao Zhu**, *Zhongnan U. of Economics and Law*
Participant: **Yuanxin Tang**, *Huazhong U. of Science and Technology*
Discussant: **Guohua Huang**, *Hong Kong Baptist U.*

Labor markets around the world have been disrupted on a historically unprecedented scale due to COVID-19. The WalletHub Coronavirus and Labor Day Survey found that one in three Americans are worried about job security (WalletHub, 2020). Job insecurity plays a role in influencing employee daily work activities as well as long-term career outcomes. Given the increasing prevalence of job insecurity in today's workplace, job insecurity is no longer an individual level phenomenon but a shared perception among the work unit. In the current symposium, we explore new forms of job insecurity (i.e., daily job insecurity, job insecurity climate) in the pandemic situation and the short- and long-term effects of job insecurity (i.e., daily work outcomes and career advancement outcomes). With four empirical studies, we provide a coherent discussion on the roles of time and team in job insecurity influence. We hope the discussion will shed light on new directions for the job insecurity research.

A daily diary study on job insecurity and authenticity

Author: **Amy Templeman**, *U. of Auckland*
Author: **Zitong Sheng**, *Curtin U.*
Author: **Lixin Jiang**, *U. of Auckland*

The Development of Newcomers' Perceived Insider Status and Its Impact on Job Insecurity

Author: **Xiaohong Xu**, *U. of Texas At San Antonio*
Author: **Daroon Jalil**, *PhD student at Old Dominion U.*

Employees' Proactive Career Behavior in the Job Insecurity Context

Author: **Changqin Lu**, *Peking U., School of Psychological and Cognitive Sciences*
Author: **Mengyuan Wang**, *Peking U., School of Psychological and Cognitive Sciences*
Author: **Ying Gao**, *Peking U.*
Author: **Zhongda Wu**, *Peking U., School of Psychological and Cognitive Sciences*

Job Insecurity Climate Influences the Relationship between Individual Job Insecurity and Outcomes

Author: **Yanghao Zhu**, *Zhongnan U. of Economics and Law*
Author: **Haijiang Wang**, *School of Management, Huazhong U. of Science and Technology*
Author: **Yuanxin Tang**, *Huazhong U. of Science and Technology*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Proactivity, Self-regulation, and Employee Outcomes

Session Moderator: **Liyuan Li**, *School of Economics and Management Tsinghua U.*

OB: A New Perspective on Wise Proactivity: Configural Effect of Proactivity Process

Author: **Liyuan Li**, *School of Economics and Management Tsinghua U.*
Author: **Xiangyu Gao**, *School of Economics and Management Tsinghua U.*
Author: **Xiaoming Zheng**, *Tsinghua U.*

Proactivity literature has come to realize that employee proactivity is a process including a set of actions rather than a one-off action (e.g., Bindl et al., 2012; Parker et al., 2010). We provide a new perspective about when is proactivity wise by examining configural effect of four elements of proactivity process (envisioning, planning, enacting and reflecting, Bindl et al., 2012). Specifically, we explore what configurations of high or low level of such four elements be sufficient to employees' high or low performance and well-being (i.e., high or low burnout and role overload). Further, we include contextual factors (environmental uncertainty and leader trust) by examining the configural effect of proactivity process and such contextual factors, to broaden our understanding about the effect of proactivity process configurations. Using fuzzy set qualitative comparative analysis (fsQCA) across two studies, we find 11 original configurations. Further, we identify 4 primary and robust configurations from them by combining fsQCA and regression analysis. The primary and important results we find are: (1) high enacting alone is not sufficient for producing high performance; (2) when the other three elements are low, no matter the envisioning is high or low will lead to low performance; (3) no proactivity process configurations could lead to low burnout or low role overload, but leader trust could well buffer the burnout and role overload caused by proactivity process. Our research contribute to proactivity literature by providing a new process perspective to better understand the effect of proactivity, revealing a synergistic effect of proactivity process configurations and going beyond the traditional regression analysis. Besides, our research first explore the effect of proactivity process empirically, and find a new point to examine action regulation process.

Paper is Available to Meeting Registrants Only.

OB: How to Sustain Proactivity? The Dynamic Relationship Between Job Performance and Job Crafting

Author: **Zhongda Wu**, *Peking U., School of Psychological and Cognitive Sciences*
Author: **Yu Ma**, *Peking U., School of Psychological and Cognitive Sciences*
Author: **Changqin Lu**, *Peking U., School of Psychological and Cognitive Sciences*

In increasingly uncertain workplaces, organizations expect employees to proactively initiate change and sustain their efforts in proactivity. Nevertheless, it is challenging for employees to sustain proactivity and little is known about how to sustain their proactive efforts. Drawing on the theory of self-regulation, we seek to advance the understanding towards temporal changes of proactivity (i.e., job crafting), via a novel perspective of dynamic performance-driven process. Conducting a field study with six waves of multi-source data (N = 338), we found that job performance trajectory acted as an important predictor of job crafting trajectory, controlling for the initial level of job performance and proactive personality. Moreover, job self-efficacy change acted as an essential mediating mechanism underlying this relationship. Further, employees' attachment to the organization (i.e., intention to stay) moderated the effect of job performance trajectory on job crafting trajectory via job self-efficacy change, such that the mediating effect of self-efficacy change was stronger when employees were more attached to their organizations. Our study shed new light on understanding the dynamics of both performance and proactivity.

Paper is Available to Meeting Registrants Only.

OB: The Cost of Dress to Impress: The Effect of Dress Labor on Self-regulation and Work Engagement

Author: **Christy Zhou Koval**, *Eli Broad School of Business, Michigan State U.*
Author: **Rachel Hahn**, *Eli Broad School of Business, Michigan State U.*
Author: **Henry Robin Young**, *Eli Broad School of Business, Michigan State U.*

Making daily decisions regarding what to wear to work is a ubiquitous activity for most employees. Yet, surprisingly little research has examined the psychological consequences of getting dressed for work. Integrating research on boundary theory and self-regulation, we propose that the act of getting dressed for work functions as role transition between non-work and work roles, and the physical and mental effort associated with dressing for work—what we label as dress labor—can impair self-regulation. In a field study of employees using experience sampling methodology, we find that dress labor at the beginning of a workday positively predicts self-regulatory depletion later during the day, which in turn leads to reduced work engagement. We further find that the negative effect of dress labor is exacerbated for individuals who use attire to manage impression but attenuated for those who experience high levels of authenticity at work. Taken together, our research highlights that the seemingly routine act of getting dressed for work has a meaningful impact on individuals' experiences at work and illustrates a dark side to the notion of “dress to impress.”

Paper is Available to Meeting Registrants Only.

OB: Yes, I Made It! Proactivity Effectiveness Alleviates the Psychological Costs of Proactive Behavior

Author: **Francesco Cangiano**, *U. of Exeter Business School*
Author: **March L. To**, *U. of Western Australia*
Author: **Libby Sander**, *Bond U.*

Proactivity is an important work behavior commonly encouraged by organizations. However, a growing number of studies suggest that being proactive can have negative psychological costs for employees. In this diary study, we contribute to this emerging discussion by examining the contingencies that enhance or attenuate the effect of proactivity on resource depletion. Specifically, we identify proactivity effectiveness and competitive climate as two crucial factors determining whether proactivity leads to a state of depletion at the end of the workday. Hypotheses were tested in a sample of 105 employees of a multinational construction company, who completed a general survey and two daily surveys over the course of a working week. Multilevel analyses showed that proactive behavior on a workday resulted in lower depletion at the end of the workday when proactive efforts were perceived as effective, particularly among employees perceiving a low-competitive climate. Our work offers a contingency model that explains when and why being proactive is (not) depleting, contributing a more nuanced understanding of the impacts of proactivity on employees' well-being.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Organizational Design, Structure and Control

Session Moderator: **Theresa Christina Kaiser**, *TUM School of Management, Technical U. of Munich*

OMT: **How Do Employee Incentives Work? A Systematic Review with Implications for Research and Practice**  

Author: **Theresa Christina Kaiser**, *TUM School of Management, Technical U. of Munich*
Author: **Alwine Mohnen**, *TUM School of Management, Technische U. München*

For decades, many organizations have offered various types of incentives to their employees hoping to influence them in a way that they do and be their best in supporting the organizations to accomplish their goals and thereby sometimes even make a larger impact and help to create a better world. Intensive research efforts from various streams have investigated the mechanisms of these employee incentives and found support for complementary, partly substituting, and sometimes even conflicting theories, models, and concepts. By systematically reviewing over 300 empirical research papers in top journals from 1953 to 2021 and comparing, organizing, and aggregating over 90 identified theories, models, and concepts into a framework, our main contribution lays in a comprehensive overview and synthesis into the six incentive mechanisms: interest aligning, motivating, satisfying, identifying & retaining, informing & developing, and health-promoting. Based on this, we make several recommendations to advance research, including the need to consider that incentives work in more than one way and the encouragement to advance research jointly across research streams, as well as provide practical guidance.

Paper is Available to Meeting Registrants Only.

 OMT: **Feeding the Algorithmic Beast: How Temporary Jurisdictional Contests Support AI Development (WITHDRAWN)**  

Author: **Bryan Spencer**, *Frankfurt School of Finance & Management*

We know little about how artificial intelligence (AI) is reshaping work and professions. Organizational scholars studying how technologies change work and professions often focus on the use of technologies in the workplace. However, AI's influence begins with development prior to use. Existing research elides the complexities of how the development of AI is influencing work and professions. In a 13-month ethnographic field study of an elite teaching hospital in China, “Southern Eye Hospital,” I study how AI development led medical trainees to make claims to tasks and authority that they did not normally possess in order to complete their projects, a move that was at odds with the traditional hierarchy of the hospital. I examine how trainees managed the observability of their interactions as they worked with patients in a carefully scripted way meant to evade detection by senior doctors. These performances, which I call “scripted secondments,” reconceptualize jurisdictional change as temporary, covert claims to tasks that enable trainees to accomplish their goals without causing conflict with senior doctors. By examining how change unfolds within the hierarchy of a profession, I contribute to an understanding of relationality in jurisdictional change and highlights the hidden costs of “feeding the algorithmic beast.”

Paper is NOT Available. Please contact the author(s).

OMT: **Pragmatically Reconceptualizing Organization Design Through Inquiry**

Author: **Frithjof E. Wegener**, *Warwick Business School*

In this paper I draw on pragmatist philosophy to critique conceptualizations of organization design, which tend to adopt “scientific” perspectives of design. These perspectives highlight design as artefacts, planned change, and representation. Building on a growing pragmatist stream within both organization studies and design studies, I instead argue for a pragmatist approach to organization design, building on ideas of emergence, imagination, co-inquiry, and performativity in pragmatism. I examine how a pragmatic philosophical lens can contribute to reconceptualize organization design by problematizing existing paradigmatic assumptions. My starting point is an exploration of the existing paradigmatic assumptions underlying key texts on organization design, problematizing these through design studies and pragmatism, before outlining novel paradigmatic assumptions and associated research questions for organizational design—in doing so, I combine pragmatist perspectives on organizing, designing and organization design. I conclude by proposing a future research agenda for pragmatist organization design.

Paper is Available to Meeting Registrants Only.

 OMT: **Muddying the Waters: Threat of Human Capital Loss and the Strategic Reduction of Employee Visibility**

Author: **Keun Woo Jeong**, *London Business School*

Retaining high-value human capital has been emphasized as an important foundation of competitive advantage. Previous studies have primarily focused on the strategies that raise the mobility constraints of the employees by either making employees' knowledge less appropriable by the competitors or by reducing the employee's motivation of mobility through pecuniary and non-pecuniary incentives. While most of the studies focus on employee-level strategies that constrain the employee's pursuit of outside options, surprisingly little research focuses on the strategies that involve constraining the outside options provided by the competitors in the first place. In this study, we show that firms strategically reduce the employees' outside options by limiting competitors' ability to observe value created by an employee. Specifically, we propose that employers will strategically reduce their employee visibility in the external labor market when faced with the threat of human capital loss to competitors. We test our predictions using data from the mutual fund industry between 1991 and 2007 and an exogenous state-level variation in the intensity of non-compete agreements, which indicate barriers to inter-firm mobility. We find strong support for our predictions in our difference-in-difference estimators exploiting state-level non-compete abandonments and adoptions. Our study contributes to theories of retention and strategic human capital, more broadly.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leadership and Organization Theory

Session Moderator: **Jianyun Tang**, *Memorial U. of Newfoundland*

OMT: **Institutionalized Leadership: Toward a Realistic Theory of Leader Effectiveness**

Author: **Jianyun Tang**, *Memorial U. of Newfoundland*
Author: **Mary M. Crossan**, *Western U.*

We reconcile the idealistic and Machiavellian views of leader effectiveness and thereby develop a more realistic theory based on the concepts of decoupling and context integrity. In particular, we propose that strategic leaders, especially effective ones, while usually following the prevailing leadership norms in appearance at least (i.e., displaying positive leadership qualities), likely at least sometimes deviate in actuality (i.e., engaging in illegitimate behaviors)—that is, decoupling between the prevailing leadership norms and the actual leader behaviors. Furthermore, the extent of decoupling is relatively less in high-integrity contexts than in low-integrity contexts. The theory developed suggests a notion of institutionalized leadership, with profound implications for leadership research and practice.

Paper is Available to Meeting Registrants Only.

OMT: **A Multilevel Study of Leader Political Skill and Followers' Identity**

Author: **Beenish Qamar**, *National Textile U. Faisalabad*
Author: **Sharjeel Saleem**, *Government College U. Faisalabad*

After the introduction of the political theory of leadership, scholars began investigating the influence of leader political skill (LPS) on various follower outcomes. However, the work that has already been published on LPS has ignored some important perspectives, such as the follower self-concept-based perspective, the multilevel nature of LPS, and the impact of cross-level effects. Thus, this study using matched reports from 70 leaders and 345 of their followers across 36 branches of 18 banks in Pakistan, investigated and found that the follower self-conceptions mediated the relationships of individual-focused LPS and group-focused LPS with follower empowerment, leader-based self-esteem, follower engagement, team cohesiveness, team goal commitment and team engagement at their corresponding levels. Mplus 7 was used to analyze the hypothesized relationships and the results also revealed some important cross-level effects. Implications for theory and practice are discussed and future research directions are also outlined.

Paper is Available to Meeting Registrants Only.

OMT: **Enacting Leadership Legitimacy Under Terms of very Limited Formal Authority**

Author: **Thomas Schumacher**, *U. of St. Gallen*
Author: **Marc Krautzberger**, *U. of Edinburgh business school*

This article presents a model of how leadership practices in an inter-organisational context of very limited formal authority continually create and recreate leadership legitimacy. We draw on a longitudinal case study in a German banking cooperative, identify six collaborative leadership practices and use a practice lens to explain leadership legitimacy as a stepwise accomplishment. Our study offers new insights into the sources of leadership legitimacy. Moreover, based on our insights, we suggest a new understanding of leadership that advances the understanding of leadership as practice even beyond the cooperative sector.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **2008** | Submission: **18932** | Sponsor(s): **(OMI)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 1:00PM - 2:30PMPT (UTC-7)** at **The Westin Seattle** in **Olympic**

Paradox Theory Deep-Dive: Times, Emotions, and Daily Manifestations



Session Moderator: **Carolin Johanna Waldner**, *Heinrich-Heine U. of Dusseldorf*

Author: **Carolin Johanna Waldner**, *Heinrich-Heine U. of Dusseldorf*

Author: **Stephanie Schrage**, *Hamburg U. of Technology*

Author: **Andreas Rasche**, *Copenhagen Business School*

Despite significant advances afforded by recent insights into the coexistence of multiple paradoxes, we still know little about the precise ways in which multiple intertwined or knotted paradoxes relate to one another. In particular, scholars have not yet studied how differences in the perceived intensity of paradoxes influence the development of paradox knots. We draw on a longitudinal qualitative case study of a German development NGO operating in Uganda to elucidate and elaborate upon the knotted nature of two paradoxes faced by this NGO, namely a means-end paradox and an identity elasticity paradox. Our analysis shows how the intensity of these two knotted paradoxes developed inversely, with the NGO's response to the means-end paradox amplifying the identity elasticity paradox and its response to the identity elasticity paradox mitigating the means-end paradox. Based on these findings, we extend the literature on paradox knots in two ways. First, we show how knotted paradoxes can be asymmetrically aligned, with each alternately amplifying or mitigating the intensity of the other over time. Second, we show that paradox knots need to be understood as temporary and unstable phenomena that can both emerge and decline – or “fade in” and “fade out” – in their effects.

Paper is Available to Meeting Registrants Only.

OMT: Coping with Paradoxical Tensions: From Negative Emotion to Virtuous Cycles

Author: **Anne-Sophie Thelisson**, *UCLy - ESDES - Lyon Catholic U.*

Author: **Diana Santistevan**, *EM Normandie*

Author: **Linh Chi Vo**, *ESDES, U. Catholique de Lyon*

Emotions shape how individuals respond to paradoxical tensions. Extant research implies that positive emotions link to active or more positive means of resolving tensions, while negative emotions often lead to defence mechanisms and thus, more negative organizational outcomes. However, there is some evidence contradicting this assumption. Little is known about how and why some negative emotions lead to active responses. This study addresses this issue by studying how positive and negative emotions interact with cognitive reflections to shape active responses. Our results contribute to the literature by providing insight on how the cognitive reflections of taking responsibility for managing team, taking responsibility for coping with tensions, and reflections on one's own ability to cope with paradoxical tensions can potentially shift vicious defensive cycles into virtuous ones.

Paper is Available to Meeting Registrants Only.

OMT: Paradox from a Buddhist Perspective  

Author: **Hee-Chan Song**, *Sasin Graduate Institute of Business Administration, Chulalongkorn U.*

Given the intellectual intersection of paradox theory and Eastern thought, many organizational researchers have explored the concept of paradox through the lens of Eastern philosophy. However, how this philosophy actually manifests itself in people's daily lives largely remains unexplored. Through five years of fieldwork across 32 Korean Buddhist temples that confronted the visceral tension between the need for financial resources and the religious values that disavow money, this study investigates how paradox manifests in the lives of Buddhist monks. Through a deep immersion into their lives, I revealed six cognitive tactics that Buddhist monks use to address the tension they experience. Additionally, I examined how meditation contributes to their identification of the nature of this tension. The findings contribute to paradox theory in several ways. First, it theorizes the monks' fundamental worldview of tension by integrating the perspectives of Buddhist philosophy, paradox theory, and mindfulness. Second, it offers an alternative perspective to the recent debate on the ontology of paradox. Altogether, this study raises the important question of whether the organizational phenomenon or mechanism that organizational researchers believe to be paradox is indeed paradox.

Paper is NOT Available. Please contact the author(s).

OMT: Salience and Time: The Existential Ground of Organizational Paradox

Author: **Ferran Torres**, *U. Ramon Llull, ESADE Business School*

The experience of organizational paradox, interdependent contradictions persisting over time, has been studied from cognitive, psychological, and discursive perspectives. In all these cases, experience is described in terms of the actual presence of paradox. However, the existential ground of organizational paradox lying beyond its presence remains undertheorized. I mobilize Heidegger's existential analytic to unpack the experience of organizational paradox that is revealed in our modes of being, which, in turn, temporalize the experience. First, I explore the intimate relationship between paradox and tension by unpacking how we encounter them in the world. Then, I explain the meaning of to be experiencing paradox by showing the role played by the modes of the actual and the possible. Finally, I unpack the temporality of organizational paradox. The existential understanding of paradox uncovers how tensions and paradoxes gain their paralyzing and productive nature, and they reveal distinct ways in which the potential of paradox is disclosed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **2009** | Submission: **18914** | Sponsor(s): **(OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 1:00PM - 2:30PMPT (UTC-7)** at **The Westin Seattle in Pike**

Advancing Individual Network Dynamics: Brokers, Boundary Spanners, and Bottlenecks



Session Moderator: **Olli-Pekka Kauppila**, *NEOMA Business School*

OMT: Brokers in Action: How Shaping Others' Relationships Influences One's Own Network Position

Author: **Olli-Pekka Kauppila**, *NEOMA Business School*
Author: **Lorenzo Bizzi**, *California State U., Fullerton*
Author: **David Obstfeld**, *California State U., Fullerton*

Social network research has traditionally highlighted the advantages of brokerage positions in social networks. More recently, an emerging microfoundational perspective has shifted the focus from structures to brokering behaviors to explain how individuals activate network structures and develop structural opportunities. To address the focal question of how individuals “do” brokerage, the present study examines how different approaches to shape relationships between other actors become reflected in one’s own network position and social network activation. Specifically, addressing the diverging perspectives in brokerage theory, we examine whether and how individuals’ competitive (*tertius gaudens*) and collaborative (*tertius iungens*) brokering behaviors influence network positions. Across three studies—a two-wave panel study, a network survey, and an experimental study—our results reveal a pattern that emphasizes the value of collaborative activities in brokerage processes. Our findings also demonstrate how one’s network context might regulate the functioning of these processes. We discuss the implications of our results for organizational social network research.

Paper is Available to Meeting Registrants Only.

OMT: Overcoming the Challenges of Bottlenecking: Individuals' Desire for Reducing Their Dependencies

Author: **Seong Won Yang**, *U. of Kentucky*

In a field social network study of 141 employees in an international organization, I examined individuals’ future desires to either collaborate more intensely with existing network partners or seek out new partners based on the latent value of these social ties – the potential social capital that will be generated from strengthening or building a tie in terms of reducing their formal workflow dependencies on others. Employees tended to desire more intense collaboration with a constraining existing tie (i.e., a bottleneck in their existing workflow network) when they trusted the person, suggesting they believed that the partner would provide high-quality work inputs in a reliable manner once a stronger relationship was built, thus increasing the tie’s latent relational value. Building new ties was more likely to happen when it would reduce one’s workflow dependencies by detouring around the constraining person and closing disadvantageous structural holes, suggesting those new potential ties had greater latent structural value as they allow the focal individual to reach out to other workers further upstream in the workflow network. When comparing the intentions to use both approaches, the bypassing, structural approach was more prevalent than the tie strengthening approach for reducing workflow dependencies, in spite of the inherent additional costs of searching and building a new tie. The study illustrates how informal networks are used intentionally to ameliorate the deficiencies of the formal organizational workflow network and suggests the relative prominence of the latent structural value of ties as compared to their relational value.

Paper is Available to Meeting Registrants Only.

OMT: The Effects of Piqued Curiosity on Boundary-Spanning Networking in Organizations

Author: **Tiziana Casciaro**, *U. of Toronto*
Author: **Francesca Gino**, *Harvard U.*
Author: **Bill McEvily**, *U. of Toronto*
Author: **Evelyn Ying Zhang**, *Frankfurt School of Finance & Management*

Integrating the differentiated knowledge, skills, and experiences of its members is critical to the effective functioning of an organization. Hence, interactions spanning across formal organizational and informal social boundaries are a principal focus of organizational scholarship. Research has substantiated not only the range of important outcomes deriving from, but also the formidable barriers to engaging in boundary-spanning networking. We argue that a chief impediment to boundary-spanning networking is the lack of motivation on the part of individuals to cultivate such interactions. Against this backdrop, we theorize that curiosity—which can be piqued by cues in the organizational environment—heightens individuals’ motivation to network across boundaries in organizations by promoting the drive to learn novel ideas, solutions, and opportunities. We designed and conducted a randomized-control-trial field experiment involving over 2,200 middle-managers in a North American financial services organization to test our predictions, and an additional field experiment to substantiate the underlying causal mechanisms. Findings support our claims and illuminate the psychological foundations to boundary-spanning networking. Our results open new avenues for research, both on how curiosity affects networking and shapes network structure in organizations, and on how organizations induce curiosity as the intrinsic drive to learn in its members.

Paper is Available to Meeting Registrants Only.

Author: **Tina Azad**, *U. of Witten/Herdecke*

Author: **Guido Moellering**, *Witten/Herdecke U.*

In this study, we examine the trust transferring practices of network managers dealing with the challenges brought by the uncertain context of innovation networks. With a qualitative inquiry of 23 network managers and 20 network members, we investigate how network managers deal with three kinds of uncertainty challenges by relying on trust transfer to support knowledge sharing and collaboration. Our findings show that third parties mainly face contextual, expectational, and relational uncertainty challenges. Next to the dyadic ties between the managers and respective members, we identify referring, encountering, and mobilizing networking tools as essential trust transferring practices network managers use to deal with the uncertainty challenges. This study opens new avenues for indirect trust building as part of triad or collective trust, the concept of third-party facilitated trust transfer, and the recursive interplay between trust and perceived uncertainty challenges.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2010** | Submission: **19165** | Sponsor(s): **(OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 1:00PM - 2:30PMPT (UTC-7)** at **The Westin Seattle** in **Puget Sound Room**

Decision Making in Organizations: Attention and Judgement

Session Moderator: **Alex Wright**, *U. of Sheffield Management School*

OMT: Judging: Management and Hannah Arendt's Consideration of Judgment

Author: **Alex Wright**, *U. of Sheffield Management School*

Present in all interested human activity, judgment is something that organization and management theory (OMT) has largely neglected, often conflating it with decision making. A fresh philosophically-informed perspective on judgment is offered. Specifically, Hannah Arendt's discussion of judging is outlined, investigated and drawn from to offer a new way of thinking about and considering judgment and its role in OMT. An Arendtian-inspired understanding of judging sees it as a practical, ever-unfolding and affective communicative process that allows for general perspectives to be taken on specific issues. The importance of judgment to managers and leaders is readily accepted, but how it is performed and what difference it makes to how organizing unfolds, is less commonly discussed. It is argued that when actors are interested in something they are judging. To say one must not judge is akin to saying one should be disinterested. Two specific aspects of Arendt's work on judgment are highlighted: the role of opinion and *sensus communis*—which presents judging as a relational undertaking. This article aims to stimulate new thinking around judgment and new considerations of its role in how organizing and organization are accomplished.

Paper is Available to Meeting Registrants Only.

OMT: **Reacting to Failure and Orchestrating Success: How Organizational Performance Shocks Move Attention**

Author: **Martin Schulz**, *U. of British Columbia*

Author: **Erik Robert Strauss**, *U. of Witten/Herdecke*

Author: **Leona Wiegmann**, *Monash Business School*

Organizational performance shocks – i.e., unexpected performance variations – can present challenges for organizations. Paying attention to performance shocks – before and after they happen – is important for organizational adaptation and responsiveness. Organizations should allocate attention to information sources which can signal incipient shocks and help to shape or avoid them, and to sources which can help understanding and managing occurred shocks. But do organizations reallocate their attention before and after performance shocks? We study the relationship between performance shocks and organizational attention allocation empirically with longitudinal data about information source use of knowledge workers of a large corporation. Our results indicate that performance shocks affect attention shifts of the knowledge workers, but positive and negative shocks have different effects. Positive shocks induce attention switches before they happen, but not afterwards. Negative shocks induce attention switches after they happen but not before. The results support our interpretation that allocating attention to relevant information sources and misallocating attention to irrelevant sources can shape performance shocks and attention shifts.

Paper is Available to Meeting Registrants Only.

OMT: **Towards a View of Organizational Attention as Practice**

Author: **Davide Nicolini**, *U. of Warwick*

Author: **Jeanne Mengis**, *U. of Lugano*

In this paper, we examine how a practice-theoretical perspective can complement, integrate, and expand work conducted with the tradition of the Attention-Based View of the firm (ABV), the idea that organizations should be understood as collective mechanisms for directing, regulating, and distributing attention. We argue that a practice-theoretical approach can expand the ABV in at least three ways. First, it allows theorizing the situated nature of attention, showing that a pragmatic field of attention is inherent in all practices and their nexuses. Therefore, the scholarly inquiry should focus on the practices for paying and attracting attention and the attentional effects of practices. Second, it enriches the idea of distributed attention, suggesting that many more – and more heterogeneous entities are involved in attentional processes than previously thought. Third, it provides a conceptual apparatus to shed new light on the competitive processes that preside on strategy makers' situational attention, recovering the phenomenon's integral political nature

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2011** | Submission: **12029** | Sponsor(s): **(OMT, OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 1:00PM - 2:30PMPT (UTC-7)** at **The Westin Seattle** in **Cascade I-C**

Promoting Performance and Positive Organizational Environment Through Multiple Team Membership *MTM, Performance, and Positive Environments*



Organizer: **Valerio Incerti**, *SKEMA Business School, U. Côte d'Azur (GREDEG)*
Organizer: **Elisa Mattarelli**, *San Jose State U.*
Organizer: **Fabiola Bertolotti**, *U. of Modena and Reggio Emilia*
Discussant: **Hendrik Johan Van De Brake**, *U. of Groningen*
Discussant: **Sumita Raghuram**, *San Jose State U.*
Presenter: **Valerio Incerti**, *SKEMA Business School, U. Côte d'Azur (GREDEG)*
Participant: **Julija Mell**, *Erasmus U. Rotterdam*
Participant: **Sujin Jang**, *INSEAD*
Participant: **Mark Mortensen**, *INSEAD*
Participant: **Enver Yücesan**, *INSEAD*
Participant: **Eean Crawford**, *U. of Iowa*
Presenter: **Bradley R. Mecham**, *U. of Iowa*
Participant: **Thomas Ptashnik**, *U. of Iowa*
Participant: **Greg L. Stewart**, *U. of Iowa*
Participant: **Michael Montanye**, *U. of Iowa*
Presenter: **Hise O. Gibson**, *Harvard Business School*
Participant: **Ozias Moore**, *Lehigh U.*
Participant: **Arthur Middlebrooks**, *United States Military Academy*
Presenter: **Sal Mistry**, *U. of Delaware*
Participant: **Jaelyn Ann Margolis**, *Pepperdine U.*
Presenter: **Kayla D. Finuf**, *Hofstra U.*
Participant: **Rebecca Grossman**, *U. of Central Florida*

Recent literature has shown how Multiple Team Membership (MTM) has important effects for managing human capital at different levels of analysis. Yet, despite increasing scholarly attention over the last years, we still have very limited theoretical and empirical understanding of the inherent complexities, challenges, and paradoxes of being on multiple teams at work and of the ways in which MTM influences individuals', as well as teams', and organizations' processes and outcomes. Inspired by the Positive Organizational Scholarship perspective, with this symposium, we aim at opening up this black box and shedding light on such complexity by giving answers to a pressing question: how can we design and manage an organizational MTM system that promotes both performance and a positive organizational environment? We address this question by presenting five papers looking at the interplay between MTM, performance, and individual and collective wellbeing at multiple levels of analysis and using multiple methods.

Multiple Team Membership: An Enabler of – or Impediment to – Organizational Resilience?

Author: **Valerio Incerti**, *SKEMA Business School, U. Côte d'Azur (GREDEG)*
Author: **Julija Mell**, *Erasmus U. Rotterdam*
Author: **Sujin Jang**, *INSEAD*
Author: **Mark Mortensen**, *INSEAD*
Author: **Enver Yücesan**, *INSEAD*

The Effect of Multiple Team Membership on Unit Performance in the Presence of Turnover Trends

Author: **Eean Crawford**, *U. of Iowa*
Author: **Bradley R. Mecham**, *U. of Iowa*
Author: **Thomas Ptashnik**, *U. of Iowa*
Author: **Greg L. Stewart**, *U. of Iowa*
Author: **Michael Montanye**, *U. of Iowa*

Managing Multiple Team Membership and Project Lateness in Multi-Team Projects: A Longitudinal Study

Author: **Hise O. Gibson**, *Harvard Business School*
Author: **Ozias Moore**, *Lehigh U.*
Author: **Arthur Middlebrooks**, *United States Military Academy*

Identification Residue, Organizational Identification, and Team Engagement during MTM

Author: **Sal Mistry**, *U. of Delaware*
Author: **Jaelyn Ann Margolis**, *Pepperdine U.*

Linking Multiple Team Membership and Outcomes: A Multilevel Daily Diary Study

Author: **Kayla D. Finuf**, *Hofstra U.*
Author: **Rebecca Grossman**, *U. of Central Florida*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Motivating Socially Responsible Corporate Strategy and Implementation

Session Moderator: **Robert A. Rodrigues**, *Saint Mary's College of California*

SIM: Corporate Social Responsibility Strategy and Implementation: An Integrative Approach   

Author: **Robert A. Rodrigues**, *Saint Mary's College of California*

Despite numerous studies on Corporate Social Responsibility (CSR), there is a lack of definitional clarity, identifiable boundaries, and accurate measurement instruments for CSR programs and their implications for firm strategy and performance. This may be due to the problem of using CSR programs with different purposes and emphasis without knowing their different resource requirements and effects on the organization. This paper argues that it is essential for an organization's CSR program to establish a shared value with relevant stakeholders, proposes a typology of CSR programs, and posits conditions for program implementation. A bibliometric analysis enhanced with VOSviewer mapping identifies a trend in CSR literature shifting from firm level topics such as strategy, disclosure, and financial performance to micro-CSR topics including responsible leadership, employee engagement, and nuanced implementation approaches. The shift suggests greater emphasis on stakeholder orientation, shared value, and granular CSR strategies are needed for effective CSR programs. The typology and associated propositions aim to advance theoretical and management insights for CSR programs based on a firm's relevant stakeholders, blend of internal authenticity and external legitimacy, and a firm's resources and capabilities. Keywords: strategic CSR, authenticity, legitimacy, responsible leadership, stakeholder theory, shared value, and social capital

Paper is Available to Meeting Registrants Only.

SIM: It's Not All About the Money: Why and How Firms Enact CSR Activities in Developing Countries   

Author: **Christian Hauser**, *Swiss Institute for Entrepreneurship*

Author: **Jose Godínez**, *U. of Massachusetts, Lowell*

Existing research in corporate social responsibility (CSR) is mainly developed on two assumptions. First, firms expect an economic return from CSR. Second, firms follow progressive CSR, ensuring economic gains, following laws and regulations, conducting business in an ethical manner, and finally philanthropy. Nevertheless, insights following this approach were obtained by mainly analyzing firms in locations where laws are present and fairly enforced. In our analysis, we suggest that firms have different reasons and methods to pursue CSR. Our results show that firms operating in locations with a weak formal institutional environment participate voluntarily in CSR activities depending on their perspective—whether a firm's CSR activities are cost- or investment-oriented—and focus—whether a firm's CSR activities are value creating or value distributing.

Paper is Available to Meeting Registrants Only.

SIM: Thin on the Ground: A behavioural Explanation for MNEs' Entry into the Base of the Pyramid Markets   

Author: **Sarada Devi Vsb Gadepalli**, *Alliance Manchester Business School, U. of Manchester*

Author: **Aneesh Banerjee**, *City U. London*

Research indicates that the Covid-19 pandemic can nullify decades' worth of progress made on several developmental objectives including poverty alleviation. For the first time since the 2008 financial crisis, the GINI coefficient: an index for income inequality, worsened by 6 percent for developing countries and another 70 million people are likely to be pushed into extreme poverty. This impending developmental crisis, calls for renewed research and managerial focus on market-based approaches to poverty alleviation. Building on prior research, we argue that the decision of Multinational Enterprises (MNEs) to enter Base of the Pyramid (BoP) markets can have positive externalities for development and poverty alleviation. But only a small number of MNEs are able to overcome several external and internal challenges associated with BoP markets. Using a behavioural lens, we propose and highlight the importance of internally generated resources in facilitating innovations and BoP market entry. While constraints due to structures and processes remain, slack resources allows room for experimentation and even bypass some of these processes and demonstrate the power of the ideas, before formally following the structured innovation and entry processes. We empirically test this explanation with a unique dataset of innovations and BoP market entry. We conclude by drawing insights for research in BoP markets as well as managers and policymakers to incentivise MNEs to participate in regional development.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **2013** | Submission: **19469** | Sponsor(s): **(SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 1:00PM - 2:30PMPT (UTC-7)** at **Hyatt Regency Seattle in 304 Calawah**

Corporate Leaders, Ethical Behavior and Social Responsibility

Session Moderator: **Sebastian Cortes-Mejia**, *Hope College*

SIM: Short-Term Financial Consequences of Top Managers Negative Personal Behaviors

Author: **Sebastian Cortes-Mejia**, *Hope College*

Author: **Ishta Minefee**, *U. of Illinois at Urbana-Champaign*

Author: **Samuel M DeMarie**, *Iowa State U.*

Negative personal behaviors that happen outside of top managers' professional roles are becoming more frequently reported in the media and are having an impact on firms. Nevertheless, this phenomenon is underexplored, with little theoretical development, and mixed empirical findings. We rely on signaling theory to suggest that top managers, as reliable decision-makers of the firm, with their negative personal behaviors disclose information that investors find valuable about the quality and intent of the management of the firm. Furthermore, we use managerial and organizational reputation as moderators that partially explain variations on the reaction of the investors. Using a sample of 126 negative behaviors of managers from publicly traded firms in North America, we found that those behaviors that are more proximal to the job of the top manager have a higher impact on the short-term financial performance, while this relationship is moderated by managerial reputation, but not by organizational reputation. We discuss important implications of the findings for practice and theory.

Paper is NOT Available. Please contact the author(s).

SIM: A Dynamic Relationship Between CEO Social Class Origin, Career Experience, and Employee Treatment  

Author: **Aten Zaandam**, *Kent State U.*

Author: **Livia Markoczy**, *U. of Texas at Dallas*

We argue that CEOs from higher social classes tend to treat employees in a transactional manner compared to CEOs from lower social classes who relationally treat employees. We attribute this difference to agentic vs. contextual beliefs that individuals from different social classes adopt due to the circumstances of their upbringing. We further argue that elite education, career hardship, entry into a distressed labor market, and an insider career trajectory erode agentic thinking, strengthen communal thinking and thus moderate the relationship between CEO social class origin and employee treatment. We rely on a survey sample from 135 CEOs from S&P 1500 firms and 403 firm-year observations to test our predictions for 2007 to 2020 for supportive employee treatment. We additionally test callous employee treatment with 87 firm-year observations during the Covid-19 event period of 2020. We find our hypotheses supported.

Paper is Available to Meeting Registrants Only.

SIM: Gender in Firm-Level Bribery: Differences in Anomie Pressure Perception of Women Owners and Managers  

Author: **Sondos Gamal Abdelgawad**, *IE Business School*

Author: **Alona Martiarena**, *IE Business School, IE U.*

Author: **Maya Kumar**, *IE Business School*

We examine the role of gender in the perception of anomie pressure and how this perception may vary by the position women occupy within firms to explain firm-level bribery supply. Connecting anomie theory to gender inequality research, our arguments deepen our understanding of the role of gender disadvantages and conformity to social and gender norms in the perception of women owners and managers of anomie pressure that encourages bribery. We argue that women-owned businesses are more likely to conform to prevailing anomie pressure and supply bribes while women managers are less likely to do so. Using a rich dataset that combines micro firm-level data from the World Bank Enterprise Survey (WBES) and country-level data from the World Bank (World Development Indicators) and United Nations (the Inter-Parliamentary Union survey), our findings show that women-owned firms are more likely to supply bribes and that women managers tend to mitigate this relationship. Our evidence offers theoretical and practical implications for bribery research that move beyond prevailing assumptions about women's presence as a condition to reduce bribery to consider the connection between gender, prevailing bribery norms, and compliance.

Paper is NOT Available. Please contact the author(s).

SIM: Turning Bright to Dark: CEO Charisma, Dark Triad Traits, and Corporate Social Irresponsibility

Author: **Tessa Recendes**, *Penn State Smeal College of Business*

Author: **Vilmos F. Misangyi**, *Pennsylvania State U.*

Author: **Nawon Oh**, *Penn State Smeal College of Business*

Many of the numerous corporate scandals and business failures over the past few decades seem to have occurred under the leadership of charismatic CEOs: apparently, charisma has a "dark side". Yet, the extant academic literature on CEO charisma has been silent to date on the potential dark side of CEO charisma—prior theory and research has taken an explicitly "bright" view of the phenomenon that presumes that CEOs use their charismatic power to lead in an empowering manner that aligns and commits their stakeholders toward their organizations' missions and values, and to presumably beneficial organizational and social outcomes. The very limited past research that has considered this issue has been conceptual in nature and has largely attributed the dark side of CEO charisma to leaders' followership and/or the context. Therefore, we lack a systematic understanding of the characteristics of leaders that result in charismatic CEOs using their charismatic power in dark and harmful ways. We draw upon and integrate past notions of personalized leadership and research on dark personality traits to suggest that the dark triad (DT) traits—Narcissism, Machiavellianism, and Psychopathy—equip charismatic CEOs with the disinhibited, domineering, exploitative, and leader-focused orientation needed to turn charisma from bright to dark. In particular, we hypothesize that firms run by dark charismatic CEOs—i.e., those CEOs high in charisma and DT traits—will be associated with corporate socially irresponsible activities, both toward internal (employees) and external (customers) stakeholders, in ways that differ from charismatic CEOs. We develop and test our hypotheses on a sample of Fortune 500 CEOs using a video-metric approach to assessing each CEO's charisma and DT traits. Given our highly supportive findings, we call for future research on CEO charisma to delve more deeply into the dark side of charisma.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Ideology, Immigration, and Nonmarket Strategy

Session Moderator: **Haram Seo**, *Texas A&M U., Mays Business School*

 **STR: Where We Are From Matters: Assessing the Impact of Immigrants on Facility Environmental Performance**     

Author: **Narae Lee**, *Singapore Management U.*

This study examines the impact of immigrant populations on firm environmental performance. Leveraging a longitudinal dataset of more than 11,000 manufacturing facilities in the US in which I match the Environmental Protection Agency’s (EPA) facility toxic emissions data with the location’s census immigration data, I document the negative impact of local immigrant populations on a facility’s environmental performance, which strengthens as heterogeneity among immigrant increases. I argue that this is because a more heterogeneous community is less cohesive and hence less capable of organizing effective pressures against pollution. Further, I show that because co-nationality links create unique bonds between the facility and local immigrants, the negative relationship declines as more immigrants originate from the same home country as a facility’s parent firm. These results are robust to the use of an instrumental variable approach and a wide variety of alternative specifications and subsamples. These findings suggest that local community pressures may be limited in driving better environmental outcomes.

Paper is Available to Meeting Registrants Only.

STR: The Value of Corporate Political Donations: Evidence from the Capitol Riot 

Author: **Christopher Poliquin**, *UCLA Anderson School of Management*
Author: **Young Hou**, *Harvard U.*

Corporate political action committees donate about \$300 million to federal political candidates each election cycle, but research offers mixed evidence on the value of these contributions. We estimate the value of firms’ campaign contributions by studying the decision of 159 S&P 500 companies to stop donations following a riot in the U.S. Capitol building. Average cumulative abnormal returns over the two days following firms’ announcements to halt donations were -0.6 percent. There is no significant relationship between the magnitude of abnormal returns and (a) the amount of political contributions, (b) the intensity of regulation in a firm’s industry, (c) the firm’s lobbying expenditures, or (d) the firm’s score on governance and political accountability indexes. Analysis of campaign donations following the riot shows that firms mostly honored their pledge to stop donations, at least for the first quarter of 2021. Together, the results suggest campaign donations by corporate political action committees have small effects on firm value.

Paper is Available to Meeting Registrants Only.

 **STR: Competitive Dynamics of Corporate Activism: Asymmetric Responses from Ideological Ally and Opponent**

Author: **Haram Seo**, *Texas A&M U., Mays Business School*

This paper investigates how corporate advocacy can produce unexpected consequences by triggering mobilization from opposing ideological interests. Recent research on corporate political ideologies suggests that ideological firms—firms whose organizational members are ideologically engaged—are the main and early participants in advocacy issues of contentious nature. However, what remains underexplored is whether and how the actions of ideological firms affect other firms in the population, especially the possibility that actions of ideological firms can be met by strong ideological opposition from their competitors, which can strategically differentiate themselves in doing so and gain competitive advantage. Using uniquely detailed records of U.S. corporate foundations’ philanthropic giving to 4,021 advocacy nonprofits from 2003 to 2015, we find strong evidence that ideological firms’ giving encourages a stronger response of giving from their ideological opponents than from their ideological allies in the issue area of their choice. We also find that such asymmetry in the response between ideological opponents and allies is moderated by firm-level, issue-level and market-level contingencies, such that the asymmetry is stronger among ideologically homogeneous firms, in issues that involve higher contention, and when firms face strong labor market competition. These results advance our understanding on the dynamics of ideological competition at play in the market of advocacy giving, and suggest that, without accounting for the structure of ideological competition, ideological firms’ advocacy actions may backfire, leading to increased conflict and polarization.

Paper is Available to Meeting Registrants Only.

STR: National Political Ideology and Corporate Social Responsibility: An Institutional Theory Perspective 

Author: **Leah Alley**, *Virginia Commonwealth U.*

Political context has only recently begun to receive attention as a key institutional factor affecting firms’ strategic decisions. The present study examines how the financial implications of corporate social responsibility (CSR) can vary as a function of broader national political ideologies. Drawing on institutional theory and research on the reputational effects of CSR, I test a series of models that examine the interaction between different kinds of CSR activities and the dominant national political ideology. While I propose that CSR will be more beneficial to firm financial performance under a left-leaning national ideology because left-leaning ideologies align with the values captured in CSR, results of fixed effects panel regression models reveal that this relationship is more complex. Future research should examine how the reputational perceptions of strategic CSR activities by different stakeholder groups are influenced by changing national political conditions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **2015** | Submission: **12154** | Sponsor(s): **(STR, OMT, TIM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 1:00PM - 2:30PMPT (UTC-7)** at **Seattle Convention Center** in **Tahoma 3**

What Can Management Scholars and Economists Teach Each Other About Interorganizational Governance?



Interorganizational Governance

Participant: **Nicholas Argyres**, *Washington U. in St. Louis*
Participant: **Fabrice Lumineau**, *HKU Business School, The U. of Hong Kong*
Participant: **Giorgio Zanarone**, *U. Pompeu Fabra*
Participant: **Janet E.L. Bercovitz**, *U. of Colorado, Boulder*
Participant: **Bill McEvily**, *U. of Toronto*
Participant: **Brian Silverman**, *U. of Toronto*
Participant: **Todd Zenger**, *U. of Utah, David Eccles School of Business*
Participant: **Robert Gibbons**, *Massachusetts Institute of Technology*

Management scholars and economists have a common interest in the governance of interorganizational relationships. However, the literatures on the subject in each field are largely siloed. While the management literature has drawn on transaction cost economics, it has not drawn on the economics literature on relational contracts. Similarly, the economics literature has largely ignored the management literature on interorganizational relationships. While such silos are of course common, this symposium is an effort at cross fertilization. It brings together prominent scholars from management and economics who are familiar with literatures in both areas, and are interested in exploring ways in which scholars in the two areas can learn from the other.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Showcase Symposium**
Program Session: **2016** | Submission: **16910** | Sponsor(s): **(GDO, MOC, OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 1:15PM - 2:45PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Grand Ballroom C**

Code-Switching in the Workplace: The Strategies, Challenges, and Practical Implications

Code-Switching in the Workplace



Organizer: **Rose Brown**, *Cornell U.*
Presenter: **Rose Brown**, *Cornell U.*
Discussant: **Patricia Faison Hewlin**, *McGill U.*
Presenter: **Darin Johnson**, *U. of Pennsylvania*
Presenter: **Jaylon Sherrell**, *Harvard Business School*
Presenter: **Patrick Plummer**, *Howard U.*

In recent decades diversity in organizations has dramatically increased. This movement is due to changing demographics in the workforce, societal and political shifts that promote equal rights and opportunities, and trends in globalization that increase connections among people from different parts of the world. The increase in diversity has profoundly affected how people in organizations interact. Without question, the most fundamental aspect of these interactions involves communication, which forms the backbone of interpersonal exchanges in and around the workplace. Communication drives business and is a critical aspect of organizational effectiveness (Snyder & Morris, 1984). It is critical to note that people from diverse backgrounds bring different approaches to communication into organizations. When people with varying communication styles interact, we often see dynamic patterns of mutual adaptation that can vary on multiple dimensions. These patterns form the basis of the concept of code-switching. Undoubtedly, not only does communication drive business, code-switching drives business. The papers presented in the symposium come from different perspectives of how code-switching exists and impacts people in the workplace and they collectively extend literature theoretically and empirically. By improving our understanding of code-switching, these papers increase awareness with regards to issues of diversity, equity, and inclusion, and provide insight into what skills business organizations and managers of the future need. With this research, in alignment with the theme, "creating a better world together," the authors seek to provide a new awareness for organizations and managers and scholars of management. Furthermore, the authors believe the insight provided here will provide an additional opportunity for managers and businesses to consider resetting organizational practices that enable the creation of new future organizational arrangements. The authors believe code-switching awareness and skills can be our bridge to efficiency, productivity, and overall workplace inclusion.

What does it mean to talk the talk? A Content Analysis of Code-Switching Literature

Author: **Rose Brown**, *Cornell U.*

Underpinnings of Code-Switching: An Observational Study of Black Americans' Code Switching Tendency

Author: **Darin Johnson**, *U. of Pennsylvania*

Code-Switching as a Survival Mechanism: Implications for Black Employees

Author: **Jaylon Sherrell**, *Harvard Business School*

How and When Workplace Ostracism Impacts Code-Switching Behaviors

Author: **Patrick Plummer**, *Howard U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

IM Division Best Paper in International Corporate Governance Award Finalists

Session Moderator: **Elizabeth L. Rose**, *Indian Institute of Management Udaipur*

IM: Governance Stickiness: Understanding Governance Designs in Emerging Economies  

Author: **Ryan Federo**, *U. de les Illes Balears*
Author: **Tobias Parente**, *ESEGE*

Many firms in emerging economies adopt governance designs that include several barriers of board monitoring. Scholars argue that these barriers are attributed to powerful shareholders who want to control corporate decisions and/or relatively weak minority shareholder protection from regulatory frameworks. Alternatively, we propose that governance designs can also be explained by governance stickiness, which we define as the difficulty of firms to transfer or adopt specific corporate governance practices due to high governance costs. We theorize that governance stickiness involves the interplay of a firm's capacity and willingness to bear the high costs of adopting specific governance designs. Building on the neo-configurational perspective, we test our proposition by inductively exploring the governance designs reflected in the bundles of board monitoring barriers of publicly listed Brazilian firms. Our findings uncover a typology of governance designs that correspond to particular levels of governance stickiness. Our research advances knowledge of strategic corporate governance by bridging the literatures of governance designs and costs.

Paper is NOT Available. Please contact the author(s).

IM: The Traveling Headquarters: The New Phenomenon of Temporary Headquarters Relocations   

Author: **Jan Schmitt**, *Amsterdam Business School, U. of Amsterdam*

William H. Newman Award Nominee

Many headquarters (HQs) of multinational corporations (MNCs) that have substantial growth outside their home country or region face the problem that they have a limited understanding of their distant business and thus struggle in their value-adding parenting role. The existing solutions to this wide-spread problem, such as building up sophisticated control methods with expatriates, creating additional organizational layers with intermediary HQs, or creating a more diverse top management team, often give rise to new challenges that impair firm performance. In this study, I provide a new perspective on how HQs can deal with shifting market growth to distant host regions and also fulfil their value-adding parenting role to those subsidiaries. By drawing on the unique case of Starwood Hotels Inc., I elaborate a process analysis of how this specific organization temporarily relocated the HQ from the US to Shanghai and Dubai to improve its HQ's value-added and contribute to the firm's success in those new growth markets. In particular, I shed light on the process and the multi-level outcomes of this highly innovative undertaking. With my findings, I contribute to literature on HQs and their location choices, new organizational design approaches in MNCs, and strategic organizational change.

Paper is NOT Available. Please contact the author(s).

IM: Home is Where My Friends Are: Legitimation of the Location for Corporate Headquarters 

Author: **Marleen Wierenga**, *Nijmegen School of Management*
Author: **Olga Lavrusheva**, *Aalto U., School of Business*
Author: **Iiris Saittakari**, *Aalto U. School of Business*
Author: **Perttu Kahari**, *Aalto U. School of Business*

The relocation of corporate headquarters (CHQ) is understood as a process in which top management follows the most attractive location attributes. By studying how the media (de)legitimize the choice of the location of an MNC's CHQ, we demonstrate the complexity of the relocation process. We explore the dismantling of the dual corporate structure of Unilever and consequently the relocation of its CHQ, first to Rotterdam but then to London. Taking a CDA approach, we collected a database of media documents on the relocation events from the Dutch and British media, and press releases from Unilever. Our study contributes by theorizing the relocation process from decision to implementation. Second, the study shows that legitimation of the location choice is important for the successful completion of relocation.

Paper is Available to Meeting Registrants Only.

IM: Cross-Country Variations in Sovereign Wealth Funds' Characteristics  

Author: **Anna Grosman**, *Loughborough U.*

In this exploratory study, we analyze the drivers of the variation in sovereign wealth funds' characteristics across countries. Sovereign wealth funds have emerged as an important instrument for governments to invest and manage excess funds, which despite serving similar needs, vary significantly across countries. We integrate agency theory with the varieties of capitalism framework to propose that the country's governance characteristics affect sovereign wealth funds' multi-level agency problem, i.e., politicians acting as intermediaries between the citizens who are the nominal owners and the funds' managers, and drive the cross-country variations in the characteristics of sovereign wealth funds. More specifically, we argue that the home country's type and quality of government and the origin of the wealth drive cross-country variations in the transparency and growth of the sovereign wealth funds, leading to a classification of countries by type of SWF. We provide public policy suggestions for addressing these agency problems and improving sovereign wealth fund behavior.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Global Outsourcing and Supply Chain

Session Moderator: **Alina Grecu**, *Copenhagen Business School*

IM: Negative Offshoring Sentiments – An Exploratory Study Using Twitter Data

Author: **Alina Grecu**, *Copenhagen Business School*

Offshoring (i.e. relocation of existing business activities and jobs from one country to another) is a central topic in international business research, but also a polarizing topic in the society. As the public is an important actor when companies make decisions to internationalize, it is indeed critical to understand the public sentiment about offshoring. To address this, I rely on Twitter data and text analytics tools. I find that offshoring sentiments are rather negative, which is associated with higher levels of tweet popularity, but also that the extent to which a tweet is negative is related to other language characteristics. Namely, a higher degree of focus on past and social issues in the used language are associated with increased levels of negative emotions. However, the more cognitive processes are present in the written text, the lower the degree of negative emotions. With populism on the rise, this study addresses the public sentiment implications of company offshoring decisions and contributes to international business research, but has implications also for politicians and managers.

Paper is NOT Available. Please contact the author(s).

IM: Reciprocal Subcontracting in Global Factories: A Penrosean Growth Perspective

Author: **Michael Murphree**, *U. of South Carolina*
Author: **John Anderson**, *U. of Northern Iowa*
Author: **Peter J. Buckley**, *U. of Leeds*

It is commonly assumed contract manufacturers must grow to achieve minimum viable scale. This study of Chinese contract manufacturers in global factories for plastics reveals how “reciprocal subcontracting” enables small firms to sustain competitiveness. Taking the Penrosean growth perspective, we test two theoretical tenets of growth: managerial opportunity recognition and development of internal production capacity. While lead firms largely conform to established theory, small contract manufacturers achieve “borrowed growth” which is external to the firm and ever-shifting within a fluid network of firms. This externalization of production capacity growth supports our call for theoretical extension to the Penrosean growth perspective.

Paper is Available to Meeting Registrants Only.

IM: Managing MNE Geographic Overstretching: Regional Integration of FDI Locations Along the Value Chain

Author: **Che Tang**, *U. of St. Gallen*
Author: **Winfried Ruigrok**, *U. of St. Gallen*

Research suggests that many MNEs face the challenge of geographical overstretching – defined as international expansion beyond what a company’s dynamic capabilities allow. This issue is especially challenging for companies pursuing global economies of scale while being locally responsive. This paper argues that the regional integration of FDI locations can alleviate the negative performance effect of certain international expansion. The analysis of global automotive industry from 2003 to 2019 shows that regional integration of FDI locations across the value chain helps MNEs to reduce the negative performance effect of inter-regional diversification. By contrast, regional integration of upstream investments or downstream investments has no such benefit and can even hinder organizational performance. The present research enriches our understanding of MNE geographic scope and regional strategy interface, by delineating the role of regional integration of investment locations in inter- and intra-regional diversification.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2019** | Submission: **18676** | Sponsor(s): **(IM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 1:15PM- 2:45PMPT (UTC-7)** at **Seattle Convention Center in Room 4C3**

Institutional Complexity

Session Moderator: **Gislaine Cristina Dos Santos Teixeira**, *FGV São Paulo School of Business*

IM: Internationalization of Business Schools and their Strategic Response to Institutional Complexity

Author: **Gislaine Cristina Dos Santos Teixeira**, *FGV São Paulo School of Business*
Author: **Jorge M. T. Carneiro**, *FGV EAESP Sao Paulo School of Business Administration*
Author: **William Newbury**, *Florida International U.*

Higher education institutions, and business schools, in particular, need to address diverse, and often ambiguous demands and expectations of multiple stakeholders. Most prior higher education internationalization studies implicitly assumed that cross-border normative and cognitive pressures would lead to isomorphic behavior, causing schools to pursue similar strategies. However, we suggest that schools' strategic responses to institutionally complex sets of demands will vary since organizations have agency and different schools may sense complexity differently (e.g., as either threat or opportunity). We employed fuzzy set qualitative comparative analysis (fsQCA) in a sample of 31 business schools (20 from the USA and 11 from Brazil) to better understand the multiple combinations among organizational resources, choices, and experiences as conditions associated with the integration of international initiatives. We found that if institutional complexity, exacerbated by internationalization pressures if neutrally or positively framed, it contributes to the integration (or infusion) of internationalization initiatives regarding teaching, research, and service. Conversely, when negatively framed, institutional complexity may result in dispersed (or diffused) internationalization efforts. These findings highlight that business schools are not "hostages" of their environment but rather engage in discretionary choices and strategically respond to institutional complexity, advancing a more nuanced strategic management view.

Paper is Available to Meeting Registrants Only.

IM: Institutional Pressures, Complexity and Restructuring Intensity

Author: **Michael Herbert Wolfesberger**, *WU Vienna*
Author: **Thomas Lindner**, *U. of Innsbruck*
Author: **Jonas F. Puck**, *WU Vienna*

We investigate companies' restructuring intensity in response to changes in political risk and examine how complexity in the foreign investment portfolio influences this undertaking. We base our analysis in and combine institutional and information processing theory to explicate our hypotheses. We first argue that bigger changes in political risk in companies' subsidiary portfolios lead to more radical restructuring moves. We then propose that complexity constrains restructuring activities to more incremental changes due to the companies' bounded rationality. Complexity in the portfolio hinders firms in understanding the performance consequences of restructuring the portfolio as well as interpreting the impact of the political risk changes. We test our hypotheses on a sample of 17,712 restructuring observations and track ownership changes in firms' affiliates on an annual basis. We find support for our main hypotheses; changes in political risk lead to more radical restructuring moves, while complexity constrains restructuring directly as well as indirectly by negatively moderating the positive effect of political risk changes.

Paper is Available to Meeting Registrants Only.

IM: Explaining the Persistence of Informal Institutions

Author: **Dana B. Minbaeva**, *King's College London*
Author: **Maral Muratbekova-Touron**, *ESCP Business School*
Author: **Alena Ledeneva**, *U. College London*
Author: **Sven Horak**, *St. John's U.*

In order to tackle the puzzle of the persistence of informal institutions in the face of formal institutions, we unpack the "black box" of informal institutions and theorize about the role of informal networks in channeling continuity and change in informal institutions. Specifically, we argue that when informal institutions are enacted by informal networks that are "relatively affective" and "relatively closed," their persistence is higher than the persistence of informal institutions that are enacted by "relatively open" and "relatively instrumental" networks.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Distance, Performance and Entry Modes

Session Moderator: **Jinsil Kim**, *College of New Jersey*

IM: Learning About Entry Mode, Institutional Distance, and Cross-Border M&As in China →

Author: **Jinsil Kim**, *College of New Jersey*
Author: **HoWook Shin**, *California State U., Long Beach*

Drawing on the learning perspective, we examine the validity of the repetitive momentum perspective vis-à-vis the conventional internationalization process (IP) model in the setting of MNCs' entry into China. We argue that the accumulation of experience and knowledge regarding a certain entry mode such as cross-border merger and acquisition (M&A) or international alliance may lead an MNC to keep investing in the same mode. We also argue that institutional distance, which increases the necessity and difficulty of experiential learning, strengthens this repetitive momentum. Analyses based on a sample of 1,561 MNCs from 40 different countries entering China through M&As from 2003 to 2013 provide considerable support to our predictions.

Paper is Available to Meeting Registrants Only.

IM: Cultural Distance Effects on MNC Performance: A Macro and Meso Approach → 📖

Author: **Hilla Peretz**, *ORT Braude College*
Author: **Yitzhak Fried**, *Texas Tech U.*
Author: **Ariel Levi**, *Wayne State U.*

In this study we examined the effect of triad cultural distance (national, organizational and professional) between MNC headquarters (HQs) and subsidiaries on employees' work attitudes and objective organizational performance indicators. To so do, we collected data from over 1,500 employees from 58 subsidiaries of 8 MNCs, located in 18 countries. Multilevel analyses supported the hypothesized curvilinear relationship between cultural distance and work attitudes (job satisfaction and commitment) and objective performance outcomes (absenteeism and profits). Specifically, we found that lower levels of cultural distance between HQ and subsidiaries' national, organizational, and professional culture yielded better results in terms of work attitudes and organizational performance indicators, compared to no distance at all, but higher levels of distance dramatically reduced the outcomes. We discuss the theoretical and practical contribution of these curvilinear relationships.

Paper is Available to Meeting Registrants Only.

IM: Cultural Difference or Similarity, Selection of Targets and Post- Acquisition Performance → 📖

Author: **Ningxin Wang**, *Tilburg U.*
Author: **Anouk Sentjens**, *Tilburg U.*

This paper examines how difference as well as similarity in Individualism-Collectiveness cultural background between the acquirer and target affects the acquirer's post-acquisition performance during internationalization. Besides examining how distance in individualism will affect acquirer's post-acquisition performance, two groups will be compared to find out whether the heterogenous types of similarity in Individualism-Collectiveness will affect the post-acquisition performance differently. The first study of the analysis of 681 cross-border deals reveals that a bigger difference in individualism is indeed negatively associated with post-acquisition performance; and this negative association will be tampered if there is a national status difference between the acquirer and the target. The second study of the analysis of 867 cross-border deals tests how similarity in Individualism-Collectiveness influences acquirer's post-acquisition performance. This test further reveals that when the acquirer and the target both come from collectivistic cultures, the post-acquisition performance will be better compared to the situation where both firms come from individualistic nations. These findings enrich the current literature that has focused on the difference of cultural background of acquisition by revealing effects of different types of cultural similarity on acquisition performance, meanwhile offer interesting implications for corporate managers when search for potential acquisition targets.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Global Challenges to Corporate Sustainability

Session Moderator: **Diego Alfonso Vazquez**, *Portsmouth Business School*

IM: Extrapolating the Links Between the MNE's Activities and UN SDGs In Developing Countries  

Author: **Diego Alfonso Vazquez**, *Portsmouth Business School*
Author: **Rekha Rao-Nicholson**, *U. of Essex Business School*
Author: **Natalia Yakovleva**, *Kedge Business School*
Author: **Ticiana Braga De Vincenzi**, *U. of Sao Paulo (Polytechnic School)*
Author: **Samuel Bonsu**, *GIMPA*
Author: **Roberta Souza Piao**, *U. of Sao Paulo (Polytechnic School)*

In this study, we focus on SDGs 10 and 12, namely, reducing inequalities and sustainable consumption and production, and analyze the MNEs' operationalization of waste management strategies with formal and informal waste pickers in Brazil. The findings suggest that whilst institutional voids impede MNEs from implementing SDGs, uncertainty in the institutional context can enable opportunities to modify the weak institutions and support the advancement of SDGs. Furthermore, MNEs are observed as institutional entrepreneurs and engage in transgression of existing rules via three steps - delineating institutional boundaries, strategizing for implementation of SDGs, and adopting transgressions both within HQ-subsubsidiary structures and host countries (stretching and buffering).

Paper is Available to Meeting Registrants Only.

IM: Conflicting and Complementing Logics: Examining Sustainability Practices Across Economies   

Author: **Ivana Milosevic**, *College of Charleston*
Author: **Erin Bass**, *U. of Nebraska, Omaha*
Author: **Benjamin Schulte**, *Helmut Schmidt U.*

The role institutional environments play in sustainability practices across countries is well documented in the international business literature. However, how multiple and occasionally conflicting institutional logics shape sustainability practices at the individual-level is underexplored, especially across countries. To enhance our understanding of this process, we investigate how individuals in two high-hazard organizations in the energy sectors in the Republic of Serbia and Canada practice sustainability. Our findings illustrate that in both contexts, individuals "pull down" structural elements of high-hazard logics into their daily sustainability practice, thereby relating their practices to the well-being of others as well as aligning them to their salient identities. However, our findings also illustrate how multiple, often conflicting, logics interact to shape this process distinctively across two countries. In Serbia, individuals pull-down and combine elements of high-hazard and legacy state logics to construct community logic and align their practice to it. In Canada, individuals do so to construct professional logics and align their practice to it. Based on our comparative case analysis of a developed economy and an economy in transition, we create a general model, as well country-specific models, depicting how individuals navigate multiple institutional logics to engage in sustainability practices.

Paper is Available to Meeting Registrants Only.

IM: Extra-economic Value Creation for Corporate Sustainability

Author: **Chiara Andreoli**, *Copenhagen Business School*

Recognizing the attention in academia and industry dedicated to the value created by firms beyond profit, this paper analyzes the themes that constitute the extra-economic value creation for Corporate Sustainability literature. With a systematic literature review methodology and a thematic analysis, I illustrate the common themes in articles discussing social, ethical, environmental, collaborative, shared, and sustainable value creation. Usually, each value concept is reviewed singularly in the literature. In this paper, I instead analyze the most discussed topics across articles and highlight the primary connections, differences, and similarities among value categories. This review sets out that the extra-economic value creation concept, as an umbrella for a number of phenomena, is discussed around three main categories: antecedents, means, and outcomes of extra-economic value creation. Then, I delineate how future research can advance the literature by filling the gaps and providing new perspectives. I conclude by highlighting the main findings and limitations of the study.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Tax Havens and MNEs

Session Moderator: **Chris Michael Jones**, *Aston U.*

IM: Tax Havens and Emerging Market Multinationals: The rRle of Property Rights and Economic Freedom

Author: **Chris Michael Jones**, *Aston U.*
Author: **Yama Temouri**, *Khalifa U., Abu Dhabi, UAE*
Author: **Jun Du**, *Aston Business School*
Author: **Karim Kirollos**, *U. of Warwick*

This paper investigates the relationship between home country institutional quality and EMNEs investing in tax havens. We develop a conceptual framework that adapts the institutional escapism framework, whereby EMNEs expand globally to escape institutional hazards in the home country together with the institutional leverage framework, whereby EMNEs can leverage the home institutions as a competitive advantage. This allows us to conceptually derive and explain the curvilinear (U-shaped) relationship between institutional differences and reforms over time and how this impacts on EMNE strategy towards tax havens. Based on a large cross-country firm level dataset, our empirical results confirm the curvilinear relationship, such that EMNEs from weaker institutional environments are more likely to own tax haven subsidiaries. However, as the emerging country improves its institutional environment, the likelihood of investing in tax haven declines before it increases again at a time when the emerging country has achieved a developmental stage similar to developed countries. Based on our results, we draw several managerial and policy related implications.

Paper is Available to Meeting Registrants Only.

IM: With the Cats Away, Do Mice Come Out to Play? Institutional Pressure and Tax Havens

Author: **Johan Rewilak**, *Aston U.*
Author: **Giulio Nardella**, *ESCP Business School*
Author: **Chris Michael Jones**, *Aston U.*
Author: **Yama Temouri**, *Khalifa U., Abu Dhabi, UAE*

Institutions are expected to play a critical role in deterring corporate social irresponsibility, such as when firms use and abuse tax havens. However, research concerning how formal and informal institutional pressure deters international business misconduct, remains underdeveloped. Combining the institutional complexity perspective and behavioral theory, we attend to this gap by examining how changes in the resourcing of formal institutional bureaus - such as those tasked with tax investigation - as well as shifting informal institutional pressure - namely media scrutiny - influence firm decisions to internationalize into tax havens. Utilizing a unique and granular dataset of tax haven subsidiaries between 2008-18, we theorize that organizations are deterred to internationalize into tax havens following enhanced formal institutional pressure, with informal institutions generally exerting relatively weaker pressures on firms. In turn, managerial discretion, as well as the degree of firm influence, act to moderate the relationship between institutional pressures and internationalization into tax havens. Among our central contributions, this study advances theory on the role played by specific formal and informal institutions in the 'dark side' of international business activities.

Paper is Available to Meeting Registrants Only.

IM: FDI and Tax haven: A network analysis of productivity effects ➔ 🖨️ 🖱️

Author: **Soni K. Jha**, *Fox School of Business, Temple U.*
Author: **Snehal Awate**, *Indian School of Business*

Multinational Enterprises (MNEs) often use tax havens to benefit from the tax arbitrage opportunities. However, these activities distort the global financial markets and erode national corporate tax bases. These outcomes may adversely impact the level of economic activity and the productivity of the MNEs' home countries. More recently, MNEs have been increasing the dispersion of their tax haven activities to either obscure their tax arbitrage activities or because other tax havens offer different risks/opportunities. However, the home-host bilateral view used to examine the impact of tax havens assumes all such ties are homogenous and fails to capture the effect of this dispersion. By adopting a multilateral perspective and using longitudinal data of over 200 UN member countries between 2001-2012, we capture the differential impact of increasing centrality and prominence of the home country and host country in the offshore OFDI and IFDI network. We argue that increasing the centrality of the host country increases the financial efficiency of its MNEs and positively impacts its productivity. However, such activities appear motivated by capital gains rather than knowledge generation. In contrast, since MNEs use tax havens to park funds and minimize taxes, increasing the centrality of the home country negatively impacts its productivity. Moreover, we find that controlling for financial development attenuates the capital efficiency gains for both home and host country from their ties to tax havens and turns the relationship between ties to tax havens and productivity of home and host country unambiguously negative. We find support for these arguments.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **2023** | Submission: **18555** | Sponsor(s): **(ONE)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 1:15PM - 2:45PMPT (UTC-7)** at **Hyatt Regency Seattle in 403 Cispus**

Firm Environmental Performance (In-Person)



Session Moderator: **Dante Ignacio Leyva-de La Hiz**, *Montpellier Business School*

ONE: Environmental Responsibility, Corporate Financial Performance and Sustainable Growth

Author: **Veenu Shankar**, *Doctoal Scholar at Indian Institute of Technology, Delhi*

Various scholars have endeavored to study the relationship between environmental responsibility and sustainable growth; however, no consistent conclusion can be traced in the existing literature. According to the concept given by Aragon in 2004, we bifurcated the horizon of environmental responsibility in two categories (Ara?on-Correa, Matías-Reche, & Senise-Barrio, 2004). ERB and ERD. ERB explores the breadth of environmental responsibility such as ISO certifications & environmental legal standards, and ERD deals with the process of blending environmental strategies into other departments. A sample of 36 automobile companies from the Asia-Pacific region was selected to validate our suggested hypotheses through multiple regression analysis. The rationale behind selecting the automobile sector was the sector's carbon emissions. The data was extracted from Bloomberg as this data source presents a wide array of financial, environmental, social, and governance concerns. The study confirms an inverted U-shaped relation between ERB & sustainable growth and points out the mediating role of financial performance.

Paper is Available to Meeting Registrants Only.

ONE: Assessing the Delicate Balance Between Firms' Digitalization and Environmental Performance

Author: **Gozal Ahmadova**, *ESADE Business School*

Author: **Blanca Delgado-Marquez**, *U. of Granada*

Author: **Luis Enrique Pedauga**, *U. of León*

Author: **Dante Ignacio Leyva-de La Hiz**, *Montpellier Business School*

The current epidemic period has heightened the need of digital transformation. This shift has been viewed as a panacea in the past, with the argument that increased digitalization will result in improved environmental performance. However, as the digitization process progresses, we recognize that it may have some environmental consequences that must be considered. We investigate the complex relationship between home country digitization and business environmental performance in this regard. More specifically, we believe that, at first, home country digitalization has a positive impact on environmental performance (e.g., improved energy efficiency and resource management), but that it eventually reaches a tipping point where an excessive level of digitalization causes a "rebound effect", resulting in increased resource use and pollution. For the period 2014-2019, our panel data of 5,015 enterprises from 47 countries in ten sectors verifies our projections. Furthermore, the panel smooth transition regression model (PSTR) reveals that the institutional framework level of countries has a moderating effect on the association between digital transformation and environmental performance. Our findings demonstrate that the negative effects of home country digitalization take a long time to manifest in nations with a better institutional structure.

Paper is Available to Meeting Registrants Only.

ONE: The Influence of an Organization's Digital Orientation on its Environmental Performance

Author: **Lukas Theis**, *U. of Muenster*

Author: **Colin Schulz**, *WWU Münster*

In recent years, the severe effects of climate change have become an increasingly important issue within society and have brought company's impact on the environment under public scrutiny. Thus, companies' methods to improve their environmental performance have become a relevant topic in recent literature. Our study aims to extend current research and, based on the natural-resource-based view theory, examines the relationship between an organization's strategic digital orientation and its environmental performance. Using a unique cross-industry panel of 515 S&P 500 companies from 2009 to 2019, we find support for the positive relationship between digital orientation and environmental performance. Furthermore, in line with contingency theory, we provide evidence that technological turbulence strengthens this relationship. Our study contributes to both strategic management and climate change literature by establishing the connection between digital orientation and environmental performance as well as its boundary condition. We extend existing knowledge concerning the recently introduced concept of digital orientation and offer valuable insights for practitioners seeking to leverage their digital orientation to better position their firm in the financial market.

Paper is Available to Meeting Registrants Only.

ONE: Keeping Up with the Teslas: Technology Spillovers, Firm Capabilities, and Environmental Performance

Author: **Horacio Enrique Rousseau**, *Florida State U.*

Author: **Daniel Ferres**, *U. de Montevideo*

Author: **Francisco Marcet**, *U. de Chile*

Author: **Pascual Berrone**, *IESE Business School*

This study explores how technology spillovers –unintentional flows of knowledge stemming from the R&D efforts of technologically close firms– influence a firm's environmental performance. This issue is critical because research is unclear on i) whether firms may learn from peers' innovation to become more sustainable, and, if so, ii) which type of firms are more likely to incorporate technology spillovers to raise their environmental performance. On the one hand, firms with greater innovative and financial capabilities can better exploit and recombine peers' knowledge to enhance their environmental position. On the other hand, firms with weaker capabilities are particularly exposed to environmental shifts that further threaten their position, thus compelling managers to take advantage of spillovers. We address this puzzle by providing evidence of the impact of technology spillovers on different firm-level environmental performance metrics in firms with varying levels of innovative and financial capabilities. Our evidence shows that technology spillovers increase the environmental performance of firms. Yet the effect of technology spillovers is greater on firms with weaker innovative (e.g., low R&D stock, high inertia) and financial (e.g., low liquidity, growth potential) capabilities. We discuss the implications for research on environmental performance and innovation and show how our research informs current debates around technology policy.

Paper is Available to Meeting Registrants Only.

Author: **Zhengyan Li**, *U. of Michigan, Ross School of Business*

Author: **Thomas Peyton Lyon**, *U. of Michigan*

Sibling units within multi-unit firms are closely connected with each other, and the connections have important implications for their responses to institutional pressure. In this article, we study the implications by examining how a unit's capacity to comply with environmental regulation is affected by penalties on its sibling units. Theory suggests that a unit can learn from the experience of its siblings, which would lead its environmental capacity to increase. Such learning can be decomposed into inter-organization learning, which would occur among both sibling units and non-sibling units (regardless of corporate affiliations), and intra-organization learning, which is the additional learning that happens only because of their sibling status. A unit's capacity also may decrease if its corporate parent redeploys non-scalable compliance resources away from or shift production to the unit following penalties on its siblings. We test the four mechanisms in the context of the Clean Air Act. With a facility-level panel dataset from 2005 to 2017, our general difference-in-differences based analyses show that a facility is more likely to violate the Clean Air Act in the following year if its same-state-same-industry sibling facilities are targeted by environmental penalties. However, its production level does not change following penalties on its siblings and its probability of violation is not affected by penalties on non-sibling facilities in the same state. The combined results support compliance resource redeployment as the dominating mechanism and contradict the predictions of inter-organization learning, intra-organization learning, and production shifting. The findings contribute to institutional theory regarding how organizations respond to external pressure and add nuanced insights into corporate parenting advantage of multi-unit firms in dealing with institutional pressure.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **2024** | Submission: **18551** | Sponsor(s): **(ONE)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 1:15PM - 2:45PMPT (UTC-7)** at **Hyatt Regency Seattle** in **707 Snoqualmie**

Actors, Activism and Environmental Justice (In-Person)



Session Moderator: **Laura Albareda**, *LUT U., School of Business and Management*

ONE: Occupations, Natural Commons and Polycentric Organizing: Social-symbolic Work in the Anthropocene  

Author: **Laura Albareda**, *LUT U., School of Business and Management*
Author: **Oana Branzei**, *Ivey Business School*

We study social-symbolic work to understand institutional change in the Anthropocene. The social-symbolic perspective emphasizes the role of multiple and heterogeneous agents engage in a wide range of purposeful and reflective efforts to create, maintain, adapt or transform institutions- This connects institutional change to cope with significant transformation of natural commons occupations. supporting institutional change to address grand environmental challenges. Studying the transformation of inland lake fisheries traditional and novel scientific occupations in Finland in the last decade, we build a model of polycentric organizing and social-symbolic work, that addresses two co-evolving trajectories of occupations that show the acceleration of social-symbolic work to trigger a historical shift. First, the current state of natural commons which focuses on local ecological problems and traditional knowledge. Second, the ideal state of natural commons that focuses on ecological health and the interconnection of lakes with large ecosystems and planetary boundaries and science. We contribute to social-symbolic work theory and institutional change extending to collective action institutions and polycentric organizing.

Paper is Available to Meeting Registrants Only.

ONE: Radical Flank Revisited: Regulatory Accountability and the Effectiveness of Environmental Activism  

Author: **Jake B. Grandy**, *U. of Arkansas*
Author: **Shon R. Hiatt**, *U. of Southern California*

Although scholarship has highlighted how stakeholders activists influence business outcomes, few studies have examined how simultaneous, different tactics interact to impact firms. Critical to understanding this interaction is the radical flank effect, which asserts that the moderate and radical elements of social movement tactics can interact to either enhance or diminish a movement's ability to accomplish its goals. However, research is unclear about when and whether the radical flank effect enhances or diminishes movement influence and says little about factors that may influence the direction of the effect. To address these limitations, we explore one such factor—the degree to which the regulatory agencies that oversee businesses in regulated markets are accountable for their decision making. Drawing on management and political sociology studies, we argue that shifting the degree to which regulators are accountable to the public can alter the radical flank effect on business outcomes in regulated markets. We analyze stakeholder activist opposition to U.S. hydroelectric power facilities from 1987–2019. The results show that high accountability to the public enhances the radical flank effect, thereby enhancing stakeholders' activists' influence, whereas low accountability reverses the radical flank effect, thereby diminishing stakeholders' activists' impact on business outcomes. Post-hoc analyses illustrate that firm engagement with regulators who are accountable to the public can mitigate social activists' ability to impede business licensing in the presence of the positive radical flank.

Paper is Available to Meeting Registrants Only.

ONE: Can You Combat Environmental Racism Without Talking About Race? Language in Environmental Justice  

Author: **Catherine Owsik**, *U. of Virginia*

Environmental racism is when people with power impose projects that pollute and degrade the environment disproportionately onto people of color and people with low incomes (Bullard, 1993). These cases are often challenged by collective movements, known as environmental justice (EJ). Prior research has shown that one of the biggest challenges to EJ stems from a deliberate effort by American politicians to make EJ a race-neutral, rather than a race-conscious, concept (Fields, 2015; Harrison, 2015). In this paper I examine the use of race-conscious language in EJ campaigns by applying novel quantitative methods, like text analysis and Bayesian statistics. Using a database of crowdsourced EJ cases (N=137), I find that over a third of American EJ campaigns use race-neutral language. These cases, however, do not seem to have a higher-than-average use of social-class-related language. I also find that people may consider the concerns of Black communities to be mutually exclusive to Indigenous concerns, and vice versa. I discuss the implications for EJ and environmentalism and propose future work.

Paper is Available to Meeting Registrants Only.

ONE: Activists or Opportunists? How Environmental Entrepreneurs Differ From Conventional Ones  

Author: **Yasmin Olivia Schwegler**, *U. of Lausanne, HEC Lausanne*
Author: **Jeffrey S. Petty**, *U. of Lausanne, HEC Lausanne*

In light of the grand environmental challenges of our time, a change in how business is done seems necessary. Despite being a potential solution for the world's most pressing issues, environmental entrepreneurship remains fairly unexplored, there is no agreement on its definition, and it is unclear how the concept differs from conventional entrepreneurship. Our exploratory multi-case study empirically validates the theoretical assumption of the differences between conventional and environmental entrepreneurs. We find that all entrepreneurs can be clustered on a continuum between opportunist and activist, conventional entrepreneurs being on the opportunist side and environmental entrepreneurs being rather on the activist side, but more dispersed across the continuum. A key difference between the two types is that opportunists serve existing market needs, while activists aim at educating their customers, or even society. These findings contribute to the delineation of the concept of environmental entrepreneurship, especially regarding what sets it apart from conventional entrepreneurship. Our outcomes thus advance the research dialogue about environmental entrepreneurship and suggest several avenues for further research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **2025** | Submission: **18815** | Sponsor(s): **(OSCM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 1:15PM - 2:45PMPT (UTC-7)** at **The Westin Seattle in Vashon II**

Project & Quality Management

Session Moderator: **Gopesh Anand**, *U. of Illinois at Urbana-Champaign*

OSCM: **Product Malleability Perception: A Psychological Determinant of Requirements Instability**  

Author: **Shobhit Mathur**, *IITB-Monash Research Academy*
Author: **Niranjan T. Tarikere**, *Indian Institute of Technology, Bombay*
Author: **Kristian Rotaru**, *Monash Business School*

In customized product development projects that produce intangible products such as software, the decision-makers perceive the product as malleable or easy to change. However, implementing requirement changes during the execution of any large project often causes rework and cost overruns resulting in significant risks to the project's success. Prior literature provides only extraneous explanations, such as environmental uncertainty, for high requirements instability in customized intangible product development projects. In this conceptual paper, we explicate the cognitive effects of an intrinsic product attribute, i.e., product tangibility, on the decision maker's disposition to approve project requirements changes. We conceptualize our process model from the perspective of the theory of planned behavior and introduce the construct of product malleability perception as an actionable mediator between product intangibility and requirements instability in customized product development projects. As more organizations transition into the digitalization of work, insights from our conceptual model can serve as a basis for better control of requirements instability in projects and thus bring successful outcomes for project stakeholders.

Paper is Available to Meeting Registrants Only.

OSCM: **Advancing Temporal Organizing: The Case for a Practising School in Project-Based Organizing**    

Author: **Elena P. Antonacopoulou**, *Ivey Business School*
Author: **Neil Turner**, *Cranfield School of Management*
Author: **Omar Altabbaa**, *U. of Leeds*
Author: **Roula Michaelides**, *Manchester Metropolitan U.*
Author: **Andrew Schuster**, *PricewaterhouseCoopers*

Navigating complexity remains one of the key pragmatic challenges that call for temporal organizing as a response. Whilst project-based organizing is established as an approach integral to deploying temporal organizing we still know little about the lived experiences of project managers as they enact it. It, therefore, merits academic study and attention to analyze further how project-based organizing is practised and why it is practiced in unique ways that offer insights into the practical judgements that underpin project managers' action choices. We present findings from a study investigating the lived experience of 43 project managers from key sectors in countries around the globe. We use the empirical findings of this qualitative study to show how project managers embody and not only enact the dynamics of temporary organizing in the ways they navigate project complexities and form their judgements on an ongoing basis. This process of practising is marked by leaps of faith that can mark new measures of project success beyond the traditional parameters of project completion on time and budget. This paper makes a compelling case for a new school of thought in advancing temporal organizing that we will call the 'Practising School', which informs our understanding of the dynamics of project-based organizing and offers insights into how practitioners navigate the ongoing project complexities inherent in project-based organizing. We pave the way for advancing a practice-based perspective for studying projectification and extend current conceptualizations of temporal organizing.

Paper is Available to Meeting Registrants Only.

OSCM: **It's About Time: A Systematic Review of the Study of Time in Project Management**  

Author: **Syed Shah**, *Macquarie U.*
Author: **Denise Mary Jepsen**, *Macquarie Business School, Macquarie U.*
Author: **Sarah Banks**, *Macquarie U.*

Time is one of the most important aspects of project management practice. Timely delivery of projects is one of the main success criteria for projects. Every year nearly half of all projects that start then fail to complete on time or miss their initial deadlines. Many project underperformances and failures are associated with time-related issues. Despite its acknowledged importance in project management practice, time-related phenomena are not often at the forefront of project management research. This paper takes stock of time-related research in project management discipline. We report how time is conceived and applied in project management research. First, we review time-related scholarship appearing in all issues of three leading project management journals. Then we review scholarship on time-related phenomena in project management published outside of three journals. Analysis of 165 articles reveals time-related research in project management is scarce and scattered, addressed in background or supporting positions rather than focal point of investigation. We identify gaps in seven themes of temporal research and present a research agenda for each to bring time-related phenomena to the forefront of project management research, which will prove beneficial in project management practice. We propose a shift in focus to studying time-related phenomena in project management to address some of the costly time-related issues.

Paper is Available to Meeting Registrants Only.

OSCM: **Product Recalls, Past Innovations, & R&D Intensity: An Empirical Examination of Interrelationships** 

Author: **Gopesh Anand**, *U. of Illinois at Urbana-Champaign*
Author: **Ujjal Mukherjee**, *U. of Illinois at Urbana-Champaign*

Past research has supported the idea of increases in research and development (R&D) efforts in the face of failures (Eggers and Kaul 2018, Greve 2003). We follow this research and propose that firms' past experiences with recalls intensify subsequent R&D efforts. Further, we propose that firms' past R&D efforts and stocks of innovation outcomes accentuate intensification of subsequent innovation efforts attributed to firm recall experience. This is based mainly on the idea that prior innovation knowledge provides a better understanding of emerging conditions leading to more proactive R&D efforts (Tsai 2001). Our research questions are: (1) do firms' recalls intensify subsequent R&D efforts, and (2) do firms' past innovation efforts and stocks of innovation outcomes accentuate the intensification of subsequent R&D efforts associated with recalls? Based on analysis of longitudinal data on product recalls in medical device and pharmaceutical industries supplemented by data from the United States Patent and Trademark Office (USPTO) and Wharton Research Data Services (WRDS), we find empirical evidence for R&D efforts attributed to past product recalls. We also find that past innovation efforts and stocks of innovations support subsequent R&D efforts attributed to past product recalls.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **2026** | Submission: **19265** | Sponsor(s): **(PNP)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 1:15PM- 2:45PMPT (UTC-7)** at **Hyatt Regency Seattle** in **705 Palouse**

Issues in Nonprofit Governance

Session Moderator: **Nara Yoon**, *James Madison U.*

This panel explores issues in nonprofit governance, including the roles of board members and managers in impacting the internal and external health of nonprofit organizations and their stakeholders.

PNP: How Much Does the Nonprofit Board Governance Matter? Role of Interlocking Directorates in CEO Pay

Author: **Nara Yoon**, *James Madison U.*

Carlo Masini Award for Innovative Scholarship in the Fields of Public and Nonprofit Management

This article examines the link between executive compensation and board governance composition characteristics in nonprofit organizations. Drawn from a panel of nonprofits in three Upstate New York cities from 1998 to 2014, the analysis shows that chief executive officers (CEOs) compensation is significantly and positively related to interlocking directorships of CEOs and boards of directors. The results reveal that CEOs enjoy more compensation when he or she serves on the boards in other nonprofit organizations, and when the nonprofits are served by busy boards where a majority of members in the boardroom serve on boards of multiple nonprofits. The analysis further shows that financial rewards offered to executives are contingent upon monitoring effectiveness of the board of directors measured as gender diversity in the boardroom. These findings suggest that board composition plays a critical role in executive compensation setting. Implications for practice and future research are discussed.

Paper is Available to Meeting Registrants Only.

PNP: Cognitively Rising to the Challenge of Nonprofit Governance

Author: **Jennifer Amanda Jones**, *U. of Florida*

Many nonprofit organizations address complex problems which have no definitive problem formulation and no easily identifiable solution. Constructive developmental theory (CDT) can explain why some board members focus on symptoms and others on the more complex task of identifying and responding to root causes. Through a series of Subject-Object interviews, this exploratory qualitative study (n=14) found that variations in individual cognitive complexity of board members exist between domains (nonprofit governance and paid work) and affect nonprofit board governance. The study identified three groups: stretch thinking (participants approached governance with more complex thinking than they approached work); protection thinking (participants approached governance with less complex thinking than they approached work), and consolidation thinking (participants approached governance and work with equal complexity). These categories are a framework for analyzing variation in board members' cognitive complexity. Factors associated with this variation are also presented. Theoretical and practical implications are considered.

Paper is Available to Meeting Registrants Only.

PNP: Individual Outcomes of Managerial Networking: A Job Demands-Resources Perspective

Author: **Lorenz Schönherr**, *U. der Bundeswehr München*

Author: **Julia Stephanie Thaler**, *U. der Bundeswehr München*

Previous research has shown that public and nonprofit managers enhance their organization's performance through external networking. However, compared to the extensive literature dedicated to the positive effects of managerial networking on organizational outcomes, little is known about whether and how networking affects the managers themselves. Against this background, our study investigates individual-level consequences of managerial networking. Drawing from the job demands-resources model, conservation of resources theory, and social capital theory, we propose that external networking may be a double-edged sword for managers. Results from a survey among 129 managing directors of the German Red Cross suggest that managers with the ability to develop external networks are motivated by the support they perceive from external actors and therefore show higher levels of job performance. Simultaneously, our findings indicate that building extensive external networks may be a costly activity. More precisely, we found that external interactions deplete managers' energetic resources, which leads to higher levels of emotional exhaustion. Aside from these psychological processes, we identified a purely instrumental process that operates in parallel. Accordingly, managers with networking ability gain access to resources, which pays dividends for their job performance. Based on these findings, we derive implications for both networking theory and management practice.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **2027** | Submission: **19262** | Sponsor(s): **(PNP)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 1:15PM - 2:45PMPT (UTC-7)** at **Hyatt Regency Seattle** in **706 Pilchuck**

Applying the Institutional Logics Framework

Session Moderator: **Magdalena Potz**, *Aix Marseille U. - IMPGT - CERGAM*

The diverse papers in this panel all use an institutional logic framework to examine different phenomena and at different levels of analysis--on topics ranging from policy implementation to affordable housing. Together, the papers demonstrate the flexibility and applicability of the institutional logics framework, while also adding new dimensions and considerations to this theoretical frame.

PNP: **Coping with Competing Institutional Logics During Policy Implementation: Evidence from China** 

Author: **Manlin Xiao**, *Hong Kong Polytechnic U.*

Author: **Xueyong Zhan**, *Hong Kong Polytechnic U.*

Author: **Arnaud Cudennec**, *Hong Kong Polytechnic U.*

The policy implementation literature has paid increasing attention to street-level bureaucrats' coping behaviors. However, the literature is remarkably silent on the institutional antecedents of coping behaviors. This paper sets out to assess the effect of competing institutional logics on individual coping behaviors. It focuses on the environmental protection logic and economic growth logic during the environmental policy implementation in the Chinese context. Based on the analysis of interview and archival data, we found that environmental protection logic increases street-level bureaucrats' workload and responsibility, and the economic growth logic makes enforcement officials lack power, resources and incentives. These contradictions generate unclear responsibilities in different bureaus and increasing tasks, limited resources and greater pressure for enforcement officials with fewer rewards, leading to the coping behaviors of street-level bureaucrats.

Paper is NOT Available. Please contact the author(s).

PNP: **Designing Local Public Organizations for the Introduction of an Institutional Logic of Co-creation** 

Author: **Magdalena Potz**, *Aix Marseille U. - IMPGT - CERGAM*

Author: **Sarah Serval**, *Aix-Marseille U.*

Author: **Anais Saint Jonsson**, *Aix Marseille U. - IMPGT - CERGAM*

Author: **Bruno Tiberghien**, *Aix Marseille U. - IMPGT - CERGAM*

This paper provides new insights to introduce a conflicting institutional logic with an anticipatory approach. The aim is to identify the most suitable strategy and the organizational design in order to best prepare the introduction of a new institutional logic with as little conflicts as possible. To do so, we led an experiment research method hand in hand with public managers in order to identify potential sources of conflict, levers that can be used, and changes to conduct. We studied a specific organisational field marked by institutional complexity: a local public organization with a heavily bureaucratic functioning, and the introduction of an institutional logic of co-creation (ILCC) to build local public policies. Findings shed light on sources of conflict situated on multiple levels: the micro-level of individuals, the organization's position in the field, as well as the nature of the institutional logics themselves. Finally, the most suitable strategy is based on the design of a progressive, stratification-like introduction process for an ILCC to prevent conflicts with existing institutional logics.

Paper is Available to Meeting Registrants Only.

PNP: **Institutional Complexity in the Affordable Housing Industry: Investigating Logics, Sector, and Roles**

Author: **Dustin Read**, *Clemson U.*

Author: **Donna Sedgwick**, *Virginia Tech*

For-profit and nonprofit companies develop, own, and manage a vast majority of the affordable housing stock in the United States. Despite participating in many of the same activities, it is unclear from a theoretical standpoint whether individuals employed in each of these sectors conceptualize the work of their companies in the same way. This is a theoretically ambiguous question because the academic literature suggests that the institutional complexity of the affordable housing organizational field affects all of the relevant stakeholders, but it is unclear how sector and professional role shapes how the tensions between social welfare and commercial logics are perceived, enacted, and managed. This research examines the impact of these complex institutional logics using data derived from semi-structured interviews with affordable housing developers, asset managers, property managers, and resident service coordinators. Results indicate that institutional logics are important not only because they influence the priorities of affordable housing professionals, but also the strategies and tactics they support to legitimize their companies in evermore competitive market environments.

Paper is Available to Meeting Registrants Only.

PNP: **Working in Universities Through Covid-19: An Interpretation Using the Lens of Institutional Logics** 

Author: **Fiona Denney**, *Brunel Business School*

In higher education institutions, as in other organisations, the Covid-19 pandemic has significantly affected the ways in which individuals work and resulted in the loss of pre-existing boundaries between work life and domestic life. UK universities are a multi-billion pound-sterling contributor to the UK economy and in 2020 the sector-representative body, Universities UK, made a request to the UK government for £2.2 billion to help to mitigate the impact of the Covid-19 pandemic. In spite of the dramatic impact on the lives of university staff, however, there has been little attempt made in the existing literature to try to understand their experiences, motivations and actions of working in academia through this unprecedented time. This paper reports the emerging findings of an initial tranche of interviews with 28 individuals working across 23 different UK universities and uses an institutional logics perspective to understand their experiences in the context of what was happening at the time. The findings indicate the continued importance of market, professional and managerialism logics but highlights the dominance of a hitherto-unidentified logic, the 'students first' logic. The findings also demonstrate the ways in which individuals negotiated the competing logics of family and professional and meshed them together in a unique covid-specific hybrid and identifies a complex interplay of the logics.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2028** | Submission: **19186** | Sponsor(s): **(RM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 1:15PM - 2:45PMPT (UTC-7)** at **Seattle Convention Center in Room 614**

Methods for International Business Research



Session Moderator: **Michael Gibbert**, *U. della Svizzera Italiana*

RM: Going Complex or Going Easy? Research Questions in International Business

Author: **Angelo Maria Solarino**, *Durham U. Business School*
Author: **Elizabeth L. Rose**, *Indian Institute of Management Udaipur*
Author: **Cristian Luise**, *U. of Leeds*

Academic research is intended to address important ideas that can yield strong theoretical contributions. In this paper, we analyze how theory has been framed and operationalized in international business research, and offer suggestions about how authors might better frame research questions that are both important and offer strong theoretical contributions. To achieve this, we considered a sample of 513 quantitative articles published in JIBS and IBR during 2005-2015, investigating two key aspects of the papers' research questions: their complexity and how the research questions were translated into testable hypotheses. We assess how these two dimensions were received by three research audiences – business/management, interdisciplinary, and practice-oriented – and discuss the implications of our findings for academic research.

Paper is Available to Meeting Registrants Only.

RM: Flexible Pattern Matching Approach – Advancing Theorizing and Qualitative Rigor in IB Studies

Author: **Yixin Qiu**, *U. of Bayreuth*

Along with the development of the international business (IB) field, a huge range of research methods has evolved and been integrated into IB studies as building blocks. Even though qualitative methods are promising in studying multinational contexts to reveal more in-depth information and richer contextualization, the number of qualitative IB studies remains modest partly because of the challenges involved. In this paper, we discuss the flexible pattern matching approach (FPMA) as an option to a rigorous cross-cultural data analysis and theorizing from multi-cultural and context heavy data in qualitative IB studies. This paper presents the logic of the FPMA and its strength in studying multinational contexts. We outline a six-step roadmap for theorizing with FPMA in IB studies. We also discuss the limitation and future research agenda.

Paper is Available to Meeting Registrants Only.

RM: Time in Qualitative International Business Research (WITHDRAWN)

Author: **Bareerah Hafeez Hoorani**, *Nijmegen School of Management*
Author: **Emmanuella Plakoyiannaki**, *WU Vienna U. of Economics and Business*
Author: **Michael Gibbert**, *U. della Svizzera Italiana*

Qualitative research play an important role for theory building, and so does time. In fact, time is central for understanding many International Business (IB) related phenomena. In spite of this methodological understanding on the role of time in theorizing for qualitative research is limited. To address this lacuna, in this paper we analyze articles published in Journal of International Business Studies, Journal of World Business as well as the Academy of Management Journal and Journal of Management Studies from 1999 until 2020. We find four temporal theorizing styles, namely temporal variation, temporal accumulation, temporal evolution, and temporal story. Our discussion on these pluralistic styles of temporal theorizing will allow us to contribute to a better understanding on how time can be leveraged in IB for theorizing in qualitative research.

Paper is NOT Available. Please contact the author(s).

RM: Road to Africanizing Management Theory Development

Author: **Hamid H. Kazeroony**, *NWUS. Africa*
Author: **Yvonne Du Plessis**, *North West U.*

Abstract The purpose of the study: This phenomenon-based theorization aims to move towards a plausible theoretical reasoning by generating and evaluating explanations that render the Africanization of management theory development (AMTD) understandable. Study approach: We will use sensemaking in discussing decolonization, indigenous culture research methods, and cultural groups who use the African Ubuntu principles and values as a stable object in creating proximity for advancing the scholarly conversation about AMTD, offering one type of Africanizing theory development. The Discussions: The current conversations about Africanizing management theory development (AMTD) have offered us three common threads, being that of decolonization, indigenous culture research, and similar Ubuntu principles and values across Africa, which provide a possible pathway to Africanizing management theory. The Implications: By establishing some common attributes in Africanized management theories, the article could contribute to operationalizing new organizational dynamics and management guidelines suited for African management development by applying sensemaking.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Exploring New Avenues in Performance Feedback Theory

Session Moderator: **Yu Liu**, *U. of Texas at Dallas*

STR: **Enter New Territory at the Last Minute?: Performance Feedback, Deadline Proximity, and VC Investment**

Author: **Yu Liu**, *U. of Texas at Dallas*
Author: **Yun Dong Yeo**, *UT Dallas*
Author: **Haemin Dennis Park**, *U. of Texas at Dallas*

We explore how a firm's performance feedback and deadline proximity jointly affect its risk-taking behaviors. Using the context of venture capital (VC) investments in target ventures in unfamiliar sectors as an indication of risk-taking behavior, we find that VC firms with positive attainment discrepancy to their social aspirations are less likely to invest in targets in an unfamiliar sector, whereas those with negative attainment discrepancy are more likely to invest in such targets. However, the effects of VC firms' positive/negative attainment discrepancy on new market entry become stronger when VC funds are near maturity. Our empirical study using a population of VC investments in the U.S. between 1990 and 2018 corroborate these findings.

Paper is Available to Meeting Registrants Only.

STR: **Is Corporate Sexual Equality a Strategic Choice? Analyzing How Performance Feedback Influences CSE**

Author: **Serhan Kotiloglu**, *California State U., San Marcos*
Author: **Aaron McDonald**, *California State U., San Marcos*

Prior research on corporate social responsibility (CSR) shows that socially responsible organizational actions contribute to profitability and value creation. Recently, organizational performance feedback theory has been used to explain the motivations behind CSR, suggesting that organizations use relative performance comparisons to make decisions on socially responsible actions. Organizational performance below aspirations increases CSR, showing that firms rely on CSR to increase value creation and mend performance shortfalls. In this paper, we analyze the outcomes of organizational performance feedback on a specific and controversial form of CSR: corporate social equality (CSE), which captures how a firm treats its lesbian, gay, bisexual, and transgender (LGBT) stakeholders. CSE has the potential to mend performance shortfalls by increasing firm reputation, human capital, innovation, and stakeholder relations. However, CSE can also trigger backlash from certain stakeholders, drive up costs, damage corporate image and further decrease performance. Using the Human Rights Campaign (HRC) Corporate Equality Index (CEI) of 309 US firms between 2012-2020, we find that performance below aspirations decreases CSE, suggesting that organizations avoid CSE in response to performance shortfalls, likely to avoid costs and backlash. We also find that slack is an important boundary condition; low performing organizations with slack resources choose to increase CSE to mend performance shortfalls. We draw important implications for the research on performance feedback, CSR, corporate social equality, and LGBT inclusion in organizations.

Paper is NOT Available. Please contact the author(s).

STR: **Performance Below Historical Aspirations, Team Size and Member Contribution Dispersion**

Author: **Alexandru Roman**, *CSUSB*
Author: **Aaron Hill**, *U. of Florida*

We study how negative performance deviations from historical aspirations influence team size and dispersion of team member contributions. Drawing on performance feedback theory we posit that organizational performance below historical aspirations in the most recent period will raise doubt in team members' abilities. This will consequently trigger a search for talent which will result in larger teams. Doubt in members' abilities will also lead to a less equitable contribution dispersion, with fewer team members entrusted with a larger contribution share toward team output. We also expect that these relationships will be weaker for more talented teams. Empirical analyses based on data from the English Premier League are consistent with our theoretical expectations. The fixed effects specification of our models and several supplemental analyses, including instrumental variable estimation, confirm the robustness of our findings.

Paper is Available to Meeting Registrants Only.

STR: **How Celebrity CEOs and Firm Performance Influence Competitor CEOs' Risk-Taking**

Author: **Samyul Cho**, *Oregon State U.*
Author: **Yohan Choi**, *Southern Illinois U., Edwardsville*

This study draws on prospect theory and social comparison theory to explore how a peer CEO winning a prestigious CEO award and firm performance relative to aspirations influence competitor CEOs' risk-taking behavior. We find that when a peer CEO wins a prestigious CEO award, competitor CEOs increase their R&D intensity in the post-award period. Moreover, the proclivity becomes stronger when their firm performance relative to aspirations is both good and poor. We also find that managerial discretion strengthens the moderating effects of an award-winning peer on the relationship between firm performance relative to aspirations and R&D intensity. These findings contribute to the literature by suggesting how social judgment of peers influences competitor CEOs' risky strategic actions.

Paper is NOT Available. Please contact the author(s).

□

Session Type: **Paper Session**

Program Session: **2030** | Submission: **18799** | Sponsor(s): **(STR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 1:15PM - 2:45PMPT (UTC-7)** at **Seattle Convention Center** in **Ballroom 6E**

The Role of CEOs in Organizational Decision-making

Session Moderator: **Michelle Weck**, *U. of Groningen*

STR: **How Social Media Posts and Stakeholder Characteristics Lead to CEO Infamy**  

Author: **Daniela Aliberti**, *U. Cattolica del Sacro Cuore*

Author: **Timothy David Hubbard**, *U. of Notre Dame*

CEO celebrity and infamy are inextricably linked social evaluations based on high media visibility and non-conforming behaviors. Their difference lies in the valence of constituent groups' evaluations of those behaviors, being either positive or negative. While racism has become an urgent and contentious matter for US society, no research has yet focused on how constituents build their evaluations after CEOs express positive, negative, or even uncivil attitudes via social media. In this study, we aim to uncover what happens when a celebrity CEO engages in a behavior that is enhancing, neglecting, or even appearing as uncivil as related to the topic of D&I and racism. To do so, we look at public statements made by celebrity CEOs via Twitter, and at how the personal inclinations of constituents on the topic of racial diversity inform, and overturn their evaluations. We show constituents with a higher preference for whites have higher infamy evaluations when CEOs tweet about D&I-enhancing initiatives, but lower infamy evaluations when reacting to tweets that neglect these initiatives. Moreover, we show that uncivil tweets—containing offensive language towards some racial groups—lead to uniform increases in CEO infamy.

Paper is Available to Meeting Registrants Only.

STR: **Feeling Good Being Different? CEO Regulatory Focus and Strategy Uniqueness.**

Author: **Michelle Weck**, *U. of Groningen*

Author: **Dennis Veltrop**, *U. of Groningen*

CEOs are faced with a uniqueness paradox when pursuing strategic uniqueness. The root of the dilemma lies in creating economic value through uniqueness, which is achieved by engaging in unique activities that may also hurt firm legitimacy. In seeking to understand how CEO regulatory focus impacts firm strategy uniqueness we highlight an important, but to date overlooked, distinction between leading (first-mover) and lagging (falling behind) strategy uniqueness. These are fundamentally different and have different antecedents. Furthermore, consistent with notion of regulatory fit we argue why CEO long-term compensation impacts the relationship between CEO regulatory foci with leading and lagging strategy uniqueness. Using more than 24000 quarterly earning calls we capture CEO regulatory focus and test the impact of CEO regulatory focus in a sample of S&P 500 firms over the period 2010 and 2020. Implications of our findings for both theory and practice are discussed.

Paper is Available to Meeting Registrants Only.

STR: **Business Groups, Hierarchies and Risk Preferences: How Family CEOs Respond to Performance Shortfalls**  

Author: **Luke Rhee**, *U. of California, Irvine*

Despite their global presence, family business groups have not gained much attention from scholars concerning the behavioral theory of the firm (BTOF). As a hierarchical organization, family business groups as a whole are managed by the group chairperson while his or her family members sometimes run individual member firms as subunits and become family CEOs. Prior studies in the BTOF have revealed that subunits in a hierarchical organization take a risk in response to their performance below aspiration levels and, in doing so, may have assumed that subunit managers have a non-family relationship with top managers. But this assumption limits the application of the BTOF to family CEOs because they are bound to the group chairperson by kinship. We fill this gap by examining how member firms run by family CEOs respond to their underperformance. We develop a novel theory that family CEOs are concerned about how their firm's underperformance might spill over and hurt their family's socioemotional wealth and so their firm becomes risk averse in the face of the performance shortfalls. We test this argument using matched samples of member firms managed by family CEOs and professional CEOs in Korean business groups. We also find that underperforming firms become more risk averse when their CEO is the chairperson's direct descendants, rather than non-direct family members, and the chairperson pays attention to regulation policies challenging the family-dominant governance structure. This study makes a number of theoretical contributions to research in the BTOF and research on family businesses.

Paper is NOT Available. Please contact the author(s).

STR: **Complex Versus Flexible: CEO Cognition and Strategic Change in the Context of Advancing Tenure** 

Author: **Philipp Benedikt Becker**, *WU Vienna*

Author: **Patricia Klarner**, *WU Vienna U. of Economics and Business*

We examine the effect of CEO tenure on the relationship between CEO cognition and strategic change. We focus on two fundamental cognitive map properties: cognitive complexity and cognitive flexibility. Our new methodological approach combines a topic modeling algorithm, trained on over 600 million words, with network analysis, to measure the complexity of CEO cognitive maps as well as their degree of flexibility over time. Our panel data analysis of 355 S&P 500 companies shows that the effect of cognitive complexity on strategic change becomes increasingly negative as the CEO's tenure progresses. Conversely, the effect of cognitive flexibility on strategic change becomes increasingly positive over the course of the CEO's tenure. Our study contributes to the behavioral strategy and strategic leadership literature by revealing how advancing tenure alters the relationship between CEO cognition and strategic action.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Nonmarket Strategy and Social Issues

Session Moderator: **Xian Xu**, *TUM School of Management, Technische U. München*

STR: Sitting It Out: Overcoming Illegitimacy Through Practices of Cultural Entrepreneurship at Uber

Author: **Xian Xu**, *TUM School of Management, Technische U. München*

Cultural entrepreneurs utilize a variety of institutional strategies to influence key stakeholders in order to attain legitimacy. In this study, I suggest that there may be circumstances under which cultural entrepreneurs cannot foresee how to spend their resources effectively and efficiently to do so. In such settings, I argue how they may utilize previously underexplored practices of cultural entrepreneurship to buy time until they have gained sufficient clarity which influencing strategy may actually be effective to attain legitimacy. Empirically, I examine the ongoing case of how the sharing economy firm Uber endures phases of illegitimacy and conflict with key stakeholders about how its drivers should be classified. I find that Uber utilizes various enabling and supporting measures of cultural entrepreneurship to 'sit out' phases of illegitimacy, allowing it both to learn about which influencing strategies are more efficacious in various settings and stalling regulators until it identifies a path toward attaining a classification of Uber drivers that the company viewed as favorable.

Paper is Available to Meeting Registrants Only.

STR: Breaking Silence: Corporate Voices in Polarized Political Discourse

Author: **Anna Eileen McKean**, *Northwestern U.*

Corporate participation in the public political sphere has drastically increased over the last decade, calling attention to the power and influence of corporate voices. To better understand this phenomenon, this paper focuses on corporations participating in the discussion of racism and inequality within the United States. This paper looks at firms' discursive practices around race in June 2020 in response to George Floyd's death. Using mixed methods, the paper examines the sequence of statements made by firms and how the content of these statements varied by company and with time. Findings indicate that early adopters use strategies to convey sincerity. Additionally, influence from stakeholders, ownership status, and previous participation in progressive activism have an effect on both the timing of firms' responses, as well as the content of their statements. The paper provides a construct through which to examine whether a firm is being genuine in its sociopolitical efforts.

Paper is Available to Meeting Registrants Only.

STR: Spillover Effects of Peripheral Activity Visibility: Tests of the Reputation Development Process

Author: **Adam J. Vanhove**, *James Madison U.*

Author: **Kristin Sowden**, *James Madison U.*

Author: **Tiffany Brutus**, *James Madison U.*

Despite increased interest in organizational reputation, there is a lack of research on the reputation development process. We test a model in which the visibility of organizations' peripheral activities spills over into the perceived quality of organizations' core activities which, in turn, positively influences the economic outcome of price premiums. Moreover, we test whether the visibility of organizations' peripheral activities positive influence on the perceived quality of organizations' core activities comes at the cost of decreasing organizational access among key stakeholders, and whether decreased access among these stakeholders also influences price premiums. Using institutional-level time-lagged data from NCAA Division I institutions, we conducted growth modeling and bootstrap mediation analyses to test the effects of college athletics revenue (peripheral activity visibility) on admission rates (core activity perceived quality) and Black student enrollment (key stakeholder access) the following academic year, and student cohort mean earnings (economic outcome) six years after that. Results show that, over time, Black students have been displaced from institutions generating more athletic revenue to institutions generating less athletic revenue. Mediation results show a direct positive effect for college athletics revenue (Time 0) on mean earnings among cohorts of former students (Time 2) and indirect effects through higher admission standards and smaller proportions of Black students in those same cohorts of students when they were admitted at Time 1.

Paper is Available to Meeting Registrants Only.

STR: Firm LGBT-Friendliness and Investor Reaction to Pulse Nightclub Shooting

Author: **Xiwen Zhao**, *U. of Kentucky*

Author: **Zhi Huang**, *U. of Kentucky*

Author: **Daniel S. Halgin**, *U. of Kentucky*

Firm LGBT-friendliness reflects the attitudes of firms toward their LGBT employees, consumers, and investors. While existing literature has largely documented the positive audience reactions to that such as those from investors (Shan, Fu, & Zheng, 2017) and employees (Hossain, Atif, Ahmed, & Mia, 2020), our study argues that firm LGBT-friendliness can be both celebrity and infamy. Negative audience reactions exist and are significant during LGBT-related exogenous social events. Specifically, we choose the Pulse Nightclub Shooting as an example. The event study results show that investor reactions to firms with high-level and low-level LGBT-friendliness are more positive than reactions to firms with medium-level LGBT-friendliness in the event. The moderating effects of firm size and Twitter announcement are examined. The findings cast new light on understanding firm practices based on social values and social events.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: **2032** | Submission: **11844** | Sponsor(s): (STR, SIM)

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 1:15PM - 2:45PMPT (UTC-7)** at **Seattle Convention Center in Room 214**

Ecosystems, Stakeholders, and Grand Challenges *Ecosystems, Stakeholders, and Grand Challenges*



Organizer: **Douglas Hannah**, *Boston U.*

Presenter: **Madeleine Stefanie Rauch**, *Stanford U. & Copenhagen Business School*

Participant: **Christiane Bode**, *Imperial College Business School*

Presenter: **Aline Gatignon**, *The Wharton School, U. of Pennsylvania*

Participant: **Doron Tadmor**, *The Wharton School, U. of Pennsylvania*

Presenter: **Sinziana Dorobantu**, *NYU Stern School of Business*

Discussant: **Gerard George**, *Georgetown U., McDonough School of Business*

Discussant: **Erkko Autio**, *Imperial College Business School*

The past five years have seen a surge of interest among strategy and organizations scholars in “grand challenges”, which are massive social and environmental problems whose scale and complexity necessitate coordination across diverse stakeholders, yet whose intractable nature renders that collaboration fundamentally challenging. This growing body research has made great strides in illuminating the coordination challenges that grand challenges pose. Yet, less is known about the processes and mechanisms that shape how and when collaborative responses to grand challenges unfold. The goal of this symposium is to advance our collective understanding of these processes. We do so by showcasing cutting-edge unpublished work from top scholars who are publishing in the areas of stakeholder theory, ecosystems, and strategy-as-practice. These papers draw on multiple empirical settings (i.e., healthcare, disaster response, corporate philanthropy, and sustainability) and diverse research methods to explore a set of closely-related, under-researched, and important questions: how do individuals and organizations perceive grand challenges, how do these (divergent) perceptions shape strategic action and resource allocation, and how does institutional context shape the dynamics and efficacy of coordination? Collectively, these papers advance our understanding not only of grand challenges, but also contribute more broadly to research and theory on managerial cognition, ecosystems, industry emergence, and corporate social responsibility. Following the four presentations, two expert discussants will discuss the four studies, as well as the broader research agenda and the theoretical issues they highlight.

No invitation required. Come join an engaging session on ecosystems, stakeholders, and the grand challenges that face our world today!

In the middle of the COVID-storm: A framing perspective on medical professionals in COVID wards

Author: **Madeleine Stefanie Rauch**, *Stanford U. & Copenhagen Business School*

Corporate social responsibility and pandemic response: Evidence from India

Author: **Christiane Bode**, *Imperial College Business School*

Author: **Aline Gatignon**, *The Wharton School, U. of Pennsylvania*

Author: **Doron Tadmor**, *The Wharton School, U. of Pennsylvania*

Ecosystems as vehicles of robust action against grand challenges

Author: **Douglas Hannah**, *Boston U.*

Worlds apart: Stakeholder governance in different institutional environments

Author: **Sinziana Dorobantu**, *NYU Stern School of Business*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Caucus**
Program Session: **2033** | Submission: **18144** | Sponsor(s): **(CAU)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 1:30PM - 3:00PMPT (UTC-7)**

Entrepreneurship Data: Where to Find It and How to Get It

Entrepreneurship Data



Organizer: **Jessica J. Santana**, *U. of California, Santa Barbara*

Research on entrepreneurship is severely limited by data availability. Official datasets suffer from significant lags. Unofficial data is often paywalled or restricted to researchers internal to the data provider. The goal of this caucus is to begin addressing barriers to entrepreneurship data.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **2034** | Submission: **19037** | Sponsor(s): **(CMS)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 1:30PM - 3:00PMPT (UTC-7)** at **Seattle Convention Center in Room 212**

Conceptions of Self and Control

Session Moderator: **Amon Barros**, *FGV EAESP Sao Paulo School of Business Administration*

Author: **Manan Tusharkumar Pathak**, *Indian Institute of Management Indore*

Author: **Ranjeet Nambudiri**, *Indian Institute of Management, Indore*

Author: **Nobin Thomas**, *Indian Institute of Management, Indore*

We discuss the liberalist project in organizing the poor into self-help groups in India by mobilizing concepts from the works of Slavoj Žižek. We indicate liberalist co-optation by discussing the history and evolution of the self-help groups along with the politics associated thereby. We argue that the self-help groups promote a number of liberalist 'fantasies', and serve as 'lichettes', whereby the freedom to act in ways that can change the existing situation on part of the organizing of the people is constrained, even as a false sense of the same is created. Such a liberalist effort represents Third Way "post politics" which puts forth 'new' issues for the very sustenance of the 'old' systems it claims to reject. Yet, we find that the self-help groups originally possessed potential for radical change, and suggest them as being characterized by a "dynamic tension" between emancipatory and exploitative forces, with the dominance of the latter. Building on Žižekian concepts, we discuss ways in which self-help groups can effect true change, countervailing the liberalist forces. We end the paper by outlining an agenda for future research about self-help groups that can build upon this critical discussion.

Paper is Available to Meeting Registrants Only.

Author: **Michal Izak**, *U. of Roehampton Business School*

Author: **Stefanie Reissner**, *Newcastle U. Business School*

Author: **Alan McKinlay**, *Newcastle U. Business School*

In this paper we develop an understanding of how flexible working, a specific system of management, produces workers amenable to being managed and controlled from a distance, and willing to assume responsibility for managing themselves. While the extant research typically associates flexible working with positive outcomes leading to employees' increased autonomy or, contrarily, deplors harnessing individual autonomy for organizational benefit, it rarely explores the ways through which freedom may manifest itself as management-of-the-self. Moreover, the extant research has yet to explain the mechanism translating employee agency into self-control in the context of flexible working. Drawing on the classic works by Foucault on subjectification as well as by Miller and Rose on governmentality, we show that flexible working may exemplify a system of government espousing a dearth of knowledge and void of control, thus creating conditions of possibility conducive to assuming a desired subject position – an ideal flexible worker – in a free, but calculated manner. Through our ethnographically-inspired abductive analysis of an empirical case study set in a British local authority (MoCo), we contribute to the theorization of those mechanisms that explain flexible workers' willingness to be managed to the point where it reveals itself as unsolicited self-sacrifice.

Paper is Available to Meeting Registrants Only.

Author: **Jannes Zwaenepoel**, *Hasselt U.*

Author: **Patrizia Zanoni**, *Hasselt U. & Utrecht U.*

This study investigates the effects of algorithmic systems on the governmentality of job seekers' activation. Drawing on algorithmic governmentality theory, which conceptualizes algorithmic systems as forming the basis for a new form of biopolitical governmentality, we examine the case of algorithmic technology introduced at the Belgian Public Employment Service VDAB. Our analysis highlights how activation shifts from an interpersonal practice of counselors towards the organizational process of data collection, management and processing of extensive numerical data. This fragments individual job seekers into 'data doubles', digital profiles based on predefined indicators, and reconfigures them as 'dividuals' to be dynamically evaluated against other comparable job seekers. This study advances the debate on the use of algorithmic technologies by the state by shifting the analytical focus from the reorganization of counselors' work towards the governmentality of the population.

Paper is Available to Meeting Registrants Only.

Author: **Patrizia Zanoni**, *Hasselt U. & Utrecht U.*

Author: **Milosz Miszczyński**, *Kozminski U.*

Best Critical Paper on International Business is sponsored by the journal Critical Perspectives on International Business

This paper investigates how Amazon manages a diverse workforce in one of its warehouses in Poland. Drawing on critical theory of borders, which emphasizes the key role of bordering in labor governmentality, our analysis identifies four organizational practices through which socio-demographic categories (e.g. gender, age, ability, etc.) traditionally segmenting labor are purposely and effectively dismantled: a non-selective hiring, the algorithmic management of the workforce, social norms of inter-personal politeness between anonymous workers, and casualized employment for all workers. Through these practices, Amazon creates an unprecedented equality within labor, to the advantage of workers belonging to historically subordinate groups in the labor market and society. However, once undifferentiated, workers can more effectively be made to compete, allowing capital to enforce precarious employment conditions onto all. This equalization-with-precarization of the workforce through the un-bordering of socio-demographic categories further rests on multiple other borders at the infra-individual, organizational, national and European Union levels. The paper contributes to the critical diversity literature by showing how, in the 'post-diversity' workplace, workers' equality serves the enforcement of universal precarity.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**

Program Session: **2035** | Submission: **10540** | Sponsor(s): **(HR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 1:30PM - 2:30PMPT (UTC-7)** at **Hyatt Regency Seattle in Columbia D**

HR Division Ice Cream Social *HR Division Ice Cream Social*

Join us for ice cream and fun as we celebrate the return of an in-person tradition!

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **2036** | Submission: **19374** | Sponsor(s): **(MC)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Tuesday, Aug 9 2022 1:30PM - 3:00PMPT (UTC-7)** at **Seattle Convention Center in Room 618**

**Hidden Costs, SEAM, Hospitals, Public Sector,
and People**



Session Moderator: **Laurent Cappelletti**, *LIRSA-Cnam Paris*

MC: **People Management and Standardization. The Case of Small bBusinesses (SBs)** 

Author: **Laurent Cappelletti**, *LIRSA-Cnam Paris*
Author: **Jean-Michel Plane**, *U. Paul Valery, Montpellier*
Author: **Florence Noguera**, *U. Paul Valery, Montpellier*

The introduction of a standardization of human resource management (HRM) in a small private sector business (SB) is certainly challenging from a managerial point of view but certainly risky from a human point of view if certain precautions are not taken. And yet, in order to improve the efficiency of their organization and customer satisfaction, more and more small companies are adopting such an approach. Is normalizing HRM, at a time of debate on the development of managerial agility, not anachronistic? At a time when there are many standardised companies, the article examines the problem of introducing standardization in the context of SBs through the implementation of an ISO 9001-type quality approach in French notarial offices. This text is based on a vast research-intervention programme carried out at 250 notarial offices between 2004 and 2019, using a sample of 420 notaries and 1754 employees.

Paper is Available to Meeting Registrants Only.

MC: **How to Improve the Contribution of Support Services to a Hospital's Performance**

Author: **Sophie Claire Le Lédan**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*

Winner of the University-Enterprise Cooperation Award (UEC)

Working together is the daily challenge faced by all hospital staff, despite the great diversity of their professions and the complexity of their organizations. Behind the healthcare staff, support services are active to provide the right service at the right time and in the right place. The contribution of support services to the implementation of hospital strategy is studied here thanks to the socio-economic intervention research conducted in a French hospital during a doctoral research project. The results show the preponderant place of communication, coordination and cooperation in achieving the desired synergy. The calculation of hidden costs highlights a significant room for manoeuvre to improve the performance of hospitals through the improvement of communication-coordination-concertation systems.

Paper is Available to Meeting Registrants Only.

MC: **Inter-Municipal Cooperation: Insights From a Case Study in Chile Using SEAM Intervention**  

Author: **Edgar Rebolledo-Toro**, *Catholic U. of Temuco*
Author: **María Angeles Rastrollo-Horrillo**, *U. of Málaga*

The literature has not yet focused on efficiency analysis as an important factor in Inter-Municipal Cooperation and the effects on its operation, nor has it addressed certain internal factors that would appear to play a crucial role in achieving cost reductions. We identified organizational dysfunctions and hidden costs in an Association of Municipalities in Chile based on a longitudinal case study (2020-2021) and research-intervention. Using Socio-Economic Approach to Management (SEAM), we introduce the instrumental role of management consulting into inter-municipal cooperation studies to implement organizational efficiency diagnosis and hypothesize that the internal dysfunctionality of inter-municipal cooperation and the effectiveness of its governance are directly linked.

Paper is Available to Meeting Registrants Only.

MC: **A Case study on Organizational Dysfunctions and Hidden cost in a PCB manufacturing company in China** 

Author: **Tony Huang**, *ENPC, UCMT, AT&S (China)*
Author: **Bin Bai**, *Linköping U.*

Winner of the Information Age Publishing Outstanding Doctoral Student Paper Award

The author proposed the specific case studies on the feasibility of the digital transformation implementation with the related technologies on the solution to the operational over-costs in the company, and then find out the specific problems that existed on the staffs' communication in the crossed-departments, and explore the further correlation between the digital transformation and the solutions to the operational costs and the inefficient crossed-departments' communication in the PCB (Printed Circuit Board) manufacturing company. The studies were conducted with the relevance of the theories "Organizational Dysfunctions" and "Hidden Costs". Meanwhile, he implemented two research methods, which are respectively Correlational Research in quantitative and Semi-Structured Interviewing in qualitative in this study. The paper reveals the significance of digital transformation on the solution to operational over-costs and the inefficient crossed-departments communication through the identification from the analytical results of correlational research, and semi-structured interviews, where the analysis was conducted based on the data in the forms of company records (financial statements), and documentations (interviewing contents). Moreover, it indicates the strong correlation with the research implementation on the theory of Organizational Dysfunctions and Hidden Costs as well.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **2037** | Submission: **19531** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 1:30PM - 3:00PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 2**

Leadership and Voice

Session Moderator: **Julia Rieg**, *Kühne Logistics U.*

OB: Probing Leader Inquiry: The Differential Effect of Asking for Advice versus Help on Leader Humility

Author: **Julia Rieg**, *Kühne Logistics U.*

Author: **Niels Van Quaquebeke**, *Kühne Logistics U.*

Author: **Prisca Brosi**, *KLU Hamburg*

Given the frequently attested potency of perceived leader humility for leadership effectiveness, the present research investigates a key behavioural antecedent of humble leadership in more depth: leaders' question asking (also referred to as inquiry). In the present paper, we provide a critical nuance to research that suggests that leader inquiry generally leads to a humility premium. Specifically, we argue that two forms of seemingly very similar inquiry, namely seeking advice and help, differentially influence perceptions of leaders' humility and thereby ultimately leadership effectiveness. We explain the differential influence via perceptions of leaders' other- and self-orientation that are inherent in the different forms of inquiry. An experimental vignette methodology and a two-wave field survey provide support for our theorising. On a practical note, our results therefore indicate that leaders are well advised to frame inquiries in practice as advice rather than help seeking.

Paper is Available to Meeting Registrants Only.

OB: When is Authoritarian Treatment Less Harmful to Employee Trust? From A Social Contextual Leadership 

Author: **Ali Ahmad**, *Hainan U.*

Author: **Kaili Zhang**, *East China U. of Science and Technology*

Author: **Ningyu Tang**, *Shanghai Jiao Tong U.*

Author: **Kui Yin**, *U. of Science and Technology Beijing*

Authoritarian leadership (AL) can harm the social exchange relationship between leaders and followers. However, it matters a lot how followers interpret a leader's treatment. Drawing on implicit leadership theory and the contextual leadership perspective, we examined three discrete social contexts in which coworkers experienced authoritarianism, manager authoritarian behavior, and a supportive organizational climate, affecting employees' expectations toward leader authoritarianism to influence their reactions toward AL. Using a dataset of 311 employees in 99 teams in Study 1, results showed that when coworkers experienced high authoritarianism from their supervisor, and when managers demonstrate high authoritarian behavior, an authoritarian supervisor is less detrimental to employees' affective trust, which is less harmful to their task and organization performance. In Study 2, using a sample of 3,058 employees from 19 companies, we demonstrated how a supportive organizational climate affects employees' reactions to AL. Using multilevel path modeling, we found that an authoritarian supervisor is more harmful to employees' affective trust and their organizational performance when there is a high-level supportive climate. Our study contributes to the leadership literature by showing how the discrete work context affects employees' leadership expectations and reactions to leader treatment.

Paper is NOT Available. Please contact the author(s).

OB: Daily Motivational Demands and Employee Performance: The Role of Appraisals and Empowering Leadership 

Author: **Peikai Li**, *Ghent U.*

Author: **Maria Peeters**, *Maria C.W. Peeters*

Author: **Toon Taris**, *Utrecht U., Department of Social, Health, & Organizational Psychology*

Many of today's jobs require employees to "set their own goals, decide how hard they work to achieve that goal, and decide when the task is complete" (i.e., motivational demands; Taris & Hu, 2020). However, when and how such motivational demands influence employee outcomes remains unclear. Building on transactional stress theory, we develop a dual-pathway model in which motivational demands have unique relationships with employee outcomes (task performance, creativity, and exhaustion) through two independent pathways: challenge and hindrance appraisals. And empowering leadership as a job resource will moderate the relationship between motivational demands and its appraisals. We conducted a 10-day diary study in China to test our hypotheses (105 participants with 949 daily observations). Multilevel analysis revealed that motivational demands positively related to creativity and task performance both directly and indirectly (through challenge appraisal), whereas it was negatively linked to exhaustion both directly and indirectly (through hindrance appraisal). Results also suggest that day-level appraisals had lagged effects on employee outcomes. In addition, we found that empowering leadership moderated the relationship between motivational demands and appraisals. Theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

OB: Don't Observe Me, Interact With Me! How Appraisals of Remote Monitoring Influence Voice and Silence    

Author: **Alexander Hamrick**, *Auburn U.*

Author: **Sana Zafar**, *Auburn U.*

Author: **Michael Wesson**, *Auburn U.*

A significant percentage of the global workforce is now working from home, thus prompting managers and organizations to adopt remote monitoring practices geared towards monitoring a remote workforce. However, it is unclear how these remote monitoring practices impact employees and their behaviors. Our research provides an initial investigation into this topic. Specifically, we integrate the challenge-hindrance framework with the behavioral activation system (BAS) and behavioral inhibition system (BIS) perspectives to predict that the two types of remote monitoring (interactional and observational) will be appraised as stressful work demands that will differentially influence employees' voice and silence behaviors. More precisely, we predict that interactional remote monitoring will be appraised as a challenge, which will subsequently increase employees' voice, whereas observational remote monitoring will be appraised as a hindrance, which will subsequently increase employees' silence. Additionally, we argue that the complexity of one's job will intensify the relationships on the interactional monitoring path and diminish the relationships on the observational monitoring path. Results from three waves of online survey data captured from remote workers mostly support our predictions. Implications for theory, research, and practice are provided.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Status and Reputation Research

Session Moderator: **Jung-Hoon Han**, *U. of Missouri*

OMT: **The Effects of Past Transgressors' Status and Categorical Proximity on Scandalization of Misconduct**

Author: **Jung-Hoon Han**, *U. of Missouri*
Author: **Tim G. Pollock**, *U. of Tennessee, Knoxville*
Author: **Scott Graffin**, *U. of Georgia*

While transgressors' status has long been considered a key antecedent to scandals, we have a limited understanding of how others' status bounds the relationship. We examine how past transgressors' status inside and outside an industry affects the scandalization of a focal firm's misconduct. We argue that past transgressions by high-status firms within the industry lead journalists to scrutinize the misconduct more, amplifying the effect of the focal firm's status by highlighting its commonalities with past transgressors. In contrast, the status of past transgressors from outside the industry attenuates the effect of firm status on scandalization by directing media attention outside the industry, thereby limiting the depth of information that can be inferred from the firm's status. We focus on the media coverage data breaches receive, and find that past transgressors' status and their categorical proximity to current transgressors serve as important boundary conditions for the effect of status in scandals. This study deepens our understanding of how status and categorical proximity influence scandalization.

Paper is NOT Available. Please contact the author(s).

OMT: **When Jay-Z Comes to Town: Status Spillovers Through Objects**

Author: **Matt Cummins**, *ESSEC Business School*
Author: **Jiying Cao**, *Stony Brook U.-State U. of New York*

Research typically ascribes social status directly to an individual anthropomorphized entity, whether a human or an organization. Multiple literatures have described how objects such as prizes, luxury goods, and workplace resources, can become imbued with status that is conferred on their human owners. Two areas remain unclear from these various theoretical fragments: what aspects of objects might make them relevant for status, and how relations among objects themselves might lead to status spillovers between individuals. We present theory addressing both of these areas, predicting that feature-based similarities among objects provide a conduit for positive status spillovers between individuals. We investigate our predictions with a study of an NFT ('Non-Fungible Token') portrait marketplace, tracing two mechanisms by which positive status spillovers could occur. We find that both appear to be viable routes for a positive status spillover. Future studies will further test and explore the theory we articulate. We seek to contribute to the sociological understanding of status systems, and discuss implications for management practice.

Paper is Available to Meeting Registrants Only.

OMT: **When We Unite, Not Divide: Status Homophily, Status Group, and Group Performance in the Korean Film**

Author: **Youchung Kwon**, *Yonsei U.*
Author: **Bo Kyung Kim**, *Yonsei U.*

This study sheds light on status conflicts as a mechanism behind the negative effect of status homophily on group performance. In a short-term project group without a well-established local status hierarchy, status homophily among group members may cause status conflicts and reduce group performance. However, we argue that the intensity of status conflicts may vary by the average status of group members, that is, status group. A middle-status group, composed of middle-status members on average, focus on both global and local status attainments, so they may suffer less from status conflicts than high- and low-status groups whose members mainly focus on local status attainments. We test our hypotheses in the South Korean film industry from 2004 to 2017. The statistical results suggest that status homophily among actor/actress was negatively correlated with commercial performance, but this negative effect was the weakest for films with middle-status performers.

Paper is NOT Available. Please contact the author(s).

OMT: **Overcoming the Risks of High Status: Relational Work Practices of Influencer-Evaluators**

Author: **Youjin Jenna Song**, *Columbia Business School*

Past research has shown that high-status actors face increased perceptions of inauthenticity (Hahl and Zuckerman, 2014). Given that inauthenticity has also been associated with audience devaluation (e.g. Frake, 2017), there is an increased risk of status loss for high-status actors. Then why do some high-status actors manage to maintain status over time while others subsequently lose status? I argue that relational work (Zelizer, 2012) that exhibits consistent commitments on the part of high-status actors can help them decrease the likelihood of status loss by shaping audience relationships and expectations. Using data from 1,167 YouTube channels that evaluate books, I find that high-status influencer evaluators who engage in relational work practices that demonstrate a commitment to content with informational value for their audiences and to their larger community are less likely to experience subsequent status loss. Using interaction models and qualitative analyses from influencer-evaluator interviews and observations, I discuss the mechanisms through which relational work protect high-status actors from status loss. This study not only sheds light on how evaluators are evaluated, but also introduces the novel empirical setting of social media influencer-evaluators.

Paper is Available to Meeting Registrants Only.

Author: **Janet Xu**, *Harvard U.*

Many universities and companies use diversity scholarships and pipeline programs to achieve recruiting goals and engage in diversity-related impression management. In contrast to more explicitly race-targeted affirmative action measures, these contemporary diversity initiatives tend to emphasize merit and conceptualize “contributions to diversity” in a broad, race-neutral manner. This paper investigates the reputational effects of diversity scholarships for recent college graduates seeking entry-level jobs. Using a national audit study, I compare the rate at which employers call back applicants with diversity scholarships, applicants with other types of merit scholarships, and applicants with no scholarships at all. I also examine how the scholarship signals differ when applicant names have a Black racial cue versus a White racial cue. I find that while diversity scholarships and non-diversity merit scholarships provide similar reputational benefits for putatively White applicants, Black diversity scholarship winners are called back by employers at a similar rate as Black applicants without scholarships. The reputational boost of the non-diversity scholarship is also smaller for Black applicants than it is for White applicants. The findings contribute to our understanding of how organizational diversity policies shape inequality and illustrate the importance of examining individual-level effects of diversity practices in addition to organizational-level outcomes.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Sustainability Performance in International Business

Session Moderator: **Sushil S. Chaurasia**, *U. of New Brunswick*

SIM: CSR Contracting, Materiality, and Their Effects on Financial and Non-financial Performance

Author: **Etienne Develay**, *Nottingham Business School, Nottingham Trent U.*
Author: **Stephanie Giamporcaro**, *Nottingham Trent U.*
Author: **Yan Wang**, *Nottingham Business School, Nottingham Trent U.*

Although the recent corporate governance initiative of tying environmental, social, and governance (ESG) targets to executive compensation is gaining popularity in developed economies, difficulties have been reported in their identification and selection due to a heterogeneity of stakeholder interests. Drawing on the agency and stakeholder theories, we apply the concept of materiality for the design of ESG targets in executive compensation and tests its effects on corporate financial and non-financial performance. By focusing on a unique sample of S&P 1,500 companies from 2011 to 2019, we find that material CSR contracting has a negative effect on market-based financial performance and a positive one on environmental performance. These results are robust to endogeneity and further tests suggest that this approach provide greater effects than simply adding general ESG targets in executive compensation. These findings imply a trade-off between corporate financial performance and corporate non-financial performance in the short-term which raises questions about the primary motivations of corporations and the soundness of shareholder-oriented materiality frameworks.

Paper is Available to Meeting Registrants Only.

SIM: The Effect of Sustainability Tension and Sustainability Synergy on Cooperative Performance

Author: **Sushil S. Chaurasia**, *U. of New Brunswick*
Author: **Dhirendra Shukla**, *U. of New Brunswick*
Author: **Aparna Venugopal**, *U. of Liverpool Management School*
Author: **Manoj Motiani**, *Indian Institute of Management, Indore*
Author: **Kapil Khandeparkar**, *Goa Institute of Management*

Interacting with value chain partners on sustainability is a multi-faceted issue, as its implementation frequently results in the formation of different identity conflicts and synergies. Individuals performing multiple job roles are pulled between many personal and corporate aspirations, as a generic product adds to the sales and net income whereas a sustainability offering contributes to the environment and society. In Study 1, 321 SME employees were asked to identify with a sustainability and non-sustainability offering they sell to their channel partner to understand how multiple identities (sustainability tension and sustainability synergy) within employees' impact channel cooperative performance. As the key cognitive and motivational process through which tension/synergy identities can enact channel member's behavior, we also examined the role of self-efficacy and perspective-taking. With two experimental studies, the causal inference was supplemented to strengthen the findings from field investigation. The results found independent effects of sustainability conflict and sustainability synergy on self-efficacy, perspective-taking and cooperative performance. Perspective-taking does not act as a mediator, whereas self-efficacy does. We observed that the negative effect of sustainability tension is reduced when self-efficacy is high, and the positive effect of sustainability synergy is reduced with low self-efficacy. The research explains the impact of multiple (conflicting and synergizing) identities within individual employees on cooperative performance in channels during interpersonal interactions.

Paper is Available to Meeting Registrants Only.

SIM: Impact of CEO Tenure on Eco-innovation: Evidence from China

Author: **Muhammad Jameel Hussain**, *Xi'an Jiaotong U.*

In this study, we examine the impact of CEO tenure on eco-innovation. The findings show that the CEO tenure has a significant positive impact on eco-innovation in Chinese listed firms. These findings are consistent with our expectation that as CEOs are no longer stale in the saddle, as their tenure increase, they gain more experience, knowledge, and human capital and make strategic decisions. Moreover, the relationship is more pronounced among state-owned enterprises and polluting firms. In addition, we find that CEO tenure also has a significant positive impact on environmental improvement, management, and eco-innovation quality.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2040** | Submission: **10368** | Sponsor(s): **(STR, OMT)**
Session Format: **Hybrid View: Seattle + Virtual; Zoom “webinar” style**
Scheduled: **Tuesday, Aug 9 2022 1:30PM - 3:00PMPT (UTC-7)** at **Seattle Convention Center in Room 307**

**DEI at the Top? A Corporate Governance View on the
Composition and Characteristics of Firm Leaders**
Corporate Governance and Strategic Leadership



Moderator: **Daniel Zyung**, *Southern Methodist U.*
Moderator: **M. K. Chin**, *Indiana U., Bloomington*
Panelist: **Gerry M. McNamara**, *Michigan State U.*
Panelist: **Cynthia E. Devers**, *Virginia Tech*
Panelist: **James D. Westphal**, *U. of Michigan*
Panelist: **Margarethe F Wiersema**, *U. of California, Irvine*
Panelist: **Edward J. Zajac**, *Northwestern U.*

Given the recent rise in conversations on social issues such as diversity, equity, and inclusion, in this symposium we first seek to focus on questions that ask how internal and external governance mechanisms can affect the composition (e.g., in terms of gender, race/ethnicity) of top management teams and boards – that is, who gets appointed to the leadership. In addition, echoing prior calls that much more needs to be done to understand the causes rather than the consequences of managerial characteristics if we seek to further our insights into how such characteristics eventually become manifested in firm outcomes, we also intend to have a discussion on how corporate governance mechanisms can shape the often-studied individual attributes (e.g., values, cognitions, even personalities) of top executives.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **2041** | Submission: **15201** | Sponsor(s): **(CM, MOC, OB)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 1:45PM - 3:15PMPT (UTC-7)** at **Seattle Convention Center in Room 306**

The Consequences of Competition in Organizations *The Consequences of Competition in Organizations*



Session Chair: **Samantha Nicole Smith**, *Harvard Business School*
Participant: **Edward Chang**, *Harvard Business School*
Participant: **Erika Kirgios**, *The Wharton School, U. of Pennsylvania*
Participant: **Katherine Milkman**, *U. of Pennsylvania*
Presenter: **Tom Grad**, *Copenhagen Business School*
Participant: **Christoph Riedl**, *Northeastern U.*
Presenter: **Sarah Doyle**, *U. of Arizona*
Participant: **Sijun Kim**, *Texas A&M U., Mays Business School*
Participant: **Hee Young Kim**, *Rider U.*
Presenter: **Samir Nurmohamed**, *The Wharton School, U. of Pennsylvania*
Participant: **Zoe Schwingel-Sauer**, *Ross School of Business, U. of Michigan*
Presenter: **Jieun Pai**, *U. of Virginia*
Participant: **Corinne Bendersky**, *U. of California, Los Angeles*

Competition is prevalent in organizations. For example, people often compete against their colleagues for status and recognition in the workplace or for opportunities for advancement. Workers also compete against others to get hired into organizations in the first place. It is thus both practically and theoretically important to understand the interpersonal consequences of competition—broadly construed—in organizations. We present five empirical papers that examine understudied or poorly understood areas of research related to organizational competition and provide novel insights into the consequences of competition on important organizational outcomes such as hiring, group decision making, organizational fit perceptions, and negotiation outcomes. The first paper draws on theories from the realm of the psychological consequences of competition and optimal distinctiveness to shed light on instances when workers are more likely to join groups in which their salient identities will be underrepresented. The second paper significantly extends rivalry theory by integrating it with other theories of motivation and performance and uncovers two key moderators of the effects of rivalry on performance. The third paper examines how feelings of (in)authenticity shape the experiences and behaviors of individuals following a status gain. The fourth paper draws on theories of regulatory focus and attribution to examine the impact that being an alternate choice has on newcomer socialization behaviors and outcomes, such as feedback seeking and performance. The fifth paper expands upon the conflict expression theoretical framework, evidencing why status claims may backfire and how challengers can manage the defender's perceptions of the status negotiation. Together, we hope the papers in this symposium provide important insights into the consequences of competition in organizations and provide actionable insights for managers, while also spurring future research by academics.

Organizational Competition: A Catalyst for Workplace Diversity and Desires for Uniqueness

Author: **Samantha Nicole Smith**, *Harvard Business School*
Author: **Edward Chang**, *Harvard Business School*
Author: **Erika Kirgios**, *The Wharton School, U. of Pennsylvania*
Author: **Katherine Milkman**, *U. of Pennsylvania*

The Role of Identity Authenticity in Shaping Group-Oriented Behaviors Following Status Gains

Author: **Sarah Doyle**, *U. of Arizona*
Author: **Sijun Kim**, *Texas A&M U., Mays Business School*
Author: **Hee Young Kim**, *Rider U.*

How Individual Skill and Risk of Status Loss Moderate the Effects of Rivalry on Performance

Author: **Tom Grad**, *Copenhagen Business School*
Author: **Christoph Riedl**, *Northeastern U.*
Author: **Gavin J. Kilduff**, *New York U.*

Alternate Choice Aftermath: Implications for Newcomer Socialization

Author: **Samir Nurmohamed**, *The Wharton School, U. of Pennsylvania*
Author: **Zoe Schwingel-Sauer**, *Ross School of Business, U. of Michigan*

Respect Affirmation: A Strategy for Claiming Status in Status Negotiation

Author: **Jieun Pai**, *U. of Virginia*
Author: **Corinne Bendersky**, *U. of California, Los Angeles*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2042** | Submission: **18635** | Sponsor(s): **(IM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 1:45PM - 3:15PMPT (UTC-7)** at **Sheraton Grand Seattle in Cedar A**

Entry and Exit Decisions

Session Moderator: **Tim Peeters**, *U. of Antwerp*

IM: Vertical Political Fragmentation & Firm Market Entry: An Examination of Maquiladora Entry in Mexico

Author: **Arkangel Miguel Cordero**, *U. of Texas At San Antonio*
Author: **Wesley Sine**, *Cornell U.*

This study advances scholarly understanding of how political fragmentation, the situation wherein public officials from different political parties control different government jurisdictions, affects firm market entry. Although the extant literature suggests that political fragmentation creates favorable environments for firm market entry, empirical studies show mixed results, potentially because the extant literature has not differentiated between the effects of different types of fragmentation. We address this conundrum by distinguishing theoretically between the effects of what we term horizontal fragmentation (which occurs between jurisdictions at the same level in the government hierarchy) and vertical fragmentation (which occurs between jurisdictions at different levels) and underscore that existing research has focused on the effects of the former while overlooking the effects of the latter. We examine the entry of 6,000 foreign manufacturing firms (maquiladoras) into 2,057 cities in Mexico between 1990 and 2006 and find that vertical political fragmentation has a negative effect on firm market entry by fostering adverse business environments. Implications for international business studies and business and government research are discussed.

Paper is NOT Available. Please contact the author(s).

IM: A Process-Perspective on International Market Exit: A Qualitative Meta-Analysis

Author: **Tim Peeters**, *U. of Antwerp*
Author: **Sascha Albers**, *U. of Antwerp/ Antwerp Management School*
Author: **Johanna Vanderstraeten**, *U. of Antwerp*

A firm's international operations are often failure-prone. It is not unusual for a firm to reduce or reorganize its international operations, for example by exiting foreign markets. The dominant view on international market exit (IME) sees it as an isolated event, rather than as an inherent part of the firm's international strategy, and is dominated by a headquarters-centric perspective, ignoring the MNE's subsidiaries, often even relegating them to mere bystanders. Based on a qualitative meta-analysis of 29 case studies of international market exits, we propose four common IME-process models: 'Local Struggle', 'Lonely Drift', 'Engaged Interference', and 'Programmed Decline', which can be categorized along the two dimensions of 'Strategic Response', and 'Locus of control'. Our study makes two main contribution to the literature. First, we offer a process view of IME, differentiating the current unitary IME conceptualization of IME along four different IME-process types. Second, we identify and further substantiate the role of the subsidiary in IME.

Paper is Available to Meeting Registrants Only.

IM: Earliness of First Foreign Entry and Rapidness of Post-entry Process

Author: **Hirokazu Kano**, *Oita U.*

The phenomenon of early and rapid internationalization has been receiving increasing attention from scholars. However, in the extant research on international entrepreneurship (IE), it remains unclear how the earliness of first foreign entry relates to the rapidness of the post-entry process. Drawing Penrose's theory of firm growth, we attempt to explain the effect of early internationalization on post-entry speed in terms of managerial learning and its imperfect fungibility. While early initiation of foreign entry imposes managerial constraints in the short term and slows the post-entry process, it enables entrepreneurs to quickly start managerial learning, which in turn accelerates the post-entry process in long term. Based on this premise, we hypothesize that accumulating operational experience has a U-shaped influence on the post-entry speed of early internationalizing firms. Furthermore, this study proposes that the effect of managerial learning takes place only in specific regions where the entrepreneur acquires operational experience. The results of our longitudinal 19-year (2000–2018) study on 91 Japanese firms that initiated internationalization from an early age provide evidence for our hypotheses.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Self-disclosure

Session Moderator: **Xiaoli Tang**, *Washington U. in St. Louis, Olin Business School*

STR: Self-Regulation with Conflicting Stakeholders

Author: **Xiaoli Tang**, *Washington U. in St. Louis, Olin Business School*

Author: **Daniel Walter Efenbein**, *Washington U. in St. Louis*

Author: **Tatenda Marume Geoffrey Pasipanodya**, *Washington U. in St. Louis, Olin Business School*

We study self-regulation, a non-market strategy firms use to reduce pressure from activists, in the context of the payment transparency movement in extractive industries. This movement seeks to reduce corruption by promoting disclosure of oil companies' payments to host governments but often generates a tension between activists that desire transparency and host governments that oppose it. We show that firms are more likely to join the Extractive Industries Transparency Initiative (EITI), a multi-stakeholder initiative promoting transparency, if they invest in countries where conflict between activists and governments is less intense and if they have stronger bargaining power. We find that when legislatures mandated transparency, EITI-member firms became more competitive. We also find local perceptions of corruption fell in areas close to EITI-member firms' operations.

Paper is Available to Meeting Registrants Only.

STR: The Effect of Selective Disclosure on Employee Evaluations

Author: **Navya Pandit**, *Department of Management and Technology, Bocconi U.*

Author: **Anne Jacqueminet**, *Bocconi U.*

Author: **Christiane Bode**, *Imperial College Business School*

In response to simultaneous pressures for greater environmental performance and transparency, firms may selectively disclose information on their environmental footprint, a form of greenwashing. Companies employ this strategy primarily to manage the impressions of external audiences in the hope that they do not uncover the reality. We argue that in contrast to external audiences, employees due to being internal members of the firm, possess superior information about the firm making it difficult for such strategies to be successful. In this work, we investigate how selective disclosure affects internal audiences, specifically employee evaluations. We utilize exogenous variation in firm incentives to selectively disclose environmental impacts provided by the swinging of traditionally democratic election states in the 2016 US presidential elections as the basis of our empirical strategy. Our analyses suggest that selective disclosure negatively affects a firm's employee ratings, because employees react unfavourably to lack of transparency and that this negative impact is independent from external audiences detecting the firm's selective disclosure. These results produce important implications as they uncover hidden human capital costs associated with selective environmental disclosure.

Paper is Available to Meeting Registrants Only.

STR: When the Music Stops: Examining the Timing of Firm Response Following Awareness of Product Defects

Author: **David M. Gomulya**, *Singapore Management U.*

Author: **Huizhi Yu**, *Washington State U.*

Author: **Amrita Lahiri**, *Washington State U.*

Considering the hazard posed by defective products, we know relatively little about how firms determine when to recall products once they are known to have defects. Yet, theoretically, examining this issue opens opportunities to examine strategic aspects of signaling dynamics pertaining to when such negative signals are released to the public. Drawing on two competing perspectives: threat rigidity and stealing the thunder, this study examines the contingencies that determine when firms choose to recall a product following their awareness of a defect. We find that firms are more likely to recall product earlier when the defect is more severe. Moreover, this relationship is moderated by firm age and firm size, showing that older and larger firms tend to announce product recall earlier. Our study demonstrates that stealing the thunder i.e., pre-empting bad news by announcing it quickly, dominates firms' behaviors in the circumstances of product recall, over alternative theoretical perspectives such as threat rigidity.

Paper is Available to Meeting Registrants Only.

STR: Conference Call or Social Media? An Analysis of Information Disclosure Choices in M&A

Author: **Zhe Xing**, *Santa Clara U.*

Author: **Mengying Yang**, *Peking U. Guanghua School of Management*

Author: **Weiliang Zhang**, *U. of Illinois at Urbana-Champaign*

Author: **Xiwei Yi**, *Peking U.*

Firms involved in mergers and acquisitions make important strategic decisions about information disclosure. How acquirers disclose information about the acquisition and whether such information disclosure varies according to targeted audiences remains unanswered. In this study, we examine two important tools acquirers use to communicate the acquisition with the firm's shareholders and stakeholders, namely, M&A conference calls and Twitter M&A news. Using a sample of acquisitions conducted by S&P 1500 firms from 2008 to 2016, we find that acquirers are more likely to hold M&A conference calls to communicate with shareholders when they have higher shareholder reactions prior to the announcement of the acquisition, while they are more likely to use Twitter to communicate with the stakeholders when they have a high stakeholder orientation. These two effects are influenced by the attitude of information intermediaries but in different ways. It strengthens the positive relationship between the shareholder reaction and conference calls as a communication channel. However, it weakens the positive effect of the stakeholder orientation on the use of Twitter as a communication channel.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **2044** | Submission: **19086** | Sponsor(s): **(TIM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 1:45PM - 3:15PMPT (UTC-7)** at **Sheraton Grand Seattle in Aspen**

**Technological Change Track: Micro and Macro of Innovation - From
Family to Regulation**

Session Moderator: **Mariasole Bannò**, *U. of Brescia*

TIM: Family Firms' Propensity to Innovate in Automation: Insights from the SEW Framework

Author: **Mariasole Bannò**, *U. of Brescia*

Author: **Giorgia Maria D'Allura**, *U. of Catania*

Author: **Emilia Filippi**, *U. of Trento*

Author: **Sandro Trento**, *U. of Trento*

This paper examines whether, according to socio-emotional wealth (SEW), family firms (FFs) differ from non-family firms (non-FFs) in terms of the propensity to innovate in automation. We make a regression analysis based on a sample of 4,150 Italian firms. Drawing on the SEW framework, the analysis revealed that FFs are less prone to innovate in automation compared to non-FFs due to three SEW endowments: the family's feeling to care for employees, the inner pride related to family and firm reputation, and the inner feeling to be socially responsible.

Paper is Available to Meeting Registrants Only.

TIM: Fit for Something New - An Examination of Regulatory Fit as Driver of Consumer Adoption Behavior

Author: **Nina Gospodinova**, *Saarland U.*

Author: **Slawka Jordanow**, *Saarland U.*

Author: **Benedikt Schnellbacher**, *Saarland U.*

Author: **Sven Heidenreich**, *Saarland U.*

Author: **Niels Brettar**, *Saarland U.*

While existing literature shows that a consumer's regulatory focus has an impact on innovation adoption, investigations regarding the effect of regulatory fit in this context are rather scarce. Furthermore, prior investigations are predominantly limited to consideration of either the chronic regulatory focus (CRF) or the temporary regulatory focus (TRF) and have rarely considered the interaction of both. This article aims to fill this gap by conducting two studies. In the first study, we examine whether a regulatory fit (non-fit) between consumer's CRF and the product-related focus has an impact on consumer's adoption intention. Within the second study, we observe whether inducing a TRF would enhance or attenuate the effects found in study 1 respectively. Results show that adoption intention are higher for consumers in regulatory fit compared to non-fit conditions. Furthermore, our findings indicate that inducing a TRF is only promising in regulatory non-fit conditions.

Paper is Available to Meeting Registrants Only.

TIM: Normalization of Process Virtualization in Technology Driven Remote Working Practices 

Author: **Kalyan Prasad Agrawal**, *Chandragupt Institute of Management Patna*

Author: **Ashis K Pani**, *XLRI Xavier School of Management*

In recent times businesses have started gearing up with the managers and their respective teams to embrace remote working practices. With special focus on technology enabled work-from-home (WFH) process, this research has offered a setting for advancing understanding of the context driven technology-enabled virtualization of remote working practices followed by its implementation and then normalization. Drawing upon the process virtualization theory (PVT) for evaluating context dependent behavior of determinants quantitatively and normalization process theory (NPT) for understanding the normalisation of new technology-driven remote work practices under such contexts, current study is investigating the context resistant static and context driven dynamic factors that impact the technology-enabled virtualization of processes in employee's WFH process followed by its implementation and then normalization, through multiple surveys conducted on managers and business executives from leading business organisations. Results show that sensory requirements, relationship requirements and control requirements turned out as context-driven dynamic factors and enablers to the technology-enabled virtualization of WFH process; and relative normalisation of this work transformation was sustained through flexible co-construction, legitimation, contextual integration and good leadership.

Paper is Available to Meeting Registrants Only.

TIM: Technology Adaptation and IoT: The Role of Actors in Technological Innovation Systems 

Author: **Christopher Ball**, *Forschungszentrum Jülich*

Author: **Daniel Degischer**, *Management Center Innsbruck*

Sustainability and its impact is one of the dominant contemporary societal debates of our times. "Internet of things" (IoT) technology has the potential to establish a more efficient and effective resource usage in many domains and is, therefore, considered a "game-changer" towards a greener future. However, in several domains its adaptation still lacks behind its potential. Within innovation systems, actors act as key drivers of IoT implementation play an important role but are, yet, an under researched area. Consequently, we investigate actor preferences and identify adaptation hurdles in the energy sector. By applying a multi-actor-multi-criteria methodology we find that while governments, grid operators, and public organizations favour fast implementation, households and low-tech firms prefer incremental implementation. Eventually, we make suggestions for future research and how to address the implementation hurdles. These results suggest that governments need to focus on addressing behaviour shift of specific actors to reach higher IoT implantation speed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **2045** | Submission: **19104** | Sponsor(s): **(TIM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 1:45PM - 3:15PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Columbia**

**Technology and Competitive Strategy Track: Innovation and R&D in the
Biopharmaceutical Industry**

Session Moderator: **Jennifer Kao**, *UCLA Anderson School of Management*

TIM: Information Disclosure in the Presence of Competition: Evidence from the Pharmaceutical Industry 

Author: **Jennifer Kao**, *UCLA Anderson School of Management*

This paper studies how competition impacts firms' voluntary disclosure of product quality information. Our empirical context is the pharmaceutical industry, where firms must decide whether to disclose drug quality information that is acquired in clinical trials. Leveraging variation in clinical trial sponsorship and a difference-in-differences design, we show that firms in competitive markets are less likely to publicly disclose clinical trial results. In exploring mechanisms, we find evidence for a decline in product quality as driving these findings. These results suggest that market structure plays an important role in shaping the production and provision of product quality information.

Paper is NOT Available. Please contact the author(s).

TIM: Market Size and Research: Evidence from the Pharmaceutical Industry 

Author: **Dennis Byrski**, *Max Planck Institute for Innovation and Competition*
Author: **Fabian Gaessler**, *Max Planck Institute for Innovation and Competition*
Author: **Matthew J. Higgins**, *U. of Utah, David Eccles School of Business*

Prior literature has established a link between changes in market size and pharmaceutical innovation; whether a link exists with scientific research remains an open question. If upstream research is not responsive to these changes, the kinds of scientific discoveries that flow into future drug development could be disconnected from downstream demand. We explore this question by exploiting the effects of quasi-experimental variation in market size introduced by Medicare Part D. We find no causal relationship between market size and biomedical research in the decade following the implementation of Medicare Part D. While many factors have been shown to motivate scientists to conduct research, this result suggests that changes in market size provide no such incentive. We do find, however, limited support for a response by corporate scientists conducting applied research. Implications for pharmaceutical innovation policy are discussed.

Paper is Available to Meeting Registrants Only.

 **TIM: Contract Development & Manufacturing Organizations and Out-Licensing Decisions**  

Author: **Solon Moreira**, *Fox School of Business, Temple U.*
Author: **Thomas M. Kluefer**, *IESE Business School*

The relationship between specialized complementary assets and R&D strategy is foundational to explain how firms benefit from their technological innovations. Prior research has shown that when firms lack the required assets, they are more likely turn to the market for technology to profit from R&D investments. The result is a division of labor between smaller R&D intensive firms and larger industry players. In this paper, we extend this view by documenting the emergence of a new type of industry actor that allows firms to contract specialized assets on a per use basis. In particular, we examine how the emergence of Contract Development & Manufacturing Organizations (CDMOs) in the biopharmaceutical industry has allowed firms to contract, as opposed to internalize, complementary assets. We argue that the emergence of these organizations has direct implications on firms' R&D strategies and the size of the market for technology. In line with our expectation, we find that as CDMOs have expanded their service offerings, the number of out-licensing deals among biopharmaceutical firms has declined. In so doing the study provides a novel perspective on how complementary assets can be accessed by firms and how this shapes how firms interact in the market for technology.

Paper is Available to Meeting Registrants Only.

 **TIM: Sharpen Your Sword: The Reaction of Branded Pharmaceutical Firms to the Threat of Generic Entry**

Author: **Annamaria Conti**, *U. of Lausanne*
Author: **Leonardo Ortega**, *Georgia Institute of Technology*
Author: **Elie J. Sung**, *HEC Paris*

Pharmaceutical firms produce patents related to existing drugs even after approval by the US Food and Drug Administration (FDA). We investigate the reasons behind this strategy and relate them to generic entry threats. Estimating difference-in-differences models saturated with fixed effects, we show that the threat of generic entry via Paragraph IV challenges induces pharmaceutical firms to increase the number of produced patents they add to an FDA-approved drug application. This strategy is aimed at fencing the firms' existing drugs as we find no evidence that firms generate new drugs or modifications to the existing drugs after a Paragraph IV challenge. Additionally, we provide evidence showing that the added patents help pharmaceutical firms to delay generic entry when there is litigation. Consistent with patents being a double-edged sword, which protects drugs but reveals information to competitors, we find that listing all patents at the filing of a drug application is not as effective against generic entry as adding them later on.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **2046** | Submission: **19080** | Sponsor(s): **(TIM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 1:45PM - 3:15PMPT (UTC-7)** at **Sheraton Grand Seattle in University**

AI and Emerging Technologies Track: Organizational Effects of AI

Session Moderator: **Sebastian Gregor Bouschery**, *RWTH Aachen U.*

TIM: Artificial Intelligence as an Actor in Innovation Teams: An Assessment of the GPT-3 Language Model

Author: **Sebastian Gregor Bouschery**, *RWTH Aachen U.*

Author: **Vera Blazevic**, *Radboud U. Nijmegen*

Author: **Deborah Roberts**, *U. of York*

Author: **Frank T. Piller**, *RWTH Aachen U.*

Transformer-based language models are a new type of machine learning model that have shown great promise for many applications, including knowledge extraction and generation. In this paper, we explore the potential of transformer-based language models for innovation processes and identify some example use cases. We discuss the benefits of using transformer-based language models in hybrid intelligence teams and outline some limitations of the technology. Finally, we propose several research questions that could help further our understanding of transformer-based language model's role in innovation processes. (Note: Contributing to the idea of this paper, the abstract was entirely created by the GPT-3 algorithm.)

Paper is Available to Meeting Registrants Only.

TIM: When Does AI Pay Off? AI-Adoption Intensity, Complementary Investments, and R&D Strategy 

Author: **Yong Suk Lee**, *U. of Notre Dame*

Author: **Taekyun Kim**, *Korea Advanced Institute of Science and Technology (KAIST)*

Author: **Sukwoong Choi**, *MIT Sloan School of Management*

Author: **Wonjoon Kim**, *KAIST*

This paper examines how high-tech venture performance varies with AI-adoption intensity. We find that firm revenue increases only after sufficient investment in AI, and the benefits of AI adoption are greater at firms that also invest in complementary technologies and pursue internal R&D strategy. Specifically, AI adoption at low levels does not suggest significant revenue growth, but, as the intensity of AI adoption increases revenue growth occurs. We find that such performance gains from adoption are larger among firms that invest in complementary technologies such as cloud computing and database systems. Moreover, the positive relationship between AI adoption intensity and revenue growth is stronger among firms that pursue a more exclusive R&D strategy specific to the venture.

Paper is Available to Meeting Registrants Only.

TIM: Artificial Intelligence Systems: the Influence on Human Entrepreneurial Creativity

Author: **Nathan Sorin**, *SKEMA Business School*

Author: **Margherita Pagani**, *SKEMA Business School - U. Côte d'Azur*

This article explores the influence of artificial intelligence (AI) systems on the generation of new venture ideas, answering a direct call from entrepreneurship scholars (Chalmers, MacKenzie, & Carter, 2021). A conceptual framework is built to unearth the underlying mechanisms, drawing on cognitive theories of creativity. The conceptual framework is tested experimentally with 90 participants. Findings show that the use of AI during new venture idea generation is a double-edged sword. Humans can enhance their cognitive flexibility, which leads to generate more high-quality ideas (number of creative, novel and useful ideas) at the expense of average novelty of ideas. Practical implications, academic contributions and future research opportunities are discussed.

Paper is Available to Meeting Registrants Only.

TIM: How to Put the AI in Sustainability - An Empirical Qualitative Study on AI and Sustainability 

Author: **Marcel Aksoy**, *Saarland U.*

Author: **Benedikt Schnellbacher**, *Saarland U.*

Author: **Alex Schöneisaffen**, *Saarland U.*

Both the widespread diffusion of artificial intelligence (AI) and the quest for sustainable development are transforming businesses and society. Businesses are increasingly stepping forward to address grand challenges associated with sustainability, but are faced with complex challenges inside and outside their organizational boundaries. AI appears particularly suited to address these problems as it not only enables businesses to make better predictions but also reduces the costs of predictions. Unfortunately, the intersection of AI and sustainability still exhibits a lack in theory building and empirical investigation. Hence, this study conducted interviews with 21 experts from AI and sustainability to examine the phenomenon, antecedents and effects of utilizing AI for sustainability. As a result, the study presents four themes consisting of patterns that delineate firm activities for managing the use of AI for sustainability. Moreover, it introduces the concept of ambidexterity by demonstrating that the identified activities can be differentiated based on whether they are marked by exploitation, exploration, or ambidexterity. Thus, we contribute to the literature by providing a new theoretical angle to scrutinize AI and sustainability. The findings lay the ground for future quantitative empirical studies and serve practitioners in managing the nexus of the digital and sustainable transformation.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **2047** | Submission: **19081** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 2:15PM - 3:45PMPT (UTC-7)** at **Sheraton Grand Seattle in Jefferson A**

AI and Emerging Technologies Track: Societal Impacts of Emerging Technologies

Session Moderator: **Katja Einola**, *Hanken School of Economics*

TIM: AI, Privacy Breaches and Ethical Transgressions: An Integrative Theoretical Framework

Author: **Ashneet Kaur**, *Doctoral Student at IIM Ahmedabad*
Author: **Sudhanshu Maheshwari**, *Doctoral Scholar, Indian Institute of Management Ahmedabad*
Author: **Neha Tripathi**, *Assistant Professor Indian Institute of Management Ahmedabad*

Despite the surge of Artificial Intelligence (AI) in management, the role of rapidly advancing AI on privacy breaches and ethical transgressions is elusive in the extant literature. In the present paper, we propose a theoretical framework integrating attributes of privacy breaches and transgressions in various types of AI tools, applications, and interventions. The proposed model illuminates on transgressions in three types of artificial intelligence: mechanical AI, thinking AI and feeling AI, considering varying levels of severity of impact on privacy. Building from the lens of the psychological contract, the theoretical framework explains the adoption of AI: acceptance, equivocation, reluctance, or rejection in operational, justice, and governance transgressions within each type of AI. By highlighting the challenges embedded in the adoption of AI and a need to safeguard privacy in organizations, our theory provides research and managerial insights, the future scope of scientific scholarship, and a roadmap to the contemporary business ecosystem to seek an in-depth understanding of intertwined aspects of AI, privacy breaches and transgressions

Paper is NOT Available. Please contact the author(s).

TIM: A Critical Inquiry into an Anthropomorphized Robot Entering the Workplace

Author: **Katja Einola**, *Stockholm School of Economics*
Author: **Violetta Khoreva**, *Hanken School of Economics*
Author: **Janne Tienari**, *Hanken School of Economics*

In this study, we analyse the entry of an anthropomorphized software automation robot into the workplace in a media consultancy company, a technology pioneer in its industry. Applying an affect lens, we explore how organizational members experience the entry of the AI-based robot and seek to understand the reasons behind its fortunes and misfortunes. We go beyond depicting ‘enthusiastic feelings of the management’ and ‘frustration of employees’ and highlight what consequences anthropomorphising AI may have on interaction between humans and machines, and ultimately on success of these technology projects. Understanding human-robot interaction and its consequences is not simply about distinctions between positive and negative affect. It is about distinctions rendered within ongoing interventions into affective organizational life. Our study has implications for understanding the contemporary technologized global economy that often neglects and downplays the role humans must play in what has been described the Second Machine Age.

Paper is Available to Meeting Registrants Only.

TIM: Are Robots/AI Viewed as More of a Workforce Threat in Unequal Societies?

Author: **Mindy Krischer Shoss**, *U. of Central Florida*
Author: **Katherine E. Ciarlante**, *U. of Central Florida*

Although advanced technologies (i.e., AI, robots) are often discussed as drivers of societal inequality, our research examines whether people tend to view technology as a greater threat to jobs in more unequal societies. Building from research that inequality heightens concerns about status hierarchies and future resource attainment, we anticipated that people in more unequal societies would tend to view AI/robots as greater threats to the workforce (e.g., AI/robots as job destroyers). Utilizing the Eurobarometer 87.1 dataset, we found that country inequality, as conceptualized via the Gini Index, the coefficient of human inequality, and people’s subjective perceptions of current and future inequality in their country, was positively associated with perceptions of AI/robots as threats to jobs. This was the case even when controlling for people’s perceptions of technological threat to their own personal job, technology skills and interests, and demographics. These findings advance theory on inequality and suggest that the broader context—both objective and perceived—may play a role in how people view disruption associated with AI/robots at work.

Paper is Available to Meeting Registrants Only.

TIM: Leveraging New Technology for Creating a Better World? Towards a Typology of Blockchain Ventures

Author: **Chloe Ipert**, *ESCP Business School*

Blockchain technology, an institutional innovation, explored in depth in the information system literature, has been a growing research area over the past years. Even though it opens new opportunities for entrepreneurs, the entrepreneurship literature does not provide a theory or model of blockchain entrepreneurship. We know that blockchain drives the emergence of unprecedented types of ventures, with varying degrees of decentralization, both from the financing and governance perspectives. However, there is no consistency regarding the definitions and labels used to refer to blockchain ventures. This paper clarifies the definitions of blockchain-related ventures as well as presents a typology distinguishing four ideal types. It shows that entrepreneurs willing to leverage blockchain technology do not necessarily need to decentralize their governance or financing processes.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **2048** | Submission: **19087** | Sponsor(s): **(TIM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 1:45PM - 3:15PMPT (UTC-7)** at **Sheraton Grand Seattle in Virginia**

Organizational Learning and Search Track: Ambidexterity, Paradox and Innovation

Session Moderator: **Markus Wabnegg**, *Danube-U. Krems*

Author: **Fen Zhang**, *Xi'an Jiaotong U.*

Author: **Xiaotian Yang**, *Graduate School of Commerce, Waseda U.*

Author: **Jia Liu**, *U. of Portsmouth*

This study investigates an unexplored issue: how firms make boundedly rational decisions in response to above-aspiration performance when configuring exploration and exploitation in an alliance portfolio. We employ behavioral heuristics to explore the role of above-aspiration performance and the influence of a CEO's cognitive bias towards overconfidence. We also argue that the role of a CEO's overconfidence in an alliance strategy depends on the degree of attention s/he pays to the latter, and how the attention allocation process is influenced by environmental factors. Three hypotheses are tested using a sample of U.S. high technology firms during 1992-2015. Our results establish that above-aspiration performance motivates firms to engage in exploration rather than exploitation alliances when configuring an alliance portfolio, and that a CEO's overconfidence strengthens this relationship. The moderating effect of a CEO's overconfidence decreases with environmental munificence and dynamism. Our study contributes to the literature on the behavioral theory of the firm by adopting a consistent capacity-based logic to examine a firm's response to above-aspiration performance, and makes an additional contribution to the alliance portfolio literature by deconstructing the alliance portfolio configuration in terms of exploration versus exploitation alliances as a product of bounded rationality.

Paper is Available to Meeting Registrants Only.

TIM: Innovation Performance Measure Tension and Absorptive Capacity

Author: **Christian Garaus**, *U. of Natural Resources and Life Sciences, Vienna*

Author: **Arthur Posch**, *U. of Bern*

Author: **Markus Wabnegg**, *Danube-U. Krems*

In pursuit of innovation, most firms rely on a diverse set of performance measures. While this helps them manage their various innovation efforts, the inherent tension between very distinct measures may also come at a cost. In this study, we argue that a strong tension between radical and incremental innovation performance measures undermines employees' ability to effectively search and integrate knowledge from outside the organization's boundaries, thus reducing a firm's absorptive capacity. Firms may, however, overcome this problem through cultural controls. More specifically, we argue that encouraging paradoxical thinking among employees helps them cope with the contradictory nature of performance measure tension, thereby improving both their search and integration strategies for new knowledge. We test our hypotheses using survey data from 131 companies in innovation-dependent industries and find support for our predictions. A supplementary analysis provides evidence that the mechanisms we present also have significant performance implications for firms.

Paper is Available to Meeting Registrants Only.

TIM: CEO Family-to-work Enrichment, Information Search, and Organizational Ambidexterity

Author: **Qian Wang**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Author: **Lei Fan**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Author: **Luqun Xie**, *Shanghai Jiao Tong U.*

How do CEOs' personal experiences outside the work domain affect organizational ambidexterity? Our study explores the underlying mechanisms through CEO family-to-work enrichment (FWE), the degree to which family experiences improve the quality of work and affect organizational ambidexterity. We demonstrate that CEOs who experience a higher level of FWE prefer to carry out distant and persistent information search activities. Consequently, the firm is more successful in achieving organizational ambidexterity. We find strong empirical support for our hypothesis with a two-round sample of 136 CEOs from China. This study provides several theoretical and managerial implications.

Paper is Available to Meeting Registrants Only.

TIM: Organizing Ambidexterity to Foster Technological Transition Process

Author: **Aruana Rosa Souza Luz**, *Unisinos Business School (Unisinos U.)*

Author: **Ivan Garrido**, *UNISINOS U.*

Author: **Kadigia Faccin**, *Unisinos Business School (Unisinos U.)*

Ambidexterity supports firms during periods of technological transition cycles (TTCs), enabling them to achieve excellence in the management of new technologies, crucial for new markets entrance, and traditional ones, useful for maintaining the firm in markets they already play. Although this literature has been extensively studied, few studies have deepened on how a firm has organized ambidextrous to foster the technological transition process. We conducted a single case study with a process-based approach in a knowledge-intensive firm that underwent three TTCs in less than seven years. It was found that the firm proactively and reactively engaged in new TTCs. There was a reduction in transition cycles as the firm gained experience by incorporating new technologies and maturity of ambidextrous management. This work shows how a firm has organized itself regarding structures, incentives, and context to adapt to the changing environment, elucidating changes required to adapt.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **2049** | Submission: **19067** | Sponsor(s): **(TIM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 1:45PM - 3:15PM PT (UTC-7)** at **Sheraton Grand Seattle** in **Willow A**

Ecosystems and Platforms Track: Users as Drivers of Ecosystem Success

Session Moderator: **Kimmo Karhu**, *Aalto U. School of Science*

TIM: Platform Externalities

Author: **Kimmo Karhu**, *Aalto U. School of Science*

Author: **Mikko Heiskala**, *Aalto U., Department of Industrial Engineering and Management*

Author: **Paavo Ritala**, *LUT School of Business and Management*

Author: **Llewellyn D W Thomas**, *IESE Business School*

Network effects have been theorized as the defining growth mechanism in platform markets. The increase in the number of platform participants (N) fuels a virtuous cycle of growth—a network effect. However, beyond this superficial view, what are the causal mechanisms for increasing value in platform markets? To answer this question, we change the level of analysis to the externality level and propose the new construct of the platform externality with three specific contributions. First, we expose three causal factors—value unit heterogeneity, value unit perception, and value unit superadditivity—which affect platform externality. Second, using these factors, we identify four types of platform externalities—quantity, variety, utility, and accumulation—and clarify the roles of network connectivity and complementarity. Third, we highlight the negative counterparts for platform externalities, which typically self-correct growth in platform markets. Our explicit theorization calls for delineating platform strategy theories that rely on network effects to recognize distinct positive and negative platform externalities. Further, our theorization opens new research avenues for mathematical modelling of dynamics in platform markets.

Paper is Available to Meeting Registrants Only.

TIM: What Drives the Shift Towards Sharing Economy? A Holistic Approach   

Author: **Francesco Cappa**, *Luiss Guido Carli U.*

Author: **Lorenzo Ardito**, *Politecnico di Bari*

Author: **Antonio Messeni Petruzzelli**, *Politecnico di Bari*

Author: **Enzo Peruffo**, *Luiss Guido Carli U.*

The advances in information technology and the increasing digitalization of the general public favored the growth of the sharing economy, which indicates multisided web-based platforms for online transactions between individuals to share idle resources. Recent studies started investigating what drives the satisfaction of sharing economy-based products, and defining the boundaries and taxonomies of the phenomenon. However, so far, the drivers of the customer shift towards this new model of economy have been overlooked. With the aim of filling this gap, we contend that a holistic approach, which comprehends the three parts involved in sharing economy transactions, namely user motivations, web-based platforms and the type of asset exchanged, is needed. Analyzing survey responses from European citizens about sharing economy, our findings provide empirical evidence of the positive effects on the shift towards sharing economy brought about by individuals' intrinsic motivations, quality of the platform, and human-asset based typology of outcomes provided. In doing so, we advance the overall scientific understanding of what drives the adoption of sharing economy and we provide managers and policymakers indications about the factors they may be leveraged to further favor the spread of this phenomenon.

Paper is Available to Meeting Registrants Only.

TIM: How Problem-solving in User-complemented Innovation Ecosystems Enables the Diffusion of Complements (WITHDRAWN)  

Author: **Jörg Claussen**, *LMU Munich & Copenhagen Business School*

Author: **Maria Anna Halbinger**, *City U. of New York, Baruch College*

Author: **Alejandro Hermida Carrillo**, -

Users often provide complements in innovation ecosystems, but their active role as complementors has so far received limited attention. We argue that users often solve technical problems, thereby enabling diffusion of complements due to generalized exchange patterns. In our empirical context of ecosystems around 3D printers, we find that receiving a solution to a product-related problem enables the diffusion of complementary innovative designs, product assistance, and documentation of product use. We also find that solving of problems by users is especially impactful in initial stages of a technology-based ecosystem and, to some degree, also in open-source systems. By applying a user innovation lens on ecosystems, we highlight, that users play a more prominent role in technology-based ecosystems than previously assumed.

Paper is NOT Available. Please contact the author(s).

TIM: Under the Radar: User Anonymity in the Design of Organizational Platforms 

Author: **Maren Alana Mickeler**, *LMU Munich*

Author: **Pooyan Khashabi**, *ESSEC Business School*

Author: **Marco Kleine**, *Max Planck Institute for Innovation and Competition*

Author: **Tobias Kretschmer**, *LMU Munich*

Organizational exchange platforms enable efficient allocation and exchange of members' resources like information, advice or help within organizations. Yet, employee engagement remains a challenge for the success of these platforms. Focusing on the resource seeker-side, we argue that individuals' seeking behavior is influenced by (a) intangible, psychological costs, and (b) tangible, economic considerations, and suggest that both types of costs are linked to the provision of information on seekers' identity. By conducting a lab experiment, we alter participants' costs when seeking resources on a platform. We find that both type of costs reduce individuals' seeking behavior. While men are chiefly discouraged by economic consequences, females place relatively more emphasis on psychological costs. Our results highlight the facilitating role of user anonymity on platform engagement.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **2050** | Submission: **19095** | Sponsor(s): **(TIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 1:45PM - 3:15PMPT (UTC-7)** at **Sheraton Grand Seattle in Willow B**

Innovation Processes Track: Design and Disruption

Session Moderator: **Elizabeth Hood**, *Boston College*

TIM: The Disruption that Never Was: A Socio-Cognitive Perspective on Technology Substitution

Author: **Elizabeth Hood**, *Boston College*
Author: **Stine Grodal**, *Northeastern U.*

Technology disruption is a central topic in management theory. For a new product to disrupt an existing product consumers need to view these products as substitutes. However, despite the centrality of product substitution in technology disruption there is scant knowledge of how perceptions of product similarity shapes technology disruption. Indeed, in most studies, product substitution is either black-boxed or it is inferred retrospectively when one product replaces the other in the market, causing a disruption. We conducted an inductive qualitative study of e-cigarettes which experts, such as producers and financial analysts, predicted would displace cigarettes. However, this disruption never occurred, instead e-cigarettes became popular with another user group. We suggest that differences in how experts and users judge the similarity of the old and the new technology spur differences in determining whether the product is a good substitute or not. We found that while experts relied on their expertise to judge similarity between existing and new technology along technological aspects, users judged similarity of the existing and the new technology according to their cultural knowledge and social embeddedness. This paper extends theories of technology disruption by introducing a socio-cognitive perspective of technology disruption, which emphasizes that similarity judgements by multiple market stakeholders as an important element in whether disruption will occur or not.

Paper is Available to Meeting Registrants Only.

TIM: Towards a Theory of Informal Disruption

Author: **Tom Neuhauser**, *U. of Toulouse I, Capitole*

What are the implications of disruption originating with firms using illegal practices, to which we refer as *informal firms*? Disruptive innovation has been an important subject for strategic management and innovation scholars since the development of the theory by Clay Christensen. Academics and practitioners discuss digital piracy as a disruptive force, yet it is not part of the disruption theory. We aim to better understand informal disruption, defined as the process during which entrepreneurs develop new value propositions based on technological changes, business model innovations, and regulation avoidance, taking advantage of institutional voids and incongruence. Our analysis suggests that informal disruption constrains adaptation response of incumbents. Yet they can leverage political power through non-market responses. We discuss implications of studying informal disruption for disruptive innovation, incumbent adaptation, and informal economy research.

Paper is Available to Meeting Registrants Only.

TIM: Interdisciplinary Perspectives and Identity: Avenues for Holistic Socio-technical Innovation

Author: **Aniko Kahlert**, *ETH Zürich*
Author: **Gudela Grote**, *ETH Zürich*

Technology changes human work in dramatic ways, but rarely is technology development conducted with prospective work design in mind. Interdisciplinary collaboration helps to foster more holistic perspectives on technological innovation which may also benefit work design. To examine this supposition, we conducted a field study in a large interdisciplinary research center for digital fabrication in architecture, engineering, and construction. Based on two rounds of interviews 1.5 years apart (N=32), we traced the development of researchers' design mindsets and examined drivers for this development, finding that the experience of interdisciplinary collaboration challenged professional identities and broadened mindsets to become more holistic and impact-aware. However, we also found that work design was mentioned only when explicitly prompted for even by interviewees with high impact awareness. The broadening of design mindsets may be considered an important first step towards more integral socio-technical innovation, which needs to be taken further by introducing specific measures such as those the interviewees proposed themselves, e.g., including an "integrator" in each project team. We discuss the theoretical and practical implications of our findings and emphasize the need to support technology developers both with integrative design methods and with team-based interventions to enhance interdisciplinary mindsets and team reflexivity.

Paper is Available to Meeting Registrants Only.

TIM: Capturing Value by Design

Author: **Sam C. MacAulay**, *U. of Queensland*
Author: **Dmitry Sharapov**, *Imperial College Business School*

There is growing recognition that firms make design decisions during the innovation process that can isolate valuable knowledge from imitation. Our paper builds on this work using comparative case studies to abductively investigate how innovators strategically use design to capture value from innovation. Qualitative analysis is used to identify four distinct paths to rent generation via deterring, delaying, detecting and/or damaging a counterparty attempting imitation. By linking the impact of design decisions to imitation and then on to rent generation, we provide new evidence that design can operate as an isolating mechanism enabling value to be captured from innovation. This finding helps expand the strategy literature's traditional focus on legal, economic, and social isolating mechanisms to encompass design and sheds light on new tools for innovation strategy.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Symposium**
Program Session: **2051** | Submission: **14300** | Sponsor(s): **(AAT, OMT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 2:00PM - 4:00PMPT (UTC-7)** at **The Westin Seattle** in **Elliot Bay**

Corruption as a Form of Misconduct: Clarifying Concepts and Charting Ways Forward
Corruption as a Form of Misconduct



Organizer: **Diana Dakhlallah**, *McGill U.*
Organizer: **Christopher B. Yenkey**, *Darla Moore School of Business, U. of South Carolina*
Panelist: **Brandy Aven**, *Carnegie Mellon U.*
Panelist: **Donald Palmer**, *U. of California, Davis*
Participant: **Erin McDonnell**, *U. of Notre Dame*

Corruption is one of the most pervasive threats to business environments and human rights around the world. Despite its prevalence and impact, management scholarship has yet to develop a mature field of research on the subject. The rapidly growing body of management research on organizational misconduct has begun to address corruption, but this growing sub-field is in need of both conceptual clarification as well as greater attention to the international organizational contexts where it is particularly problematic. This panel is designed to meet three goals: 1) demonstrate how scholarship on corruption makes distinct contributions to the large and growing literature on organizational misconduct; 2) demonstrate that to accurately characterize corruption dynamics, generate relevant theory, and design effective interventions, analyses are well-served by focusing attention on within and across organizational variation with deep attention to context; 3) build a more cohesive community of established and rising scholars whose research practice on corruption and organizational misconduct is characterized by deep engagement with organizational spaces, appropriately situated in their local field settings. We will address these issues with a combination of a panel discussion by experts and a facilitated Q&A session between panelists and the audience. Our panel includes presentations from organizational theorists who actively study corruption and organizational misconduct in both Western and non-Western contexts.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **2052** | Submission: **18575** | Sponsor(s): **(CAR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 2:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center in Room 606**

Career Success

Session Moderator: **Noemi Nagy**, *U. of South Florida*

In-person, on-site in Seattle. NO virtual component. Content will become available on the virtual platform as an on-demand session at the scheduled time of the in-person session.

CAR: The Impact of Subjective Career Success on Organizational and Occupational Turnover Intentions

Author: **Surendra Babu Talluri**, *Indian Institute of Management, Lucknow*
Author: **Nishant Uppal**, *Indian Institute of Management, Lucknow*

Despite a plethora of research on turnover intentions, we know little about the impact of subjective career aspects (e.g., authenticity, recognition, and meaningful work) on turnover intentions. Drawing upon turnover theory, we argue that subjective career success negatively influences organizational and occupational turnover intentions. This negative effect will be stronger in the presence of career competencies and high perceived employability. To test these relationships, we conducted two field studies using a time-lagged research design. We collected data from a sample of full-time working professionals in different organizations located in India (T1: N = 303; T2: N = 235) and a sample of working professionals with occupational investments in a new profession (T1: N = 260; T2: N = 221). Results of both studies indicated that the negative impact of subjective career success on turnover intentions was strongest when the perceived employability and career competencies were high. In Study 1, we found these relationships significant for organizational turnover intentions. Through Study 2, we found significant results for occupational turnover intentions due to their occupational investments in a new profession. We discuss the contributions of the findings to the turnover theory with career-related antecedents.

Paper is NOT Available. Please contact the author(s).

CAR: Macro Factors and Career Success: A Systematic Review and Future Research Agenda

Author: **Huainan Wang**, *Southampton Business School, U. of Southampton*
Author: **Minna Beigi**, *Southampton Business School, U. of Southampton*
Author: **Yehuda Baruch**, *Southampton Business School, U. of Southampton*

While many review and meta-analysis studies have integrated the micro factors and organisational factors associated with career success, studies investigating the role of macro factors in career success are yet to be reviewed. This paper presents a systematic review of fifty-eight studies that examine the links between macro factors and career success published from 1970 to 2021. Our review presents seven macro factors associated with career success; these are national culture, region, national economy, national labour market, national education system, national welfare regime, and historical events. Furthermore, adopting a career ecosystem theoretical framework, we develop an integrative model that identifies three pathways – predicting, moderating, and shaping – underlying the relationship between macro factors and career success. On the basis of these findings, our review offers implications for policymakers, multinational companies, and general career actors. We also propose a future research agenda.

Paper is Available to Meeting Registrants Only.

CAR: The Double-edged Sword Effect of Overtime Work on Employee Career Success: The Role of Team Overtime  

Author: **Meng Xi**, *Nanjing U.*
Author: **Yueyue Liu**, *Nanjing U.*

Despite the increasing use of overtime in organizations, the investigation into whether overtime contributes to or hinders employees' career success remains unanswered. Drawing on human capital theory and conservation of resources theory, this study offers a model that postulates that employee overtime relates positively to employee career success through increasing employee in-role performance, but that overtime also hinders employee career success through damaging employee subjective wellbeing. In addition, team-level overtime moderates the indirect effect of employee overtime on career success via in-role job performance as well as subjective wellbeing. We tested our hypotheses in Study 1 with a four-month time-lagged survey from 613 employees nested in 95 teams nested in 25 Chinese firms, and Study 2 with a three-wave longitudinal study from 280 employees in a Western cultural context. Taking together, our research provides support for a double-edged sword effect of employee overtime on career success, and illustrates the importance of team-level overtime.

Paper is NOT Available. Please contact the author(s).

 **CAR: Career Transitions and Career Success from a Lifespan Perspective: A 15 Year Longitudinal Study**

Author: **Bryndis Steindorsdottir**, *BI Norwegian Business School*
Author: **Karin Sanders**, *UNSW Business School, Australia*
Author: **Jan Ketil Arnulf**, *BI Norwegian Business School*
Author: **Anders Dysvik**, *BI Norwegian Business School*

In the current study, we draw on the conservation of resource theory (COR) to examine how engaging in upward and horizontal career transitions contribute to both objective and subjective career success among a longitudinal sample, covering the first 10-15 years of their career. Further, by adopting the socioemotional-selective theory (SST), we investigate how upward and horizontal career transitions contribute differently (or in the same way) to career success from a lifespan perspective. Using a latent growth curve analysis, the results showed that increases in upward and horizontal career transitions over time was positively related to increases in objective career success and subjective career success. As expected, the positive impact of horizontal transitions on objective career success was stronger for younger individuals. Contrary to our expectations, upward transitions had a stronger impact on older individuals objective career success. We found no age effects for subjective career success. This study helps to further our understanding of how different types of career movements contribute to career success and the types of transitions that are important for individuals of different ages.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2053** | Submission: **13833** | Sponsor(s): **(CAR, HCM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 2:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center in Room 612**

Sustainable Careers in Nursing: Focusing on Health, Happiness and Productivity

Sustainable Careers in Nursing

Organizer: **Markus Latzke**, *IMC Krems*
Organizer: **Beatrice Van Der Heijden**, *Radboud U. Nijmegen*
Session Chair: **Beatrice Van Der Heijden**, *Radboud U. Nijmegen*
Session Chair: **Markus Latzke**, *IMC Krems*
Discussant: **Jos Akkermans**, *Vrije U. Amsterdam*
Presenter: **Christine Brown Mahoney**, *Minnesota State U., Mankato*
Presenter: **Marilyn L Fox**, *Minnesota State U.*
Presenter: **Wee Chan Au**, *Newcastle U. Business School*
Presenter: **Mina Beigi**, *Southampton Business School, U. of Southampton*
Presenter: **Melika Shirmohammadi**, *U. of Houston*
Presenter: **Markus Latzke**, *IMC Krems*
Presenter: **Beatrice Van Der Heijden**, *Radboud U. Nijmegen*
Presenter: **Harald Stummer**, *UMIT Tirol*
Presenter: **Stephanie Kainrath**, *UMIT Tirol*
Presenter: **Julia Van Kraaij**, *Radboud U. Medical Center*
Presenter: **Hester Vermeulen**, *Spaarne Gasthuis Academy*
Presenter: **Catharina Van Oostveen**, *Erasmus U. Rotterdam*

The purpose of this symposium is to illustrate factors resided on a personal and contextual level that effect the sustainability of a career in the nursing profession. Based on a systematic literature review, a quantitative and two qualitative empirical examinations, the papers refer to the individual level, the work-family intersection, the team and organizational context as well as the institutional context. The opening paper, Proactive Personality, Recovery Experiences, Stress and Turnover Intention of Registered Nurses, will provide insights about workplace demands and the role of proactive behavior on perceived stress of registered nurses based on a quantitative survey. The second paper, a qualitative study entitled "Who is On-Call to Take Care of my Kids?": The Country and Occupation Contexts Enabling Informal Childcare and Nursing Careers, will explore the way in which nurses with little children manage their work-family balance. The third paper will be a qualitative study on Organizational Resources for Sustainable Careers in Nursing. The final paper Uniformity along the Way: A Scoping Review on basic Structures of Nursing Education in OECD Countries illustrates similarities and differences in nursing education based on a literature review. Altogether, the four papers aim to address a rich variety of individual and contextual layers for sustainable careers in nursing, and after the presentations our discussant is going to reflect on those and will come up with ideas for connecting the insights.

Proactive Personality, Recovery Experiences, Stress, and Turnover Intention of Registered Nurses

Author: **Christine Brown Mahoney**, *Minnesota State U., Mankato*
Author: **Marilyn L Fox**, *Minnesota State U.*

The Country and Occupation Contexts Enabling Informal Childcare and Nursing Careers

Author: **Wee Chan Au**, *Newcastle U. Business School*
Author: **Melika Shirmohammadi**, *U. of Houston*
Author: **Mina Beigi**, *Southampton Business School, U. of Southampton*

Organizational Resources for Sustainable Careers in Nursing

Author: **Markus Latzke**, *IMC Krems*
Author: **Beatrice Van Der Heijden**, *Radboud U. Nijmegen*
Author: **Harald Stummer**, *UMIT Tirol*
Author: **Stephanie Kainrath**, *UMIT Tirol*

Uniformity Along the Way: Scoping Review on Basic Structures of Nursing Education in OECD Countries

Author: **Julia Van Kraaij**, *Radboud U. Medical Center*
Author: **Hester Vermeulen**, *Spaarne Gasthuis Academy*
Author: **Catharina Van Oostveen**, *Erasmus U. Rotterdam*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2054** | Submission: **11743** | Sponsor(s): **(CM, GDO)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 2:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center in Room 210**

New Insights on Navigating Formal Organizational Hierarchies and Informal Identity-based Hierarchies

Navigating Formal and Informal Hierarchies



Organizer: **Sonya Mishra**, *UC Berkeley*
Organizer: **Laura Kray**, *U. of California, Berkeley*
Presenter: **Jennifer Dannels**, *Yale School of Management*
Presenter: **Siyu Yu**, *Jones Graduate School of Business, Rice U.*
Presenter: **Jin Wook Chang**, *Korea U. Business School*
Presenter: **Rachel Arnett**, *The Wharton School, U. of Pennsylvania*
Participant: **Emily Reit**, *Stanford Graduate School of Business*
Participant: **Deborah Gruenfeld**, *Professor at Stanford U. Graduate School of Business*
Participant: **Gavin J. Kilduff**, *New York U.*
Participant: **Tessa West**, *NYU Stern School of Business*
Participant: **Cameron Anderson**, *U. of California, Berkeley*
Participant: **Rosalind M. Chow**, *Carnegie Mellon U.*
Participant: **Anita Williams Woolley**, *Carnegie Mellon U.*

In this symposium, we adopt a multi-method approach to examine how individuals perceive and navigate formal (e.g., organizational) and informal (e.g. identity-based) hierarchies. Across five talks employing field studies, lab experiments, and online studies, we discuss how a group norm of deference influences reactions to dominant actors, how individuals' ability to perceive informal status hierarchies impacts team performance, how hierarchical rank differently influences men and women's perceptions of inequality, how positional insecurity creates a gender difference in leadership behaviors, and how racial minorities attenuate identity-based hierarchies. The papers in this symposium seek to broaden our understanding of how individuals with varying social characteristics navigate both formal and informal hierarchies.

Why Dominance Incites Deference: A Social Norms Account

Author: **Jennifer Dannels**, *Yale School of Management*
Author: **Emily Reit**, *Stanford Graduate School of Business*
Author: **Deborah Gruenfeld**, *Professor at Stanford U. Graduate School of Business*

Accurately Perceiving Status Hierarchies Reduces Status Conflict and Benefits Group Performance

Author: **Siyu Yu**, *Jones Graduate School of Business, Rice U.*
Author: **Gavin J. Kilduff**, *New York U.*
Author: **Tessa West**, *NYU Stern School of Business*

Men, but not Women, Perceive Less Inequality as a Function of their Higher Organizational Rank

Author: **Sonya Mishra**, *UC Berkeley*
Author: **Laura Kray**, *U. of California, Berkeley*
Author: **Cameron Anderson**, *U. of California, Berkeley*

Gender differences in response to leadership insecurity and their influence on team performance

Author: **Jin Wook Chang**, *Korea U. Business School*
Author: **Rosalind M. Chow**, *Carnegie Mellon U.*
Author: **Anita Williams Woolley**, *Carnegie Mellon U.*

Uniting Through Differences: Rich Cultural-Identity Expression as a Conduit to Inclusion

Author: **Rachel Arnett**, *The Wharton School, U. of Pennsylvania*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **2055** | Submission: **19446** | Sponsor(s): **(ENT)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 2:00PM - 3:30PMPT (UTC-7)**

Entrepreneurial Ecosystems 4

Session Moderator: **Jan Harima**, *U. of Bremen, Germany*

ENT: Orchestration in Entrepreneurial Ecosystems: Insights into Form and Content 

Author: **Juliana Bonomi Santos**, *FGV EAESP*

Author: **Aline Rodrigues Fernandes**, *U. Federal do Espírito Santo*

Author: **Lais Moltene**, *Fundação Getulio Vargas - EAESP*

Author: **Raul Beal Partyka**, *FGV EAESP*

In this paper, we argue that the governance of entrepreneurial ecosystems involves an orchestration effort in which influential actors take the necessary measures to steer partners and promote ecosystem-level returns without using formal authority. We then review the literature on orchestration to understand how actors organize to collectively orchestrate entrepreneurial ecosystems and explore the activities they should perform to promote ecosystems-level output. We propose a theoretical framework to represent the form and content of entrepreneurial ecosystems orchestration. In relation to form, we discuss when ecosystems have a single or multiple orchestrators and explore their roles, reflecting carefully on the notion of shared orchestration. We then explore the content of orchestration by highlighting the activities orchestrators should execute (i.e. content of orchestration) to steer entrepreneurial ecosystems. We classify them as Horizontal orchestration activities to differentiate them from the practices to orchestrate activities related to the entrepreneurial process in the network. We contribute to the literature on entrepreneurial ecosystems governance by providing an additional means to understand how to steer actors in entrepreneurial ecosystems through relational governance mechanisms. Such knowledge can also offer insights for policy makers interested in creating incentives for entrepreneurial ecosystems as well as help actors understand best practices to stimulate the development of such ecosystems.

Paper is Available to Meeting Registrants Only.

ENT: Linking Actor Roles with Role Readiness and Actor Engagement In An Entrepreneurial Service Context

Author: **Anees Wajid**, *Hazara U.*

Author: **Muhammad Mustafa Raziq**, *National U. of Sciences and Technology (NUST)*

Purpose – Service dominant logic literature suggests actor engagement (AE) as a micro-foundation of value co-creation in a service Eco-system. It is conceptualized as actor disposition (AD) and engagement properties. However, there is little knowledge with regard to the aspects that can be considered as actors' dispositions for engagement in the value co-creation process. We draw on role theory and offer a conceptualization of actor engagement through proposing 'actor role readiness' (ARR) as a disposition of actors engagement at the service Eco-system micro-level. Methodology – Following a longitudinal design, we conduct interviews from 20 respondents over eight months in three phases (group interviews, post-training, post-funding). We analyze the respondents' engagement in an entrepreneurial service context. Specifically, we look at aspects such as actor roles, value co-creation, and engagement properties. We employ thematic analysis. Findings – Results show that actor roles through actor role readiness are incorporated into the actor engagement process to co-create value. We identify five actor roles and their corresponding role readiness dimensions. Based on these we offer four propositions through which we position generic actor roles within the value co-creation process. Furthermore, we identify actor role readiness as influencing engagement properties and leading to value in context outcomes at the service Eco-system micro-level. Originality/value – We fill some gaps in literature with regard to actor engagement and value co-creation. Through incorporating generic actor role theory into the actor engagement concept, we propose how actor role readiness and engagement properties lead to value in context at the micro level.

Paper is Available to Meeting Registrants Only.

ENT: Necessary Support or Unexpected Inhibitor: Government-led Initiatives in Entrepreneurial Ecosystems 

Author: **Jan Harima**, *U. of Bremen, Germany*

Author: **Daniel Sunghwan Cho**, *Portsmouth Business School*

Recently, entrepreneurial ecosystems have become a trending topic for entrepreneurship scholars and regional policymakers worldwide. Aiming at developing their regional economies, politicians are keen to building a thriving entrepreneurial ecosystem. While there is a consensus that policymakers play essential roles in early evolutionary stages of entrepreneurial ecosystems, the literature on entrepreneurial ecosystems offers limited knowledge about how government-led ecosystem-building initiatives influence the emergence and long-term development of entrepreneurial ecosystems. To address this research gap, this study conceptualizes entrepreneurial ecosystems as meta-organizations and explores how ecosystem-building initiatives by public organizations influence power dynamics within the ecosystem and how it changes the meta-organizational strategic aims and evolutionary path of the system. By analyzing two entrepreneurial ecosystems, this study reveals how activities of government agencies in entrepreneurial ecosystems shape their governance structure and impact their evolution.

Paper is Available to Meeting Registrants Only.

ENT: Towards the Regional Aspects of Institutional Trust and Entrepreneurial Ecosystems

Author: **Olena Khlystova**, *Henley Business School, U. of Reading*

Author: **Yelena Kalyuzhnova**, *Henley Business School, U. of Reading*

Institutional trust is considered to be vital for social and economic activity and is also crucial in reducing uncertainty for entrepreneurs and society. To shed light on the role of institutional trust and determine the extent to which entrepreneurial activity is productive or destructive, this paper analyses the impact of six distinct urban EEs using the contexts of the transition economies of Eastern Europe, Caucasus, and Central Asia. This paper posits that the paucity of formal institutions and lack of institutional trust in the context of transition countries may inhibit productive entrepreneurship and affect entrepreneurs' decision-making. Using a mixed-method approach, this study pursues the research question: what role does institutional trust play in the relationship between formal institutions and productive entrepreneurship in the entrepreneurial ecosystems of transition economies? Our dataset includes 657 respondents (ecosystem stakeholders) from six city-level entrepreneurial ecosystems in the transition economies of Georgia, Ukraine, and Kazakhstan, as well as 51 semi-structured interviews from EE representative stakeholders to examine the validity of our findings. Our results suggest that institutional trust and formal institutions should be considered as complementary for a better understanding of their impact on productive entrepreneurship.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2056** | Submission: **19456** | Sponsor(s): **(ENT)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 2:00PM - 3:30PMPT (UTC-7)**

New Venture Formation 7

Session Moderator: **Maribel Guerrero**, *Global Center for Technology Transfer, ASU; Facultad de Economía y Negocios, UDD*

ENT: Entrepreneurial Creativity from a Practice-based Perspective

Author: **Ehsan Samimi**, *Freie U. Berlin*

Author: **Joerg Sydow**, *Freie U. Berlin*

Novel ideas in the business world are often linked to entrepreneurship via entrepreneurial opportunities, no matter whether conceptualized from the discovery or the creation point of view. Notwithstanding the close link between creativity and entrepreneurial processes, only a few studies scrutinize this nexus, and particularly the role of context in shaping and changing these processes. Adopting the practice-based perspective, we focus on the journey of novel and potentially useful ideas in the business context and elucidate how different components of the entrepreneurial ecosystem as context affect generating, elaborating, championing and implementing of these ideas. Following a longitudinal multiple-case study in the Berlin entrepreneurial ecosystem, we studied 6 startups in this ecosystem for 18 months. The result unveils the micro-foundations that connect entrepreneurs and different components of the ecosystem and sheds light on how the entrepreneurial ecosystem contributes to entrepreneurial actions in general and different phase of creating and implementing novel ideas in particular.

Paper is Available to Meeting Registrants Only.

ENT: When the River Runs Dry: Entrepreneurial Imprinting as a Source of Missed Exit Opportunities

Author: **Sean Maddison Dwyer**, *Baylor U.*

Author: **Matthew Steven Wood**, *U. of Oklahoma*

Why is it that entrepreneurs miss entrepreneurial exit opportunities? Drawing on entrepreneurial imprinting and path dependency research, we develop theory to explain the dynamics of how venture characteristics formed early in venture development that are conducive for pursuing initial entrepreneurial opportunities (i.e., new product or service introductions) later become maladaptive as entrepreneurs pursue entrepreneurial exit opportunities. Our theoretical framework delineates the evolutionary process by which venture characteristics form through entrepreneurial imprinting across three levels of analysis (i.e., environment, individual, venture) and influence the ability of entrepreneurs to pursue entrepreneurial opportunities. We demonstrate our theory by providing three common examples of imprinted venture characteristics (i.e., frugality, disinhibition, perfectionism) that help entrepreneurs overcome barriers to entrepreneurial entry early on but can eventually shift to become barriers to entrepreneurial exit during later stages of entrepreneurship. In doing so, we highlight a conundrum entrepreneurs face in the entrepreneurial process in which the elements for success early on are markedly different than the elements necessary for success later. In this study, we contribute to growing streams of entrepreneurial exit and entrepreneurial imprinting research by providing theoretical insight concerning why certain entrepreneurs miss the exit ramp.

Paper is Available to Meeting Registrants Only.

ENT: The Effect of Adhering to a Healthy Lifestyle on the Venture Creation Process

Author: **Ipek Koparan**, *Bentley U.*

Author: **Linda F. Edelman**, *Bentley U.*

Author: **Tatiana S. Manolova**, *Bentley U.*

Author: **Clifton Chow**, *Bentley U.*

Launching a venture consumes a great deal of cognitive resources and energy. Individuals who exhaust such resources during the venture creation process may not be able to successfully launch a venture. This paper investigates the factors that help prospective entrepreneurs effectively utilize their cognitive resources, fuel the necessary energy, and persevere in the process to successfully launch a venture. We argue that a healthy lifestyle that is multidimensionally defined by a healthy diet, regular exercising, moderate alcohol consumption, and no smoking fuels the cognitive energy that would-be-entrepreneurs are in need of during an exhaustive venture creation process. We propose that individuals with higher adherence to a healthy lifestyle are more likely to launch an entrepreneurial venture due to healthy life choices' positive effect on entrepreneurial cognition in the form of a better functioning brain and higher positive well-being. We test the proposed relationships by using a comprehensive archival dataset from the European Prospective Investigation into Cancer in Norfolk (EPIC-Norfolk study). We find that there is a positive relationship between healthy lifestyle and venture creation, fully mediated by entrepreneurial cognitive resources, specifically well-being. Yet, interestingly, we find that a superior executive function can become a barrier to business initiation, probably because prospective entrepreneurs with higher executive function can more clearly see and comprehensively assess the high risks and/or uncertainties involved in venture creation and, ultimately, give up the pursuit of their entrepreneurial ideas. Paradoxically, higher executive function may be a curse for prospective entrepreneurs, especially the ones who might have been very successful had they run their own business. We discuss the implications of our findings.

Paper is Available to Meeting Registrants Only.

ENT: Entrepreneurial Persistence of the Underprivileged through Informal Sector During the Pandemic

Author: **Maribel Guerrero**, *Global Center for Technology Transfer, ASU; Facultad de Economía y Negocios, UDD*

Author: **Tomasz Marek Mickiewicz**, *Aston Business School*

We consider how new firm creation responded to the pandemic. While the pandemic led to overall decrease in entrepreneurial activity, underprivileged social groups continued to engage in entrepreneurship, and particularly in informal sector entrepreneurship. Furthermore, marginalised but closely knitted social groups, like the indigenous population, seem in a good position to engage in informal entrepreneurship at a time of urgent need. We test these intuitions utilising individual Global Entrepreneurship Monitor data from Chile that include evaluation of the government policy response. Among others, we find that crisis brought a reversal of patterns of correlation between prior income and propensity to engage in entrepreneurship.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **2057** | Submission: **19458** | Sponsor(s): **(ENT)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 2:00PM - 3:30PMPT (UTC-7)**

New Venture Formation 9

Session Moderator: **Farzana Chowdhury**, *Durham U. Business School*

ENT: **Older Entrepreneurs and Different Types of Entrepreneurship**   

Author: **Farzana Chowdhury**, *Durham U. Business School*

We test whether an individual's age influences their perception of time, which affects the decision to undertake different types of entrepreneurial activity, and whether access to resources such as knowledge, skills, and finances moderates this effect. Using a sample of 194,937 entrepreneurs, we find that formal education and entrepreneurial education play an important but different role for entrepreneurs in various age groups. For example, middle-aged (45-64) and older individuals in the upper-income household are more likely to undertake both social and market-driven entrepreneurship, while younger entrepreneurs (25-44) belonging to the upper-income household are more likely to engage in market-driven entrepreneurship. While entrepreneurial experience is vital for both types of entrepreneurship, age negates the positive influence on entrepreneurship.

Paper is NOT Available. Please contact the author(s).

ENT: **How Do Entrepreneurs Engage in 'Body Work' to Accomplish Entrepreneurship in Pre-organised Settings?** 

Author: **Inge R. Hill**, *Royal Agricultural U.*

The article investigates how entrepreneurs engage in 'body work' to accomplish entrepreneurship. By doing so, the paper positions the body as the principal force for venture creation, exposing the inextricably interconnected nature of all entrepreneurship and 'body work'. Research employing ethnographic methods (interviews, observations, active workshop participations) for a UK creative industry organisation Z demonstrates how the pre-existing organisational social structures and physical structure (buildings, pathways, gates/walls) shape entrepreneurship via 'body work'. Rooted in a process-relational viewpoint, this research demonstrates how artisan entrepreneurs organise essential business activities through and with the body. The research zooms in on two practices: selling and not-talking about adapting to the organisation's materiality through dramaturgically "doing body work". Through exposing the overlooked body work of individual entrepreneurs the research captures organising of continuous venture development that brings the organisation Z alive. This research contributes to debates on the material turn in entrepreneurship, inspired by existing debates in organization studies.

Paper is Available to Meeting Registrants Only.

ENT: **New Wine Calls For New Wineskins: Entrepreneurship in Times of Crisis** 

Author: **Yoowo Lee**, *Seoul National U.*

Author: **Jayoung Kim**, *Seoul National U.*

Author: **ANGELA KARR**, *Seoul National U.*

Author: **Sunghyuck Mah**, *Seoul National U.*

Prior literature has largely focused on the resilience of entrepreneurship in times of crisis, while paying little attention to the roles of individuals, organizations, and communities in driving transformation. The recent COVID-19 pandemic presents a timely setting to further investigate the relationship between entrepreneurship and crises. This paper applies field theory in order to answer the following questions: (1) What characteristics of a crisis trigger entrepreneurship? In what ways does a crisis foster entrepreneurship?; (2) What are the factors that influence the creation and survival of new firms in times of crisis?; and (3) What are the regional characteristics that exist where entrepreneurship is active in times of crisis? After conducting a comprehensive literature review, we found that mere resiliency or a return to the status quo does not guarantee future success. Rather, it is the entrepreneurial actors who possess the skills and power necessary to transform existing fields and foster creative destruction, innovation, and community development. Only then can faster recovery, economic welfare, social welfare, and sustainable value creation be generated. This study contributes to entrepreneurship and crisis related literature by examining how entrepreneurs, firms, and communities can achieve sustainable growth, even in the midst of a crisis.

Paper is NOT Available. Please contact the author(s).

ENT: **The Configuration Effect on the Formation of Market Ambidexterity in New Ventures**  

Author: **Wei Li**, *Chongqing U. of Technology*

Author: **Keke Sun**, *Chongqing U. of Technology*

Author: **Zhuzhu Feng**, *Sichuan U.*

Market ambidexterity is an important means for new ventures to make use of existing market and cultivate potential market to cope with the growth paradox, but the research on its formation mechanism still needs to be deepened. This paper explores the formation mechanism of market ambidexterity in new ventures from the perspective of entrepreneurial teams, and uses qualitative comparative analysis method to analyze the configuration effects on the formation of market ambidexterity in new ventures from the perspective of matching transactive memory systems (TMS) of entrepreneurial teams with internal and external environment factors. This study found that there is no single core condition that can drive the formation of high market ambidexterity, and TMS needs to match the internal and external environmental factors; Under different conditions of policy uncertainty and technological turbulence, there are two paths to drive the formation of high market balanced ambidexterity, and three paths to drive the formation of high market combined ambidexterity. These conclusions provide management implications for new ventures to use TMS of entrepreneurial teams in different internal and external environments to drive the formation of market ambidexterity.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2058** | Submission: **19465** | Sponsor(s): **(ENT)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 2:00PM - 3:30PMPT (UTC-7)**

Tech Transfer 3

Session Moderator: **Maximilian Göthner**, *U. of Twente*

ENT: **Exploring the Formation of Student Entrepreneurial Capability in Universities** 

Author: **Sirirat Sae Lim**, *National Yang Ming Chiao Tung U.*
Author: **Ya-Chu Hsu**, *National Yang Ming Chiao Tung U.*

Studies have shown that entrepreneurial mindsets and specific entrepreneurial skills can be learned at universities. However, most literature approaches entrepreneurial capabilities from a firm-level perspective. Few studies have explored entrepreneurial capabilities formation in students at the university level. We address this gap by investigating how an entrepreneurial educational ecosystem nurtures students' entrepreneurial capabilities. We use semi-structured, in-depth interviews as our research method. We found five entrepreneurial capabilities that student entrepreneurs acquired from the university ecosystem and considered them essential. We propose a framework and explain how these capabilities are formed in the ecosystem. Our findings shed light on the formation of student entrepreneurial capabilities formation. Our findings can also provide insights for policymakers and universities to promote student entrepreneurship.

Paper is Available to Meeting Registrants Only.

ENT: **Entrepreneurial University in the Emerging Country: An Exploratory Study in CAMES Area**  

Author: **Houssou Ulvick**, *ICN ARTEM Business School*
Author: **Mahamadou Biga Diameidou**, *ICN ARTEM Business School*
Author: **Klaus Peter Schulz**, *ICN ARTEM Business School*
Author: **Benoit Gailly**, *LOURIM, Louvain School of Management*

The entrepreneurial university is recognized as an organization capable of maintaining an active link with the actors of its environment and of impacting socio-economic development. However, while it should be noted that the entrepreneurial university concept has been developed from the experience of advanced economies in the West, there is a lack of theoretical considerations and empirical evidence on whether the entrepreneurial university model is applicable in the contexts of less developed countries. Building on the understanding that the evolution of an ideal entrepreneurial university model is facilitated by certain institutional logics in advanced economies, this paper takes the case of CAMES area in Africa (19 emerging countries) as an example to explore the entrepreneurial practices supported by the regulatory framework documents. It also looks at the practices in the field in order to identify those that are most common compared to the models found in the literature. Our study presents new possibilities of understanding for entrepreneurial university from Africa contexts. It shows that despite the absence of certain key factors characteristic of the entrepreneurial university in the regulatory and institutional documents, the actors have informal practices that contribute to some extent to the purpose of the entrepreneurial university. The conclusion reinforces the need to see entrepreneurial university through the lens of less developed countries' contexts, highlighting opportunities for future studies.

Paper is Available to Meeting Registrants Only.

ENT: **Knowledge Transfer Linkages, Research Quality, and the Early Performance of Academic Spin-offs** 

Author: **Maximilian Göthner**, *U. of Twente*
Author: **Matthias Menter**, *Friedrich Schiller U. Jena*

The purpose of this study is to examine whether, and under which conditions, knowledge transfer from a public research organization (PRO) determines the early performance of academic spin-offs. Distinguishing between three different types of knowledge transfer linkages between a parent PRO and its spin-off firms (i.e., formal, informal, combinatory), we study the parent PRO's research quality at the time of spin-off creation as a moderator of the knowledge transfer-performance link. The analysis is based on a sample of 133 companies spun off from German universities and public research institutes. The data reveal that formal, informal, and combinatory knowledge transfer positively predict the early performance of academic spin-offs. Performance effects of informal and combinatory knowledge transfer further depend on the research quality of the parent PRO.

Paper is Available to Meeting Registrants Only.

ENT: **Academic Entrepreneurship As a Discovery Process: Evaluating and Exploiting Opportunities**

Author: **Metin Onal Vural**, *CUNEF*

We adopt an entrepreneurship perspective and explore the dynamics by which scientific research is converted into technological opportunities, and how such opportunities can positively impact society. Scientific knowledge is not automatically converted into innovations; in most cases this is a long, uncertain and resource demanding process involving many actors. Building on the literature in science commercialization we propose a process model that entails how access to and discovery of opportunities is affected by social psychological and social structural factors and how economic enablers and entrepreneurial ecosystem surrounding the opportunity determine whether and to what extent the opportunity can be successfully enacted. In doing so, we contribute to the discussion in science commercialization by unifying social psychological, social structural and environmental perspectives. We discuss the policy implications of our model for universities, government agencies and key stakeholders involved in the entrepreneurial ecosystem.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

New Venture Formation 1

Session Moderator: **Sylvia Hubner**, *Free U. of Bozen-Bolzano*

ENT: When New Ventures Grow Up: Organizational Change in Growing New Ventures

Author: **Sylvia Hubner**, *Free U. of Bozen-Bolzano*

This study sheds light on organizational change during new ventures' shift into scaling. In particular, we investigate organizational change in new venture development, when transitioning from a start-up to a professionally managed firm. We draw on the literature on new venture development and scaling, as well as on literature on organizational change. Based on an explorative case study of a tech-focused new venture, we identify triggers of organizational change specific to the new venture context, and three types of organizational responses that characterize the new venture's organizational development: pragmatic solutions with unclear responsibility, over-engineering, and monitored experimentation. The organizational response mechanisms demonstrate that new ventures experiment with organizational structures and routines during their organizational development.

Paper is Available to Meeting Registrants Only.

ENT: Entrepreneurs: Gender and Gendered Institutions Effects in Open Innovation

Author: **Rui Torres de Oliveira**, *Queensland U. of Technology*

Author: **Martie-Louise Verreynne**, *U. of Queensland*

Author: **Marta Indulska**, *U. of Queensland*

Author: **Sandra Figueira**, *Grenoble Ecole de Management*

Author: **Muhammad Asif Tanveer**, *Queensland U. of Technology*

The open innovation framework is particularly important for entrepreneurs but related studies have not adequately explored the impact of institutions and important social constructs – e.g. gender or family embeddedness - on firm performance. Yet, these constructs may influence outcomes. To contribute to unraveling this unknown, we analyze survey responses from 198 male and 188 female entrepreneurs in technology parks across China and found that gender played a significant role in how OI practices related to firm performance, with women-led firms engaged in OI outperforming those led by men. This relationship strengthened as perceived institutional quality improved, yet it dissipated when women entrepreneurs were embedded in firms with family involvement. We posit that these performance outcomes result from the genders' different perceptions of institutional quality and gendered institutions, as family is in China. Our study uses gender and gendered institutions to enrich the literature of OI and entrepreneurship. In so doing, we show that gender and gendered institutions influence entrepreneurs' perceptions of institutional quality and therefore play an important role in the performance outcomes of firms engaging in OI activities in a given institutional environment.

Paper is NOT Available. Please contact the author(s).

ENT: Crowd-Based Feedback and Early-Stage Entrepreneurship Performance: Evidence from a Digital Platform

Author: **Aurelien Quignon**, *Centre for Research in Economics and Management, U. of Luxembourg*

The ability to identify early-stage venture potential, which has traditionally relied on experts, is challenging due to the uncertainty of new ideas. However, an alternative judgment from a large number of evaluators can effectively identify promising ventures. This paper empirically studies whether crowd-based information generates informative feedback for entrepreneurs as well as seed investors. Using data on about 701 early-stage founders of new ventures examined by 2,600 evaluators, I estimate the effects of crowd-based ratings on survival and securing seed funds. I find that the rating from the crowd is uncorrelated with subsequent financing events from seed investors but increases a venture's probability of continuation by 3.1 percentage points. This effect becomes stronger as the number of evaluators increases. This highlights that the aggregation of judgments offers information for nascent founders of ventures.

Paper is NOT Available. Please contact the author(s).

ENT: How Information Search Powers the Relationship Between Business Planning and New Venture Performance

Author: **Maud Pindard-Lejarraga**, *IE Business School, IE U.*

Author: **Matthias Alfred Tietz**, *U. of St. Gallen Institute of Management in Asia*

Author: **Jose Lejarraga**, *IE Business School, IE U.*

We explore when and how business plans improve venture performance by focusing on two mechanisms: the informational, based on the intrinsic value derived from gathering valuable information, and the institutional, based on the ceremonial value of business plans to signal objectives and expectations to stakeholders. We empirically isolate the mediating role of information search and show that planning affects performance beyond the informational mechanisms, and analyze the role of plan formality, suggesting that the institutional mechanism plays out only in the case of formal business plans. We connect our findings within the debate among promoters and opponents of business planning.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **2060** | Submission: **19287** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 2:00PM - 3:30PMPT (UTC-7)** at **Hyatt Regency Seattle in 502 Cowlitz**

Emotion, Intention, Motivation 1

Session Moderator: **Amr Kebbi**, *McMaster U.*

ENT: Perceived Organizational Support and Transition Intentions in Hybrid Entrepreneurs

Author: **Joaquín Cestino**, *Jonkoping International Business School*
Author: **Ravinath Herath**, *Jonkoping International Business School*
Author: **Emanuel Woodhouse Schmit**, *Jonkoping International Business School*

Hybrid entrepreneurship, owning and managing ventures while being employed for wages, is the most common form of entrepreneurship today. The emerging entrepreneurship literature attending this phenomenon, however, has mostly focused on the venture side of these entrepreneurs. In this study, we explore how the wage-job and venture sides of hybrid entrepreneurs interact in shaping transition intentions. Following eight hybrid entrepreneurs as they oscillate between transitioning to fulltime or remaining hybrid, we induct a model that explains how and why perceived organizational support influence transition intentions. Our findings identify mechanisms critical to understanding the role of perceived organizational support in transition intentions in hybrid entrepreneurs.

Paper is Available to Meeting Registrants Only.

ENT: Entrepreneurship as Pathway into and out of Poverty? Evidence from Spain

Author: **Susana Correia Santos**, *Rowan U.*
Author: **Sílvia Fernandes Costa**, *U. of Groningen*
Author: **Michael H. Morris**, *U. of Notre Dame*

Entrepreneurship is widely argued to be an important solution to poverty. While there is a growing volume of work on poverty and entrepreneurial action in developing nations, empirical work in developed countries is more scarce. Drawing on the entrepreneurial intentions and motivations literature together with personal values theory, we explore changes in the economic status and job status of 83 individuals from low-income contexts in Spain. Based on a series of multiple correspondence analysis and cluster analyses of data collected in two periods in time, three profiles of entrepreneurial intentions, motivations, and personal values associated with pathways into and out of poverty through entrepreneurship are identified. Implications are drawn for theory, practice and public policy.

Paper is Available to Meeting Registrants Only.

ENT: The Role of Firm Size in Shaping Job Satisfaction Among Joiners and Entrepreneurs

Author: **Yerim Sim**, *U. of Wisconsin-Madison*

Entrepreneurial ventures are growth-oriented firms and face the unique challenges that growth presents. Given the performance implications of venture growth in size, entrepreneurship scholars have used firm size as an indicator of entrepreneurial success. However, the existing studies on venture scale and growth provide limited insights into individual-level outcomes. To advance our understanding of the role that firm size can have in an entrepreneurial work setting, we examine the impacts of venture size on job satisfaction among joiners and entrepreneurs. Using data from more than 8,000 U.S. scientists and engineers, we find that both joiners and entrepreneurs report lower levels of job satisfaction when they work in a young and large firm compared to when they work in a young and small firm. Evidence suggests that although individuals are likely to be more satisfied with the pecuniary benefits that a large firm can provide, they may report lower levels of satisfaction with the non-pecuniary attributes, such as a sense of independence and level of responsibility. By demonstrating the potential costs of venture expansion, this study highlights the value of studying the consequences of venture development at the individual level.

Paper is NOT Available. Please contact the author(s).

ENT: The Emergence of Entrepreneurial Identity among Entrepreneurship Students

Author: **Amr Kebbi**, *McMaster U.*

Entrepreneurial identity shapes thoughts and actions of entrepreneurs during the process of opportunity recognition and new-venture creation. Entrepreneurship education is expected to facilitate the emergence of entrepreneurial identity among students. In our research we examine the nature, emergence, and evolution of an entrepreneurial identity among students and graduates of an entrepreneurship Bachelor of Commerce program in Toronto, Canada. After interviewing more than 49 students and alumni, we used both identity and social identity theories to conclude that entrepreneurial identity is a self-perceived identity that individuals acquire after they reject aspects of their current roles in order to create new ones. Entrepreneurship education helps students discover their entrepreneurial identity to a various degree. Once they discover their entrepreneurial identity, students are empowered, specifically rebellious ones that are considered “unfitting” with respect to their institutional roles.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **2061** | Submission: **19295** | Sponsor(s): **(ENT)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 2:00PM - 3:30PMPT (UTC-7)** at **Hyatt Regency Seattle** in **505 Queets**

Entrepreneurial Cognition 3

Session Moderator: **Jintong Tang**, *Saint Louis U.*

ENT: **Experiments On Entrepreneurial Opportunity Evaluation Decisions: An Institutional Logics Approach**    

Author: **Niharika Garud**, *U. of Melbourne*
Author: **Rakesh Kumar Pati**, *Deakin U.*
Author: **Christopher Sutter**, *Miami U. Ohio*
Author: **Tim R. Holcomb**, *Miami U.*

Calls for scholarship to explore effects of institutional logics on individual behaviors and their micro-processes have gone stronger. It is becoming increasingly crucial to understand how institutional logics influence behaviors and decisions, including business entrepreneurs and their decisions, impacting job creation and startups globally. This research uses an experimental approach to explore how the dominant institutional logics - market logic and family logic - influence entrepreneurial decision-making and actions. Our empirical findings support prior studies and found significant effects of institutional logics on entrepreneurial decisions and actions. In contrast to developed economies, we found that family logic plays a dominant role in influencing entrepreneurial decisions in emerging economies. We also identify various features of the decision context that will make the effect of institutional logic more or less salient. We contribute to the literature of institutional logics and entrepreneurship by exploring micro-processes of institutional logics through socializing and contextualizing entrepreneurial decisions in emerging markets.

Paper is NOT Available. Please contact the author(s).

ENT: **Community & Aftershock: New Venture Founding in the Wake of Natural Disasters with a High Death Toll** 

Author: **Arkangel Miguel Cordero**, *U. of Texas At San Antonio*

Management scholars, in both Organization Theory (OT) and Organizational Behavior (OB), have recently started to examine how natural disasters affect new venture founding, and rightly so. According to the United Nation's Security Council, natural disasters will pose the single most important threat to social stability in the upcoming decades. Given the importance of entrepreneurship to social stability (e.g., by providing employment for large swaths of the population), understanding how natural disasters affect entrepreneurial activity can shed light into the broader socioeconomic consequences of these natural phenomena. However, the existing literature offers competing theoretical perspectives and empirical results regarding the effect of natural disasters on new venture creation. This study advances the management literature on the topic by examining, the under-researched question of, how disaster-induced human losses affect new venture founding, while empirically controlling for the other major type of losses caused by these natural phenomena, i.e., material losses, which have been the focus of most existing work. In doing so, this study underscores the need for a nuanced theoretical perspective on the impact of natural disasters on entrepreneurship. Specifically, we build on the extant social psychology literature to theorize that disaster-induced fatalities will have a negative effect on new venture founding in a community afflicted by such an event, but that community collective-level social capital can help alleviate this effect. We test and find empirical support for our theory in the context of all new venture foundings in the U.S. between 1991 and 2018.

Paper is NOT Available. Please contact the author(s).

ENT: **Speaking of Opportunities: The Effect of Language on Entrepreneurial Alertness** 

Author: **Jintong Tang**, *Saint Louis U.*
Author: **Jun Yang**, *School of management, Zhejiang U.*
Author: **Wenping Ye**, *school of management, Jinan U.*
Author: **Shaji Khan**, *U. of Missouri at Saint Louis*

Although entrepreneurial alertness is foundational in applied entrepreneurship studies, entrepreneurship scholars have rarely considered institutional factors that shape entrepreneurial alertness. We investigate the underlying mechanisms of entrepreneurial alertness with respect to one of the most salient, yet underexplored, aspects of informal institutions: the future-time-reference (FTR) in linguistic structures. Drawing upon imprinting theory, we theorize that entrepreneurs' early language imprint persistently affects their alertness, and that both individual and environmental contextual factors may alter this effect. We test our model with two studies. Study 1 employs a multi-source database with 107,830 observations across 56 countries and Study 2 surveys 618 entrepreneurs in four countries. Our findings indicate that entrepreneurs in institutions with strong-FTR languages exhibit higher level of alertness. Further, this effect is intensified for older entrepreneurs, yet weakened for entrepreneurs with higher level of education or entrepreneurs who experience higher level of globalization in their home country. Our study contributes to a better understanding of language imprinting on entrepreneurial alertness.

Paper is Available to Meeting Registrants Only.

 ENT: **Entrepreneurial imaginativeness: A Janusian-Cognition Lens on the Role of Multicultural Experience** 

Author: **Robert J. Pidduck**, *Old Dominion U.*
Author: **Daniel Richard Clark**, *Ivey Business School*
Author: **Yejun Zhang**, *U. of Texas Rio Grande Valley*

A burgeoning stream of research is emerging on the importance of entrepreneurial imaginativeness in the new venture development process. Empirical studies so far have focused predominantly on its ideation-based outcomes—the number and quality of ideas produced. Knowledge remains scant, however, on its antecedent mechanisms and mediating role in nascent venturing. Drawing from a novel Janusian-thinking lens, we integrate another growing research stream in entrepreneurship—multicultural experience—to probe how the creative, social, and practical cognitive schemas underpinning entrepreneurial imaginativeness can be cultivated through dimensions of perhaps the most distinctive form of cultural exposure: living abroad. We find evidence across two studies that depth and breadth of living abroad experiences relate to imaginativeness facets differentially, which in turn, can help us understand the extent to which entrepreneurs attempt to launch ventures

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **2062** | Submission: **19310** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 2:00PM - 3:30PMPT (UTC-7)** at **Hyatt Regency Seattle** in **507 Sauk**

Family Business and Venturing 1

Session Moderator: **Roland E. Kidwell**, *Florida Atlantic U.*

ENT: Family New Venture Creation: The Impact of External Enablement Characteristics 

Author: **Jiyoung Kim**, *Jonkoping International Business School*

Author: **Daniel Pittino**, *Jönköping International Business School*

Author: **Francesco Chirico**, *Jonkoping International Business School*

Author: **Per Davidsson**, *Jonkoping International Business School*

This research investigates the impact of potentials drawn from the external environment, so-called enablement on the creation of a family new venture. Based on the framework of External Enabler and family capital theory, we posit that three characteristics of enablement (i.e., opacity, agency-intensity, and controllability) affect entrepreneurs' decision to involve family members in new venture creation. We decompose 1,552 decision policies nested within a sample of potential entrepreneurs. Research findings suggest that entrepreneurs' willingness to involve their family members in new venture creation increases as the agency-intensity of enablement decreases and the controllability of enablement increases. We further find that entrepreneurs' prior start-up experience moderate these relationships by enhancing the positive effect of low agency-intensity and mitigating the positive effect of high controllability. We discuss both theoretical and practical implications.

Paper is Available to Meeting Registrants Only.

ENT: Ubiquitous Munificence or Heterogeneous Deemsters? The Family Legitimacy Threshold  

Author: **Arielle M. Newman**, *Syracuse U. Whitman School of Management*

Author: **Lisa Mali Jones Christensen**, *Brigham Young U.*

Author: **Seth Jenson**, *Oxford U., Saïd Business School*

Family stakeholders in nascent enterprises are regularly assumed to be, along with friends and 'fools', taken-for-granted supporters of early entrepreneurial efforts. By applying family systems theory to extant legitimacy research, this paper explicitly identifies the family as a key legitimacy-granting stakeholder in the entrepreneurial ecosystem. As such, the family evaluates entrepreneurs based on expected roles within the family system. In considering family legitimacy directly, we also contribute to legitimacy theory by qualifying foundational assumptions about entrepreneurial agency and legitimator response. Further, we argue that the simplification of the relationship between nascent entrepreneurs and family has persisted, in part, due to a confluence of economic gender norms and a persistent gender data gap in entrepreneurship research.

Paper is Available to Meeting Registrants Only.

ENT: Founding Family Firms in Rural Regions: Implications for Economic Growth 

Author: **Kevin C. Cox**, *Florida Atlantic U.*

Author: **Jason Lortie**, *Florida GulfCoast U.*

Author: **Cole Crider**, *Florida GulfCoast U.*

Author: **David Ross Marshall**, *U. of Dayton*

Author: **Roland E. Kidwell**, *Florida Atlantic U.*

This research investigates the impact that founding family firms in rural communities has on longer term economic growth within those communities. Prior research has clearly established the many benefits that family businesses can have for communities and we build upon that prior research to unearth a deeper and more nuanced explanation about how those benefits emerge, in what contexts, and other factors that are likely to play a role. Specifically, we look at the impact of founding family firms in more rural communities as well the role that familiness and firm size are likely to have in influencing the relationship between family firms and economic growth.

Paper is Available to Meeting Registrants Only.

ENT: Entrepreneurial Forms: a Continuum for NGFM 

Author: **Estefania Hernandez**, *School of Management, U. de los Andes*

Author: **Luz Elena Orozco**, *U. de los Andes, Colombia*

Purpose - The purpose of this research is to study the entrepreneurial trajectory of next generation family members (NGFM) as a basis for differentiating the contexts that drive the emergence of various entrepreneurial forms in family firms. The research question is: how the FF context influences the emergence of different entrepreneurial forms. **Design/method/approach** - To answer the research question, we conducted qualitative research focused on the Grounded Theory method that aims to build a theory upon empirical evidence. We collected data from 22 semi-structured interviews that asked NGFM about the history of their FF and their role within it. **Findings** - We propose a model that is a continuum of entrepreneurial forms and consists of internal new venture, family entrepreneurial portfolio, and independent new venture. The NGFM were classified under those 3 categories depending on their entrepreneurial activity and the organizational arrangement that the entrepreneurship took place in the economy. Also, there is a fourth form called the follower role which correspond to the reference point form non-entrepreneurship, it dictates the dynamics that FF have to overcome so that it can be entrepreneurial. Each FF and NGFM is able to engage in more than one entrepreneurial form simultaneously or consecutively, the background that influence the development of one or another entrepreneurial form is determined by the FF and the family dynamics. The proposed model is a continuum since the trajectory of NGFM is also an entrepreneurial learning path that have an adaptative character over time. The variables used for the analysis were: family unit, impact intention scope, creation of need, inclusiveness of decisions, paternalistic culture and informal team building. The most relevant insight about these variables is that the uniqueness of entrepreneurial forms is given by the combination of them in different levels of intensity among cases, this allowed us to address the complexity of the cases and a broader comprehension of each entrepreneurial form. **Research implications** - While it has a limited number of entrepreneurial forms included in the model it invites to analyse the dynamics that precede entrepreneurship in FF, especially in an individual manner addressing the complexity of the family and firm interactions. **Practical implications** - Insights from this research are useful for family firms to shape their dynamics in order to enable the formation of determined entrepreneurial forms. Also, it is important for education in entrepreneurship and family firms since it transcends the classic view of family as the only background of family firms and offer a more comprehensive view of FF backgrounds and entrepreneurial forms emergence. **Originality and value** - this paper highlights the importance of analysing the dynamics that precede entrepreneurial forms, and mainly to do it in a detailed way, avoiding generalizations about family firms and providing a continuum model with the whole overview. **Keywords** - Entrepreneurship, Family Business, Entrepreneurial forms

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **2063** | Submission: **19314** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 2:00PM - 3:30PMPT (UTC-7)** at **Hyatt Regency Seattle** in **512 Willapa**

Gender and Diversity in Entrepreneurship 3

Session Moderator: **Tomke Jerena Augustin**, *Asper School of business, U. of Manitoba*

ENT: **Incubators and Accelerators as Illusionary Leaders for Equality in Entrepreneurial Ecosystems**   

Author: **Tomke Jerena Augustin**, *Asper School of business, U. of Manitoba*
Author: **Suzanne Marie Gagnon**, *Asper School of business, U. of Manitoba*
Author: **Wendy Cukier**, *Ryerson U.*

A small but growing body of research investigates issues pertaining equity, diversity and inclusion (EDI) in entrepreneurial ecosystems (EEs). While studies in the broader entrepreneurship literature suggest that barriers for women and underrepresented groups exist profoundly at the early stages of new venture creation, there is limited understanding as to how ecosystem actors and interactions contribute to these. We present findings from a critical discourse analysis of the websites of 176 Canadian business incubators and accelerators (BIAs) that show the effects of a power struggle of these organizations to cater to multiple stakeholders on EDI in the EE. Specifically, we find that BIAs create discursive practices that position them as what we label illusionary ecosystem leaders. While using language to show leadership in addressing entrepreneurs and external stakeholders, they largely follow institutional pressures present in the EE, making their leadership illusionary. We develop a theoretical model of the impact on systemic inequalities of the discursive practices, contribute to the literature on EDI and leadership in EEs, and discuss implications for management.

Paper is Available to Meeting Registrants Only.

ENT: **Enabling Women Entrepreneurs in a Rural Context through Mentoring** 

Author: **Alison Theaker**, *U. of Bath, UK*

The number of women-owned enterprises has grown substantially in recent decades, yet women still lag behind men in the creation of new enterprises. Mentoring is a form of support that is often suggested as relevant to women entrepreneurs. It is flexible and bespoke to the mentee, and also provides a role model. However, its role for women entrepreneurs in a developed rural economy has not been specifically addressed. The exact components of a successful mentoring relationship have not been determined, nor how this links to business success on the part of female entrepreneurs. A qualitative study of women entrepreneurs was undertaken in the UK, in Devon. A sample of mentors was also interviewed in order to gain a more complete view of the mentoring relationship. Data was analysed using thematic analysis. Most expressed the view that mentoring was "vital". The most significant form of mentoring was found to be peer mentoring, from women's business networks and from professional associations and online networks. This form of mentoring has been neglected in the literature. Bearing in mind the small sample size, the findings indicate a more targeted approach to mentoring programmes should be taken. Peer mentoring has not been explored in depth.

Paper is Available to Meeting Registrants Only.

ENT: **Gender Impact on Entrepreneurial Success: A Meta-Analytical Structural Equations Analysis**  

Author: **Leila Soleimani**, *Assistant Professor at U. of Scranton*
Author: **Chad Saunders**, *Haskayne School of Business, U. of Calgary*
Author: **Hadi Fariborzi**, *Mount Royal U.*

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

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **2064** | Submission: **19349** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 2:00PM - 3:30PMPT (UTC-7)** at **Hyatt Regency Seattle in 605 Snohomish**

Small and Medium Enterprises 2

Session Moderator: **Shadi Zahran**, *Hult International Business School*

ENT: Do External Successors Contribute to SMEs Financial Performance?

Author: **Dorian Boumedjaoud** -

Author: **Karim Messeghem**, *U. of Montpellier*

In developed countries, the aging of the population is increasingly significant and, in most cases, SME owners need to pass the baton to retire. Literature in entrepreneurship argues that SMEs are often transferred to external successors because they make changes in the firms' strategies by implementing fresh initiatives. However, scholars fall short into explaining what are these initiatives, and what are the consequences in terms of financial performance. In this research, we intend to fill this gap by explaining how external successor personal traits (such as creativity) and cognitive abilities (such as entrepreneurial alertness) contribute reaching superior financial performance. Our findings underline that the relationship between creativity and financial performance is sequentially mediated by the three dimensions of entrepreneurial alertness (i.e., information scanning, information association, and opportunity evaluation). These results provide new insights by underlining that creative personalities and inclination towards new business opportunities contribute regenerating the transferred SME by improving financial performance.

Paper is Available to Meeting Registrants Only.

ENT: The Role of Fear of Missing Out and Experience in SME's Intentions to Adopt New Technologies 

Author: **Johannes Gartner**, *Lund U., School of Economics and Management*

Author: **Matthias Fink**, *Johannes Kepler U. Linz*

Author: **Daniela Maresch**, *Grenoble Ecole de Management*

Corporate decision makers form their intention to adopt a new technology for their venture based on their perception of the technology's usefulness and ease of use. However, the formation of the intention to implement a new technology might be influenced by the fear of missing out (FOMO). FOMO can make decision makers fear to lose their relatedness with fellow managers because they fail to adopt a popular new manufacturing technology. Due to this fear, their decision to adopt a new manufacturing technology might not only be based on rational considerations. We draw on and extend the technology acceptance model to explain the potential bias caused by FOMO, and express the expectation that this bias is contingent on the level of decision makers' prior experience with the new technology in other contexts. Moderated ordinary least squares (OLS) regressions on 514 observations collected from a representative sample of decision makers of Austrian small and medium-sized enterprises show that FOMO is positively related to the intention to adopt a new technology. Moreover, we find that the positive relationship between FOMO and the intention to adopt a new technology is mitigated by the prior experience the decision maker has with that new technology. We contribute as follows. First, we highlight the relevance of the FOMO bias in technology acceptance, adding to the growing research stream on the role of emotions in adopting novel technologies. Second, we show how experience can provide an effective counterweight to the FOMO bias for many decision makers. Third, we extend the scope of technology acceptance models by illustrating their applicability to novel manufacturing technologies.

Paper is Available to Meeting Registrants Only.

ENT: Bank's Effectiveness as a Credit Provider for SMEs During Economic or Financial Downturns 

Author: **Shadi Zahran**, *Hult International Business School*

The purpose of this research is to contribute forward to resolving a thoughtful tension for many developing economies on small and medium-sized enterprises (SMEs) and entrepreneur businesses' credit accessibility and discontinuity during economic or financial downturns. This work is motivated by the global financial crisis (GFC) in 2008 and the COVID-19 pandemic which have created a shortage of financial credits and have tested the ability of banks to respond to crises. Our work is focused on Gulf Cooperation Council countries (GCC). Through our integrative literature review, we found that some factors more influential on credit providing to this segment than others mainly; the lack of reliable financial information, length of relationship with the main bank, and credit rationing with significant interaction and impact among them, our research will focus on those factors. This research considers the regulators' intervention with the dilemma and possible trade-offs between the objective of maintaining a robust financial system through intensified regulations and the real impact on the economic growth which becomes more critical during challenging times.

Paper is Available to Meeting Registrants Only.

ENT: Dynamic Environments and SMEs' Disruptive Innovation: The Roles of Bricolage and Managerial Ties 

Author: **Feng Zhang**, *South China U. of Technology*

Author: **Bin Yang**, *South China U. of Technology*

Author: **Lei Zhu**, *Guangdong U. of Finance & Economics*

While previous literature has suggested that dynamic environments of emerging economies encourage firms to identify and exploit opportunities of disruptive innovation, it has not adequately explained how and under what conditions environmental dynamism facilitates disruptive innovation. To fill the gaps, this study proposes a research model that investigates the effect of environmental dynamism on disruptive innovation, the mediating role of bricolage, and the moderating effects of managerial ties. Using data from a sample of 338 paired Chinese SMEs, the analyses show that: (1) while both are conducive to disruptive innovation, market dynamism plays a stronger role than technological dynamism; (2) bricolage partially mediates the impact of market dynamism while fully mediating the impact of technological dynamism on disruptive innovation; (3) political ties reduce the impact of market dynamism on bricolage while increasing the impact of technological dynamism; and (4) business ties positively increase the impact of market dynamism on bricolage while decreasing the impact of technological dynamism. Finally, the implications of the findings for theory, practice, and future research have been discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **2065** | Submission: **19358** | Sponsor(s): **(ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 2:00PM - 3:30PMPT (UTC-7)** at **Hyatt Regency Seattle** in **608 Wynoochee**

Teams 1

Session Moderator: **Paul Montaz**, *UCLA Anderson School of Management*

ENT: Resource Orchestration and Opportunity Beliefs in Multi-Stakeholder Initiatives for Sustainability

Author: **Richard Martina**, *Hogeschool van Amsterdam*

Author: **Ingrid Wakkee**, *IngrdW*

Author: **Lori Divito De Paauw**, *Amsterdam U. of Applied Sciences*

Our world is increasingly faced with wicked environmental sustainability challenges, requiring entrepreneurs to work in multi-stakeholder initiatives (MSIs) to address these challenges. Network orchestration is essential for these MSIs to realize their sustainability goals and make an impact. The concept of opportunity beliefs is central in understanding the actions taken by these entrepreneurs. However, the current theorization of opportunity beliefs formation is individual-centric. Furthermore, there is little understanding of how orchestration influences the opportunity beliefs formation in multi-stakeholder teams. We build on the framework of McMullen and Shepherd (2016), who presented a two-stage model of how third-person opportunity beliefs transform into first-person opportunity beliefs. We advance two contributions by using a single case study and applying the Gioia method to code and analyze the data. First is a two-stage model consisting of the formation of joint first-person opportunity beliefs that suggests that value-aligning and informing resource orchestration activities are essential in this process. Second, we advance the idea that the resource orchestration activities have both enabling and adversely constraining effects impairing the formation of joint first-person opportunity beliefs under conditions of organizational pressure.

Paper is Available to Meeting Registrants Only.

ENT: Emotions in New Venture teams (NVTs): The Valuation Effects of NVTs' Affects in Crowdfunded Projects

Author: **Paul Momtaz**, *UCLA Anderson School of Management*

This study relates New Venture Teams' (NVTs') emotional displays to firm valuations in blockchain-based crowdfunding (i.e., Initial Coin Offerings, ICOs). Tracking 2,520 NVT members in 165 ventures over the course of their crowdfunding campaigns, I exploit the neurological link between the central nervous system and facial muscle contraction-relaxation patterns to identify NVT members' affective traits from their facial expressions. The results suggest that the level of NVTs' negative affects is associated with lower ICO firm valuations, while within-NVT "emotional diversity" has a value-increasing effect. Intuitively, negative affects are associated with traits, such as relative risk intolerance and analytical perfectionism, which may be prejudicial in dynamic entrepreneurial markets, but could be valuable if balanced by opposite traits in emotionally diverse NVTs. The results for positive affects are diametrically opposed, albeit non-significant. Overall, this study extends the focus of the affective entrepreneurship literature to the NVT level, introduces the concept of emotional diversity, and explores the role of emotions in entrepreneurial finance.

Paper is Available to Meeting Registrants Only.

ENT: Birds of a Feather Struggle Together? The Perils of Racial Homogeneity to Entrepreneur Performance

Author: **Mauricio Mercado**, *Iowa State U.*

Several studies suggest minority business owners face higher barriers relative to their majority counterparts and this may be why they stagnate or fail. However, such arguments are limited in that they emphasize the macro and micro limitations of minority entrepreneurs, ignoring the meso-level elements affecting minority businesses. The tendency of entrepreneurial ventures to operate in teams, be distinctively endogenous compared to organizational teams, along with the importance of team composition to its performance, suggests that the plight of minority entrepreneurs can be explained by the interaction of minority status with the different team formation and functioning stages an entrepreneurial team goes through. In this paper, we study the minority team composition-emergence-performance relationship, leveraging the homophily perspective and entrepreneurial team cognition literature. Using these frameworks, we argue that racial homogeneity can have both positive and negative effects on startup performance, and the direction of such effect is contingent on the team development stage. In making these arguments, we contribute to the minority entrepreneurship literature, entrepreneurial teams research, and team learning processes space.

Paper is Available to Meeting Registrants Only.

ENT: Thriving Against All Odds – How Start-up Teams Cope with Radical Uncertainty 

Author: **Yasmine Yahyaoui**, *U. of Bayreuth*

Author: **Steffen Farny**, *Leuphana U. Lüneburg*

Author: **Eva Alexandra Jakob**, *U. of Bayreuth*

Author: **Holger Steinmetz**, *U. of Paderborn*

Uncertainty is one of the most known characteristics of entrepreneurial endeavors, continuously threatening start-up teams' performance and well-being. However, knowledge on how start-up teams deal with radical uncertainty is limited. Drawing on conservation of resources theory and regulatory focus theory, we examine how start-up teams entrepreneurially cope with radical uncertainty in the context of the COVID-19 pandemic. In a convergent parallel mixed method design, we analyze 12 waves of survey data and four waves of interviews collected in 35 start-up teams in Germany. Our analysis of temporal development of predictors (quantitative results) and entrepreneurs' views (qualitative analysis) explains the coping mechanisms to reduce performance impairment and compassion fatigue. Our study contributes to research on start-up teams, well-being, and uncertainty in entrepreneurship.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **2066** | Submission: **15130** | Sponsor(s): **(ENT, GDO, TIM)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Tuesday, Aug 9 2022 2:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center in Room 2B**

Drivers of Selection and Retention of Underrepresented Groups in Technology Entrepreneurship

Underrepresented Groups in Tech Entrepreneurship



Organizer: **Jeffrey Robinson**, *Rutgers Business School*

Panelist: **Ebony Omotola-McGee**, *Vanderbilt U. Peabody*

Panelist: **Joe Bradley**, *U. of Illinois at Urbana-Champaign*

Panelist: **Thema Monroe-White**, *Berry College-Campbell Sch. of Bus*

Panelist: **Rachel Atkins**, *NYU Stern*

Session Chair: **Linda C. Edouard**, *Rutgers Business School*

Technological innovation is an important driver of value creation for firms, economies, and society. Research, however, is beginning to suggest that its potential might not be fully realized due to a lack of diversity in the skilled individuals involved (Nager, Hart, Ezell, & Atkinson, 2016; Fechner & Shapanka, 2018; Sampson, 2020). This panel brings together leading scholars for a discussion on inclusive innovation in the domain of technology entrepreneurship. It discusses some current research and initiatives that lend insight to some of the unique experiences, challenges, and trends among underrepresented groups (URGs) in technology entrepreneurship.

Innovation and Entrepreneurship Track

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2067** | Submission: **18662** | Sponsor(s): **(GDO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 2:00PM - 3:30PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Dashpoint**

New Contexts to Explore Power and Dominance

Session Moderator: **Maria Aluchna**, *Warsaw School of Economics*

GDO: **Gender and the Academy of Management Journal: A Thirty Year Study**  

Author: **Maria Aluchna**, *Warsaw School of Economics*
Author: **Akanksha Bedi**, *Western Washington U.*
Author: **Benson Honig**, *McMaster U.*

In this paper we address the gap of gender bias related publication in a high tier management journal, the Academy of Management Journal. Specifically, we examine, over time, difference by gender regarding publication rates for women, men, and the characteristics of diverse teams of scholars in terms of their publication results.

Paper is Available to Meeting Registrants Only.

GDO: **Gender-Intersectional Regimes: How Gender & Nationality Shape Peace Initiatives in Israel-Palestine**  

Author: **Ambreen Ben-Shmuel**, *Department of Sociology, The Hebrew U.*
Author: **Michal Frenkel**, *Hebrew U. of Jerusalem*

Building on research that considers women's roles an essential part of peacebuilding, this paper argues that a gender-national intersectionality perspective is needed to better understand the field of peace organizing. Exploring this in the context of intractable conflict in Israel-Palestine allows us to see how the intersection of gender and nationality uniquely affects women in peacebuilding. Relying on observations of group dynamics in a single organization and interviews with actors involved, we found that Palestinian women are the most marginalized in their participation, culture is used as a source of power in the way differences are conceptualized, and these aspects are embedded in gendered and gendering organizational practices that reproduce asymmetric gender-national power relations. These findings contribute to the theorization of the matrix of domination and how it is translated into peace organizing in both interactional and organizational practices, affecting possibilities of participation in dialogue groups and peacebuilding.

Paper is NOT Available. Please contact the author(s).

 GDO: **Relational Inequalities in UK Surgery: Gender, Race and Closure**    

Author: **Carol Woodhams**, *U. of Surrey*
Author: **Ira Parnerkar**, *Queen Mary U. of London*
Author: **Donald Tomaskovic-Devey**, *U. of Massachusetts, Amherst*

We examine intersectional gender/race patterns in the career progression of a national cohort of surgical trainees. Surgery, the highest status medical specialty, has been unusually resistant to the incorporation of women and minorities. Drawing on a dataset of careers of UK National Health Service surgeons (n=3,402) and a longitudinal analysis of gender and race/ethnic inequalities, we examine the factors that condition exiting from surgical training programs and for those who survive, promotion into the role of consulting surgeon. We find that white men are less likely to exit surgical specialties and more likely to be promoted to senior consulting roles. There is an intersectional pattern of inequalities with white men on top, followed by white women and Indian men, and all others having much higher rates of exit and lower rates of promotion. Using a relational organizational inequality framework, we explore the processes and contexts that generate these inequalities. We find that white men and women receive higher returns to long hours investment in surgical training, but also that white male advantages shrink in larger more formalized hospitals. All inequalities are higher in workplaces and subspecialties with a higher proportion of white men.

Paper is Available to Meeting Registrants Only.

GDO: **The Lived Experience of Freedom of Entrepreneurs with Disabilities**   

Author: **Anna Hidegh**, *Corvinus U. of Budapest*
Author: **Carmen Svastics**, *Eotvos Lorant U. of Budapest*
Author: **Zsuzsanna Gyori**, *Budapest Business School*
Author: **Sara Csillag**, *Budapest Business School*

This article aims to provide an analysis of the lived experiences of entrepreneurs with disabilities inspired by the critical theory of freedom, using the notions of negative, positive and social freedom as a theoretical lens. Based on thirty semi-structured interviews. The findings indicate that the experience of freedom for EWD is ambiguous in various ways: (1) Engaging in the discourse of entrepreneurship offers a subversive discursive toolkit to debunk the constraints established by the discourse of ableism, enabling both negative and positive freedom. (2) This reflexive discursive stance against ableism enables EWD to resist the instrumentality of entrepreneurialism and maintain positive freedom. (3) Individualism being at the heart of entrepreneurship results in othering and undermines social freedom. Thus, while entrepreneurship offers greater individual freedom in both a negative and a positive sense for people with disabilities (PWD), it nevertheless fails to promote collective social change.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **2068** | Submission: **17343** | Sponsor(s): **(GDO, HR, OB)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 2:00PM - 3:30PMPT (UTC-7)** at **Sheraton Grand Seattle in Diamond B**

The Formation and Perception of Authenticity and its Organizational Outcomes



Authenticity and its Organizational Outcomes

Organizer: **Erica Bailey**, *Columbia Business School*

Discussant: **Dana Carney**, -

Presenter: **Carl Blaine Horton**, *Columbia U.*

Presenter: **Zaijia Liu**, *Columbia U.*

Presenter: **Laura Rees**, *Oregon State U.*

Presenter: **Erica Bailey**, *Columbia Business School*

Presenter: **Alex Bryant Van Zant**, *Rutgers Business School*

Given the benefits of authenticity for individuals and their organizations, the goal of this symposium is to explore how authenticity is constructed, maintained, and perceived in organizations. In addition, we examine the consequences and outcomes associated with authenticity for organizations, individuals, and leaders. In our first presentation, we consider how individuals experience authenticity within their organizations. Specifically, Horton and colleagues examine the psychological outcomes of a physical decision that we make each day—what to wear. They examine the relationship between authenticity and power as predictors of the important organizational outcome of workplace engagement. Across two multi-day experiments, participants generally reported feeling more authentic when they wore casual attire, relative to professional attire or a mixed strategy. In addition, this casual attire prompted greater workplace engagement. Thus, this paper examines how attire can impact psychological outcomes, and the unique ways attire impacts power and authenticity. In the following two presentations, we consider the relationship between physical expressions, specifically facial expressions, and authenticity. First, Liu finds that emotion expression variability in leaders is an important predictor of perceived authenticity. Specifically, in six studies she describes the benefits of emotion expression variability in leadership using naturalistic and experimental settings. Greater emotion expression variability is associated with greater authenticity judgments which increased leadership effectiveness. Second, Rees considers how sensitivity to being judged impacts the judgment of others' authentic or inauthentic expressions. In two studies, she finds that when perceivers believe that being respected by others is important, i.e., they are socially sensitive, they are more likely to be influenced by the perceptions of another person's authenticity. First, she finds that those higher on sensitivity indicate that they pay more attention to interpersonal cues than those less sensitive. They also judge hypothetical coworkers smiling (in)authentically as more(less) authentic, warm, competent, and like a good coworker. She also finds that priming judges to expect (in)authentic expressions influences judgments even when the actual expression does not differ. In the final two presentations, we turn towards expressions of authenticity. First, Bailey and colleagues explore how social judgments about authenticity can stem from, and prompt greater social status. They investigate how being perceived as authentic results in greater respect and admiration. They find that the reverse is also true, such that individuals of higher status are assumed to be more authentic. These findings speak to the reciprocal relationship between perceptions of authenticity and societal value associated with competence and expertise. In the final presentation of the session, Van Zant explores how inauthenticity via self-promotion underlies the pervasive organizational issue of overconfidence. In three studies, he finds that the prevalence of overconfident advice is not due to a failure to hold advisors accountable for their overconfidence. Rather, actors engage in strategic self-promotion when they deliberately attempt to project competence to an audience. Following the presentations, the discussant, Dana Carney, will discuss what makes authenticity distinct from related concepts such as deception, and the implications of authenticity for theory and practice. Taken together, these presentations consider the antecedents and formation of authenticity within an organization through physical expressions of attire and emotions. This set of papers also considers the important outcomes associated with authenticity, examining work engagement, leadership effectiveness, respect, and admiration.

The Impact of Attire on Remote Worker Authenticity, Power, and Engagement

Author: **Erica Bailey**, *Columbia Business School*

Author: **Carl Blaine Horton**, *Columbia U.*

Author: **Adam Galinsky**, *Columbia U.*

Does Emotion Expression Variability Help or Hinder Leaders?

Author: **Zaijia Liu**, *Columbia U.*

How Sensitivity to Being Judged Shapes Judgments of Others' (In)Authentic Expression

Author: **Laura Rees**, *Oregon State U.*

The Reciprocal Relationship Between Social Status and Perceived Authenticity

Author: **Erica Bailey**, *Columbia Business School*

Author: **Isaac Raymundo**, *Columbia Business School*

Author: **Sheena S. Iyengar**, *Columbia U.*

Strategically Overconfident (to a Fault): How Self-Promotion Motivates Advisor Confidence

Author: **Alex Bryant Van Zant**, *Rutgers Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2069** | Submission: **18964** | Sponsor(s): **(HCM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 2:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center in Room 609**

Patient Safety in the Ever Changing Health Care Organization

Session Moderator: **Cheryl Rathert**, *Saint Louis U.*

HCM: Managing Safety in Perioperative Settings: Challenges and Strategies of Meso-Level Nurse Leaders

Author: **Joanna Veazey Brooks**, *U. of Kansas Medical Center*

Author: **Heather Nelson-Brantley**, *U. of Kansas School of Nursing*

Background: Perioperative nursing units have been described as one of the most challenging practice environments, characterized by a distinct hierarchical culture and a rapid pace. These dynamics create challenges for creating a culture of safety, and meso-level leaders must operate in the space between the micro-level of direct patient care and the macro-level administrative priorities. Yet, little is known about the strategies meso-level nurse leaders (MLNLs) use to facilitate a culture of safety in perioperative settings. Objective: Guided by complexity leadership theory, we sought to understand the strategies MLNLs used to facilitate a culture of safety in perioperative settings. Methods: A qualitative descriptive study was designed and semi-structured interviews were conducted. Inductive thematic analysis was used to analyze content from the interviews several techniques (audit trail, reflexivity, peer debriefing) were used to ensure rigor of the methods. Findings: Seventeen MLNLs completed an interview and analysis identified 4 strategies, or skills that MLNLs reported using to navigate the specific combination of pressures as meso-leaders in perioperative environments: (1) Recognizing the unique perioperative management environment (2) Learning not to take negative interactions personally; (3) Developing "super meso-level nurse leader" skills; and (4) Appealing to policies and patient safety. Conclusion: Our study also shows how clear organizational policies and procedures can serve as a vital tool for MLNLs who are trying to enforce behavior, especially of those over whom they have no technical authority. Clear and enforced policies can be used as powerful shields—moving attention away from a feeling of individual "policing" and toward a more impersonal discussion about shared patient safety goals, and ultimately support MLNLs in challenging perioperative work environments.

Paper is Available to Meeting Registrants Only.

HCM: The Impact of Change in Clinical Leader Behavior on Safety Climate during the COVID-19 Pandemic

Author: **Phatcharasiri Ratcharak**, *U. of Greenwich, Business School*

Aiming to advance the knowledge of clinical leadership during crisis, this longitudinal study investigated the impact of change in leadership behavior among clinical leads on safety climate perceived by clinical workers during the COVID-19 pandemic. The data was collected from clinical leads and their direct reports in public hospitals at different time points over a period of one year. Using random coefficient modelling to analyze the data over time, the change in leadership behavior was detected among clinical leads. The results suggest that clinical leads tended to adopt consideration in their leadership behavior to enhance safety climate among their clinical workers in normal times. However, after the pandemic emerged, clinical leads increasingly adopted initiating structure in their leadership behaviors to ensure safety practice over the time of crisis. The findings provided empirical evidence to support the idea that being an effective leader rests on balancing between consideration and initiating structure behaviors. Based on the study results, practical implications were suggested on how to move leadership practices in healthcare toward the new normal.

Paper is Available to Meeting Registrants Only.

HCM: Hybrid Work: Doctor & Nurse Participation in the Reduction of Healthcare-acquired Infections

Author: **Fabio Rojas**, *Indiana U.*

Author: **Shibashis Mukherjee**, *Indian Institute of Management, Bangalore*

Author: **Rishideep Roy**, *Indian Institute of Management Bangalore*

Author: **Clayton Thomas**, *Iowa State U.*

Contemporary healthcare is often characterized by overlapping frameworks or "logics" that share goals of organizational efficiency and quality but differ in their explanations of how to achieve them. We argue that performance improves when workers approach tasks in a way that combines these logics. Using data from a nationally representative survey of infection preventionists working at 193 unique acute care hospitals in the US, we show that nurses are involved in the biomedical and administrative elements of infection control, while doctors are not involved in both elements. Nurse support for infection control lowers infection rates, while doctor support has no effect. We estimate that nurse support for infection control reduces hospital costs by 40%, an annual savings of \$120 million. We attribute this reduction in cost to nurses' blending of biomedical and organizational knowledge. An implication from this research is that healthcare costs and quality are tied to collaborations that hybridize logics.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **2070** | Submission: **11096** | Sponsor(s): **(HCM, OB)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 2:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center in Room 309**

Advancing Leadership Development in Healthcare: Where Are We and Where Are We Going?
Advancing Leadership Development in Healthcare



Speaker: **Gina Phelps Thobes**, *U. of Akron*
Participant: **Tracy Hopkins Porter**, *Cleveland State U.*
Speaker: **Christina Noelle Lacerenza**, *U. of Colorado, Boulder*
Speaker: **Melanie Paige Standish**, *Illinois Institute of Technology*
Speaker: **Matthew John DePuccio**, *Rush U.*
Organizer: **G. Logan Rife**, -
Discussant: **Larry W. Norton**, *U. of Texas at Dallas*

Leadership development in healthcare continues to garner attention amongst scholars and practitioners due to the additional complexities that healthcare leaders face. This symposium reviews the current state of leadership development in healthcare and explores some critical questions and exciting new directions.

Healthcare Leadership Development: Where does the industry stand?

Author: **Melanie Paige Standish**, *Illinois Institute of Technology*

Exploring the differences between physician and administrative leaders

Author: **G. Logan Rife**, -
Author: **Gina Phelps Thobes**, *U. of Akron*
Author: **Tracy Hopkins Porter**, *Cleveland State U.*

What makes an effective dyad pair: A needs analysis for dyad leadership training.

Author: **Christina Noelle Lacerenza**, *U. of Colorado, Boulder*
Author: **Stephanie Zajac**, -

Healing our future: Preparing future health professionals to lead

Author: **Andrew N. Garman**, *Rush U.*
Author: **Rahul Patawari**, *Rush U. Medical Center*

KEY TO SYMBOLS

-  Teaching-oriented
-  Practice-oriented
-  International-oriented
-  Theme-oriented
-  Research-oriented
-  Diversity-oriented
-  Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **2071** | Submission: **19002** | Sponsor(s): **(HR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 2:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center in Room 205**

Training and Development

Session Moderator: **C. Allen Gorman**, *U. of Alabama, Birmingham*

HR: Nothing but a “g” Thing? Toward an Integrative Model of Frame-of-Reference Training Effectiveness

Author: **C. Allen Gorman**, *U. of Alabama, Birmingham*

Author: **John Patrick Meriac**, *U. of Missouri, St. Louis*

Rater training is important for improving the quality of human resource decisions. However, there is little research that has examined the influence of trainee individual differences on rater training effectiveness. Borrowing from self-regulation theory and executive function literature, we developed an individual differences model of rater training effectiveness across three studies. In Study 1, we found support for a partially mediated model in which learning goal orientation, internal locus of control, and promotion focus influenced rater training motivation through general self-efficacy. In Study 2, we extended the model to include cognitive ability. Study 3 further extended the model to include rater training criteria, and we found that rater training motivation did not predict declarative knowledge, rating validity, or rating accuracy, but cognitive ability predicted all three outcomes. Overall, the results suggest that although individual differences in attitudes are relevant to understanding rater training motivation, cognitive ability may be much more important for understanding rater training effectiveness. Implications for rater training theory and practice are discussed.

Paper is Available to Meeting Registrants Only.

HR: The Successful Adoption of E-Training: A Review and Conceptual Framework

Author: **Jiahui Tan**, *Monash U.*

Author: **Cherrie J. Zhu**, *Monash U.*

Author: **Mingqiong Mike Zhang**, *Monash Business School*

Drawing on the behavioral perspective, this paper integrates two stages of E-training (pre- and post-adoption stages) and introduces a conceptual framework for the successful adoption of E-training based on the review of relevant literature. The framework includes four levels of antecedents (individual, organization, technology and social) and resulting consequences of E-training adoption. It also highlights the interaction between the pre- and post-adoption stages of E-training. The conceptual framework lays a foundation for future empirical studies to investigate the successful E-training adoption.

Paper is Available to Meeting Registrants Only.

HR: What Happens After Training? Complex Linkage Between Learning During Training and Training Transfer

Author: **Sainath Srikant Karthik Bhuvanagiri**, *Indian Institute of Management, Indore*

Author: **CHANDRASEKHAR BHUVANAGIRI**, *ICFAI Business School, IFHE, Hyderabad*

Research on training so far has investigated the impact of different factors on training transfer. However, there remains a gap in understanding what happens to the learning acquired during training. Based on a multi-source, temporal study spanning over six months, we examined the effect of learning during training on training transfer. Besides, we examined the path between learning and training transfer through post-training motivation. We further examined the boundary effect of employees' proactive personality and the support they receive from their supervisors. Our study is one of the early studies that examined the direct, indirect, and conditional effects of learning during training on the transfer of training in their work areas. Implications of the study to academia and practitioners were discussed.

Paper is Available to Meeting Registrants Only.

HR: Impact of Trainer-Trainee Interaction on Trainee Learning in a Work-Related Training Context

Author: **CHANDRASEKHAR BHUVANAGIRI**, *ICFAI Business School, IFHE, Hyderabad*

Author: **Sainath Srikant Karthik Bhuvanagiri**, *Indian Institute of Management, Indore*

In order to sustain a competitive advantage, organizations invest their time, effort, and resources to develop their workforce through training. It is argued that training leads to the learning of the workforce and thus, contributes to the human capital of the organization. The literature on learning during training has focused mostly on either the trainees' characteristics or the trainer's characteristics. For example, prior research demonstrated that trainees' ability and motivation are crucial for the effectiveness of training. On the other hand, trainers' ability was found to facilitate trainees' learning. Though studies have noted that the characteristics of both the trainee and the trainer are important predictors of trainees' learning, studies linking the characteristics of both the trainer and the trainee on trainees' learning are relatively scarce. This is important as training is a dyadic process. The present study is based on the 'Ability Motivation Opportunity' framework, the 'Attribution Model of Training' which highlighted the importance of ability, and motivation in ensuring training effectiveness. In the present study, we examined the influence of ability, and motivation of both the trainer and the trainee on trainees' learning in a training program. The study was conducted among the employees of a large public sector organization that is spread across the country and is in the process of transformation from an age-old traditional organization to a technologically advanced organization. For the success of this digital transformation, training of its employees on technological skills assumes a very crucial role. 1458 trainees (village branch heads) and 94 trainers participated in our study. We captured respondents' ability, and motivation as our main study variables, and personality traits, beliefs, degree of choice, degree of familiarity, peer-interaction, and demographics as control variables. The findings of the study supported our hypotheses. Implications of the study were discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Symposium**
Program Session: **2072** | Submission: **11259** | Sponsor(s): **(HR)**
Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 2:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center in Yakima 2**

**Individual and Group Predictors of Workplace
Ostracism and Employee Coping**
Predicting and Coping with Workplace Ostracism



Session Chair: **Cong Liu**, *Hofstra U.*
Presenter: **Xixi Gu**, *China U. of Political Science*
Presenter: **Joshua Cogswell**, *Nicholls State U.*
Presenter: **Malgorzata Gamian-Wilk**, *SWPS U. of Social Sciences and Humanities*
Participant: **Amer Ali Al-Atwi**, *Al Muthanna U.*
Participant: **Marta Luszczkiewicz**, *SWPS U. of Social Sciences and Humanities*
Participant: **Konrad Smolak**, *SWPS U. of Social Sciences and Humanities*
Participant: **Shiyong Xu**, *Renmin U. of China*
Participant: **Bainan Zhang**, *Renmin U. of China*
Participant: **Aarti Polavarapu**, *Hofstra U.*
Participant: **Brian Goldfeder**, *Hofstra U.*
Participant: **Swapnil Kalra**, *Hofstra U.*
Participant: **Sami Abdelal**, *Hofstra U.*
Participant: **Lindsay Pyc**, *McKinsey & Company, Inc*
Discussant: **Chiahuei Wu**, *Leeds U. Business School*

We presents four studies to examine the individual, group, and family predictors of workplace ostracism. Using advanced survey research methods (experience sampling method, multi-level survey, and three-wave time-lagged design), the authors tested predictors of workplace ostracism, such as employees' task proactivity, group cognitive diversity and group time pressure, and (lack of) family supportive supervision and family-to-work conflict. The authors also showed that employees responded to supervisor ostracism with emotion faking, which was related to more burnout and less felt authenticity.

Task Proactivity and Workplace Ostracism: The Moderating Effect of Team Envy

Author: **Cong Liu**, *Hofstra U.*
Author: **Shiyong Xu**, *Renmin U. of China*
Author: **Bainan Zhang**, *Renmin U. of China*
Author: **Lindsay Pyc**, *McKinsey & Company, Inc*
Author: **Aarti Polavarapu**, *Hofstra U.*
Author: **Brian Goldfeder**, *Hofstra U.*
Author: **Swapnil Kalra**, *Hofstra U.*
Author: **Sami Abdelal**, *Hofstra U.*

Group Non-Purposeful Ostracism: Its Antecedents and Outcomes

Author: **Amer Ali Al-Atwi**, *Al Muthanna U.*
Author: **Joshua Cogswell**, *Nicholls State U.*

Linking Family-Supportive Supervision, Family-to-Work Conflict, and Workplace Ostracism

Author: **Malgorzata Gamian-Wilk**, *SWPS U. of Social Sciences and Humanities*
Author: **Marta Luszczkiewicz**, *SWPS U. of Social Sciences and Humanities*
Author: **Konrad Smolak**, *SWPS U. of Social Sciences and Humanities*

Supervisor Ostracism, Interpersonal Goals, and Employees' Emotion Faking

Author: **Xixi Gu**, *China U. of Political Science and Law*
Author: **Cong Liu**, *Hofstra U.*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **2073** | Submission: **15697** | Sponsor(s): **(HR)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 2:00PM - 3:30PMPT (UTC-7)** at **Hyatt Regency Seattle** in **305 Chelais**

New Advances in Self-Determination Theory Applied to Work *Self-Determination Theory Applied to Work*



Participant: **Karin S. Moser**, *LSBU Business School, London / UK*

Participant: **Marylene Gagne**, *Curtin Uni*

Participant: **Sarah-Genevieve Trepanier**, *U. Du Quebec a Trois-Rivieres*

Participant: **Rebecca Hewett**, *Rotterdam School of Management, Erasmus U.*

Self-determination theory (SDT; Deci & Ryan, 1985) has contributed to the advancement of knowledge on the topics of leadership and knowledge sharing. SDT proposes a multidimensional conceptualization of work motivation that comprises intrinsic motivation (i.e., doing something out of enjoyment), identified extrinsic motivation (i.e., doing something out of values), introjected extrinsic motivation (i.e., doing something to maintain self-esteem), and external extrinsic motivation (i.e., doing something to obtain a reward). A recent meta-analysis has shown that autonomous types of motivation (i.e., intrinsic and identified) account for more positive variance in work outcomes than controlled forms of motivation (i.e., introjected and external; Van den Broeck et al., 2021). SDT also proposes that the satisfaction of three basic psychological needs for competence, autonomy, and relatedness promote autonomous over controlled types of motivation, and are also associated with a host of positive work outcomes (see Van den Broeck et al., 2016 for a meta-analysis). The four presentations that are part of this symposium aim to deepen knowledge of work motivation. Two of the presentations present research dealing with the effects of monetary rewards on performance and knowledge sharing, while the third links research on work motivation with research on coping when shocks happen. The fourth presentation re-examines the factorial structure of a work motivation measure based on self-determination theory. Together, these four presentations push researchers to “think again” about some well-accepted findings. The first presentation revisits the effects of rewards on motivation and performance. Luxton and colleagues tested competing hypotheses based on SDT and expectancy theory to see if instrumentality or autonomy is more important to performance, and how rewards affect them. They found that pay-for-performance does increase instrumentality perceptions and decrease feelings of autonomy. However, pay system had no direct or indirect effect on performance. Based on past research showing that monetary rewards discourage knowledge sharing (Brock et al., 2005; Cockrell & Stone, 2010; Zhao et al., 2016), the second presentation focuses on the relative importance of verbal versus monetary rewards on promoting knowledge sharing. Moser present the results of three experiments showing that while praise increases knowledge sharing, monetary rewards decreases it. These results concur with previous research showing that verbal rewards increase feelings of competence and do not decrease feelings of autonomy, while monetary rewards decrease feelings of autonomy (Deci et al., 1999; Kuvaas et al., 2020). The third presentation examines how motivational resources help employees cope with shocks (such as a pandemic). Hewett and Emery show, in a sample of scuba divers, that initial work motivation influenced the coping mechanisms they used to cope with job loss during the pandemic. They found that having more autonomous forms of motivation was related to better coping styles than having more controlled forms of motivation, resulting in better well-being outcomes. The fourth presentation revisits the factor structure of the Multidimensional Work Motivation Scale (Gagné et al., 2015). Trépanier and colleagues tested and refined the factor structure of this popular work motivation measure, eliminating three items. They give future researchers avenues to further ameliorate the measure in a way that is consistent with the theory.

Well done vs. well paid: The influence of verbal and financial rewards on knowledge sharing

Author: **Karin S. Moser**, *LSBU Business School, London / UK*

Comparing the Motivational Effects of Different Pay Systems on Job Performance: A Simulation Study

Author: **Ethan Luxton**, *Curtin U.*

Author: **Marylene Gagne**, *Curtin Uni*

Author: **Stacey L. Parker**, *U. of Queensland*

The differential implications of motivational coping resources in the face of external shocks

Author: **Rebecca Hewett**, *Rotterdam School of Management, Erasmus U.*

Author: **Cecile Emery**, *U. of Exeter Business School*

Revisiting the Multidimensional Work Motivation Scale (MWMS)

Author: **Sarah-Genevieve Trepanier**, *U. Du Quebec a Trois-Rivieres*

Author: **Clayton Peterson**, *U. Du Quebec a Trois-Rivieres*

Author: **Marylene Gagne**, *Curtin Uni*

Author: **Claude Fernet**, *U. du Québec à Trois-Rivières*

Author: **Julie Levesque-Cote**, *U. du Québec à Trois-Rivières*

Author: **Josh Howard**, *Monash U., Australia*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

HRM and Innovation and Creativity

Session Moderator: **Yunsung Lee**, *KAIST College of Business*

HR: **The Relationships Between High-Performance Work Systems, Collective Well-being, and Innovation**  

Author: **Yunsung Lee**, *KAIST College of Business*

Are human resource management practices truly effective for improving firm-level innovation? and how are they related to employees' well-being? The current study explores the relationship between high-performance work systems (HPWS), collective well-being, and innovation. By using a national population survey of 368 Korean firms, I found a significant indirect effect of HPWS on firm-level innovation through collective well-being. As a result, HPWS is an essential mechanism to improve firm-level innovation by fostering work environments where employees are valued and cared; therefore, they tend to put extra effort into firm-level innovation. Furthermore, I found significant moderating roles of organizational cultures that clan rather than market cultures increased the positive effects of HPWS on collective well-being and firm-level innovation. This empirical result suggests the importance of strategic fit between firm-level strategy and cultures to construct social and economic relationships between firms and employees.

Paper is Available to Meeting Registrants Only.

HR: **Social Responsibility, Talent Management Architectures and Innovation**  

Author: **Alison Glaister**, *U. of York*

Author: **Smitha Nair**, *Amrita School of Business*

Author: **Ekrem Tatoglu**, *Gulf U. for Science and Technology*

Author: **Mehmet Demirbag**, *U. of Essex*

The paper examines the configurational alignment of processes stemming from the pursuit of organisations' socially relevant objectives, the processes that support innovation and the moderating role of the talent management architecture. Using the resource-based view and dynamic capabilities, the paper highlights the requirements of processes that can respond to the paradoxical tensions between altruism and instrumentality in organisations. Through a survey of 238 firms located in Turkey, we find that both socially relevant objectives and TMA helps foster a range of processes that support innovation. Further, TMA strengthens the conflicting socially responsible objectives and innovation processes, but TMA necessarily incorporates measures that reward as well as punish

Paper is NOT Available. Please contact the author(s).

HR: **The Interaction of Creativity Encouragement and Standardized Work Practices in Hospitality Industry**  

Author: **Meiqin Jiang**, *College of Economic and Management, Huazhong Agricultural U*

Author: **Pengcheng Zhang**, *Huazhong U. of Science and Technology*

Author: **Chenglin Gui**, -

Author: **Mingwei Liu**, *School of Management, Huazhong U. of Science and Technology*

Aligning with the stress perspective, we propose a moderated mediation model to illustrate the effects of leader encouragement of creativity on employee work outcomes, namely, creativity and service quality in the hospitality industry. We argue that leader encouragement of creativity has contradicting effects on employee creativity and service quality through its effects on employee creativity pressure when employees are under standardized work practices. We collected 175 supervisor-employee dyads in the hospitality industry in China at two points and from multi-sources. Applying bootstrapping technique in SPSS 25 to test our proposed moderated mediation model, the findings suggest that leader encouragement of creativity has a negative indirect effect on employee creativity and service quality via creative pressure when employees work under standardized work practices. Theoretical and practical implications specific to leader encouragement of creativity for employee creativity and service quality in hospitality industry are discussed.

Paper is Available to Meeting Registrants Only.

HR: **How Does Control HRM Impact Creativity? A Curvilinear Moderated Mediation Model**

Author: **Yiqi Wu**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Author: **Qinxuan Gu**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Drawing on social information processing theory and activation theory, this study theorizes a curvilinear moderated mediation model that links perceived control human resource management (HRM) and employee creativity. Using multisource data from 814 employees and 157 supervisors, we find that perceived control HRM has an inverted U-shaped relationship with employees' work vigor and this relationship is moderated by perceived commitment HRM. Employees are more vigorous at work when perceived commitment HRM is high and perceived control HRM is moderate. Furthermore, the indirect effect of perceived control HRM and employee creativity through work vigor depends on perceived commitment HRM. Theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Symposium**

Program Session: **2075** | Submission: **17162** | Sponsor(s): **(HR, MOC, OB)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 2:00PM - 3:30PMPT (UTC-7)** at **Hyatt Regency Seattle in 408 Washougal**

Gratitude In the Workplace: Moving Toward New Frontiers *Gratitude In the Workplace*



Session Chair: **Ussama Ahmad Khan**, *U. of Washington, Seattle*

Session Chair: **Lauren Rachel Locklear**, *Texas Tech U.*

Discussant: **Allison S. Gabriel**, *U. of Arizona*

Presenter: **Ryan Fehr**, *U. of Washington, Seattle*

Presenter: **Jiaqing Sun**, *The London School of Economics and Political Science*

Presenter: **Ayana N. Young**, *U. of North Carolina, Chapel Hill*

A growing body of organizational research has begun to explore the role played by gratitude in employees' attitudes, perceptions, relationships, and behaviors. However, the literature remains limited in important ways. For instance, the literature has largely focused on gratitude within dyads, and has assumed that all gratitude expressions are equal regardless of the source or motivation behind these expressions. Our symposium aims to contribute to the organizational literature by addressing these limitations. The collection of papers we have assembled discuss how gratitude manifests in organizations and how third-party coworkers perceive the authenticity and effectiveness of gratitude expression. These papers adopt a multi-method approach to studying gratitude in a range of diverse organizational contexts. Taken together, this set of papers has implications for important organizational outcomes such as leadership, employee psychological empowerment, prosocial behaviors, and task performance.

Gratitude as Positive Feedback in Organizations

Author: **Lauren Rachel Locklear**, *Texas Tech U.*

Author: **Sharon Sheridan**, *College of Business, Clemson U.*

Author: **Maureen L. Ambrose**, *U. of Central Florida*

How Upward Counterfactual Thoughts Impact Followers' Gratitude for Leaders' Emotion Helping

Author: **Jiaqing Sun**, *The London School of Economics and Political Science*

Author: **Ryan Fehr**, *U. of Washington, Seattle*

I Don't Appreciate Your Appreciation: Third Party Reactions to Leader-Directed Gratitude Expression

Author: **Ryan Fehr**, *U. of Washington, Seattle*

Author: **Yue Wang**, *Renmin U. of China*

Author: **Yirong Guo**, *Xiamen U.*

A Further Exploration of Factors Influencing the Perceived Authenticity of Gratitude

Author: **Ayana N. Young**, *U. of North Carolina, Chapel Hill*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Symposium**
Program Session: **2076** | Submission: **12554** | Sponsor(s): **(HR, OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 2:00PM - 3:30PMPT (UTC-7)** at **Hyatt Regency Seattle** in **407 Satsop**

Current Research on Bottom-line Mentality and Future Directions *Current & Future Research on Bottom-Line Mentality*

Organizer: **Nazifa Zaman**, *Rutgers U., School of Management and Labor Relations*
Organizer: **Cheng-Huan Liu**, *Rutgers U., School of Management and Labor Relations*
Discussant: **Rebecca Lee Greenbaum**, *Rutgers U., New Brunswick*
Presenter: **Mayowa Babalola**, *Graduate School of Business, Nazarbayev U.*
Presenter: **Matt Quade**, *Baylor U.*
Presenter: **Mobina Farasat**, *National U. of Computer and Emerging Sciences*

Since the construct of bottom-line mentality was introduced by Greenbaum et al. in 2012, a considerable body of research has developed, with prior research demonstrating both negative (e.g., unethical behavior, Babalola et al., 2020; relationship issues with coworkers, Greenbaum et al., 2012) and positive outcomes of bottom-line mentality (e.g., enhanced performance, Babalola et al., 2020; thriving at work, Babalola et al., 2020), but much more research is needed. This symposium presents current research that aims to advance a nuanced understanding of bottom-line mentality and to provide insights for future research. Given research support on the mixed utility of bottom-line mentalities, and the fact that this mentality may be relatively common in some organizational settings (Pfeffer, 2016), this set of papers draw from diverse theoretical perspectives to identify and understand the factors that may contribute to bottom-line mentality and its outcomes. These papers provide implications for organizations to leverage conditions that trigger the benefits and reduce the drawbacks of EBLMs in the workplace. The final systemic review paper discusses where bottom-line mentality literature stands and where it can go from here.

A BLM Perspective on the Relationship Between Family Financial Pressure and Financial Goal Progress

Author: **Nazifa Zaman**, *Rutgers U., School of Management and Labor Relations*
Author: **Rebecca Lee Greenbaum**, *Rutgers U., New Brunswick*
Author: **Cheng-Huan Liu**, *Rutgers U., School of Management and Labor Relations*

The Bittersweet Nature of Family Caregiving on Work and The Influence of SBLM

Author: **Dawn S Carlson**, *Baylor U.*
Author: **Min Wan**, *Texas State U.*
Author: **Matt Quade**, *Baylor U.*
Author: **K. Michele Kacmar**, *U. of South Alabama*

A Self-Enhancing and Reparatory Response Model of Supervisor Bottom-Line Mentality

Author: **Mayowa Babalola**, *Graduate School of Business, Nazarbayev U.*
Author: **Moazzam Ali**, *COMSATS U., Islamabad, Lahore Campus*
Author: **Wayne Hochwarter**, *Florida State U.*
Author: **Muhammad Usman**, *NUST Business School, National U. of Sciences and Technology, Islamabad*

SBLM Self-Regulation Impairment and UPOB: Investigating the Effect of Perceived Employability

Author: **Komal Kamran**, *National U. of Computer and Emerging Sciences, Pakistan*
Author: **Akbar Azam**, *National U. of Computer and Emerging Sciences*
Author: **Mobina Farasat**, *National U. of Computer and Emerging Sciences*

The Construct of Bottom-Line Mentality: Where We've Been and Where We're Going

Author: **Rebecca Lee Greenbaum**, *Rutgers U., New Brunswick*
Author: **Mary Elizabeth Mawritz**, *Drexel U.*
Author: **Nazifa Zaman**, *Rutgers U., School of Management and Labor Relations*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **2077** | Submission: **19231** | Sponsor(s): **(MOC)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 2:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center in Room 308**

Professional Identity Development and Management: New Directions

Session Moderator: **Jeffrey Bednar**, *Brigham Young U.*

MOC: Working Hard, Teaching Well: Learners Attain Better Outcomes from “Strivers” than from “Naturals”

Author: **Nuria Tolsa-Caballero**, *U. of Michigan, Ross School of Business*

Author: **Chia-Jung Tsay**, *U. of Wisconsin-Madison*

When students believe their instructors' domain mastery is primarily the product of effort (“strivers”) rather than natural talent (“naturals”), students attain superior learning outcomes. Through archival data from the largest publicly available teaching evaluation database, “Rate My Professors,” a pre-registered experiment, meta-analyses of 12 additional studies, and 3 supplementary studies, we find that having a role model of hard work rather than innate ability as an instructor increases the relative value learners place on hard work with respect to natural talent and their self-efficacy, leading them to attain better learning outcomes. Our work demystifies natural talent. Despite the awe that natural talent prompts, “strivers” may be more inspiring than “naturals,” leading people to thrive. Highlighting the hard work underlying instructors' achievement may help others learn more and, ultimately, contribute to efficiency gains in education spending through improved educational outcomes.

Paper is NOT Available. Please contact the author(s).

MOC: How will I Lead in This Organization? How Individuals Situate Preexisting Leader Identity Content 

Author: **Jeffrey Bednar**, *Brigham Young U.*

Author: **Benjamin Martell Galvin**, *Brigham Young U.*

Author: **Archie Lee Bates**, *United States Military Academy*

Finalist for MOC Division Best Paper Award

Based on qualitative data collected at the United States Military Academy (West Point), this research uses a qualitative grounded theory approach to contribute important theoretical insights to our understanding of how leaders construct leader identities in organizations (c.f., Ashforth & Schinoff, 2016). Our theoretical model moves beyond existing research on leader identity construction- which largely treats individuals as blank slates as they construct leader identities- by highlighting the critical role of preexisting leader identity content that individuals bring with them to new organizations. Our model suggests that as organizations utilize sensebreaking and sensegiving to help socialize and guide members towards their preferred prototype of leadership, individuals must figure out how to situate their preexisting leader identities in relation to that prototype. In this process, individuals may discard certain aspects of their preexisting leader identity and/or ignore certain aspects of the organization's preferred prototype of leadership, resulting in one of four situated leader identity types: Pretender, Adopter, Maverick, or Rogue. Our model uncovers important outcomes associated with these four types of situated leader identities and illustrates how one's situated leader identity might evolve over time as leaders engage with and learn from new experiences they encounter.

Paper is Available to Meeting Registrants Only.

MOC: Dancing with Myself: Model of Professional Identity Development via Intrapersonal Vicarious Learning

Author: **Bianca Crivellini Eger**, *HEC Paris*

Author: **Daniel Newark**, *HEC Paris*

In this paper, we introduce a process model of professional identity development through intrapersonal vicarious learning. Building on an ethnography of working professionals in Milan, Italy who also perform as drag queens, we describe how an individual's Alter Ego or Secondary Self can facilitate the exploration of desirable professional identity attributes that are then transferred to their Primary Work Self. Central to this process is the adoption of a cognitive attitude of compartmentalization. Rather than seeing their Alter Ego as a side of their Primary Self, these individuals see it instead as a separate, Second Self. This subjective perception of separateness reduces and postpones pressures to make sense of, find consistency in, or integrate the Second Self's thoughts, behaviors, and self-conceptions vis-a-vis the Primary Self. In turn, this reduced pressure for coherence and integration grants the individual more freedom to explore a variety of experiences, behaviors, and interpretations that may otherwise be avoided or curtailed were they immediately seen as needing to correspond to, or be incorporated into, the Primary Self. Once these novel identity attributes emerge and develop, our process model describes how they are ultimately modified and transferred to the Primary Self through a process we refer to as intrapersonal vicarious learning.

Paper is Available to Meeting Registrants Only.

MOC: Identity Construction in Emerging Occupations: How Muslim Chaplains Bricolage Occupational Identity    

Author: **Muhammad Amir Hamza Khan**, *Boston College*

Finalist for MOC Division Best Paper on Diversity and Cognition Award

Focusing on the experiences of Muslim Campus Chaplains, I build a model of how members of emerging occupations construct an occupational identity. In established occupations, individuals form an occupational identity through years of extensive training, standardized education, licensing/credentialing and informal socialization into the occupation. Members of emerging occupations do not have this luxury and are generally thrust into the occupation without holding a strong occupational identity. I show that identity bricolage is a process where members of emerging occupations construct an occupational identity with the identity resources they have readily available. They can do this through identity narrowing or identity expansion. Identity narrowing refers to members of emerging occupations defining their occupational identity exclusively on the basis of an identity that they already hold. This could be a lingering occupational identity, a coveted personal identity or even their desired self. Identity expansion refers to members of an emerging occupation constructing an occupational identity by drawing upon the identities of important stakeholders around them as a result of which they also experience self-expansion. Students are the main stakeholder for Muslim Chaplain and they draw upon the multiple identities of their students to construct a syncretic occupational identity. This also impacts their own identities grow and has implications for the Muslim Chaplains well-being at work. Occupational identity helps guide occupational members behavior in organizations and a strong occupational identity is a predictor for occupational success. Understanding how members of emerging occupations construct their occupational identity is crucial to appreciate how they may become successful in their occupations. Members of emerging occupations are increasingly important to organizations and their success so this could have implications for organizations as well. I conclude this work by discussing implications for theory and practice.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **2078** | Submission: **19607** | Sponsor(s): **(OB)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 2:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center in Room 4C4**

Breach, Disruption, and Recovery

Session Moderator: **Samuel Mortimer**, *The Wharton School, U. of Pennsylvania*

OB: **The Construction of Breach: Transgression and Voice in Japanese Shrine Festivals** 

Author: **Samuel Mortimer**, *The Wharton School, U. of Pennsylvania*

I present a theory of how behavior within organizations comes to be labeled as misconduct at the organizational level. Rather than focusing on individual judgment and decision-making, I conceptualize the labeling of misconduct as an organizational performance—less a courtroom than a courtroom drama. I argue that these performances play a critical role in how organizations can reduce negative deviance without at the same time discouraging positive deviance. I illustrate this using a case study of Japanese shrine festivals. Drawing from ethnohistorical literature, I argue that the processes through which participants identify and attribute responsibility for misconduct play a crucial role in encouraging the expression of voice, a form of positive deviance, during these festivals.

Paper is Available to Meeting Registrants Only.

OB: **How Organizational Transgressions Can Prompt Prosocial and Deviant Behavior in Employees via Guilt** 

Author: **Megan Herrewynen**, *Ted Rogers School of Management, Toronto Metropolitan U.*

Author: **Annika Hillebrandt**, *Ted Rogers School of Management, Toronto Metropolitan U.*

Despite efforts to reduce ethical misconduct by organizations, many organizations occasionally act unethically. Understanding the outcomes of such organizational transgressions is important, as this can facilitate organizational recovery and prevent future transgressions. However, whereas scholars have identified numerous detrimental outcomes of organizational transgressions for organizations, we have a poor understanding of how transgressions at the organizational level can impact employees. Drawing on attribution theories of emotion, we argue that employees can experience vicarious guilt in response to an organizational transgression. Guilt, in turn, may prompt employees to engage in prosocial behaviors targeted at external parties as well as deviant behaviors targeted at the organization. Our hypotheses were supported across three studies: a critical incident recall experiment with a diverse sample of full-time employees, an interactive scenario-based experiment with a student sample, and a two-wave survey with members of a single organization. Theoretically, our studies provide insight into individual-level responses to organizational transgressions, advance our understanding of vicarious guilt in organizational settings, and identify antecedents of prosocial and deviant employee behaviors. Practically, we provide insights that are important for the development of interventions aimed at helping organizations and employees recover from transgressions.

Paper is NOT Available. Please contact the author(s).

OB: **Harm or Harmony? Error Cover-up Behaviors At Work** 

Author: **Zihan Liu**, *U. of Houston*

Author: **Xueqi Wen**, *Tongji U.*

Author: **Feng Qiu**, *U. of Massachusetts, Amherst*

Author: **Xingyu Wang**, *School of Hotel and Tourism Management, Hong Kong Polytechnic U.*

Author: **Mingyun Huai**, *Tongji U.*

Instances constantly occur in the workplace wherein one notices errors made by coworkers and chooses not to report to others but rather handle them in a secluded way. However, research on employee errors has not examined employee cover-up of coworkers' errors. We identified proactive and passive error cover-up as two dimensions of error cover-up behavior and defined proactive error cover-up as one intentionally handling a coworker's error without calling attention from others and passive error cover-up as one purposefully disregarding a coworker's error. Using three studies, we found that (1) employee high-quality relationships with other team members (TMX) is positively related to proactive error cover-up; (2) psychological safety is negatively related to passive error cover-up; (3) proactive error cover-up is positively related to team performance while passive error cover-up is negatively related to team performance. Our findings contribute to a better comprehension of employee cover-up of peer errors.

Paper is Available to Meeting Registrants Only.

OB: **Social Disruption and Equilibrium Reconstruction: A Media-based Perspective**

Author: **Jo K. Oh**, *U. of Connecticut*

Author: **Zhenyu Liao**, *Northeastern U.*

Author: **You Jin Kim**, *City U. of Hong Kong*

Author: **Wonbin Sohn**, *U. of Texas at Austin*

Despite the essential role of the media in shaping the individual and collective sense-making during times of social disruption, little is known about the nuanced processes of how the media affects the emergence of a course of cognitive, emotional, and behavioral responses taken by employees. We integrate media dependency theory with appraisal theories of emotions to propose a multi-phase process model, which provides a fine-grained delineation of how the media influences each of the different phases in which employees cognitively process, emotionally experience, and behaviorally respond to social disruptions, and ultimately adapt to a new social equilibrium. In doing so, we articulate why and how individuals' psychological and behavioral responses may vary across situations and time. Our theoretical framework not only introduces a media perspective to organizational research, but more so, it advances Alexander's societalization framework (2018, 2019) by conceptualizing the micro-psychological processes in which individual employees, the constituents of teams, organizations, and society at large undergo in adjusting to the aftermath of social disruptions.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **2079** | Submission: **12160** | Sponsor(s): **(OB, HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 2:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center in Chelan 2**

The Future of Help at Work: An Expert Panel
Future of Help at Work Expert Panel



Session Chair: **Nathan Philip Podsakoff**, *U. of Arizona*
Session Chair: **Mahira Ganster**, *U. of Arizona*
Panelist: **Wayne E. Baker**, *U. of Michigan*
Panelist: **Kathryn H. Dekas**, *Google*
Panelist: **Mark G. Ehrhart**, *U. of Central Florida*
Panelist: **Jessica Beth Rodell**, *U. of Georgia*

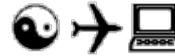
Since first being studied in management about half a century ago, the research on help has expanded to include multiple sub-domains (e.g., OCBs, reciprocity, volunteering, advice seeking), hundreds of publications, best-selling books, and tens of thousands of citations attributed to this work. Taken together, this past effort begs the question: what does the future of help at work look like? Our symposium includes four expert panelists working on the front lines as academics and practitioners examining and facilitating this phenomenon, and asks them to address specific questions about the Future of Help at Work. The questions are designed to inform both research and practice on this topic, as well as addressing the theme for this year's conference, Creating a Better World Together.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2080** | Submission: **16207** | Sponsor(s): **(OB, HR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 2:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 1**

Identity Opportunities in Contemporary Work *Identity Opportunities in Contemporary Work*



Organizer: **Lien Desmet**, *KU Leuven*
Organizer: **Neveen Mohamed**, *Vlerick Business School*
Presenter: **Remy E. Jennings**, *Florida State U.*
Participant: **Klodiana Lanaj**, *U. of Florida*
Participant: **Trevor Foulk**, *Robert H. Smith School of Business, U. of Maryland*
Presenter: **Lien Desmet**, *KU Leuven*
Participant: **Katleen De Stobbeleir**, *Vlerick Business School*
Presenter: **Neveen Mohamed**, *Vlerick Business School*
Presenter: **Clara Zwettler**, *U. of Bern, Work and Organisational Psychology*
Participant: **Daniel Spurk**, *U. of Bern*
Participant: **Caroline Straub**, *Bern U. of Applied Sciences*
Discussant: **Heather Ciara Vough**, *George Mason U.*

In today's changing world of work, an increasing group of individuals are actively taking charge of their careers inside or outside of organizations (Ashford et al., 2018; Parker & Collins, 2010). For these individuals, identity is a key resource that provides a structure to see and interpret the business context and to behave in it (Leary and Tangney, 2012; Markus, 1977). This symposium addresses identity for two specific groups that are currently receiving considerable attention in literature: organizational leaders and gig workers.

Improving the Lives of Leaders: The Beneficial Effects of Positive Leader Self-Reflection

Author: **Klodiana Lanaj**, *U. of Florida*
Author: **Trevor Foulk**, *Robert H. Smith School of Business, U. of Maryland*
Author: **Remy E. Jennings**, *Florida State U.*

Making Career Initiative Less Risky for Women

Author: **Lien Desmet**, *KU Leuven*
Author: **Katleen De Stobbeleir**, *Vlerick Business School*

Independent Workers' Ambivalent Identification With Their Client Organizations

Author: **Neveen Mohamed**, *Vlerick Business School*
Author: **Katleen De Stobbeleir**, *Vlerick Business School*

Occupational Identification (OI) within Gig Work: A Protean Career Perspective

Author: **Clara Zwettler**, *U. of Bern, Work and Organisational Psychology*
Author: **Daniel Spurk**, *U. of Bern*
Author: **Caroline Straub**, *Bern U. of Applied Sciences*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2081** | Submission: **19214** | Sponsor(s): **(ODC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 2:00PM - 3:30PMT (UTC-7)** at **Sheraton Grand Seattle in Juniper**

Disparate but Consequential: Five Papers Related by Change

Session Moderator: **Steven Kavaratzis**, *Ted Rogers School of Management, Ryerson U.*

ODC: **How Well We Know Wellness: Closing the Gap on Wellness Program Research in the Workplace** 

Author: **Steven Kavaratzis**, *Ted Rogers School of Management, Ryerson U.*
Author: **Elen Choi**, *Ted Rogers School of Management, Toronto Metropolitan U.*
Author: **Mehdi Kargar**, *Ted Rogers School of Management, Ryerson U.*
Author: **Morteza Zihayat**, *Ted Rogers School of Management, Ryerson U.*

This research brings together a systematic literature review, topic modelling, and qualitative analysis in a novel, mixed method approach to synthesize research on workplace wellness interventions and offer directions for future research. First, we conducted a systematic literature review to create a collection, or corpus, of 5,674 research publications on wellness intervention research. Next, topic modelling, a quantitative machine learning technique that identifies key topics, was deployed to extract and investigate trends within the corpus. Finally, abstracts were qualitatively coded according to a framework that examined the trends across: 1) which journal outlets and disciplines are publishing workplace wellness intervention research; 2) the different types of wellness interventions that are studied in workplaces; 3) dependent variables measured as outcomes of wellness interventions, and any reported mechanisms or program theory linking the intervention to the outcomes; 4) the methodologies utilized by researchers and their corresponding rigour; and 5) the context the research takes place within. Interestingly, despite the growing recognition that wellness is a multi-dimensional concept, 'wellness' is increasingly operationalized using primarily psychological outcomes. Other trends depicted a lack of consistency in research design, program theory, and results making it difficult to specify how or why a program is beneficial for a specific population and setting and the extent to which results were reliable.

Paper is Available to Meeting Registrants Only.

ODC: **Toward a Typology of Co-emergence of New Firms and New Sectors** 

Author: **Jackson Kinyanjui Wanjiku**, *Halmstad U.*
Author: **Romeo Turcan**, *Aalborg U. Business School*
Author: **Svante Andersson**, *Halmstad U.*

In this paper we aim to explore the phenomenon of emergence in uncertain contexts. Specifically, we focus on co-emergence of new firms and sectors. It is an area high importance to practitioners and policy makers, but at the same, less researched and understood. We analyzed, synthesized, and theorized this intersection across 16 inter-disciplinary research contexts. Constant theorizing and iteration identified strong and weak emergence as key properties of emergence that can explain most of the co-emergence between new ventures and sectors. We employed typology construction by reduction to develop the typology of co-emergence by cross-tabulating weak and strong emergence of new sectors and ventures. This led to identification of four types of co-emergence: benign, supervenient, radical and nominal. These four types are the focus of the paper. Implications for academia, practice and policy conclude the paper.

Paper is Available to Meeting Registrants Only.

ODC: **Unraveling Contingent Mirroring Dynamics within Firms – Insights from a Multinational Conglomerate**

Author: **Christopher Chochoiek**, *EBS U.*
Author: **Tobias Gutmann**, *EBS Business School*
Author: **Christoph Fuchs**, *EBS U.*

Existing literature on the mirroring hypothesis and its dynamics has yielded inconsistent findings as it relies on persistently static, fragmented, and industry-scope dominated considerations. In contrast, this study takes on a processual perspective on the management of mirroring relationships within a multinational conglomerate in response to changing contingency factors. Building upon an embedded multiple case study, we derive a set of propositions that account for the dynamics and interrelations of mirroring and its respective contingencies. We highlight two dedicated phases of change – frame-breaking and incremental modularization – that are influenced by the sense of urgency to adapt and adopt architectural changes as explanation for consecutive deviation types of mirroring.

Paper is Available to Meeting Registrants Only.

ODC: **A Semantic Lens on Smart Working: Unpacking the Theoretical Construct**

Author: **Emanuele Castriotta**, *U. of Cagliari*
Author: **Andrea Tomo**, *U. of Napoli Federico II, Italy*
Author: **Maria Chiara Di Guardo**, *U. of Cagliari*
Author: **Gianluigi Mangia**, *U. degli Studi di Napoli Federico II*

The paper provides a semantic lens on the concept of Smart Working by unpacking its theoretical construct on the basis of the terms scholars have used over the last 30 years of research. Based on a co-words analysis, we detect nine distinctive dimensions of SW (Work dematerialization, HRM practices, Dispersed organization, Work enhancement, Business opportunity, Digital spaces, Inclusivity work, Individual mindfulness, Organizational boundaries) and four promising macro-areas (“Organizational and technological dimension”, “Networking”, “Individual psycho-physical wellness”, and “Social interaction”) that might be of support to scholars interested in deepening specific issues of SW and to practitioners and professionals involved in the definition of organizational policies in the current context. We therefore unveil the relationships among the dimensions and the most frequently addressed terms used in association with the concept of SW, and an overall holistic picture of the SW phenomenon and latent future research areas.

Paper is Available to Meeting Registrants Only.

Author: **Therese Grohnert**, *Maastricht U., School of Business & Economics*

Author: **Nele Ennemoser**, *Lanxess*

Author: **Magdalena Orth**, *PricewaterhouseCoopers*

Author: **Wim Gijssels**, *Maastricht U.*

Both management scholars and practitioners agree that organizations need to continuously learn as a response to ongoing changes in the business environment, and that an organizational learning culture (OLC) is critical in this endeavor. Yet, creating an OLC is a time- and resource-intensive endeavor, whose return on investment is not certain; evidence on the OLC-performance link is scattered across a range of academic domains, industries, cultural contexts, and measurements. Building on the resource-based view of the firm and the competing values framework, this study synthesizes extant evidence on the link between OLC and organizational performance, innovation, and performance-related work attitudes. Meta-analyses of 86 studies and 223 effect sizes with a cumulative $N = 43,232$ reveal that OLC is positively related to all outcomes, explaining 12% of variance in organizational performance, 20% of innovation, 24% of job satisfaction, 22% of organizational commitment, and 8% of turnover intentions, statistically significant effect sizes that are characterized by high levels of heterogeneity. These findings provide coherent evidence on the value of investing in an OLC, resulting in managerial and research implications.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2082** | Submission: **16199** | Sponsor(s): (SAP)
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 2:00PM - 3:30PMPT (UTC-7)** at Sheraton Grand Seattle in Madrona

Advancing Research on Capability Development and Reconfiguration

Capability Development and Reconfiguration



Participant: **Arne Keller**, *Vienna U. of Technology*
Participant: **Wolfgang H. Guettel**, *TU Wien*
Participant: **Stefan Konlechner**, *Johannes Kepler U. Linz*
Discussant: **Dovev Lavie**, *Bocconi U.*
Discussant: **Erwin Danneels**, *U. of South Florida*
Participant: **Hans Berends**, *Vrije U. Amsterdam*
Participant: **Kathrin Borner**, *Vrije U. Amsterdam*
Participant: **Fleur Deken**, *Vrije U. Amsterdam*
Participant: **Frans Feldberg**, *KIN Research, VU Amsterdam*
Participant: **Siegfried P. Gudergan**, *Waikato Management School*
Participant: **Joakim Hans Netz**, *Jönköping U.*
Participant: **Krithika Randhawa**, *U. of Technology, Sydney*
Participant: **Patrick Reinmoeller**, *IMD*
Participant: **Ralf Wilden**, *Macquarie Business School, Macquarie U.*
Organizer: **Arne Keller**, *Vienna U. of Technology*
Organizer: **Wolfgang H. Guettel**, *TU Wien*
Organizer: **Stefan Konlechner**, *Johannes Kepler U. Linz*

Given their complex, company-specific and history-dependent nature, organizational capabilities are generally considered as the foundation of a firm's long-term strategy and as major source of competitive advantage. While the strategic significance of firm capabilities is uncontested, we still have an incomplete understanding how they emerge, develop, and change over time. In particular, given discontinuously shifting environments, the question of how incumbent firms reconfigure their capabilities in response to such changes and successfully move from one capability configuration to another, is of great significance. It is the aim of this symposium to push the discussion and advance the theoretical understanding in this realm. Topics such as capability rigidity, learning barriers, capability integration and redeployment as well as dynamic capabilities will be covered. The symposium will bring together different capability scholars and provide a platform for a productive discussion of how to push the field forward.

Overcoming social breakdowns in capability reconfiguration

Author: **Joakim Hans Netz**, *Jönköping U.*
Author: **Patrick Reinmoeller**, *IMD*

The best of two worlds? Corporate ventures for capability renewal of an incumbent

Author: **Kathrin Borner**, *Vrije U. Amsterdam*
Author: **Fleur Deken**, *Vrije U. Amsterdam*
Author: **Hans Berends**, *Vrije U. Amsterdam*
Author: **Frans Feldberg**, *KIN Research, VU Amsterdam*

Reconfiguring or rather redeploying capabilities in the face of technological change?

Author: **Stefan Konlechner**, *Johannes Kepler U. Linz*
Author: **Arne Keller**, *Vienna U. of Technology*
Author: **Wolfgang H. Guettel**, *TU Wien*

Overcoming barriers to the open innovation capability: A cognitive perspective

Author: **Ralf Wilden**, *Macquarie Business School, Macquarie U.*
Author: **Krithika Randhawa**, *U. of Technology, Sydney*
Author: **Siegfried P. Gudergan**, *Waikato Management School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **2083** | Submission: **11102** | Sponsor(s): **(STR, TIM, ENT)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 2:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center in Room 213**

AI & Value Capture: Implications for Workers, Firms, and Society

AI and Value Capture

Organizer: **Jino Lu**, *USC Marshall School of Business*

Organizer: **Beverly Rich**, *U. of Utah*

Presenter: **Fabrizio Dell'Acqua**, *Columbia Business School*

Presenter: **Ivana Naumovska**, *INSEAD*

Discussant: **Prithwiraj Choudhury**, *Harvard U.*

Artificial intelligence (AI) and automation have been generating increased attention from scholars concerned with the impact of technologies on firms and society. We propose a set of four papers that will stimulate discussion about the antecedents of AI's innovation and diffusion and the subsequent implications for workers, firms, and public welfare. Our goal is to increase our collective understanding of how we can prepare ourselves at the individual, organizational, and societal levels to benefit from and capitalize on the widespread diffusion of AI and automation, while at the same time being attentive to the potential negative consequences of AI technologies. Therefore, our symposium aligns well with this year's annual meeting theme of creating a better world together.

Does AI Replace Labor (yet)? Evidence from Machine Translation

Author: **Erdem Yilmaz**, *Faculty of Business and Economics (HEC Lausanne), U. of Lausanne*

Author: **Ivana Naumovska**, *INSEAD*

Author: **Vikas A. Aggarwal**, *INSEAD*

Falling Asleep at the Wheel: Human/AI Collaboration in a Field Experiment on HR Recruiters

Author: **Fabrizio Dell'Acqua**, *Columbia Business School*

Collaborate or Prefabricate? ML Technology Commercialization Strategies

Author: **Beverly Rich**, *U. of Utah*

Artificial Intelligence, Co-invention Costs and Regional Diversity

Author: **Jino Lu**, *USC Marshall School of Business*

Author: **Florenta Teodoridis**, *California Southern U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2084** | Submission: **14138** | Sponsor(s): **(CM, SIM, OB)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Tuesday, Aug 9 2022 2:15PM - 3:45PMPT (UTC-7)**

New Insights into Deception in Negotiations, Organizations, and Everyday Life *New Insights into Deception*



Organizer: **Danielle E. Warren**, *Rutgers U.*
Organizer: **Joseph P. Gaspar**, *Quinnipiac U.*
Discussant: **Bruce Barry**, *Vanderbilt U.*
Presenter: **Samuel Skowronek**, *The Wharton School, U. of Pennsylvania*
Presenter: **Jeremy Yip**, *McDonough School of Business Georgetown U.*
Presenter: **Alex Bryant Van Zant**, *Rutgers Business School*
Presenter: **Brian Gunia**, *Johns Hopkins U.*
Presenter: **Yena Kim**, *U. Of Chicago*
Presenter: **Joseph P. Gaspar**, *Quinnipiac U.*

Deception is pervasive in negotiations, organizations, and everyday life and profoundly influences individuals, their relationships, and societies. How is deception different from other forms of (un)ethical behavior? What makes people more or less likely to use it? And how does it influence deceivers and their targets? In this symposium, we consider these questions as we present our theoretical and empirical research on deception. Our papers offer important insights into deception in negotiations, organizations, and everyday life and provide a theoretical foundation for future research on this important topic. From a practical perspective, our papers also suggest tactics that negotiators, managers, and regulators can use to curtail the use of deception.

Two Profiles of Deception: Identifying the Distinct Features of Cheating and Lying Behavior

Author: **Samuel Skowronek**, *The Wharton School, U. of Pennsylvania*

Thanking Can Be Thankless: Expressing Gratitude Invites Exploitation by Competitors

Author: **Jeremy Yip**, *McDonough School of Business Georgetown U.*
Author: **Kelly Lee**, *The Wharton School, U. of Pennsylvania*
Author: **Cindy Chan**, *U. of Toronto*
Author: **Alison Wood Brooks**, *Harvard U.*

When Lies Go Undetected: The Psychological & Relational Consequences of Hoodwinking Other Negotiators

Author: **Alex Bryant Van Zant**, *Rutgers Business School*
Author: **Jessica Alynn Kennedy**, *Vanderbilt U.*
Author: **Laura Kray**, *U. of California, Berkeley*

Negotiating the Ethically Questionable

Author: **Brian Gunia**, *Johns Hopkins U.*
Author: **Valerie Suslow**, *Johns Hopkins Carey Business School*

Deception in Personal and Political Life

Author: **Yena Kim**, *U. Of Chicago*
Author: **Emma Levine**, *U. Of Chicago*
Author: **Thomas Bradford Bitterly**, *HKUST Business School*

On the Characteristics, Causes, and Consequences of Deception: Why is This All We Know?

Author: **Joseph P. Gaspar**, *Quinnipiac U.*
Author: **Redona Methasani**, *U. of Connecticut*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **2085** | Submission: **18704** | Sponsor(s): **(IM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 2:15PM - 3:45PMPT (UTC-7)** at **Seattle Convention Center in Skagit 4**

Non-market Strategies II

Session Moderator: **Zeren Li, Yale U.**

IM: **Subsidies for Sale: Post-government Career Concerns, Revolving-Door Channels, and Public Resource**  

Author: **Zeren Li, Yale U.**

While the existing literature focuses on how revolving-door officials deliver favorable government treatment to firms after leaving public office, this paper shows that public officials distort public resource allocation for private-sector job opportunities while still in office. To test this theory, I construct a new dataset that links over XXX corporate subsidy programs approved by multiple levels of governments with revolving-door officials who joined publicly listed Chinese firms between 2007 and 2019. I show that forward-looking officials provide sizable benefits favorable subsidies to their future employers. To verify the exchange of favors, I document that firms repay public officials who have provided favorable subsidies by hiring and paying them enormous amounts of cash compensation. Finally, I find that the reputation cost is the mechanism through which this quid pro quo relationship is sustained.

Paper is Available to Meeting Registrants Only.

IM: **Business-Civil Society collaborations in South Korea: A Multi-stage Pattern Matching Study**   

Author: **Noemi Sinkovics, U. of Glasgow**

Author: **Jihye Kim, U. of Dundee**

Author: **Rudolf R. Sinkovics, U. of Glasgow Adam Smith Business School**

Our study seeks to achieve three objectives. First, we identify the main dimensions that shape the outcomes of business-CSO collaborations from the literature. Second, due to the scarcity of research on this topic in the context of South Korea, we examine to what extent the knowledge predominantly derived from other contexts is applicable in this research setting. Lastly, based on our findings, we theorize about the implications for MNEs seeking to enter South Korea. To do this, we followed a multi-stage pattern matching process comprising of qualitative flexible pattern matching and full pattern matching using SmartPLS.

Paper is Available to Meeting Registrants Only.

IM: **Ethics, Economics, Institutions - The Three Logics of Multinational Corporations' Moral Dilemmas**    

Author: **Laura Kirste, Friedrich-Alexander U. of Erlangen-Nürnberg**

Author: **Dirk Holtbruegge, U. of Erlangen-Nürnberg**

In this article, we argue that multinational corporations are subject to multiple moral dilemmas that result from three different imperatives - institutional pressures, economic rationality, and internal principles. Grounding our work in institutional theory and moral philosophy, we develop a conceptual model of moral dilemmas in multinational corporations and offer eight subsequent resolution strategies. We contribute to international business research by conceptualizing internationalization decisions as moral reasoning and integrating approaches from international business and ethics. Our model allows multinational corporations to evaluate internationalization decisions under institutional friction based on economic and moral reasoning and to draw conclusions on the implications of these resolution strategies.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **2086** | Submission: **19210** | Sponsor(s): **(ODC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 2:15PM - 3:45PMPT (UTC-7)** at **Sheraton Grand Seattle in Boren**

“Crises, Shocks, and Downsizing, Oh My”: Their Impact on Practice of Change



Session Moderator: **Bart De Keyser**, *U. of Antwerp*

ODC: **Chronicle of a Crisis Foretold: Slowing Down our Understanding of Crisis in Organizational Life**  

Author: **Bart De Keyser**, *U. of Antwerp*

Author: **Koen Vandenbempt**, *U. of Antwerp*

Although researchers have increasingly explored the notion of crises happening in organizational life, it remains commonplace to interpret such situations as sudden and unexpected. This paper questions whether such conceptualization actually is in line with the day-to-day reality that many organizations face. Drawing on the detailed case of synthetics in the diamond industry, this paper showcases how researchers' current approach to the concept of crisis may put too much stress on the sudden and exceptional at the expense of the more gradual and mundane. By arguing to 'slow down' our understanding of what constitutes a crisis, this paper works to reorganize the fields on risk, resilience, and crisis management – helping organizations to become better aware of the gradually developing risk that seemingly trivial phenomena might pose, and proactively tailor their flexibility as well as crisis approach accordingly.

Paper is Available to Meeting Registrants Only.

ODC: **Organisational Risk Management Strategies**

Author: **Anže Burger**, *Faculty of Social Sciences (U. of Ljubljana, Slovenia)*

Author: **Iris Koleša**, *Faculty of Social Sciences (U. of Ljubljana, Slovenia)*

Author: **Andreja Jaklic**, *U. of Ljubljana*

The Covid-19 pandemic has reiterated the importance of flexibility, adaptability, reactivity and proactivity in business for successful (immediate as well as long-term) risk management during systemic crises that often involve environmental, industry, firm-specific and individual-level uncertainties simultaneously. This exploratory study provides a typology of strategies that firms employ in order to cope with or avoid the negative consequences of crises and capitalize on the opportunities they present. Using empirical evidence on firms' responses to the pandemic from two surveys conducted among international businesses after the first wave of the 2020 Covid-19 outbreak and combining cluster and regression analyses we identify four groups of businesses based on the different strategies they use to confront the economic downturn. We label these as (1) defensive, (2) wait-and-see, (3) omnibus, and (4) innovation-oriented firms. The results show that firm size, firm age, labour productivity, profitability, export intensity and global orientation all influence the strategies used by firms when responding to crises. The firms' crisis management-related strategic orientations also have implications for firm performance in the short and long run. The wait-and-see and innovation-oriented strategies raise the probability of stable revenue during crises, whereas the omnibus strategy also implies future growth of firm revenue. The study has theoretical and practical implications for planning, designing, monitoring, and implementing crisis management strategies in business that lead to stable or improved performance.

Paper is Available to Meeting Registrants Only.

ODC: **Strategic Responses of SMEs to Crisis Environment: The Role of Organizational Identity** 

Author: **Lev Alushkin**, *National Research U. Higher School of Economics, St. Petersburg*

Author: **Emilia Karpinskaia**, *National Research U. Higher School of Economics*

Author: **Virginia Bodolica**, *American U. of Sharjah*

Global socio-economic shocks, such as the COVID-19 pandemic, create a stiff environment that endangers the existence of SMEs. In this study, the concept of organizational identity is used as a possible explanatory factor of the strategic choice made by SMEs to respond to crisis. We employ a longitudinal multiple case study design to extract rich data from interviews conducted during twenty-month period with nine Russian SMEs in order to identify whether varying types of organizational identity serve as facilitators or deterrents of organizational adaptation. Our qualitative findings suggest that: a) firms with utilitarian organizational identity choose proactive strategic responses; b) companies with normative organizational identity implement reactive strategic responses; c) enterprises with dual organizational identity adopt a sequential approach to strategic responses. Furthermore, the underlying mechanism behind these relationships anchors in the different types of intellectual capital.

Paper is Available to Meeting Registrants Only.

ODC: **The Impact of Industry-level Downsizing Prevalence on Organization-Level Layoff Implementation** 

Author: **Nita Chhinzer**, *U. of Guelph*

This research examines the impact of downsizing prevalence among referent firms in the industry on organizational downsizing activity. The study posits that organizations operating in industries with high downsizing prevalence assume a cost-containment approach, while organizations operating in industries with low downsizing prevalence draw upon social exchange theory when operationalizing layoffs. Accordingly, organization-level layoff implementation considerations (i.e. severity, frequency, alternatives, explanations, and advanced notice) for organizations operating in high versus low downsizing prevalence are compared, using a comprehensive population of all mass layoffs events in Ontario, Canada from March 2013 to May 2019 (n=418). The findings identify that the industry level downsizing prevalence impacts the layoff severity, use of alternatives and types of explanations provided.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **2087** | Submission: **18750** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 2:15PM - 3:45PMPT (UTC-7)** at **Seattle Convention Center in Ballroom 6B**

Resources and Diversification

Session Moderator: **Timo Sohl**, *U. Pompeu Fabra*

STR: Diversifying Entry, Resource Relatedness, and Redeployability: Evidence from a Natural Experiment   

Author: **Timo Sohl**, *U. Pompeu Fabra*

Author: **Timothy B. Folta**, *U. of Connecticut*

The topic of related diversification is of fundamental interest to strategy research. However, the understanding of how the potential for resource redeployment might encourage related diversification is limited. This paper explores the impact of the 2006 German real estate transfer tax (RETT) reform, which led to higher RETT rates but retained the exemption from RETT for corporate restructurings. We propose that firms might have reacted strategically to the threat of higher transfer taxes by combining closely related businesses into a portfolio, providing an efficient substitute market for reallocating property assets in the event of business-specific shocks. Consistent with a dynamic perspective on relatedness, difference-in-differences analyses of the European retail market show that the probability of entry into closely related businesses increased significantly for firms that were affected by the reform, relative to control firms. This finding contributes to the literature that links firm boundary choices to inter-temporal economies of scope and offers new insights into the real effects of transfer tax policies.

Paper is NOT Available. Please contact the author(s).

STR: Hand(l)ing the Reins of Corporate Resources: Evidence from Acquisitions 

Author: **Shivaram Devarakonda**, *Tilburg U.*

Author: **Martin C. Goossen**, *Old Dominion U.*

Author: **Louis Mulotte**, *Tilburg U.*

The allocation of control over resources is a common topic in corporate strategy research. Though firms could keep control at the corporate-level and guarantee their availability to the entire corporation, delegating control to individual business units increases incentives to exploit resources more efficiently. We employ transaction cost theory to understand the trade-offs faced in control allocation decisions and particularly focus on technological resources, specifically patents, as a unique yet evermore important type of resource. Assuming that delegated control to business units is more efficient, we propose that corporations will main central control when such delegated control over technological resources is more likely to result in inter-unit haggling issues or coordination problems. These effects should be stronger for technologically diverse firms as resources have broader applicability and such events are more likely to occur. We find partial support for these postulations in a sample of acquisitions where control over acquired resources needs to be allocated. These findings contribute to the literature on resource allocation, acquisition integration, and R&D structures.

Paper is NOT Available. Please contact the author(s).

STR: Endorsement Signals and Resource Attraction in New Markets: Lessons from the Emergence of ICOs

Author: **Cristiano Bellavitis**, *Syracuse U. Whitman School of Management*

Author: **Daniel P Forbes**, *U. of Minnesota*

Author: **Tom R. Vanacker**, *Ghent U. and U. of Exeter*

Past research shows that new firms can facilitate resource attraction by securing endorsements from prominent third parties. In new markets, however, it is often unclear which endorsers—and, therefore, which endorsement signals—are credible. We sought to understand how the effectiveness of various endorsement signals might change as new markets develop. To do so, we study the emergence of the global market for Initial Coin Offerings (ICOs), in which new firms raise money by selling “tokens”. Drawing on a sociocognitive approach to signaling, we propose that in the very early stages of a market, signal receivers rely on endorsement signals that resemble signals they know from other, more established markets. Over time, however, we expect that signal receivers will better assess signal credibility and focus more (less) on those signals for which they receive positive (negative) information. Our findings are generally consistent with these expectations; however, changes in signal effectiveness are especially pronounced for the endorsement signals of weakly-vetted third parties, whereas the signals of more strongly-vetted third parties exhibit stable, positive effects. Taken together, our findings shed light on signaling in new markets by showing how different signals may become more or less effective over time.

Paper is Available to Meeting Registrants Only.

STR: Technological Diversification and Organisational Performance – A Meta-Analysis  

Author: **Michael Gusenbauer**, *U. of Innsbruck School of Management*

Author: **Michael Mayer**, *U. of Bath*

Author: **Julia Hautz**, *U. of Innsbruck*

Author: **Kurt Matzler**, *U. of Innsbruck*

Author: **René Ceipek**, *Kearney*

The level of technological diversification is a key determinant of organisations’ ability to respond to change and to shape innovation. Over the last years, an increasing body of knowledge has investigated the antecedents, contingencies and performance consequences of technological diversification. While most research finds increased diversification is associated with higher organisational performance, the conditions under which such effects are particularly pronounced are less clear. This meta-analysis synthesises 110 independent samples that collectively cover observations of 133,814 organisations between 1950 to 2018. Our results show that the technological diversification-performance relationship is positive, yet significantly moderated by the type of technological diversification and the macro-environment the organisation operates in.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Behavioral Antecedents of Mergers and Acquisitions

Session Moderator: **Turanay Caner**, *North Carolina State U.*

STR: The Politics of Acquisitions: An Upper Echelons Perspective

Author: **Bowen Lou**, *Lancaster U. Management School*
Author: **Neil Gareth Shepherd**, *Aston Business School*
Author: **Andreas Strobl**, *Lancaster U. Management School*
Author: **Florian Bauer**, *Lancaster U.*

Acquisitions are among the most complex, exacting, intractable, and high stakes decisions faced by Top Management Teams (TMTs). Consequently, they are inherently political in nature—provoking conflicting viewpoints and power struggles among executives. While political behavior is a central construct in organizational theory, and despite widespread acknowledgement of its inevitable presence in Mergers and Acquisitions (M&A) decision making, there is a shortage of theory and evidence concerning its antecedents and consequences. Consequently, to address this gap, we draw upon the upper echelons literature to develop and test a theoretical model of political behavior in M&A decision making. Focusing on the psychological context surrounding the TMT, we theorize that TMT cognitive diversity fuels political behavior which in turn undermines acquisition performance. Critically, we also theorize that TMT cohesion serves as the central generative mechanism enabling acquirers to counteract the effects of TMT cognitive diversity and thereby dampen damaging political behavior. We test our theoretical model using a field sample of 109 acquisitions in the UK, utilizing direct psychometric measures validated with objective secondary performance data. The results support our theory, and TMT cognitive diversity leads to political behavior during M&A decision making. TMT cohesion reduces political behavior, it also interacts with cognitive diversity, and contrary to our theory, cognitive diversity appears to weaken the benefits of cohesion. Based on these findings, we discuss the important theoretical and practical implications.

Paper is Available to Meeting Registrants Only.

STR: The Economic Sentiment, Performance Relative to Aspirations, and Firms' Acquisition Behavior

Author: **Turanay Caner**, *North Carolina State U.*
Author: **Beverly B. Tyler**, *Virginia Tech*

Prior management literature based on the behavioral theory of the firm has not yet examined the relationship between positive economic sentiment and firms' acquisition behavior. Furthermore, it has not revealed how performance relative to aspirations—both positive and negative—moderate this relationship. Drawing on behavioral research from economics, finance, and management, we propose that increases in positive economic sentiment increase firms' acquisitions by containing relevant domain information on the increasing favorability of the economic conditions for making acquisitions, providing firms with external information that complements the internal information they use to make acquisition decisions, and revealing to them external collective wisdom regarding the markets' disposition toward acquisitions. We also posit that the effect of positive economic sentiment on firms' acquisition behavior is contingent on firms' performance relative to their aspirations. We find evidence to support most of our hypotheses by studying 1,148 firms in 253 industries with 13,192 acquisitions during the 1980 to 2015 period. We contribute to the behavioral management literature by showing that positive economic sentiment is a predictor of firms' acquisition behavior and that firms' performance relative to aspirations is an important boundary condition in this relationship.

Paper is NOT Available. Please contact the author(s).

STR: Behavioral Signal Sets in Acquisition Announcements and the Market: An Impression Management View

Author: **Jonas Röttger**, *Radboud U., Netherlands*
Author: **Hendrik Leeendert Aalbers**, *Radboud U. Nijmegen*
Author: **Koen Heimeriks**, *Warwick Business School*
Author: **Saeed Khanagha**, *Vrije U. Amsterdam*

Acquisition disclosures provide for market signaling. Building on signaling theory, we investigate how organizational impression management (OIM) influences the stock market's uptake of such strategic announcements. In an acquisition context, we argue that not only the deal itself but also the way it is conveyed to the market holds performance implications. Specifically, we investigate the interaction between CEO overconfidence as a prominent CEO characteristic and disclosure tone as a linguistic organizational impression management tactic. We argue that CEO overconfidence represents an influential signal to investors if contextualized by the CEO's acquisition experience, the combination of which provides a source of credibility for the market interpretation of organizational impression management. We test our assumptions on a sample of 1010 deals conducted by S&P500 acquirers between 2014-2020. We find the market particularly receptive to behavioral signals that convey information about the risk level associated with the strategic announcement. In conformity with our predictions, behavioral signaling by itself represent ambiguous information that only becomes influential if contextualized by other signals, such as the CEO's acquisition experience and disclosure tone. Our study holds contributions to signaling theory and linguistic OIM as we show that CEO acquisition experience and disclosure of acquisition announcements both influence how the stock market perceives and evaluates acquisitions.

Paper is Available to Meeting Registrants Only.

STR: The Impact of New CEO Regulatory Mode on Post-succession Acquisition Frequency

Author: **Li Hongkun**, *Shanghai International Studies U.*

Integrating upper echelons theory and regulatory mode literature, this study examines how the new CEOs' regulatory mode influences the frequency of post-succession acquisitions. Based on a sample of 334 new CEOs from S&P 500 firms from 2001 to 2018, we find that new CEO's locomotion mode is positively related to the frequency of post-succession acquisitions, while new CEO's assessment mode is negatively related to the frequency of post-succession acquisitions. Those relationship is moderated by CEO duality. By showing that CEO regulatory mode manifests in strategic change, we contribute to research on upper echelon theory, time in strategic change, regulatory mode theory, and literature on firm acquisitions.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **2089** | Submission: **18776** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 2:15PM - 3:45PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 4**

CEOs and Uncertainty: Theorizing and Evidence from Crisis

Session Moderator: **Michael Araki**, *U. of Louisville*

STR: Short Term Fluctuations in the CEO Effect: Evidence from the 2008 Financial Crisis   

Author: **Moustafa Haj Youssef**, *Liverpool Business School, John Moore's U.*

Author: **Ingo Kleindienst**, *Aarhus BSS, Aarhus U.*

Author: **Mostafa Harakeh**, *Adnan Kassab School of Business, Lebanese American U., Beirut, Lebanon*

Author: **Mei Yu**, *Coventry Business School, Coventry U.*

(How) Do external shocks affect the CEO effect? Studies that have debated the CEO effect have initially focused on how much influence CEOs in general—as opposed to industry and firm—have on firm performance. More recently, studies have shifted focus from ‘how much’ to ‘when’, scrutinizing environmental determinants under which the CEO effect is more or less pronounced. Typically relying on large panel datasets, previous studies have reported an average CEO effect over the entire sample period. In doing so, these studies have forgone the possibility to investigate fluctuations in the CEO effect over time. In this study, we focus on short-term fluctuations of the CEO effect caused by an external shock in the firm’s economic activity. In particular, we use the 2008 global financial crisis to investigate how the CEO effect changed from the pre-crisis period, over the crisis period, to the post-crisis period. Using mixed effect modeling with crossed and nested factors, we find that the CEO effect significantly drops from the pre-crisis to the crisis period, but increases again to pre-crisis levels in the post-crisis period. The results hold under several robustness checks.

Paper is Available to Meeting Registrants Only.

STR: A Conceptual Framework to Integrate Uncertainty and Creativity into Corporate Governance 

Author: **Michael Araki**, *U. of Louisville*

Author: **Henrique Castro Martins**, *Pontifical Catholic U. of Rio de Janeiro (PUC-Rio)*

Corporate governance research makes claims about the nature of ‘ideal’ arrangements using Agency Theory. However, traditional corporate governance mechanisms designed to curb agency problems may undermine firm growth because they are mostly backward-looking and inherently problematic when facing uncertainty. In fact, they may restrain or disincentivize managerial creativeness and alertness, which can be instrumental to maximize firm value. Our goal is to advance a conceptual framework that integrates into corporate governance elements literature factors that are key for creativity but which have been overlooked in corporate governance. Drawing on a combination of creativity and entrepreneurship literatures, we discuss two parameters—unlikelihood and opacity—which serve as the basis to propose four different types of entrepreneurial projects. Additionally, we provide an in-depth analysis of the optimal corporate governance configurations for each project types. Our framework can inform the design of better tailored governance mechanisms that are specific to a firm’s environment and its projects.

Paper is Available to Meeting Registrants Only.

STR: Dancing With Crisis: CEO's Perception, Financial Alignment, and Strategic Change 

Author: **Yikai Tian**, *U. of Groningen, Faculty of Economics and Business*

Author: **Xiya Luo**, *Vrije U. Amsterdam, School of Business and Economics*

Although executives’ psychological attributes have been extensively studied in the strategy literature, we lack insights into the role of CEOs’ perception towards firms’ prospects under specific crises and their impact in this field. This study investigates how such CEOs’ perceptions influence firm strategic change by linking and extending the upper echelons theory and the behavioral agency model. We also examine the moderating role of CEOs’ financial alignment with shareholders. By using S&P 100 firms in 2020, which is the year when an unanticipated pandemic crisis outbreaks, this study finds that CEOs with a higher degree of optimism will not implement more strategic changes. Besides, our empirical evidence confirms that incentive alignment that works well in normal times does not necessarily guarantee its function in times of external crisis, indicating that a higher financial alignment will not motivate CEOs to implement more strategic changes.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **2090** | Submission: **18785** | Sponsor(s): (STR)
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 2:15PM - 3:45PMPT (UTC-7)** at **Seattle Convention Center in Tahoma 5**

The Role of Information and Uncertainty in Corporate Strategy

Session Moderator: **Hamzeh Obeid**, *KU Leuven*

STR: News-Induced Target Undervaluation and Acquirer's Long-Term Orientation in M&A Target Selection

Author: **Anindya Ghosh**, *Tilburg U.*
Author: **Marco Testoni**, *Tilburg U.*

News sentiment alters investors' perceptions of companies and their stock prices, which can affect managerial decisions. We analyze such influence on firms' decisions in the context of mergers and acquisitions. We theorize how news sentiment about potential targets may affect target selection and test our hypotheses using a novel instrument based on the disturbance to news coverage due to exogenous events. Our findings show that reduction in positive news sentiment diminishes a potential target's stock price and increases the probability that it is selected by the acquirer, uncovering potential inefficiencies in the market for corporate control. Further, acquirers with long-term orientation are less sensitive to these news-induced price distortions when selecting their target. We also find that when these distortions encourage myopic acquirers to select an undervalued but suboptimal target from a synergistic point of view, the long-run performance of the acquisition drops.

Paper is Available to Meeting Registrants Only.

STR: Acquisitions Among VC-Backed Entrepreneurial Ventures: Venture Capitalists As Intermediaries (WITHDRAWN)

Author: **Hamzeh Obeid**, *KU Leuven*
Author: **Bart Leten**, *KU Leuven*

This study focuses on the informational dynamics governing relationship formation among entrepreneurial ventures backed by venture capital. Of particular interest is the role which intermediary VC firms play by channeling information among their portfolio companies, decreasing thus information asymmetries and increasing the likelihood of relationships as a result. This study investigates this effect in context of acquisitions using a matched sample of acquirer and target VC-backed entrepreneurial ventures in the years between 1995 and 2015. We first establish a baseline hypothesis regarding the likelihood of acquisitions between ventures that share a common VC investor, which we expect is greater than in those that do not share a common VC investor. The study then proceeds to scrutinize the intermediary VCs in arguing that their idiosyncratic profiles control the efficacy and willingness to act as intermediation, focusing specifically on acquisitions as outcomes. We investigate three attributes of intermediary VC firms in particular: The first is their expressed commitment towards investees, which we argue and find will lead to a greater likelihood of acquisitions among the intermediaries' portfolio companies. Then we investigate their diversification of investments across industries, which we find decreases this likelihood. Third, we find that acquisitions are similarly less likely when the intermediary VC firms are more reputable.

Paper is NOT Available. Please contact the author(s).

STR: Supplier Switching, Buyer-Specific Behavioral Uncertainty, and Value Appropriation 

Author: **John Mawdsley**, *HEC Paris*

Our study combines theoretical insights from competitive strategy and transaction cost economics to examine how the price of an exchange changes when a buyer switches its exchange contract to a new supplier. Developing a bargaining power perspective, we posit that transaction costs linked to behavioral uncertainty affect a buyer's ability to leverage supply-side market competition to appropriate higher exchange value. In the context of US audit services, we first test theoretically derived hypotheses for price of the initial audit engagement following supplier switching. We then perform a battery of analyses that examine both the intertemporal dimensions of the buyer-auditor relationship and market segmentation effects across two major auditor groups. Our empirical findings provide correlational evidence consistent with the proposition that supply-side competition bestows a buyer with a bargaining advantage when negotiating exchange price with a new supplier. However, buyer-specific behavioral uncertainty is associated with a reduction in the buyer's advantage, allowing the supplier to charge a higher price. We also offer evidence of intertemporal and market segmentation effects that allow us to quantify the dynamism in price-bargaining as competitive conditions and behavioral uncertainty evolve over time. Together, our results provide insights into how transaction costs associated with behavioral uncertainty interact with competitive forces to influence relative bargaining power, and in turn, exchange price.

Paper is Available to Meeting Registrants Only.

Author: **Xia Han**, *Dongwu Business School, Soochow U. China*

Author: **Tony Tong**, *U. of Colorado, Boulder*

Author: **Liang Chen**, *U. of Melbourne*

Strategy research has long highlighted relation-specific assets as a key source of relational rents. We instead reveal a potential dark side of relation-specific investment by examining how such investment by suppliers may turn into a source of adjustment costs for customer firms, thwarting customers' responses to uncertainty shocks that afflict their suppliers. Using a matched sample of customer-supplier relationships, our difference-in-differences estimation shows that customer firms significantly reduce sourcing from a supplier that is exposed to a terrorist attack. However, such strategic responses are impeded, when the supplier has made greater investment specific to the customer, compared to other existing suppliers or potential suppliers. Our study provides new insights in linking together relation-specific assets and adjustment costs, two important topics of strategy research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **2091** | Submission: **18746** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 2:15PM - 3:45PMPT (UTC-7)** at **Sheraton Grand Seattle in Grand Ballroom D**

Social Innovation

Session Moderator: **Adnan Ali**, *PhD Student at Xi'an Jiaotong U.*

STR: Entrepreneurial Leadership and Green Innovation: An Upper Echelons Theory Perspective

Author: **Adnan Ali**, PhD Student at Xi'an Jiaotong U.

Author: **Xu Jiang**, Xi'an Jiaotong U.

Author: **Afzaal Ali**, International Islamic U., Islamabad, Pakistan

Author: **Qadeer Abdul**, Xi'an Jiaotong U. School of Management

Author: **Adadu Michael Ushie**, Xi'an Jiaotong U. School of Management

Despite the dominant discourses on the important role of entrepreneurial leadership in firms' behavior, related theoretical and empirical studies are still lacking. To fill this research gap, we draw on upper echelons theory to develop a moderated mediation model in which we investigate how and under what conditions entrepreneurial leadership affects the adoption of green innovation. This theoretical model is tested using a dataset of 248 Chinese firms (built on a total of 496 responses). Our findings support the positive impact of entrepreneurial leadership on green innovation and the mediating role of cross-functional coordination within firm boundaries. The moderated mediation path analysis shows that environmental dynamism fortifies the indirect influence of entrepreneurial leadership on green innovation via cross-functional coordination. Overall, this study adds to corporate entrepreneurship and environmental management scholarship by providing novel insights into the key role of entrepreneurial leadership in embracing green innovation.

Paper is Available to Meeting Registrants Only.

STR: The Impact of Entrepreneurial Prison Training on Reducing Recidivism

Author: **Robert Hill**, U. of North Carolina, Chapel Hill

Author: **Isin Guler**, U. of North Carolina, Chapel Hill

Approximately 2.3 million Americans were in prison in 2016, costing the US \$80 billion a year (English, 2016). 36% of former prisoners are re-incarcerated within three years of release, leading to a cycle of social and economic challenges (Durose, Cooper & Snyder, 2014). As evidenced by the many organizations seeking to reduce recidivism, helping those in prison to become productive members of society represents one of the "Grand Challenges" of our day (Davis et al., 2014; George et al., 2016). In this paper, we seek to be the first to causally identify the impact of entrepreneurship training on recidivism. To answer this question, we have obtained a unique data set that contains all inmates from 2009 to 2016 that were accepted into a leading prison entrepreneurial training program in the US, including those that did not receive training due to parole or medical reasons. This enables a direct comparison of trained inmates against a counterfactual of similar others due to the quasi-random allocation of the non-trained to reasons unrelated to motivation or ability to receive training. Given the significant challenges facing society due to Mass Incarceration, understanding whether these types of programs cause reductions in recidivism has the potential to shape policy while increasing the rate of entrepreneurial entry. Additionally, by uncovering more about the impact of training on the incarcerated, we highlight the potential for entrepreneurship to be used to aid in wellbeing and development among disadvantaged populations. We aim to provide a novel example of the way that entrepreneurship can be used as a lever to address Grand Challenges of our day.

Paper is Available to Meeting Registrants Only.

STR: Using Recommender Systems for Predicting Social Evaluations

Author: **Majid Majzoubi**, Schulich School of Business, York U.

In this paper, we show how a family of machine learning algorithms—namely, recommender systems—could be used to predict social evaluations regarding a firm. Such predictions could, in turn, be used for formulating firm strategy. We specifically describe how recommender systems could be implemented and used in the context of security analysts' investment recommendations of public firms. We argue that firms could use the predictions yielded from recommender systems to formulate positioning strategies that result in higher investment recommendations. In addition to making a theoretical contribution to research on strategic positioning, our study provides a prescriptive and practical methodology that utilizes the predictive power of machine learning algorithms to recommend an optimal positioning strategy.

Paper is Available to Meeting Registrants Only.

STR: Strategies for Achieving High Performance in R&D for Neglected Diseases: A Configurational Approach

Author: **Eric C. Mota**, Wichita State U.

Author: **Sandro Cabral**, Inesper Institute of Education and Research

Public laboratories pursue scientific and technological advances where private actors lack knowledge, funds, and incentives to invest. Focusing on "neglected diseases"—those which primarily affect people in poor countries—we study how funding sources and research team characteristics affect the R&D performance within a major public lab. We employ a configurational approach to analyze 195 research projects conducted in a public lab in Brazil, a country in which neglected diseases make up the majority of the disease burden. Our findings reveal three configurations to high performance and a set of pivotal choices in project funding capable of leveraging the performance of research projects. From these findings we devise strategies for achieving high performance in research on neglected diseases. We offer a midrange theory of R&D performance in the context of public labs which has implications for the design and maintenance of national innovation systems. Our results also inform literatures on the organization of science and funding for public health, and provide actionable insights for managers and policy makers.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Showcase Symposium**

Program Session: **2092** | Submission: **13533** | Sponsor(s): **(STR, TIM, RM)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 2:15PM - 3:45PMPT (UTC-7)** at **Seattle Convention Center** in **Chelan 4**

Methodological Frontiers in Organizations & Strategy Research

Novel & Rigorous Research Method



Panelist: **Sharon Belenzon**, *Duke U.*

Panelist: **Prithwiraj Choudhury**, *Harvard U.*

Panelist: **Brent Goldfarb**, *U. of Maryland*

Panelist: **David Hsu**, *The Wharton School, U. of Pennsylvania*

Panelist: **Matt Marx**, *Cornell U.*

Panelist: **Evan Penniman Starr**, *U. of Maryland, College Park*

Panelist: **Florenta Teodoridis**, *California Southern U.*

Organizer: **Charles Eric Eesley**, *Stanford School of Engineering*

Organizer: **Seyedeh Zahra Hejrati**, *Stanford U.*

Organizer: **Zhuoxuan Li**, *Engineering Dept., Stanford U.*

Organizer: **You Wu**, *Chinese U. of Hong Kong*

In recent years, there has been an increase in using novel methodologies in strategy and organizations, such as topic modeling and sentiment analysis, a combination of case studies with machine learning, and novel processes to use with observational data such as pre-registration, to name a few. However, young scholars still have many questions and concerns regarding the methods, e.g., choosing the appropriate data and methodologies, the right assessment and metrics for each method, and the tradeoffs between the novel methodologies such as machine learning w with more conventional econometrics models. This symposium includes but is not limited to the following topics: 1- Using traditional econometrics method with ML-generated metrics, 2- Appropriate assessment of machine learning models, 3- Novel practices to use observational data to prevent p-value hacking, 4- The tradeoffs between different methods, 5- Challenges in publishing with novel methods, 6- Novelty in data sources.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **2093** | Submission: **18840** | Sponsor(s): **(CTO)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 2:30PM - 4:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 306 Duwamish**

Online Communities and Social Movements

Session Moderator: **Alexander Staub**, *WU Vienna U. of Economics and Business*

CTO: **The Impact of Symbolic Award Introductions on Contribution Behavior in Online Communities**

Author: **Alexander Staub**, *WU Vienna U. of Economics and Business*
Author: **Christopher Ulrich Lettl**, *WU Vienna U. of Economics and Business*
Author: **Tom Grad**, *Copenhagen Business School*

Online communities frequently suffer from the under-contribution of knowledge in terms of both quantity as well as quality. A common method to incentivize contribution behavior by members is the use of non-monetary rewards, more specifically performance contingent symbolic awards. However, a nuanced understanding of how performance contingent symbolic awards affect existing community members that differ in their experience, and by extension propensity to contribute, is currently lacking. In this paper we exploit a natural experiment, analyzing a user-week panel data set of 166,000 observations, spanning 48 weeks and over 3000 community members, and show a negative effect of award introduction on contribution quantity and an insignificant effect on contribution quality on average. Moreover, we are able to show how accounting for heterogeneous user characteristics in terms of within-community experience, govern the effect of award introduction and knowledge accumulation. In particular, we find that low experience members significantly reduce their contribution quality while not changing their contribution amount, and high experience members reduce their contribution quantity without decreasing their contribution quality. Thus, this research contributes to the theory on new forms of organizing, in addition to advancing the literature on symbolic awards and online public goods contributions.

Paper is Available to Meeting Registrants Only.

CTO: **We Did Start the Fire: r/wallstreetbets, 'Flash movements' and the Gamestop Short-Squeeze**

Author: **Peter Kalum Schou**, *BI Norwegian Business School*
Author: **Eliane Bucher**, *BI Norwegian Business School*
Author: **Matthias Waldkirch**, *EBS Business School*
Author: **Eduard Grünwald**, *RWTH Aachen U.*

In January 2021, Wall Street suddenly faced a challenge from an online community, r/wallstreetbets, which organized a large group of small investors in betting against Wall Street hedge funds. In an instant, the online community took on a social movement nature that brought them comparisons to Occupy Wall Street. While scholars are gaining a growing insight into the life of social movements in online communities, current theory does not explain how a movement can suddenly arise in online communities, leaving us with little knowledge to explain how such action - which had critical social impact - arises. To fill this gap, we studied the Wallstreetbets movement relying on a mixed-methods research design, combining an unsupervised topic model with in-depth qualitative coding. Based on this method, we conceptualize Wallstreetbets as a 'flash movement', a movement that arises swiftly without former planning or design, through the imbrication of social activities with affordances and constraints of online communities. Our study contributes to (1) the recent interest in spontaneous action in social movements; (2) how social media affordances and constraints affect social movements, and (3) methodologies for studying digital social movements.

Paper is Available to Meeting Registrants Only.

CTO: **How Value Homophily Between Ideators and Commenter Influences Ideators' Subsequent Online Engagement**

Author: **Yiqian Lu**, *Chinese U. of Hong Kong*
Author: **Heyang Sun**, *Chinese U. of Hong Kong*

This study examines the motivation of user engagement in online innovation communities from a new perspective of the value homophily between the ideators and commenters instead of focusing on the interaction behavior as past research did. Specifically, this study highlights how value homophily inferred from ideators and commenters' shared knowledge background in the online community assists them to identify credible learning sources and learn from them and how this process influences their further engagement behavior. We propose that value homophily between ideators and commenters implies that the commenter is a credible learning source, which effectively promotes the ideator to absorb and integrate the focal comment into subsequent engagement behaviors. Besides, this study further examines the moderation effect of past experience of public recognition and failure. The findings suggest that ideators' past failures like low social support positively moderate the main effects by adjusting the ideator's perception of the credibility of the commenter resulting in an increasing salience of value homophily between them. While commenters' past recognition will not strengthen the main effect if they share no knowledge background with the ideators. Using a sample of 168074 observations from an online innovation community from 2011 to 2020, the findings support our theoretical predictions.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Women on Boards: Tokenism and Turnover

Session Moderator: **Sneh Bhardwaj**, *Federation U. Australia*

GDO: **Can Tokenism Drive Women Directors' Behaviour on Corporate Boards?**  

Author: **Sneh Bhardwaj**, *Federation U. Australia*

This study aims to determine if and how tokenism drives gender minorities' behaviour on corporate boards and whether attaining critical mass makes any difference to women's board behaviours. To assess these propositions, semi-structured interviews were conducted with 13 women Indian directors; NVivo software was used to code data and the data analysis process followed an inductive interpretative approach. The findings show women director's response to token treatment and their board behaviour are determined largely by their own choices, personal value system rather than their numerical minority which plays only a minor role in this space. Most women directors reported acting courageously in board proceedings and making vital board contributions and that having another woman/women colleague/s does not make any difference to their board behaviours. A few who faced gender-based biases in the boardroom thwarted such attempts or otherwise resigned from their directorship. The study results present a new explanation and enhanced understanding of women directors' token board presence and the ensuing debate about their board behaviour. The research has implications for governments attempting to increase women's board presence through affirmative actions, and companies aiming at improving the diversity component in their board composition.

Paper is Available to Meeting Registrants Only.

GDO: **When Tokens Matter: A Critical Perspective on Tokenism and Women on Corporate Boards** 

Author: **Tanusree Jain**, *Copenhagen Business School Department of Management, Society and Communication*

Author: **Deirdre Ahern**, *Trinity College Dublin*

Author: **Harry J. Van Buren**, *U. of Tennessee at Chattanooga*

This essay challenges the existing understanding of tokens and tokenism within the particular context of women on corporate boards. We argue that extant tokenism scholarship adopts a reductive logic that equates tokens with tokenism and assumes numerical underrepresentation of women as an implied signal of lack of power, thereby failing to fully reflect the differential power of tokens as prospective agents of both personal and inter-group change. Integrating perspectives from social psychology, we offer a more nuanced understanding of tokens by proposing four categories of tokens: (1) the marginalized token; (2) the passive token; (3) the queen bee token; and (4) the changemaker token. These theorized categories aim to capture how women board members can differentially navigate group dynamics within the collective, contextualized on organizational norms and culture and responses of the dominant gender group, consequently affecting the prevalence of tokenism on corporate boards. Our essay has relevance for gender discourse and management research.

Paper is Available to Meeting Registrants Only.

GDO: **The More the Merrier? Exploring the Effect of Boards of Directors' Gender Composition on Gender Pay**  

Author: **Gurdeep Singh Raina**, *Washington State U.*

Author: **Leah Sheppard**, *Washington State U.*

This study examines the relationship between the gender composition of boards of directors (BOD) and the gender pay gap in top management teams (TMT), and the extent to which this relationship is qualified by CEO gender. We draw on social identity, tokenism, and critical mass theories to hypothesize our main and moderated effects. Using observations of 2,715 U.S. firms over a 14-year period, 2005–2018, we find an inverted U-shaped relationship between board gender composition and gender pay gap found in the TMT, i.e., an increasing proportion of women on the board, in the range of about 30 percent, enhances the gender pay gap. Once this critical mass is reached, however, the gender pay gap in the TMT will be significantly reduced thereafter. Additionally, we find that female CEOs substantially favor the increase in compensation for female TMT members.

Paper is NOT Available. Please contact the author(s).

GDO: **Falling Over the Glass Cliff? The Effect of the COVID-19 Pandemic on Women Directors' Board Turnover**    

Author: **Katarzyna Burzynska**, *Radboud U. Nijmegen*

Author: **Martha Gabriela Contreras**, *Radboud U. Nijmegen*

Mounting evidence suggests that women have left the labor market at unprecedented rates during the COVID-19 pandemic. We seek to contribute to the ongoing debates on the gendered effects of the COVID-19 pandemic by exploring the labor market effects of gender in corporate leadership positions. While the challenges women face to rise above the glass ceiling are well-documented, factors determining their departure are less well understood. The global pandemic offers an opportunity to evaluate the effects of gendered expectations and diversity considerations during a crisis on the likelihood of women director turnover. Using a sample of 15,768 unique outside directors sitting at the boards of 4,249 public firms in 32 European countries between 2019 and 2020, we find that director turnover in general has significantly increased during the COVID-19 pandemic and women directors are as likely as men directors to leave their board positions during the COVID-19 pandemic. These findings also hold across different country-level contextual factors. Our findings suggest that beyond the glass ceiling women's behavior is more similar to their men counterparts than women in general. We discuss the implications of our findings for future research on corporate leadership positions and gender differences in the boardroom.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Hidden Costs, SEAM, Consulting, and Cases

Session Moderator: **Emmanuel Monod**, *UCMT and Paris-Dauphine U.*

MC: **Management Consulting Intervention in Family-Owned SMEs** 

Author: **Bassam Naja**, *U. of Balamand, U. Lyon 3, and ISEOR Research Center*
Author: **Marc Bonnet**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*

Winner of the Thomson South-Western Outstanding Research-Based Paper on Management Consulting

This intervention research aims to overcome resistance by Small-to-Medium size Enterprise (SME) to formal adoption of structured Organization Management methodology. It explores the impact of owner's influence on the organization management of family-owned SME management. The adopted methodology is pursuant to Socio-Economic Approach to Management (SEAM) Intervention Research (IR) that focus on intervening in a selected site to solve the diagnosed problems and generate new knowledge

Paper is Available to Meeting Registrants Only.

MC: **The integration of SEAM in the Lebanese Banking Sector to Survive the Crisis and Realize the Change**

Author: **Layal Omran**, *Balamand U. - Lebanon & Jean Moulin Lyon 3 U. - France*
Author: **Françoise Goter-Grivot**, *ISEOR, Magellan, IAE Lyon, U. Jean Moulin*

Lebanon is a small country characterized by its rich history and diversified culture with a very important geographical location on the Mediterranean Sea. An economic crisis started to emerge in 2019 that harshly affected all sectors especially the banking industry, renowned for its solid ground and good reputation. Lebanese banks are now in the middle of a clash where downsizing, merging and even liquidating are all expected acts to take place. Severe changes hit around what makes it conditional for banks to emerge to a new era which is not defined yet. This paper introduces the Socio-Economic Approach to Management in one of the most important banks in Lebanon to highlight the important role of employees in realizing the change needed to survive the crisis. A Horivert intervention took place in Byblos Bank SAL at the North Regional pole to extract employees' dysfunctions during time of crisis and give the bank a chance to get through. The intervention aims to reduce dysfunctions and invest in employees' potential to achieve the business integral quality.

Paper is Available to Meeting Registrants Only.

MC: **An Intervention Study to Improve Efficiency and Performance in Multinational Enterprise: An Iraqi Co**

Author: **Jaafar Al Wazni**, *U. of Balamand, U. Lyon 3, and ISEOR Research Center*

There is a necessity for multi-national enterprise (MNEs) operating in Iraq to give greater interest in understanding the relationship between entrepreneurship and business culture with dimensions of cultural differences in the international work environment. Despite an abundance of research, still there is a gap in understanding the underlying management and entrepreneurial behavior of companies associated with the different cultural mechanisms among nations in the literature. This study contributes to the debate through a new perspective of analysis based on qualimetrics theory (SEAM). Specifically, this research analyzes the role that SEAM plays in improve the (MNEs) performance and profitability through identifying the underlying causes (dysfunctions) of performance and then suggest solutions for those dysfunctions. The data will be taken directly during the diagnostic phase through direct interviews with actors inside company X, a Turkish company operating in the oil and gas sector in Iraq, after which the expert's opinion and suggested solutions, implementation and evaluation will be given during the project phase.

Paper is Available to Meeting Registrants Only.

 MC: **A Case Study of Digital Innovation Organization Readiness: Hidden Cost for Ambidexterity Performance**   

Author: **Yanfei Zhang**, *UCMT, ParisTech Ecole Des Ponts Business School, Hikvison (China)*

William H. Newman Award Nominee

Cross-department communication barriers will lead to low efficiency and poor-quality work, which is common in most organizations in China. This will bring hidden costs to the organization and even impact long-term performance. In the digital transformation age, organization ambidexterity is more important than ever to obtain short-term and long-term benefits. This case study suggests to combine the ambidextrous and hidden costs theory for outlining a collaborative network communication model (CNCM), in order to investigate the effect between the cross-department communication operation structure and organizational performance. This case study provided data collection by three data sources: 40 interviews of managers and employees, company records, observations over three months. The findings of the field study of this case are that cross-department communication operation structure has an effect on organizational performance and digital innovation. It also suggests that CNCM positively influences organizational exploration and exploitation ability. It can also alleviate cross-department communication obstacles, low efficiency, and poor-quality work.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Support in Organizations

Session Moderator: **Kyoung Yong Kim**, *Villanova U.*

OB: Social Distancing Initiatives and POS: It's the Intended Beneficiary that Counts   

Author: **Kyoung Yong Kim**, *Villanova U.*
Author: **Jake Messersmith**, *U. of Nebraska, Lincoln*
Author: **Robert Eisenberger**, *U. of Houston-Main Campus*

Leveraging data on organizational social distancing initiatives (SDIs) this paper examines the link between SDI implementation and perceived organizational support (POS). We suggest that SDIs, involving various ways to separate employees to keep them safe, have the important secondary benefit of increasing employees' perception that the organization cares about their well-being and values their contributions. Further, the paper introduces the intended beneficiary heuristic to help explain why and when employment practices induce POS. We argue that such favorable treatment as SDIs increase POS most when employees attribute them to the organization's concern for the welfare of employees. Results of two studies, a cross-sectional study with 126 employees in the United States and a longitudinal study with 103 employees in South Korea, indicate that SDIs increased employees' POS, which in turn enhanced their job satisfaction (Studies 1 and 2), affective organizational commitment, and organizational citizenship behavior (Study 2). The results also show that these relationships were enhanced when employees perceived SDIs to be implemented to protect their welfare rather than as a means of protecting the organization.

Paper is NOT Available. Please contact the author(s).

OB: Workplace Loneliness: A Comprehensive Review and Meta-Analysis 

Author: **Lisa Lynn Brady**, *Southeastern Louisiana U.*
Author: **Sarah Wright**, *U. of Canterbury*
Author: **Alisha Gupta**, *Virginia Commonwealth U.*
Author: **Youjeong Huh**, *Stonehill College*

COVID-19 contributed to greater transparency regarding a stigmatized yet increasingly important topic for managers and organizations: workplace loneliness. However, the academic literature on the topic of workplace loneliness is quite nascent and lacks an established nomological network to guide research. The present manuscript reports the results from an initial meta-analytic review of the factors associated with workplace loneliness among employed individuals. This research provides the first quantitative review of these effects based on empirical research from a variety of disciplines, including management, psychology, education, and public health. The results of these meta-analyses reveal nontrivial positive relationships between workplace loneliness and negative work-related experiences and attitudes, including burnout, job stress, and turnover intentions. Similarly, workplace loneliness is significantly negatively associated with positive work-related experiences and attitudes, including engagement, organizational commitment, performance, and creativity. Notably, workplace loneliness is not significantly associated with age, gender, or level of education. These meta-analytic results have implications for current theoretical models of workplace loneliness, as well as important practical implications for the development of organizational policies and procedures that effectively address and reduce workplace loneliness.

Paper is NOT Available. Please contact the author(s).

OB: Thriving in Times of COVID-19: Through Transformational Leadership and Coworkers' Support   

Author: **Marijn Exterkate**, *U. of Twente*
Author: **Desiree Van Dun**, *U. of Twente*
Author: **Ridwan Saptoto**, *Ph.D Student*

Since many employees are struggling during the COVID-19 pandemic, we investigated how transformational leadership (TFL) could still enable employee thriving at work, in particular employee vitality and learning. Positive affect (PA) and negative affect (NA) were included as mediators, and coworkers' support as a moderator. Our mixed-methods research design utilized a survey (N = 259) and an open question (N = 219) among Dutch employees. The hypotheses were tested using stepwise regression, Hayes' PROCESS macro, and Sobel tests, as well as structural equation modeling. The qualitative data were content analyzed. We found that the direct supervisors' TFL is related to employee thriving through reducing NA. Interestingly, coworkers' support moderated the relationship between TFL and NA but not the relationship between TFL and PA. Reduced social interaction and connection to the organization were identified as drawbacks of forced remote work, while the respondents still perceived a degree of organizational support. Our findings extend the social exchange and broaden-and-build theories to a virtual setting by showing how both leaders' TFL and coworkers' support can provide solace to employees during forced remote work. Team leaders are thus encouraged to display TFL, also during virtual interactions with their members, as well as establish a supportive (remote) work environment for employees. Coworkers could mitigate employee NA further by initiating social interactions, also when their colleagues are not in the office.

Paper is Available to Meeting Registrants Only.

OB: The Silence of the Professionals

Author: **Henrik Maria Bienstein**, *Katholische U. Eichstätt-Ingolstadt*

Author: **Björn Schäfer**, *Free U. of Bozen-Bolzano*

Author: **Vinzenz Ulrich Krause**, *2804*

Author: **Max Josef Ringlstetter**, *Katholische U. Eichstätt-Ingolstadt*

Silence research has increased over the last decades, still, until today, almost no efforts to scrutinize one of the allegedly most exposed industries – professional service firms – have been undertaken. In this paper, we examine the phenomenon of silence in the organizational context of these firms. We derive connections between antecedents for a climate of silence and the constituent characteristics of professional service firms from theory. After conducting 29 expert interviews in a consulting, and an auditing firm, we can demonstrate that various antecedents for silence are prevalent in professional service firms and that withholding information, problems, or concerns is widespread within the organization. Furthermore, we find that employee motives not to speak up differ in their expression from previous studies in the research area of silence. Quiescent and especially opportunistic intentions play a meaningful role and are driven by the desire for advancement in the competitive up-or-out career model, which is distinctive to professional service firms. We are the first to show that professional service firms are susceptible to silence due to their culture and organizational circumstances. Furthermore, we contribute to the research on silence by demonstrating that the underlying motives that lead to different types of silence vary according to organizational characteristics.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Corporate Social Responsibility, Stakeholders and Partnerships

Session Moderator: **Tatjana Minulla**, *Hamburg School of Business Administration*

SIM: And If We (Ever) Achieved Our Goal? Challenges of Winding Down a Social Partnership

Author: **Lea Stadler**, *Grenoble Ecole de Management*

Cross-sector partnership (CSP) scholars agree on the beneficial role that a clear collaborative goal plays especially in the early stages of the partnering life cycle. For example, it may help direct and align diverse partners, stabilize their relationships, and help mobilize partnership support. But given CSPs' dynamic nature, it is unlikely that the CSP goal and its implications remain stable along the partnership journey. To forge a comprehensive understanding of governance via goals in CSPs, we explore how the role and implications of an (initially) clear CSP goal evolve along the partnering life cycle. Based on an inductive analysis of a disease-elimination CSP that, after more than 30 years of operations, was close to achieving its goal and prepared for winding down, we illustrate how the CSP goal evolved from initially facilitating the partnering process to becoming increasingly complex and ultimately challenging the aspired winding down of the CSP. We delineate the mechanisms underlying such goal complexification, which brings to the fore the limitations of conceptualizing CSPs as goal-centric, temporary structures without acknowledging their growing embeddedness in complex social systems.

Paper is NOT Available. Please contact the author(s).

SIM: A Tale of Two Signals: Partner CSR, CSiR and Alliance Formation

Author: **Qiwen YU**, *Lee Kong Chian School of Business, Singapore Management U.*

Author: **Heli Wang**, *Singapore Management U.*

Author: **Ilya Cuypers**, *Singapore Management U.*

This study examines how a potential partner's socially responsible performance (CSR) and socially irresponsible performance (CSiR) play distinct signaling roles in influencing the likelihood of alliance formation. We argue that a firm will interpret the positive signal of partner CSR as an indication of partner trustworthiness, increasing its willingness to collaborate. In contrast, the negative signal of partner CSiR will raise a firm's fear of potential contaminant costs, which motivates it to refrain from alliance formation. We also identify three key boundary conditions that shape the role of partner CSR and partner CSiR. Using alliance and CSR data from U.S. high-tech industries from 1995 to 2016, we find that either a high-CSR or low-CSiR partner has a higher likelihood of alliance formation. Furthermore, when the prior alliance is present or when alliance partners operate in the same industry or location, the relationship between partner CSR and alliance formation is weaker but the relationship between partner CSiR and alliance formation becomes stronger.

Paper is Available to Meeting Registrants Only.

SIM: Problematising stakeholder engagement: Insights from multi-stakeholder network

Author: **Annika Blomberg**, *Tampere U.*

Author: **Anna Heikkinen**, *Tampere U.*

Author: **Johanna Kujala**, *Tampere U.*

This paper problematizes the overall positivity of stakeholder engagement literature and analyses its grey area. We discuss the bright and the dark side of stakeholder engagement and identify the grey area in between these two sides. Based on a qualitative content analysis of 26 interviews collected from circular economy stakeholders in Finland, we identify three sources of the grey area of stakeholder engagement: the individual stakeholder, stakeholder relationships and the institutional context. According to our analysis, the grey area consists of challenges caused by individual resistance and individual inability, collaboration challenges, complexity caused by the diversity of perspectives, unpredictability caused by the political and legislative context and insecurity caused by environmental unpredictability. We argue that particularly in the context of a multi-stakeholder network, the grey area is a natural and unavoidable part of stakeholder engagement and thus, should also be explicitly recognized and discussed in the literature.

Paper is Available to Meeting Registrants Only.

SIM: The Legitimacy of Bottom-up Governance: The Role of Multi-Stakeholder GVC Partnerships in Ethiopia

Author: **Sarah Castaldi**, *Copenhagen Business School*

Author: **Rieneke Slager**, *U. of Groningen*

Author: **Tine Walravens**, *Copenhagen Business School*

Multi-stakeholder initiatives (MSIs) have emerged as forms of collaborative, horizontal governance aimed at advancing the sustainable development of global value chains (GVC). Despite their recent popularity and good intentions, legitimacy deficits emerged, preventing more significant improvements in terms of sustainability. Consequently, academics and policy makers have called for more civil society organization (CSO) involvement in GVC governance. This article applies a grounded theory approach to a single, deviant case study: an EU-funded, CSO-led GVC MSI, consisting of public, private, and civil society organizations both in Europe and Ethiopia, which aims to promote a sustainable cotton and garment value chain of Ethiopian cotton to European consumers. To analyze the case, we conducted 69 in-depth semi-structured interviews. Our findings show the interplay between politically and socially driven legitimacy concerns in the context of CSO-led MSIs. Specifically, our results contrast the bottom-up nature of CSO-led MSIs against Ethiopia's hierarchical, top-down structures deeply ingrained in local institutions. This global-local mismatch creates social legitimacy challenges for the project, which in return, contributes to both input and output legitimacy deficits. This is mainly visible from the lack of local ownership by 'powerful' project partners, whose presence in the project is paramount for social legitimacy, but whose specific interests also impede output legitimacy at the highest level. Overall, while CSO-led MSIs are confronted with similar legitimacy challenges than either traditional (global) or local MSIs, it is their strong footing in the local market that allows them to create value for stakeholders at the bottom (i.e., workers).

Paper is Available to Meeting Registrants Only.

Author: **Sarah Jastram**, *Hamburg School of Business Administration*

Author: **Alkis Otto**, *Hamburg School of Business Administration*

Author: **Tatjana Minulla**, *Hamburg School of Business Administration*

In the current literature, institutional adoption of Corporate Social Responsibility (CSR) governance standards is mainly understood in a binary sense (adoption versus no adoption), and existing research has hitherto focused on inducements as well as on barriers of related organizational change. However, little is known about often invisible internal adoption patterns relating to institutional entrepreneurship in the field of CSR. At the same time, additional information about these processes is relevant in order to systematically assess the outcomes of institutional entrepreneurship and to differentiate between substantive versus symbolic implementation. In this paper, we contribute a comparative intraorganizational differentiation of institutional adoption processes in the field of CSR, and we distinguish between broad and narrow organizational institutional adoption across different management functions relating to institutions of a similar type. Our study is based on a quantitative survey among members of the United Nations Global Compact Network Germany, as well as on qualitative interviews. We analyze different institutional adoption patterns and derive ten theoretical predictors of diverse institutional adoption choices and thereby inform the literatures on institutional entrepreneurship, CSR governance, and Multi-Stakeholder Initiatives. Besides our theoretical contributions, our findings serve as a source of information for practitioners engaged in CSR governance as they provide new insights into the managerial perception and assessment of different CSR standards and initiatives.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

📖 Teaching-oriented 🌐 Practice-oriented ✈️ Intemational-oriented 🗨️ Theme-oriented 💻 Research-oriented 🙌 Diversity-oriented
🏆 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **2098** | Submission: **19494** | Sponsor(s): **(SIM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 2:30PM - 4:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 302 Beckler**

Political CSR and CSR Politics

Session Moderator: **Tahiru Azaaviele Liedong**, *School of Management, U. of Bath*

SIM: Corporate Activism as PCSR Communication

Author: **Anne Vestergaard**, *Copenhagen Business School*

Author: **Julie Udam**, *Copenhagen Business School Department of Management, Society and Communication*

Nike's campaign featuring the NFL player who kneeled during the national anthem to protest against police violence and racism has very quickly become almost iconic of a new type of politicized corporate campaigns which have evoked a renewed interest in exploring business engagement in political messages. In recent years, we are increasingly seeing corporations take a public stance on social, political, and environmental issues. It is an activism that aims at influencing political, industrial, commercial or cultural agendas and takes place in social arenas such as the media instead of parliamentary institutions. This paper approaches corporate activism as a manifestation of the logic described as PCSR. It draws on advertising spots as an example of corporate activism in the media to illustrate the ways in which corporations adopt responsibilities of societal critique from social movements. On the basis of this, it argues that a new version of a politics of the self emerges. This is a commercial politics of the self to be fulfilled through consumer loyalty to the company, which decouples values from formal structures of governance and, instead, construe their realization as an individualized consumer responsibility. This may not remove the potential of corporate activism for social change. Corporate activism both entails the potential for politicization of the corporate sphere and the risk of depoliticization of the political sphere.

Paper is Available to Meeting Registrants Only.

SIM: Family Firm CEO Succession and Political Corporate Social Responsibility Involvement

Author: **Hengyuan Zhang**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Author: **Chengcheng Xia**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

Author: **Lina Zhu**, *East China U. of Science and Technology*

Scholars have pointed to various political impacts of corporate social responsibility (CSR) and the rising importance of political CSR. Given the sparse research of the link between leadership and political CSR in the existing literature, we focus on the motivations of political CSR in family firms amid the leadership transition. From the institutional perspective, we project that nonfamily CEO successors who carry forward business logic tend to participate in political CSR to increase legitimacy; however, family CEO successors who inherit family logic are less likely to undertake political CSR. Based on the longitudinal data from China's targeted poverty alleviation and listed family firms, we find a higher likelihood of nonfamily CEO successors involved in political CSR than family ones. We also find that firm-hold political capital weakens the relationship between family (vs. nonfamily) CEO successors and political CSR, while financial outperformance strengthens the relationship. The findings respond to the call for the further exploration of leadership factors and political CSR, and contributes to the family succession and political CSR literature.

Paper is NOT Available. Please contact the author(s).

SIM: Nonmarket Strategy Integration: How Corporate Social Responsibility Becomes a Political Strategy

Author: **Tahiru Azaaviele Liedong**, *School of Management, U. of Bath*

Using social exchange theory, this paper explores how CSR is used as a political strategy. The findings reveal that when CSR is politicized, it involves the design and implementation of politically charged CSR initiatives that entail firm-polity negotiated exchanges. Firms exchange social interventions for political influence in ways that allow politicians take the credit to boost their re-election. To do this, the choice of target politician hinges on political vulnerability, the selection of CSR initiatives is based on CSR orientation and CSR benefit personalization, the location of CSR is linked to politicians' electoral constituencies, and the timing of CSR is affected by election cycles. Overall, this paper provides new insights into how CSR is used in indirect social exchanges in political markets, shows that CSR can be CPA, and thus extends nonmarket strategy integration from its focus on CSR's complementarity with CPA to its instrumentality in CPA. The findings have important theoretical and practical implications.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **2099** | Submission: **10673** | Sponsor(s): **(STR, IM)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Tuesday, Aug 9 2022 2:30PM - 4:00PMPT (UTC-7)**

Is the “Nature of the Firm” Changing?
Is the “Nature of the Firm” Changing?



Moderator: **Ilgaz Tahir Arikian**, *Kent State U.*

Panelist: **Alvaro Cuervo-Cazurra**, *Northeastern U.*

Panelist: **Timothy Michael Devinney**, *Alliance Manchester Business School, U. of Manchester*

Panelist: **Luigi Zingales**, *U. Of Chicago*

Panelist: **Magali Delmas**, *U. of California, Los Angeles*

Are the increasingly politicized firms the new norm? Should firms choose to be political or economic actors, or both? Are our theories equipped to guide firms that are increasingly becoming political actors? How does the changing nature of the firm impact our theories and what does it mean to be a profit seeking (let alone profit maximizing) entity? What are the implications for domestic versus international firms? Are multinational firms becoming more politicized compared to the regional firms? This panel will debate whether the current trend of firm actively engaging on political platforms and expressing preferences by taking sides is the new normal.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **2100** | Submission: **16486** | Sponsor(s): **(STR, OMI)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 2:30PM - 4:00PMPT (UTC-7)** at **Seattle Convention Center in Yakima 1**

Understanding Clustering-Segregating-Reconnecting Dynamics at Multiple Levels and Contexts



Clustering-Segregating-Reconnecting Dynamics

Organizer: **Christina Fang**, *New York U.*

Organizer: **Ji-hyun Kim**, *Yonsei U.*

Organizer: **Joseph Porac**, *New York U.*

Participant: **Juan Alcacer**, *Harvard U.*

Participant: **Olga Khessina**, *U. of Illinois at Urbana-Champaign*

Participant: **Jeho Lee**, *Seoul National U.*

Participant: **Hart E. Posen**, *U. of Wisconsin, Madison*

The main idea behind this symposium is premised on a series of core observations in social and organizational life: (1) social entities form clusters; (2) clusters result in segregation; (3) segregated clusters are reconnected by bridging ties. This clustering-segregating-reconnecting dynamics is the common mechanism underlying a wide range of empirical phenomena ranging from racial segregation to firm-level geographic clustering and small-world networks. Rather than examining these three dynamics separately, we bring them together and look for a common thread among them to acquire a holistic understanding of the segregating-integrating mechanisms. In this symposium, we bring together scholars who study a variety of empirical phenomena yet share a common interest in illuminating these forces. Each presenter will present and discuss their own cutting research on either clustering or reconnection in a diverse set of contexts: organizational coalitions, firm agglomeration, geographic clusters, racial segregation, and inventor networks. In the end, we highlight a future research direction for understanding the segregating-clustering-reconnecting dynamics from a holistic perspective.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2101** | Submission: **12652** | Sponsor(s): **(STR, OMT, ENT)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 2:30PM - 4:00PMPT (UTC-7)** at **Seattle Convention Center in Room 617**

From Ideas to Impact: The Process and Promise of Democratized Innovation in Healthcare

Democratized Innovation in Healthcare



Organizer: **Douglas Hannah**, *Boston U.*
Organizer: **Russell E. Browder**, *U. of Oklahoma*
Presenter: **Sarah Lebovitz**, *U. of Virginia*
Presenter: **Russell E. Browder**, *U. of Oklahoma*
Participant: **Angela Forgues**, *U. of Wisconsin*
Participant: **Stella Seyb**, *U. of Oklahoma*
Participant: **Howard Aldrich**, *U. of North Carolina*
Presenter: **Douglas Hannah**, *Boston U.*
Participant: **Ya-Ching Huang**, *Boston U.*
Presenter: **Uisung David Park**, *Syracuse U.*
Participant: **Shinjinee Chattopadhyay**, *U. of Illinois*
Participant: **Sonali Shah**, *U. of Illinois at Urbana-Champaign*
Discussant: **Marcel Bogers**, *Eindhoven U. of Technology*

Decentralized, distributed systems of innovation and production are becoming ever more economically and strategically important. This has prompted a surge of interest among strategy and organizations scholars, with rich bodies of work emerging around open innovation, platforms, ecosystems, the sharing economy, user innovation, and more. One recent, yet understudied manifestation of this broader trend is the maker movement, which refers to collaborative communities of amateur and professional fabricators and tinkerers that have emerged over the past two decades. The goal of this symposium is to explore the technologies and practices associated with this community from a processual perspective, specifically in the context of healthcare innovation. We do so by showcasing cutting-edge unpublished work from top scholars publishing in the areas of technology, organizational learning, and entrepreneurship. These papers adopt different theoretical perspectives and levels of analysis to explore a set of closely-related, under-researched, and important questions: How can teams use “democratizing” technologies to identify new opportunities, and how can emergent organizations enact those ideas to create value? How do distributed, collaborative network structures emerge, and how does knowledge flow through them over time? Collectively, these papers draw insights from user innovation and the maker movement context to advance research and theory on entrepreneurship, legitimacy, ecosystems, and organizational emergence. Following the four papers, an expert discussant will synthesize emergent insights, and we will conclude with an exercise in “democratized innovation” of our own, using a group exercise to crowdsource a collective future research agenda.

No invitation required! Join us for an engaging set of papers on decentralized innovation in healthcare. Following the papers, we'll have time to crowd-source a research agenda of our own, working in groups to connect with like minds and spark potential collaborations.

How maker tools can accelerate ideation

Author: **Sarah Lebovitz**, *U. of Virginia*

Pandemic makers: Emergent networks of citizen crisis response

Author: **Russell E. Browder**, *U. of Oklahoma*
Author: **Angela Forgues**, *U. of Wisconsin*
Author: **Stella Seyb**, *U. of Oklahoma*
Author: **Howard Aldrich**, *U. of North Carolina*

Emergence of a grassroots ecosystem in response to the PPE supply crisis

Author: **Douglas Hannah**, *Boston U.*
Author: **Ya-Ching Huang**, *Boston U.*

Stoking the flames of innovation: Differential knowledge contributions in medical imaging

Author: **Uisung David Park**, *Syracuse U.*
Author: **Shinjinee Chattopadhyay**, *U. of Illinois*
Author: **Sonali Shah**, *U. of Illinois at Urbana-Champaign*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Symposium**

Program Session: **2102** | Submission: **13043** | Sponsor(s): (STR, SIM, PNP)

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 2:30PM - 4:00PMPT (UTC-7)** at **Seattle Convention Center** in **Skagit 3**

Doing Good Better: Limitations of Firm-Led Social Impact Efforts and Solutions Moving Forward *Doing Good Better*



Organizer: **Diana Jue-Rajasingh**, *U. of Michigan*
Discussant: **Ruth V. Aguilera**, *Northeastern U.*
Presenter: **Tobias Bünder**, *Hertie School of Governance*
Presenter: **Nikolas Rathert**, *Tilburg U.*
Presenter: **Johanna Mair**, *Hertie School of Governance*
Presenter: **Eric Y.-F. Zhao**, *Indiana U., Bloomington*
Presenter: **Aline Gatignon**, *The Wharton School, U. of Pennsylvania*
Presenter: **Luis Ballesteros**, *Boston U. Questrom School of Business*

There has been growing scholarly interest in the role and responsibility of firms in addressing societal problems. Prior work has shown that there can exist an economic case for firms' pursuit of social objectives and that firms possess capabilities that make them better suited to address certain societal issues compared to other organizational forms. However, even though companies are increasingly tackling societal grand challenges, corporate involvement in addressing social problems does not necessarily achieve the desired social outcomes. Realities like tensions between stakeholders of different power or tradeoffs between the pursuit of financial and social objectives can lead to social-oriented efforts that are temporary or that are decoupled from on-the-ground impacts. This symposium takes the position that there is great potential for for-profit firms to further social goals. However, we also posit that there is still much to learn about how companies can do good better. We focus on firms operating in weak institutional contexts, which create problems of economic and human development while also making it more difficult for companies to address them. Through their presentations, our scholars characterize firm-level efforts to address social problems in low- and middle-income economies, theorize the mechanisms for why firms' efforts do not necessarily achieve desired social outcomes, and ascertain strategies for the improvement of firms' participation in creating better outcomes, from the perspectives of both managers and policymakers.

Pathways to Progress: Product- and Operation-Level Integration of Social Objectives

Author: **Tobias Bünder**, *Hertie School of Governance*
Author: **Nikolas Rathert**, *Tilburg U.*
Author: **Johanna Mair**, *Hertie School of Governance*

Getting in the Set: The Counterintuitive Effects of Impact Investing in Global Microfinance

Author: **Tyler Wry**, *The Wharton School, U. of Pennsylvania*
Author: **Eric Y.-F. Zhao**, *Indiana U., Bloomington*
Author: **Jaeho Kim**, *The Wharton School, U. of Pennsylvania*

How Electoral Contests Impact Corporate Social Responsibility: Evidence from India

Author: **Christiane Bode**, *Imperial College Business School*
Author: **Aline Gatignon**, *The Wharton School, U. of Pennsylvania*

How Firms can Bring Efficiency and Innovation in the Provision of Public Goods

Author: **Luis Ballesteros**, *Boston U. Questrom School of Business*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **2103** | Submission: **19232** | Sponsor(s): **(MOC)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 2:45PM - 4:15PMPT (UTC-7)** at **Seattle Convention Center in Room 203**

New Directions in Research on Organizational Identity

Session Moderator: **Peter Foreman**, *Illinois State U.*

MOC: Moral Outrage and Public Shaming on Social Media: Role of Organizational Affiliation and Identification 

Author: **Pingshu Li**, *U. of Texas Rio Grande Valley*

Author: **Lynn A. McFarland**, *Darla Moore School of Business, U. of South Carolina*

Author: **Jennifer L. Welbourne**, *U. of Texas Rio Grande Valley*

With increasing public shaming incidents on social media that involve organizations and their members, its mechanisms in association with organizations are still not well known. We draw research attention to this phenomenon by spotlighting the role of the transgressor's organizational affiliation and organizational members' own organizational identification. Across two experimental studies, we first investigate an important mediation mechanism through which moral convictions triggered by social media posts lead to moral outrage and ensuing public shaming intentions. Using intergroup emotions theory as a theoretical guide, we further examine the role of organizational affiliation and identification. Specifically, we found that when the inter-organizational relationship is salient, organizational members with higher identification are likely to experience more outrage toward a transgressor from a different organization rather than their own organization. Moreover, we found that organizational members demonstrate less outrage when comments on the post are primarily made by those from a rival organization. We discuss the contributions of these findings to management theory and practice.

Paper is NOT Available. Please contact the author(s).

MOC: Foiled! How Being Targeted as an Identity Contrast Can Affect the Organization and How Others See It

Author: **Donald A. Lange**, *Arizona State U.*

Author: **Beth Schinoff**, *Boston College*

Author: **Blake E. Ashforth**, *Arizona State U.*

We build on the idea that identity is inherently relational and comparative to note that, as of yet, little is known about how an organization and its members experience being targeted for disidentification by another entity (i.e., as an identity contrast). We develop theory from the targeted organization's point of view, and in doing so, offer novel insights on the dynamic interplay between protagonist (the organization doing the disidentifying) and foil (the organization being disidentified with). We consider the competitive context in which the two organizations coexist to address why the protagonist might engage in disidentification, and therefore why specific firms might find themselves targeted as foils. We then distinguish a typology of disidentification, and theorize from that typology why being targeted as a foil can range from meaningless to meaningful, and why sometimes being targeted can be the catalyst for the foil's own identity work or image work.

Paper is Available to Meeting Registrants Only.

MOC: An Identity Work Framework for Community Stakeholder Engagement in Infrastructure Development 

Author: **David Oliver**, *U. Of Sydney*

Author: **Suresh Cuganesan**, *U. Of Sydney*

Author: **Kon Shing Kenneth Chung**, *U. Of Sydney*

Traditional stakeholder management approaches to community engagement during infrastructure development have frequently resulted in conflict, community resistance and often failure. In this paper we propose an identity-based stakeholder engagement framework to help infrastructure teams reconceptualize community stakeholders' interpretation of infrastructure development from identity threat to opportunity. We present three core goals to enable this to occur: creating identity security, cueing alternative social identities, and extending identity temporalities. We offer empirical illustrations and practical advice on how these goals might be achieved, as well as an agenda for future research.

Paper is NOT Available. Please contact the author(s).

MOC: Identification in Hybrid Organizations: Identity Congruence, Commitment and Exit/Voice/Loyalty

Author: **Peter Foreman**, *Illinois State U.*

Members' relationships to hybrid identity organizations are relatively understudied, especially in terms of the effects of multiple organizational identity elements on individual outcomes. This study draws on theory in organizational identity and identification to examine how multiple identities affect member commitment, and subsequently exit, voice, and loyalty. Specifically, we take the concept of identity congruence (Brickson, 2012; Foreman & Whetten, 2002) and employ it as a measure of identification, whereby members compare perceptions of their organization's current identity with an expected identity. The resultant degree of congruence acts like a person-organization fit measure, such that greater gaps result in lower attachment to the organization, with consequences for other outcomes – in particular the Exit-Voice-Loyalty framework derived from Hirschman (1970). We examine these relationships within the context of agricultural cooperatives: a hybrid identity organization (Albert & Whetten, 1985) embodying both normative and utilitarian identities. We test a model whereby commitment mediates the effects of identity congruence on exit, voice, and loyalty. Our analyses indicate that both types of identity congruence affect commitment and have significant indirect effects on all three outcomes. Moreover, the utilitarian form of identity congruence has a stronger influence than the normative one.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Innovating at the Top: Strategies and Incentives

Session Moderator: **Wan-Chien Lien**, *National Yunlin U. of Science and Technology*

STR: Is the Glass Half Full, Half Empty or Both? TMT Optimism Diversity and New Product Introduction

Author: **Wan-Chien Lien**, *National Yunlin U. of Science and Technology*
Author: **Jianhong Chen**, *U. of New Hampshire*
Author: **Michael Kukenberger**, *U. of New Hampshire*
Author: **Ho Kwong Kwan**, *China Europe International Business School (CEIBS)*
Author: **Jeffrey Edward Sohl**, *U. of New Hampshire*

Executive optimism (or pessimism) about the business environment has broad and vital strategic implications. Departing from previous research centered mainly on CEOs, we developed a model explaining when and how TMT optimism shapes new product introduction. We examined the TMT optimism diversity and argued that CEO visionary leadership plays the critical moderating role, in which TMT optimism diversity is positively related to TMT behavioral integrate and ultimately to the new product introduction when CEO has high visionary leadership, whereas it yielded negative effect when CEO has low visionary leadership. Results based on multi-wave and multi-sources data from 83 Chinese small and medium enterprises support the model and associated hypotheses. Our study offers a nuanced theoretical account of the strategic implications of TMT optimism.

Paper is Available to Meeting Registrants Only.

STR: Top Management Team Incentives and Business Model Innovation

Author: **Eduard Esau**, *Gottfried Wilhelm Leibniz U.*
Author: **Erk Peter Piening**, *Leibniz U. Hannover*

Firms are forced to adapt to an increasingly changing business environment that often requires not only product and process innovation, but also business model innovation (BMI) activities. Whether or not a firm reconfigures its business model is typically decided by the top management team (TMT). However, as previous BMI research has neglected the role of the TMT in BMI, we know little about when and why a TMT engages in BMI activities. In this study, we focus on the compensation schemes of TMT members as a motivating factor to take risks and facilitate BMI. Adopting a behavioral agency model (BAM) perspective, we develop a research model that examines the relationship between TMT long-term incentives and a firm's BMI intensity. Here, we consider the moderating roles of termination protection and long-term incentive dispersion in the TMT. In addition, we take into account the general pay dispersion in the total compensation among the top management as a trigger of tournaments. To test the proposed model, we use a unique panel dataset comprising 6,428 observations of publicly listed U.S. firms between 2006 and 2018. Our study contributes to a better understanding of how and when top management incentives trigger BMI activities and adds to both the compensation and BAM literature by providing further insights on how compensation schemes affect a group of agents in an high-risk and interdependent work context such as BMI.

Paper is Available to Meeting Registrants Only.

STR: The Impact of Top Management Team Composition on Product Recall Risk

Author: **Julian Schulte**, *U. of Münster*
Author: **Karl Lucas Kleine-Stegemann**, *Westfälische Wilhelms-U. Münster*

Removing faulty products from the market can have major financial and non-financial damages for firms. Nevertheless, it is still unknown how firms can prevent such product recalls. Drawing on the upper echelons theory, stating that firm outcomes are reflections of its top executives, our study examines the impact of top management team composition on the risk of a firm having a product recall for medical devices. Analyzing a large longitudinal dataset of S&P 500 firms, our results indicate that firms have a reduced risk to have a product recall if they have a senior executive that is responsible for operations, i.e., chief operations officer (COO), and increased risk if they have a senior executive responsible for innovation, i.e., chief technology officer (CTO). In addition, we show that the risk of a product recall decreases even further when the COO has a long tenure with the firm. Our findings contribute to theory and practice in several ways: Theoretically, we advance the product recall literature by giving insights about the importance of top management team composition for the likelihood for firms to experience product recalls. Furthermore, we contribute to upper echelons research by showing that functional managers can influence non-financial outcomes. For practitioners, we advance the understanding of the reasons for product recalls and possible prevention strategies.

Paper is Available to Meeting Registrants Only.

STR: Curse or Blessing? The Use of Subjective Performance Evaluation in the Digital Era

Author: **Sebastian Firk**, *U. of Groningen*
Author: **Yannik Gehrke**, *U. of Goettingen*
Author: **Max Holst**, *U. of Goettingen*

Subjective performance evaluation (SPE) in executive compensation raises concerns among investors due to a potential lack of pay-for-performance. However, while these concerns are reasonable, subjective performance evaluation can also supplement the incompleteness of objective performance measures and thereby improve incentive contracting. Based on this reasoning, we believe that SPE is essential for the progress of digital innovation where conventional performance measures typically fail to provide accurate information. Our results empirically verify that the adoption of SPE indeed encourages executives to engage in digital innovation. Moreover, we find that this positive association depends on CEOs' perception of director's ability and willingness to deviate from objective results when making subjective evaluations. Thus, our results are valuable for investors, firms, and compensation consultants thinking about SPE and struggling with digital innovation.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **2105** | Submission: **18752** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 2:45PM - 4:15PMPT (UTC-7)** at **Seattle Convention Center in Room 304**

Dynamics of Resource Acquisition and Deployment

Session Moderator: **Henrich Greve**, *INSEAD*

STR: [Turning Sorrow into Treasured Gold: Airline Complexity and Responses to the Covid Pandemic](#)  

Author: **Henrich Greve**, *INSEAD*

Author: **Cyndi Man Zhang**, *Singapore Management U.*

When firms face sudden and unusual crises, decision-makers need to quickly respond, and these responses have short-term costs and benefits but can also have long-term consequences that alter the strategy. A question of long-standing interest is whether firms with complex assets and production structures will respond slowly because the complexity delays understanding of the best response and reduces ability to implement it. The airline industry responses to the Covid pandemic are ideal for testing this proposition because the industry experienced rapid and sizable reductions in demand, and airlines differ significantly in complexity along easily measurable dimensions. The analysis demonstrates how airline decisions to store, retire, or sell aircraft differed in response to increased state policy stringency as a function of their complexity.

Paper is Available to Meeting Registrants Only.

STR: [Betting on Strategic Initiatives!? Human Capital and Insider Trading](#) 

Author: **Nauman Asghar**, *HEC Paris*

Author: **Russell Coff**, *Wisconsin School of Business*

Author: **John Mawdsley**, *HEC Paris*

Author: **Philipp Meyer-Doyle**, *INSEAD*

We explore how the human capital (generalist or specialist) of managers is associated with their insider trading behavior and the performance of their trades. Examining insider trading associated with a firm's announcement of new product introductions, which are an important class of firm strategic initiatives, we find that generalist board members engage in greater levels of insider trading before the new product announcements than specialists, and this effect is stronger when generalists have deep direct knowledge of the firm. Yet, while generalists earn positive abnormal returns, on average, from their insider trading, these positive abnormal returns are lower than those earned by their specialist peers, suggesting insider trading may be associated with human capital-related tradeoffs. Importantly, however, deep direct knowledge about the focal firm, which we theorize offers advantages for managers for applying their general knowledge to the firm's strategic initiatives and a stronger positive trading signal to investors, enables generalists to increase their abnormal returns, and thus improve their insider trading performance. Overall, our study contributes to the literatures on strategic human capital, insider trading, and strategic initiatives and innovation in strategy.

Paper is Available to Meeting Registrants Only.

STR: [Not All Enemies Are Created Equal: How Does Competitive Rivalry Shape the Strategic Factor Market? \(WITHDRAWN\)](#) 

Author: **Zhefei Li**, *Fudan U. School of Management*

Author: **David M. Gomulya**, *Singapore Management U.*

Author: **Heli Wang**, *Singapore Management U.*

Prior studies in Strategic Factor Market (SFM) have looked at how product market competition may affect the value of resources being traded and the focus so far has been on competition among bidders (i.e., potential buyers). Yet, competitive rivalry may also exist between bidders and sellers as both sides may operate in the same market and need similar resources. Resource exchange between seller and rival buyers may potentially impact their relative competitive positions, which is another factor that could affect the likelihood of resource transaction in the SFM but has been largely overlooked in the literature. In this study, we first test the effect of competition between seller and buyer on the likelihood of SFM transaction, and then examine the conditions under which such a transaction is more or less likely to materialize. Our results help to advance the product factor market rivalry literature in the SFM theory.

Paper is NOT Available. Please contact the author(s).

 STR: [Super- and Sub-additivity in Resource Portfolios](#) 

Author: **Jaideep Anand**, *Ohio State U.*

Author: **Sungho Kim**, *Southern Illinois U.*

Growth strategies can result in multiple or overlapping resources of the same kind within a firm. The value of the firm depends on the interaction between such overlapping resources and the outcome of resource combinations. Prior research has often emphasized additivity or super-additivity in resource combinations—the value of combined resources is equal to or larger than the sum of the values of the individual resources. Fungibility and scale-free properties are integral to the argument of super-additivity in the corporate strategy literature and resource-based view. This study offers a new mechanism underlying sub-additivity, i.e., the value of combined resources is smaller than the sum of the values of the individual resources, and shows how fungibility and scale-free property can, under certain conditions, substantially diminish the value in resource combinations. Using a computational modeling approach, we show that super- and sub-additive interactions coexist in resource combinations, and which effect is dominant depends on other factors that determine the value of resources at resource, firm-dyad, and industry levels. Our study identifies boundary conditions for super-additivity or sub-additivity to occur in resource combinations. We discuss implications for the resource-based view, internally competing resources, and corporate strategies.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Governance Bodies and Activism

Session Moderator: **Eugene See**, *Coastal Carolina U.*

STR: The Impact of Dual Activists on Firm Strategic Change 

Author: **Eugene See**, *Coastal Carolina U.*

Author: **Bruce Skaggs**, *U. of Massachusetts, Amherst*

The prevalence of shareholder activism has resulted in the placement of activist appointed directors onto the boards of firms. Extant work examining this phenomenon has taken a rational approach in examining how such directors bring about change, but have assumed for the behavioral implications associated with their placement on boards. Building on theory involving alignment and legitimacy at the team level, this paper adopts a behavioral approach in theorizing how the placement of activist shareholders themselves as directors onto the boards of firms brings about firm change. It finds that such “dual activists” lead to less firm change. Further, it finds support for the effects of demographic similarity between such activists and incumbent directors in causing for change.

Paper is NOT Available. Please contact the author(s).

STR: Investor Reactions to Corporate Misconduct: The Moderating Role of Firm Reputation 

Author: **Lu Ye**, *U. of Melbourne*

Author: **Helen Wei Hu**, *U. of Melbourne*

Corporate misconduct research has observed negative market reactions following misconduct. Drawing on signaling theory, this study considers misconduct as a negative signal and links misconduct severity to market reactions. We argue that severity level decides signal strength and increases market reaction magnitude. However, it is unclear why different firms are punished to varying degrees for similar misconduct. We therefore demonstrate how perceptual biases distort investors’ perceived severity and describe how the effect of severity is moderated by firm reputational signals, including moral, technical, and leadership capital. This study is supported by an empirical analysis of 344 Chinese listed firms that engaged in financial misconduct during 2009–2019. Accordingly, we facilitate a more fine-grained understanding of the relationship between corporate misconduct and market reactions.

Paper is Available to Meeting Registrants Only.

STR: The Ownership Commitment of Institutional Investors 

Author: **Mallory Elise Flowers**, *U. of Rhode Island*

Author: **Alina Georgiana Andrei**, *RSM Erasmus U.*

Institutional owners have become so large that diversifying away from systemic risks is increasingly difficult. This growth has forced them to reconsider their motivations and (environmental and social) impact, resulting in active ownership forms not yet understood in corporate governance research. We revisit our knowledge of institutional investors’ behavior and investigate why they invest beyond financial reasons. We explain this apparent over-investment by institutional investors as ownership commitment, building on the organizational commitment and corporate governance literatures. Our theorizing develops a suite of hypotheses predicting when an investor will increase existing commitments beyond financial motivations. Empirically, we test these hypotheses using a large and novel dataset of owner-firm dyads observed from 2006 to 2019. Our results demonstrate that ownership commitment is higher for active owners, particularly when the investor and target share social values. Our study contributes to the literature on corporate governance, organizational commitment, and corporate responsibility by providing new insights on the ownership commitments of institutional investors.

Paper is Available to Meeting Registrants Only.

STR: Barking up the Wrong Tree: Effects of Governance Systems on Psychological and Behavioral Outcomes  

Author: **Ben Wilhelm**, *ODC*

Author: **Nastaran Simarasi**, *California State Polytechnic U., Pomona*

Author: **Frederik Riar**, *U. of Bern*

Author: **Franz Kellermanns**, *U. of North Carolina, Charlotte*

Organizational citizenship behavior is a highly sought-after outcome. We integrate insight from the psychological ownership perspective and agency theory to examine how the juxtaposition of informal mechanisms (i.e., ownership feelings toward an organization) and formal mechanisms (i.e., employee share ownership, agency monitoring, and peer monitoring) influences employees’ organizational citizenship behaviors. Our empirical results show that psychological ownership has a positive effect on organizational citizenship behavior. Contrary to the common belief that informal and formal mechanisms complement each other, we find that the positive influence of psychological ownership on organizational citizenship behavior is more pronounced when employee share ownership and agency monitoring is low compared to high. Implications for theory and future research are discussed.

Paper is Available to Meeting Registrants Only.

STR: The Role of Activist Hedge Funds’ Hostile Tactics on Governance Actions of Target Firms

Author: **Haeyoung Koo**, *City U. of Hong Kong*

Author: **Margarethe F Wiersema**, *U. of California, Irvine*

Hedge fund activism is becoming an integral part of publicly traded firms, and our paper adopts a behavioral lens to examine how specific tactics employed by activist hedge funds may alter the actions of target firms. Our study draws on the theory of threat rigidity to argue that the hostility of activist hedge funds’ tactics may impede the information processing ability of executives and influence their responses. Using a sample of 763 activist hedge fund campaigns from 2002 to 2015, we find that target firms are more likely to engage in a governance action when the activist hedge fund uses more hostile tactics. Further, our findings indicate that the prior activism experience and financial performance of target firms moderate the main effects.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2107** | Submission: **19007** | Sponsor(s): **(HCM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 3:00PM - 4:30PMPT (UTC-7)** at **Seattle Convention Center in Room 604**

Macro Topics in Health Organization and Management

Session Moderator: **Robert J Weech-Maldonado**, *U. of Alabama, Birmingham*

HCM: The Exploration of Nursing Home COVID-19 Incidence Rates in Socially Deprived Communities

Author: **Robert J Weech-Maldonado**, *U. of Alabama, Birmingham*
Author: **Justin Lord**, *Louisiana State U. Shreveport*
Author: **Ganisher K. Davlyatov**, *U. of Oklahoma Health Sciences Center*
Author: **Akbar Ghiasi**, *U. of the Incarnate Word*
Author: **Gregory N. Orewa**, *U. of Alabama, Birmingham*

Health inequities vary along social and economic gradients. The COVID-19 pandemic and nursing home infections have highlighted this fact. Using the Centers for Medicare and Medicaid Services' Nursing Home COVID-19 Public File, Brown University's LTCFocus, Robert Graham Center's Social Deprivation Index, and CMS Nursing Home Payroll Based Journal Staffing Data. We examined the relationship between community resource scarcity, as conceptualized by the Social Deprivation Index (SD) and COVID-19 incidence rates in nursing homes. After controlling for interstate differences, organizational enabling factors, as well as, facility-level resident and community-level characteristics, nursing homes located in communities with medium levels of social deprivation had 4.4% more COVID-19 infection rates (Incidence Rate Ratio [IRR] = 1.04; $p < 0.05$) and communities with high levels of social deprivation had 7.5% higher COVID-19 infection rates (Incidence Rate Ratio [IRR] = 1.07; $p < 0.01$) as compared to nursing facilities located in areas of low social deprivation. From a policy perspective, nursing homes, that are located in socially deprived communities, may need additional resources, such as, funding for staffing and personal protective equipment in the face of the pandemic. The COVID-19 pandemic has sharpened the focus on healthcare disparities and societal inequalities in the delivery of long-term care.

Paper is Available to Meeting Registrants Only.

HCM: Physician Management Companies, Private Equity Investment, and Commercial Healthcare Prices (WITHDRAWN)

Author: **Ambar La Forgia**, *Columbia U.*
Author: **Amelia Bond**, *Weill Cornell Medical College*
Author: **Robert Tyler Braun**, *Weill Cornell Medical College*
Author: **Leah Yao**, *Weill Cornell Medical College*
Author: **Klaus Kjaer**, *Weill Cornell Medical College*
Author: **Larry Casalino**, *Weill Cornell Medical College*

Financial institutions have fueled the corporatization of medicine by investing in and acquiring health care organizations. In particular, private equity (PE) firms have invested heavily in physician management companies (PMCs). A PMC is a for-profit entity that manages the back-end administrative functions of medical practices, such as insurance contracting and billing. Many PMCs also employ practitioners and contract with hospitals to provide professional staffing and management services. This type of PMC is especially common in anesthesia: the eight largest anesthesia-focused PMCs employ nearly 22% of all anesthesia practitioners in the U.S. In this paper, we create a novel dataset that combines commercial claims from the Health Care Cost Institute with data on PMC facility contracts for anesthesia staffing services to study 1) how prices paid to anesthesia practitioners change after a facility contracts with a PMC and 2) whether there are differences between PMCs with and without PE investment. Using difference-in-differences methods, we find that allowed amounts increase by 16.5% post-PMC contract, with significant differences by PE status: PMCs without PE investment increase allowed amounts by 12.9%, while PE-backed PMCs increase allowed amounts by 26.0%. We find similar patterns for unit prices (allowed amounts standardized by procedure type and length), suggesting that price increases are the result of higher prices paid per service and not service length or intensity. In additional analyses, we explore why PMCs may command higher prices, including the threat of moving practitioners out of network.

Paper is NOT Available. Please contact the author(s).

HCM: The Impact of COVID-19 on Hospitals Financial Performance: Evidence from California Hospitals

Author: **Mengying He**, *California State U., Los Angeles*
Author: **Mahshid Jessri**, *California State U., Los Angeles*
Author: **Hanze Zhang**, *amgen*

Goal: On March 19, 2020, the Governor of California, Gavin Newsom announced a statewide "shelter-in-place", issued an executive order for hospitals to pause performing elective procedures, and requested state hospitals to increase inpatient bed supply to provide sufficient space to treat Covid-19 patients. These orders were lifted one month later on April 22, 2020. However, these changes and the ongoing effect of Covid-19 may have both immediate and long-term impacts on hospitals' revenue and expenses. The purpose of this paper is to explore the impact of the Covid-19 pandemic on California hospital financial performance based on the structure-conduct-performance (SCP) framework and resource-based view (RBV) of the firm. Methods: A linear mixed-effects model was used to capture the effect of Covid-19 on financial performance over time (from 2017 Quarter 1 to 2020 Quarter 4) of the repeated measurements for each hospital, with the interaction from resources and ownership. Principal Findings: Covid-19 had a negative impact on hospital operating margin (OM) ($b = -.03$, $p < .05$), but not for the total margin (TM). We found a negative moderating role of total capital expenditure ($b = -.00$, $p < .10$) on hospital TM, but not for OM. We observed a positive moderating effect of for-profit hospitals for both OM ($b = .04$, $p < .01$) and TM ($b = .02$, $p < .10$) when compared to not-for-profit hospitals. Practical Applications: Hospital managers need to understand the impact of Covid-19 on hospital financial performance and find out the ways in helping hospitals recover from the pandemic and prepare for future pandemics or emergencies.

Paper is Available to Meeting Registrants Only.

Author: **Robin Peeters**, *Maastricht U.*

Author: **Daan Westra**, *Maastricht U.*

Author: **Arno J A Van Raak**, *Maastricht U.*

Author: **Dirk Ruwaard**, *Maastricht U.*

Inter-organizational networks are considered a mode of organization to address the grand challenges in health care. It is therefore crucial that they are effective. While network effectiveness is a heavily theorized, multi-dimensional concept, little is known about how network stakeholders give meaning to it in practice. In this longitudinal case study, we explored the perceptions of network stakeholders towards network effectiveness using 32 interviews with internal (i.e. network members) and external (i.e. organizations in the institutional environment) stakeholders, of which 11 were follow-up interviews, 28 hours of observations, and 1.272 pages of documents. Our results show that stakeholders engage in networks to achieve a common goals and primarily see measurable outcomes as effectiveness. However, an inability to measure outcomes and their temporal dimension legitimize a focus on the collaborative process itself for stakeholders. They furthermore experience various normative and coercive pressures to continue engaging in networks. Networks thus seem to constitute both rational and institutionalized behavior of stakeholders. When participating in networks, stakeholders should thus continuously reflect on why a network exists and assess their contribution to the network goals. Future research should seek to unravel how both rational and institutionalized behavior influence networks and their effectiveness.

Paper is Available to Meeting Registrants Only.

Author: **Seongwon Choi**, *Trinity U.*

Author: **Kristine Ria Hearld**, *U. of Alabama, Birmingham*

Author: **Nancy Borkowski**, *U. of Alabama, Birmingham*

Over the last twenty years, the United States has experienced significant changes in public opinion in support for LGBTQ (lesbian, gay, bisexual, transgender, and queer) people and issues. While at the national level high polling numbers suggest support for LGBTQ rights, U.S. states differ substantially in state level policies and protections against sexual orientation discrimination (American Civil Liberties Union [ACLU], 2021). Despite state level public opinion and political climate towards LGBTQ persons, there is often wide variation in LGBTQ legal protections and socio-political climates among municipalities within a state (Buchanan, 2019). Approximately, 35% of hospitals in the United States do not have LGBTQ non-discrimination policies nor have LGBTQ-inclusive practices and policies in place (Healthcare Equality Index, 2020). As a result, many LGBTQ persons are hesitant to disclose their sexual orientation to their health care providers and may avoid receiving healthcare due to concerns of discrimination or cost of care (Casey, et al., 2019). These barriers to care can lead to worse health outcomes for the LGBTQ population and being often overlooked in health disparities improvement efforts (IOM, 2011). This study extends the research of DiLeo et al. (2020) by examining additional market factors, specifically, states' LGBTQ population and public policies at both the state and municipality levels that may influence a hospital's voluntary pursuit of Health Equity Index (HEI) Leader status. The main finding of this study is that LGBT population and governmental public policies may influence a hospital voluntarily pursuing HEI Leader status but they may not be as influential as originally anticipated. Additional research is needed to better understand market factors that support hospitals voluntarily pursuing HEI Leader status. It may be that the hospital's characteristics such as location (urban vs. rural), teaching status, and ownership, are more influential than market factors.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **2108** | Submission: **18596** | Sponsor(s): **(ONE)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 3:00PM - 4:30PMPT (UTC-7)** at **Hyatt Regency Seattle** in **304 Calawah**

**Green Innovation and the Uptake of Environmental
Practice (In-Person)**



Session Moderator: **Daniela Ortiz**, *FHWien der WKWU. of Applied Sciences for Management and Communication*

ONE: The Influence of Regulatory Context on EO, Proactiveness, & Environmental Practice Adoption  

Author: **Beverly B. Tyler**, *Virginia Tech*

Author: **Brooke A. Lahnenman**, *Montana State U.*

Author: **Daniele Cerrato**, *U. Cattolica del Sacro Cuore*

Author: **Allan Fernando Discua Cruz**, *Lancaster U. Management School*

Author: **Karin Beukel**, *U. of Copenhagen*

Author: **Nathalie Spielmann**, *NEOMA Business School*

Author: **Marco Minciullo**, *U. Cattolica del Sacro Cuore*

There is some research promising that entrepreneurial orientation (EO), and in particular its proactiveness dimension, positively influence sustainability decisions in firms, however we know little about how these characteristics more specifically relate to an SME's choice to adopt environmental practices. Furthermore, research has called for deeper examination into how the external regulatory context influences SMEs' decisions to adopt environmental practices. Combining tenets of EO, proactiveness, regulatory context, and sustainability, we hypothesize that SMEs higher in proactiveness, relative to risk-taking and innovativeness, will focus their attention on opportunities related to environmental practices that lower costs and increase competitive differentiation. We further propose regulatory pressure positively moderates the relationships between firms' EO and proactiveness and the adoption of environmental practices, as SMEs high in EO and proactiveness will be motivated to adopt a wider range of environmental practices than those necessary to meet compliance thresholds to achieve and maintain competitive advantage relative to other firms subject to the same regulatory pressure. We test and find support for our hypotheses using wine industry survey data, enriching our understanding of internal and external influences on SMEs' sustainability strategies and providing new directions for future research.

Paper is Available to Meeting Registrants Only.

ONE: Does Media Coverage Influence Firm Green Innovation? The Moderating Role of Regional Environment (WITHDRAWN)

Author: **Zan Chen**, *Zhejiang U.*

Author: **Jun Jin**, *Zhejiang U.*

Author: **Meng Li**, *Zhejiang U.*

In the context of the digital era, the value of news media on guiding novel green production and consumption is increasingly recognized in recent years. Despite the media coverage that has been investigated in the literature of firm behaviors, it was still poorly studied in the topic of green innovation. To address this gap, we use a sample of Chinese listed industrial firms from 2015-2019 to empirically test the relationship between the media coverage and green innovation of firms. The results indicate that the level of regional digitalization and environmental governance both positively strengthen the positive effect of media coverage on green innovation. Furthermore, by dividing the tone of media coverage, we find that it is positive reports that play a more important role in promoting green innovation. These findings enrich the literature on green innovation by introducing informal institutional factors as well as the regional perspective of factors and provide

Paper is NOT Available. Please contact the author(s).

ONE: GHRM as Mediator Between Environmental Entrepreneurial Orientation and Eco-Innovation

Author: **Ana Labella**, *U. of Almeria*

Author: **Javier Martínez-del-Río**, *U. of Almeria*

Author: **Diego Alfonso Vazquez**, *Portsmouth Business School*

Author: **Rui Yang**, *Portsmouth Business School*

Research on Green Human Resource Management (GHRM) has been steadily growing, but there are still many outstanding gaps in our understanding of its antecedents and consequences. Here, we propose a theoretical framework where GHRM is the mechanism connecting top managers' environmental entrepreneurial orientation (EEO) with Eco-innovation. We test our hypotheses using structural equation modeling (SEM) and primary data collected during two surveys in Spain. Our research contributes to high-commitment GHRM literature, highlighting the previously unexplored mediating role played by HRM practices in the relation between entrepreneurial orientation and innovation

Paper is Available to Meeting Registrants Only.

ONE: Dynamic Capabilities for Sustainability: Developing an Integrative Typology 

Author: **Daniela Ortiz**, *FHWien der WKW U. of Applied Sciences for Management and Communication*

Author: **Neli Ovcharova**, *FHWien der WKW U. of Applied Sciences for Management and Communication*

We perform a systematic literature review to synthesize the current state of knowledge about dynamic capabilities for sustainability (DCsS). Moreover, we substantiate and extend the DCsS construct by developing a typology which integrates the distinct conceptualization of DCsS applied in the literature. Based on the results of the content analysis of extant literature, we identify two dimensions that lie at the basis of the various definitions of DCsS: the type of sustainability-oriented innovation, and the level of stakeholder integration activities pursued by firms to implement their sustainability innovation strategies. The subsequent categorization of the literature according to these two dimensions resulted in the identification of five main types of DCsS: (1) DCsS for Compliant Optimization; (2) DCsS for Integrative Innovation; (3) DCsS for Compliant Supply Chain Adaptation; (4) DCsS for Supply Chain Transformation; and (5) DCsS for Systemic Evolution. We then align each type of DCsS with its predominant microfoundations, antecedents, and consequences described in the literature. By this, and building up on other similar organizing frameworks, we contribute to a more holistic understanding of the construct, which will support future researchers in their choice of measurement models.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **2109** | Submission: **18560** | Sponsor(s): **(ONE)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 3:00PM - 4:30PMPT (UTC-7)** at **Hyatt Regency Seattle** in **404 Entiat**

Partnerships, NGOs and Community Engagement (In-Person)



Session Moderator: **Andra Riandita**, *U. of Stavanger Business School*

ONE: Sustainability-oriented Textile/fashion Partnerships: Mechanisms and Levels of Change  

Author: **Tulin Dzhengiz**, *Aalto U. School of Business*

Author: **Andra Riandita**, *U. of Stavanger Business School*

Author: **Anders Brostrom**, *KTH Royal Institute of Technology, Dept of Industrial Economics and Management*

Firms engage in partnerships to address various sustainability issues such as greenhouse gas emissions, cleaner production, labour rights or working conditions in their operations and throughout their supply chains. These partnerships utilise various mechanisms that can be seen as enablers of change, including product development, process enhancements, policy-related initiatives and awareness-raising campaigns. Through these mechanisms, partnerships can seek to achieve change at the firm, industry, supply chain and societal levels. This paper studies the relationship between these mechanisms and firms' targeted level of change in textiles/fashion. We analyse 444 sustainability partnerships using a mixed-method approach. We find that partnerships targeting these broader levels focus more on social sustainability issues in this industry. Those targeting society-level partnerships involve cross-sector partners. Our study adds to the conversations about sustainability-oriented partnerships by demonstrating how mechanism-change dynamics can be contextual and industry-specific.

Paper is Available to Meeting Registrants Only.

ONE: Community Involvement In The Hybrid Organization: A Study Of Community Forest Enterprises in Canada

Author: **Meike Siegner**, *Ryerson U.*

Author: **Robert Kozak**, *U. of British Columbia*

Effectively involving local communities in decision-making is an important facet of all organizations which aim to be socially responsible, but it is particularly relevant for social enterprises (SEs) which espouse community empowerment as one of their central goals. The extant literature, however, provides little in the way of guidance for SEs to ensure local participation in strategic and operational matters. This qualitative study illustrates mechanisms by which SEs can involve local people in organizational decisions in the context of six Canadian community forest enterprises (CFEs). CFEs have evolved as a result of the movement to decentralize decision-making with respect to the sustainable utilization of natural resources. This article provides insights on the importance of managerial capabilities in navigating participatory activities in the SE. We propose an enriched SE tension management framework, that includes a key dimension that has yet to receive much attention: the distinction between a focus on 'outcomes' versus a focus on 'process' in the attainment of plural goals. As such, the article makes important contributions to unpacking the empowerment element underlying organizational activities that aim to provide marginalized rural and Indigenous communities with roles in shaping local paths towards greater sustainability.

Paper is Available to Meeting Registrants Only.

ONE: Meta-Organizing for Sustainability: A Comparative Analysis of NGO and Industry-Driven Efforts

Author: **Jose Carlos Marques**, *Telfer School of Management, U. of Ottawa*

Continued proliferation and competition amongst sustainability standard-setting organizations in most global industries and issue areas has generated considerable interest in understanding the mechanisms that may lead to standards harmonization. Drawing on the collective action and meta-organization literatures, this study sheds light on the organization of sustainability meta-governance, underscoring differences in objectives, organizational structures and mechanisms for dealing with collective action dilemmas. By means of 41 interviews and 439 archival documents, we employ a comparative case study approach to examine how eight different industry meta-governors deal with these key issues and how these differ from NGO-based approaches. Findings reveal that NGO and industry-based meta-regulators hold opposing conceptions of harmonization and develop considerably dissimilar mechanisms for bringing these about. While NGO meta-governors' pluralistic, legitimacy-based approaches have been referred to as "creating a market for standards", we suggest that industry meta-governors' centralized approach, characterized by industry concentration and supply chain governance, is best described as "standards commoditization". We outline implications of this study for both practice and future research.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **2110** | Submission: **18816** | Sponsor(s): **(OSCM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 3:00PM - 4:30PMPT (UTC-7)** at **The Westin Seattle in Vashon II**

Sourcing & Upstream Supply Management

Session Moderator: **John Gray**, *Ohio State U.*

OSCM: [Sub-Supplier Management - Towards a Process Framework](#)   

Author: **Joerg S. Hofstetter**, *Kedge Business School*

The multi-tier nature of supply chains (Mena et al., 2013), extending the boundaries beyond the direct supplier level upstream to sub-suppliers (Carter et al., 2015), receives increasing attention in the literature. While the conversations address particularly supply chain transparency and the identification of risk or malpractices, much less attention is given on the range of activities companies perform to manage sub-suppliers - and what management of sub-suppliers actually means. Sub-suppliers characterize by their organizational distance to the buying organization: buyers lack a contract with sub-suppliers as they are contracted only by suppliers (or other sub-suppliers) which act as middleman (Grimm et al., 2016). In such settings, selecting or knowing sub-suppliers, monitoring their performance and influencing them requires processes that are different to those applied when dealing with direct suppliers. Business experience in managing sub-suppliers is largely limited to resolving immediate problems, in particular actual crises, or sectoral / collective approaches. Academic literature on managing sub-suppliers is scarce and scattered. This paper is based on fourteen case studies and six workshops with industry experts. It proposes a sub-supplier management framework, and suggests a set of business processes for sub-supplier management. This process framework may serve as a basis for future research in managing sub-suppliers.

Paper is Available to Meeting Registrants Only.

OSCM: [Supplier Selection in Highly Uncertain Environments: The Fuzzy Stratified Best-Worst Method](#)  

Author: **Mehdi Rajabi Asadabadi**, *The U. of Sydney*

The literature suggests the application of multi-criteria decision-making (MCDM) methods for supplier selection. MCDM methods commonly require decision makers to assign weightings of importance to the decision-making criteria based on which the available suppliers are ranked. Such rankings, however, may not sufficiently support the supplier selection process. This is because the selected supplier will be used for a relatively long period of time. The decision criteria, therefore, need to have weightings that take into consideration uncertainty that is related to the future in which the supplier will still be used (especially in the current challenging world after COVID-19). This research gap is important because the current literature may guide authorities to select a supplier which may suit their current situation but may not be the best option in the near future. This may result in the need to change their supplier in the near future or tolerate the consequences of a wrong selection. To address this gap, this paper suggests the application of an MCDM technique, namely the stratified MCDM (SMCDM) in combination with fuzzy logic and the best-worst method (BWM). Therefore, while this paper addresses the supplier selection problem in an uncertain environment, it also proposes a novel decision-making framework to support decision making in uncertain environments.

Paper is NOT Available. Please contact the author(s).

OSCM: [Supply Base Geographical Complexity and Quality Risks: Evidence From the Chinese Automobile Industry](#)

Author: **Huashan Li**, *U. of Melbourne*

Author: **Hari Bapuji**, *U. of Melbourne*

Author: **Srinivas Talluri**, *Michigan State U.*

Author: **Prakash Jagat Singh**, *U. of Melbourne*

Supply base geographical complexity has important implications for supply chain risk and performance, but less is known about its relationship with product quality risks. Drawing on the transaction cost economics and social network theory, we argue that supply base geographical complexity increases monitoring and coordination challenges, thus leading to higher product quality risks. However, vertical integration and high network centrality can mitigate this impact by facilitating trust and information sharing. We test our hypotheses using Chinese automobile industry data collected from multiple sources and find that supply base geographical complexity is positively related to automobile quality risks, but this relationship is weakened by the network centrality asymmetry between a buyer and its suppliers. This study extends our understanding of the antecedents of product quality risks and the interaction of supply network structural characteristics.

Paper is Available to Meeting Registrants Only.

OSCM: [Proposal Evaluation and Contract Performance](#) 

Author: **Beverly Osborn**, *The Ohio State U. Fisher College of Business*

Author: **John Gray**, *Ohio State U.*

It is believed by many academics and practitioners that supplier and vendor selection decisions are often too focused on price, and that this excessive price focus can contribute to subpar performance in the subsequent engagement. Testing this belief is complicated by various challenges, including measuring post-award overall performance and finding variance in decision-making approaches on spend with similar characteristics. We use a novel approach, employing longitudinal U.S. federal government purchasing data, to deal with these issues. We match transactions on spend and stakeholder characteristics to focus our analysis only on comparable, non-trivial decisions. We use whether the chosen bidder was recontracted, given that the opportunity existed, as our measure of overall performance. We find that excessive price focus does lead to worse performance when there is no explicit incentive for or against focusing on price. Interestingly, we find no effect of price-based decision making on performance when selecting based primarily on price requires explicit written justification. Taken together, we infer that price-based bias occurs even when it is not incentivized, but can be muted by making it difficult to select primarily based on price.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**

Program Session: **2111** | Submission: **19488** | Sponsor(s): **(SIM)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Tuesday, Aug 9 2022 3:00PM - 4:30PMPT (UTC-7)** at **Seattle Convention Center in Room 310**

Partnerships for Sustainability

Session Moderator: **Catherine Erica Alexina McDonald**, *U. of St. Gallen*

SIM: Collaborating for Community Regeneration: Facilitating Partnerships in, through, and for Place

Author: **Jennifer Brenton**, *Memorial U. of Newfoundland*

Cross-sector partnerships (CSP) are increasingly recognized as essential for addressing our world's mounting sustainability challenges. However, place is often considered merely as a contextual backdrop for these partnerships in CSP research. In this study, we focus on the ways in which place, including the natural, built, and cultural dimensions of geographic locations, is actively leveraged to facilitate cross-sector collaboration. Employing a qualitative and engaged research approach, we helped organize and studied two workshops held in small communities on the east coast of Canada whose goal was to build a cross-sector network of community leaders focused on revitalizing communities suffering from the collapse of their primary industry, the cod fishery. We show how the staging of place fostered deeper connections among participants by reducing barriers to participation, intensifying contact with others, and enabling participants to share local knowledge. In turn, connecting through place prompted participants to recognize a shared purpose and sense of belonging, two key elements for building cross-sector collaboration.

Paper is Available to Meeting Registrants Only.

SIM: Extending the Continuum of Corporate Diplomacy: Insights for Effective Implementation of the SDGs 

Author: **Catherine Erica Alexina McDonald**, *U. of St. Gallen*

Denoting several of the “grand challenges” of our times, the Sustainable Development Goals (SDGs) provide a framework for addressing large scale issues through collaborative action. Yet to date, progress on the SDGs has been limited, with effective mechanisms for implementation lacking. In this paper, I argue that corporate diplomacy can act as a tool to support more effective multinational enterprise (MNE) participation and implementation of the SDGs, however, must be reconsidered from a holistic perspective in order to facilitate meaningful change. This paper builds off the continuum of corporate diplomacy proposed by Michelle Westermann-Behaylo, Kathleen Rehbein and Timothy Fort, by proposing three possible extensions of proactive corporate diplomacy. By extending existing conceptions of corporate diplomacy to incorporate theoretical perspectives from business and human rights as well as political corporate social responsibility scholarship, this paper aims to contribute to the literature on grand challenges by providing new approaches to improve collaboration.

Paper is Available to Meeting Registrants Only.

SIM: Mining-Dependence & Triple Helix in Brazil: Analysis of the Entrepreneurial University

Author: **Frederico Dornellas Martins Quintão**, *Pontifical Catholic U. of Minas Gerais*

Author: **João Paulo Moreira Silva**, *Pontifical Catholic U. of Minas Gerais*

Author: **Armindo Dos Santos De Sousa Teodosio**, *Pontifical Catholic U. of Minas Gerais*

Extractivism is one of the main economic sources in the country. However, this activity produces socio-environmental liabilities in the host territories, making well-being and work alternatives unfeasible. As a way of circumventing the impacts, intersectoral partnerships are formed to overcome “Mining-Dependency”. To better understand this phenomenon, a single case study was carried out in order to understand the territorial development projects between university, city hall and mineral extractive industry, located in Itabira - MG. The city of Itabira is the birthplace of a large mining company and records a deadline for the depletion of its mineral reserves for the year 2028. Through documentary research and semi-structured interviews, it was possible to recognize the alignment of the population's reality with the development project. Preliminary results indicate that the project of economic dynamization led by the university is erratic, still benefiting the local economy in a superficial way and not integrated with the desires of the local community. Projects aimed at fostering entrepreneurship and innovation have not shown preeminence. In this way, new research may arise when rethinking the role of the Triple Helix in territories impacted by extractivism, including civil society as an actor of the Fourth Helix.

Paper is Available to Meeting Registrants Only.

SIM: Fostering Deliberation for Sustainable Organising: The Role of Brokers in MSIs

Author: **Julia Grimm**, *Jönköping International Business School*

Author: **Rebecca Christin Ruehle**, *Vrije U. Amsterdam, School of Business and Economics*

Within multi-stakeholder initiatives (short: MSIs), companies aim to set regulations for themselves that they want to collectively and voluntarily follow to improve social and environmental issues in the absence of globally binding rules. This paper explores how a shift from strategic to communicative action is possible within MSIs to allow for sustainable organising. To understand the role that brokers play in this process, we draw on two complementary MSIs—the German Partnership for Sustainable Textiles (short: TP) and the Fossil Free Sweden Initiative (short: FFS). An analysis of these cases reveals that a commitment to substantive collaboration in the absence of external pressure is only possible if deliberation is reached between different stakeholder groups. Furthermore, it shows us that this shift from strategic action (commitment due to external pressure) to communicative action (commitment due to deliberation) is tied to individuals within the process. Our study provides in-depth insights into the literature on brokerage processes within MSIs, as well as to the Habermasian stream of literature on MSIs within organisation theory.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **2112** | Submission: **18801** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 3:00PM - 4:30PMPT (UTC-7)** at **Seattle Convention Center in Ballroom 6A**

Antecedents and Consequences of Attention

Session Moderator: **Ann-Kathrin Schill**, *U. of Passau*

 **STR: Analyst Flattery, CEO Narcissism, and CEO Communication Specificity** 

Author: **Ann-Kathrin Schill**, *U. of Passau*
Author: **Angelo Boutalidakis**, *U. of Passau*
Author: **Friederike Hawighorst**, *U. of Passau*
Author: **Lorenz Graf-Vlachy**, *TU Dortmund U.*
Author: **Andreas Sebastian König**, *U. of Passau*

We study how securities analysts' use of flattery toward a CEO affects the degree to which that CEO communicates with higher specificity, rather than vaguely. CEO communication specificity is important for analysts as it substantially facilitates their work. However, CEOs might have little incentive to communicate with high specificity as it narrows CEOs' strategic discretion. We argue that flattery—a ubiquitous social influencing behavior—enables analysts to render CEOs more likely to overcome their preference for vague communication because it invokes norms of reciprocity in the CEO and enhances the CEO's self-esteem. Ultimately, the more an analyst flatters a CEO, the greater that CEO's communication specificity. Moreover, integrating CEO narcissism research, we argue that analyst flattery provides “narcissistic supply” such that the positive effect of analyst flattery on CEO communication specificity increases to the extent of the focal CEO's narcissism. Data from 2,159 dyads of analyst questions and CEO answers in quarterly earnings calls of U.S. hard- and software as well as pharmaceutical firms preliminarily support our hypotheses. Our theorizing and findings introduce a novel outside-in perspective of social influencing mechanisms—particularly flattery—at the executives/capital-markets interface. It also answers strategic leadership scholars' calls to illuminate the “relational black box” of CEOs' interactions with external stakeholders.

Paper is Available to Meeting Registrants Only.

 **STR: Language Sentiments and Attentional Engagement: Quasi-Experimental Evidence from “Twin Tweets”**  

Author: **Ningzi Li**, *U. Of Chicago*
Author: **Tony Tong**, *U. of Colorado, Boulder*

Although the attention-based view emphasizes that organizations can use language in public communication to engage attention, the effects of language are often confounded by contextual factors. To isolate the effects of language on attention, we exploit a novel quasi-experiment where pairs of tweets are posted by the same organization on the same topic within a short time. Our analysis focuses on how using sentiment vocabularies affects two aspects of attentional engagement. We find that within a tweet pair, the tweet using more positive vocabularies receives greater selective attention (likes), and the tweet using more negative vocabularies receives greater selective attention and intensive attention (retweets). Whereas increased use of positive vocabularies attracts greater selective attention than intensive attention, increased use of negative vocabularies attracts greater intensive attention than selective attention.

Paper is Available to Meeting Registrants Only.

STR: Performance Feedback and Strategic Change: The Effects of Analyst Coverage and Forecast Dispersion

Author: **Quang Anh Le**, *Southern Taiwan U. of Science and Technology*
Author: **Cheng-Yu Lee**, *Southern Taiwan U. of Science and Technology*
Author: **Hsueh Liang Wu**, *National Taiwan U.*

This study employs the behavioral theory of the firm and the attention-based view to examine the connection between performance feedback and strategic change in the external monitoring mechanism extracted from stock analysts. Based on a sample of Taiwanese electronic firms from 2001 to 2020, we first found that firms tend to search for alternative strategic options when facing below-aspiration performance. Next, analyst coverage and forecast dispersion, as sources for revising the attention structure of decision-makers, become the contingencies for explaining this connection. However, we also found that firms avoid strategic change when experiencing above-aspiration performance and the contingent roles become neutralized in this scenario.

Paper is Available to Meeting Registrants Only.

STR: Executive Attention Breadth and Rival Competitive Action: A Rivalrous View of Executive Attention 

Author: **Tianxu Chen**, *West Virginia U.*
Author: **Lingling Pan**, *U. of Pittsburgh*
Author: **Gerry M McNamara**, *Michigan State U.*

Drawing on the attention-based view and the awareness-motivation-capability framework in competitive dynamics, this study provides a theoretical framework linking a focal firm's public display of wide executive attention breadth to a rival's subsequent volume of competitive actions. We argue that a wide executive attention breadth at the focal firm may motivate the rival into more aggressive attacks. We also argue that the focal firm's level of managerial discretion will moderate the impact of its executive attention breadth on a rival's competitive actions. Based on a unique sample of competitor dyads from duopoly industries composed of S&P 1,500 firms, we found a positive association between a focal firm's executive attention breadth and a rival's subsequent volume of competitive actions. We also found that when the focal firm had high media coverage, an indicator of reduced managerial discretion, the impact of its executive attention breadth on the rival's action volume became stronger; whereas, when the focal firm had high market dominance, an indicator of increased managerial discretion, the impact of its executive attention breadth on the rival's action volume became weaker.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Innovation and Digital Transformation: The role of the CEO and Owners

Session Moderator: **Heejin Woo**, *California State U., Fullerton*

STR: Post-IPO VC Ownership Effect on Innovation-Enhancing Investment of Newly Public Firms

Author: **Heejin Woo**, *California State U., Fullerton*
Author: **Sukwoong Choi**, *MIT Sloan School of Management*
Author: **Taekyun Kim**, *Korea Advanced Institute of Science and Technology (KAIST)*

Although the existing literature has discussed the effects of VC firms on investee ventures before and at the time of an IPO, less is known about how they influence the strategic decisions of newly public firms after the IPO. Conventional wisdom is that VC investors exit from a venture investment through an IPO. However, we find that VC investors hold a significant amount of shares for years after an IPO. This study examines how VC investors affect a firm after an IPO. Building on the literature on governance through ownership, we argue that post-IPO VC shareholders encourage innovation-enhancing investments of newly public firms and that post-IPO VC ownership positively affects the market value of newly public firms. Our underlying logic is that outcomes created by innovation-enhancing investments of newly public firms can be beneficial to not only themselves but also VC shareholders for VC reputation, network externality, and knowledge acquisition. Consistent with our arguments, our empirical study shows that post-IPO VC ownership is positively related to R&D intensity, CAPEX investment, and Tobin's Q of newly public firms and that these relationships are amplified when a lead VC is located close to the firm, when a VC investor sits on the board, and when investees are in technology-intensive industries. This study expands the scope of the VC effect on investee ventures beyond an IPO.

Paper is Available to Meeting Registrants Only.

STR: Walking a Tightrope: CEO Emphasis on Digital Transformation and CEO Dismissal

Author: **Sebastian Firk**, *U. of Groningen*
Author: **Jan Christoph Hennig**, *Groningen U. (RuG)*
Author: **Hauke Meyer**, *U. of Goettingen*
Author: **Michael Wolff**, *U. of Goettingen*

While CEOs' commitment is crucial to the success of digital transformation, surveys show that CEOs of incumbent firms underemphasize the urgency and challenges of digital transformation. We suggest that career penalties may discourage CEOs from emphasizing digital transformation. We argue that this is driven by governance actors' attribute substitution, the tendency to unconsciously substitute difficult questions with easier ones. To test these arguments, we apply a semi-supervised machine learning approach to conference calls and create a novel measure for CEOs' emphasis on digital transformation. We find that CEOs that emphasize digital transformation have a higher probability to be dismissed if financial performance suffers. We find that this relation is stronger if actors within the firm's governance context possess less digital and more financial expertise, and are busier. Further, we find that firms with CEOs sensitive to career concerns introduce fewer digital products and that this effect is mediated by CEOs' emphasis on digital transformation. These results suggest that the biased evaluation of CEOs that emphasize digital transformation may impede the transformation of incumbent firms.

Paper is Available to Meeting Registrants Only.

STR: The Darkside of Corporate Venture Capital: A Theoretical Framework

Author: **Francesco Di Lorenzo**, *Copenhagen Business School*
Author: **Thomas Roende**, *Copenhagen Business School*

This paper develops a theoretical model where a startup seeks financing from an investor in order to develop an idea into a commercial project. Investors that possess valuable complementary assets can contribute the most to the success of the startup but also have the strongest incentives to misappropriate the idea. The startup chooses not to contract with these investors when (i) IPRs and other protection mechanisms are weak, and (ii) the initial upfront investment is limited relative to the value of the project. Large private benefits to the investor, e.g., in the form of learning benefits, decrease the misappropriation incentives and result in better matches between startups and investors.

Paper is Available to Meeting Registrants Only.

STR: Let's Get Personal: How CEO Personality Effects Organizational Innovation via Corporate Venturing

Author: **Kathrin Teupe**, *U. of Muenster*
Author: **Colin Schulz**, *WWU Münster*

We develop theory to explain the relationship between CEO personality and inter- and intraorganizational learning mechanisms with a focus on corporate venture capital (CVC). We provide an integrated perspective and consider CVC investments as individual innovation practice and relative to research and development (R&D) efforts. Using a novel linguistic tool to measure the personality traits of 1,360 CEOs of S&P 500 firms, we find that CEO conscientiousness and CEO neuroticism are negatively, and CEO openness positively associated with CVC engagement. Regarding the trade-off decision between inter- and intraorganizational learning mechanisms, we find that CEO conscientiousness and CEO openness each have a positive effect on CVC relative to R&D. Our results extend upper echelons research by not only highlighting the importance of CEO personality in driving organizational innovation, but also indicating how CEO personality either enhances or inhibits interorganizational learning in both absolute and relative terms.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□
Session Type: **Paper Session**
Program Session: **2114** | Submission: **18863** | Sponsor(s): (STR)
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 3:00PM - 4:30PMPT (UTC-7)** at **Seattle Convention Center in Room 302**

Strategies for Value Creation

Session Moderator: **Ming-Chang Huang**, *National Yunlin U. of Science and Technology*

STR: The Impact of Boundary Conditions on the Relationship Between Value Creation and Appropriation 

Author: **Ming-Chang Huang**, *National Yunlin U. of Science and Technology*
Author: **Ya-Ping Chiu**, *Chung Yuan Christian U.*
Author: **Ping-Hsin Lin**, *National Yunlin U. of Science and Technology*
Author: **Ting-Chuan Lin**, *National Yunlin U. of Science and Technology*
Author: **Jane Tung**, 5888

Value creation and value appropriation are two crucial issues in strategy, marketing, and supply chain management. Although value creation and value appropriation are two sides of the same coin, most prior studies focus on one or the other. Some empirical works examine value creation and value appropriation simultaneously, but the results remain mixed. This investigation contributes to the current literature by answering the following questions: Does more value creation lead to more value appropriation? Why can a supplier appropriate more value than others in a buyer-supplier relationship? The empirical results from 150 publicly listed firms that play the role of suppliers indicated that suppliers can benefit from their value creation. Partnership, the spillover effect of collaboration, and suppliers' bargaining power can strengthen the positive relationship between value creation and value appropriation. Our findings and conclusions can have significant implications for research on value creation and value appropriation.

Paper is Available to Meeting Registrants Only.

STR: Invention Value, Inventive Capability and the Large Firm Advantage

Author: **Ashish Arora**, *Duke U.*
Author: **Wesley Cohen**, *Duke U.*
Author: **Honggi Lee**, *U. of New Hampshire*
Author: **Divya Sebastian**, *Fuqua School of Business, Duke U.*

Do large firms produce more valuable inventions, and if so, why? After confirming that large firms indeed produce more valuable inventions, we consider two possible sources: a superior ability to invent, or a superior ability to extract value from their inventions. We develop a simple model that discriminates between the two explanations. Using a sample of 3,110 public corporations, and measures of both patent quality and patent value, we find that, while average invention value rises with size, average invention quality declines, suggesting, per our model, that the large firm advantage is not due to superior inventive capability, but due to the superior ability to extract value that comes with greater commercialization capabilities.

Paper is Available to Meeting Registrants Only.

STR: Managing Corporate Distress: The Surplus Assumption of Stakeholder Value-Based Strategy   

Author: **James McGlinch**, *The Wharton School, U. of Pennsylvania*

In this study, I examine the surplus assumption embedded within current studies on stakeholder value-based strategy and whether a corporation's stakeholder management can precipitate or negate corporate distress. By defining corporate distress as a condition of challenged legitimacy arising from the failure to satisfy the minimum appropriation demands of powerful stakeholders, I create a perspective for managing corporate distress that is complementary to existing studies on organizational decline, corporate failure, and financial distress, yet extends their findings to better capture why corporations with similar financial and economic characteristics may have differing probabilities of experiencing corporate distress. Specifically, using panel regression, difference-in-difference, and machine learning statistical methods on a sample of 8,256 publicly traded corporations, I find cultivating ex ante relational capital with a corporation's more powerful stakeholders, as measured by stakeholder sentiment across 26 distinct environmental, social, and governance (ESG) issues, is associated with a lower probability of entering corporate distress, particularly when environmental uncertainty is high.

Paper is NOT Available. Please contact the author(s).

STR: Fast or Slow? A Meta-Analysis on the Performance Implications of Organizational Speed 

Author: **Kalin D. Kolev**, *Marquette U.*
Author: **Bernadine J. Dykes**, -
Author: **Margaret Hughes-Morgan**, *Marquette U.*

While organizational speed has been viewed as an essential component of firms' ability to achieve a competitive advantage and generate strong financial performance, empirical results have been rather mixed. These inconclusive findings raise the question whether speed can benefit or undermine performance. To address this question, we conduct a meta-analysis of the relationship between organizational speed and firm performance. We find that speed does indeed have a positive and statistically significant impact on firm performance, especially when speed is measured based on managerial perceptions. We also find that speed is particularly beneficial for small firms. Furthermore, we distinguish between three dimensions of organizational speed – decision speed, execution speed, and response speed – and provide evidence that only execution speed and response speed improve firm performance. Our findings provide guidance to both academic researchers and managers alike as to which dimensions of organizational speed will improve firm outcomes.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **2115** | Submission: **18753** | Sponsor(s): **(STR)**
Session Format: **In-person Only: Seattle**
Scheduled: **Tuesday, Aug 9 2022 3:00PM- 4:30PMPT (UTC-7)** at **Sheraton Grand Seattle** in **Grand Ballroom A**

Employee Mobility

Session Moderator: **Xuege (Cathy) Lu**, *Cornell U./U. of Minnesota*

STR: **Understanding Barriers-to-Hire in Corporate Renewal** 

Author: **Xuege (Cathy) Lu**, *Cornell U./U. of Minnesota*

I develop a theory to explain why talent acquisition for corporate renewal can be costly for firms. I argue that to attract people who can grow firms in new or different directions, firms may need to offer higher wages to (1) compensate for their industry affiliation as a categorical constraint and (2) overcome frictions associated with hiring across industries. Analyses of more than 14 million online job posts support my theory of talent acquisition for corporate sustainability: firms in environmentally sensitive (or “brown”) industries are found to offer higher wages for sustainability-related (or “green”) jobs than firms in other industries for almost identical jobs; this wage premium decreases with the rising demand for green jobs within a given brown industry over time, and when ideological conflicts or career-related risks are mitigated. Supplemental analyses using survey data, employee online reviews, and field-level placement records render further support for the mechanisms. These findings bring an intriguing paradox to light: despite firms in brown industries having the most urgent need to adopt sustainable practices, hiring people capable of delivering such changes is a real challenge. Although firm-specific efforts that alleviate jobseekers’ ideological and career-related concerns may lower the barriers-to-hire, firms do pay more to hire people for corporate renewal, especially when constrained by the way firms are perceived under the existing market structure.

Paper is NOT Available. Please contact the author(s).

STR: **An Exploration into the Antecedents of Non-Compete Use**

Author: **Cassandra Torgnes**, *NHH Norwegian School of Economics*

Author: **Eirik Sjøholm Knudsen**, *NHH Norwegian School of Economics*

Author: **Rujuta Vaidya**, *NHH Norwegian School of Economics*

The extant literature on non-competes largely focuses on measuring the effects of non-competes enforcement policies. There is little research on the antecedents and details of actual non-competes use, i.e. what are the characteristics or driving forces that make some firms use non-competes while others do not and how exactly are firms using non-competes. Without sufficient knowledge of the antecedents and details of actual non-competes use, it is difficult to specify models predicting outcomes of non-competes use and non-competes enforcement policy. We use original survey data on non-competes use with 2,001 firms matched with government registry data containing a wealth of socio-economic data on the surveyed firms and their 50,051 employees to analyse the antecedents and relative characteristics of both users and non-users of non-competes.

Paper is Available to Meeting Registrants Only.

STR: **The Challenges of Within-Firm Mobility with Geographic Relocations: Learning-By-Hiring, Internally?** 

Author: **YOON Thomas HYOUNGWON**, *PhD Candidate at Bocconi U.*

Strategic human capital research suggests that within-firm mobility is more effective in enabling knowledge transfer and collaborations than between-firm mobility. However, geographic relocations that are often associated with mobility may reduce the comparative benefits of within-firm mobility. Thus, I investigate how within-firm geographic mobility can negatively affect mobile individuals’ performance and potential exit. Our analyses of individual-level mobility and patent collaboration data from major U.S. technology firms suggest that within-firm mobility, vis-à-vis between-firm mobility, is associated with a reduction in performance and an increase in the exit when associated with geographic relocations. Sub-group analyses further explicate how these two types of mobility can differentially affect the focal individuals depending on their pre-mobility productivity, suggesting a need for careful deployments of internal transfers for (un)productive individuals.

Paper is NOT Available. Please contact the author(s).

 STR: **Human Capital Complementarities and Employee Mobility**

Author: **Agnes Guenther**, *U. of Utah, David Eccles School of Business*

The loss of human capital through employee mobility is a major concern of firms. Most work on employee mobility investigates the mobility of employees independent co-workers, although it is known that employees can develop human capital complementary to that of co-workers. Using employer-employee matched data on R&D workers in acquisition targets, we investigate how the human capital available in the target affects R&D workers’ post-acquisition mobility. We argue that the organizational design—specifically the diversity of human capital—can create HC complementarities. These complementarities as well as characteristics of employees’ expertise, their tenure, and differences in expertise between firms affect who leaves post-acquisition. Thus, who leaves post-acquisition can be, at least partially, explained by the characteristics of the target’s human capital prior to acquisition. Implications for the literature on human capital and acquisitions are discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Employee Innovation and Mobility

Session Moderator: **Marco Antonio Rocha Galo**, *ESSEC Business School*

STR: Co-mobility, Emergence, and New Firm Performance

Author: **Elise Lee**, *U. of Oxford*

This paper addresses the endogenous nature of employees sorting into a group of similar others. Many studies have focused heavily on successful ventures using ex post metrics of early-stage firms to then, in turn, explain the existence of differences in organizational growth. In this paper, we measure the new firm performance outcomes as a function of the heterogeneity and the dynamics of (co-)mobile employees. Our results show that the nature of employee co-mobility provides an important initial condition for understanding the emergence and success of new organizations. Moreover, we find that firms attracting others become an intermediate self-selection of the survival of new organizations. By looking at the ex ante factors that contribute to the performance of new organizations, we make a contribution to understanding entrepreneurial (co-)mobility and its strategic implications.

Paper is NOT Available. Please contact the author(s).

STR: The Silver Spoon Gets Tarnished: An Assessment of the Effects of Parent Support on Employee Ventures

Author: **Marco Antonio Rocha Galo**, *ESSEC Business School*

Author: **Ha Hoang**, *ESSEC Business School*

This paper explores the benefits and limitations of collaborative relationships between employee ventures and their parent firms. Using multiple waves of a nationally representative survey of French startups, we track a matched group of 9,891 employee spin-outs over their first five years of operation. We show that, in their early years, the employee ventures founded with the parents' support have better survival rates, higher revenue, and more employees than similar non-supported spin-outs. However, we find that the performance advantage of the former diminishes with time, a result consistent with the development of relational inertia. Specifically, we show that the effects of receiving parents' support on the employee ventures' revenue and employment growth provide no additional benefits from the spin-outs' third and fifth years, respectively. We further uncover that, throughout their development, parent-supported spin-outs require fewer investments in tangible assets and incur lower debt than their non-supported counterparts. However, they engage in significantly fewer commercial activities such as prospecting clients, changing prices, and launching direct marketing campaigns.

Paper is Available to Meeting Registrants Only.

STR: What Allows a Star to Shine?

Author: **Nathan Betancourt**, *Amsterdam Business School, U. of Amsterdam*

Author: **Michiel Pieter Tempelaar**, *Amsterdam Business School, U. of Amsterdam*

Star scientists are an important source of novel knowledge and, consequently, highly sought after by organizations. Because novel ideas rarely originate in a single person's mind, contemporary research views their creation as a social phenomenon; stars generate novelty by (re)combining the different information, perspectives, and experiences that exist within their social and organizational context. Inspired by recent work that connects stars' work environment to their productivity, this manuscript employs an aspirational and information-processing capability lens to uncover variance among star scientists in their capability to integrate diverse information and translate this knowledge into novelty. For the aspirational lens, we distinguish between rising and established stars. For the information-processing capability lens, we differentiate between specialist and generalist star scientists. We use participation in the Manhattan Project, a large-scale research project that created the atomic bomb, as a quasi-natural experiment to uncover how stars are influenced by the diversity in backgrounds in their teams. We show that diversity has an overall impact on the novelty of star scientists' knowledge output. However, rising stars are more influenced by diversity than established stars, and generalists are more influenced than specialists in their novel knowledge output.

Paper is Available to Meeting Registrants Only.

STR: Can Multiple Goal Conflicts Affect the Innovative Behaviour of Employees?

Author: **Alexander Schmidt**, *Rotterdam School of Management, Erasmus U.*

Author: **Saeedeh Ahmadi**, *Amsterdam Business School, U. of Amsterdam*

Author: **Tom Mom**, *Erasmus U. Rotterdam*

This study investigates how multiple simultaneously pursued conflicting goals impact the levels of exploration and exploitation behaviour of the employees. Multiple goal theory is silent on predicting the outcomes of multiple goal conflicts on individuals exploration and exploitation behaviour when more than two goals are followed concurrently through different hierarchical levels in large firms. We use a multilevel survey to examine the relationship between four different operational goals (safety, availability, environment, innovation) that employees have to persecute coinstantaneous and the individuals innovative behaviour in a large energy company. Theories of paradox mindset and top management team alignment were included to moderate the relationships at individual level and team level. We found that goal conflicts negatively impact employees exploitation behaviour and that paradox mindset reduces goal conflicts on exploration behaviour. We extend current theories on multiple goals by showing how multiple goal conflicts shape individuals innovative behaviour under different organizational levels. In addition, theory on employees antecedents for individuals exploration and exploitation behaviour is also advanced by illustrating new insights by goal setting considerations.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Showcase Symposium**

Program Session: **2117** | Submission: **10821** | Sponsor(s): (STR, TIM)

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 3:00PM - 4:30PMPT (UTC-7)** at **Seattle Convention Center in Room 204**

Complementary Assets – A New Look

Complementary Assets – A New Look



Discussant: **Francisco Polidoro**, *U. of Texas at Austin*

Presenter: **Anparasani Mahalingam**, *U. of Utah, David Eccles School of Business*

Presenter: **Cameron Miller**, *Syracuse U.*

Presenter: **Daniel Rock**, *The Wharton School, U. of Pennsylvania*

Presenter: **Dongil Daniel Keum**, *Columbia Business School*

This symposium aims to highlight potential new research directions on complementary assets research. In the seminal study, Teece (1986) proposes the importance of complementary assets in capturing value from innovation. The significance of this foundational idea has inspired an extraordinary breadth of scholarly work that spans across multiple disciplines. At the same time, somewhat paradoxically, due to its immense success, complementary assets have become a theory that often remains in the background for many recent studies. The field has now reached an opportune time to review diverse streams of work, take stock of latest advances, and reflect on its future.

Value Capture Through Complementarities in Ecosystems

Author: **Cameron Miller**, *Syracuse U.*

Strategy as Orchestrating Patterns of Complementarity

Author: **Anparasani Mahalingam**, *U. of Utah, David Eccles School of Business*

AI as Complementary Engines of Growth – Firm Inequality on the Technological Frontier

Author: **Daniel Rock**, *The Wharton School, U. of Pennsylvania*

Purposeful Disownership of Assets – Paying Contract Manufacturers to Reduce Termination Cost

Author: **Dongil Daniel Keum**, *Columbia Business School*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Caucus**
Program Session: **2118** | Submission: **18305** | Sponsor(s): **(CAU)**
Session Format: **Virtual-only: Zoom “webinar” style**
Scheduled: **Tuesday, Aug 9 2022 3:30PM - 5:00PMPT (UTC-7)**

**Making Self-Care an Accepted and Honored Part of Your
Organization’s Culture, Even During a Pandemic**
Self-Care as a Part of Your Organization’s Culture



Organizer: **Tenia Davis (Harris)**, *Center for Values-Driven Leadership, Benedictine U.*
Organizer: **Gena Lovett**, *ORGANIZATIONAL BEHAVIOR*
Organizer: **Theresa (Wilhelm) Christian**, *Center for Values-Driven Leadership, Benedictine U.*
Organizer: **David Lee Schreiner**, *Center for Values-Driven Leadership, Benedictine U.*
Organizer: **James Gustafson**, *Center for Socially-Responsible Leadership*

More than ever, self-care is needed, yet we are working in a time when more demands are made of us and our organizations. As we continue to navigate the pandemic, how do we make self-care a priority and ensure we are truly baking it into the culture of our company?

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **2119** | Submission: **18865** | Sponsor(s): **(CTO)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 4:00PM - 5:30PMPT (UTC-7)**

Digital Platforms, Virtual Organizing, and Societal Challenges

Session Moderator: **Sandeep Seshadrinath**, *School of Information Systems and Technology Management, UNSW Sydney*

CTO: **Tenure and Wage Trajectories in Online Gig Platforms: A Study of Marginalized Workers in India**    

Author: **Sandeep Seshadrinath**, *School of Information Systems and Technology Management, UNSW Sydney*

Author: **Chewei Liu**, *Indiana U. - Kelley School of Business*

Author: **Sunil Mithas**, *U. of South Florida*

How does participation in online gig platforms (OGPs) influence tenure and wages of marginalized workers in emerging economies such as India? Do all workers fare equally in such platforms, or there are important distinctions that shape experiences and outcomes of workers depending on market segments? We leverage rich archival data from a gig platform that operates mostly in the last mile logistics space in business-to-business segment in India to answer these important questions. The gig platform in this study employs a very large fraction of marginalized drivers with low levels of education, socio-economic status, and background. Our analyses of 13,594 number of drivers who registered on this platform from January 2018 to December 2019 documents three findings. First, we find that the gig economy platform in India achieved significant success to reduce churn and retain drivers, compared to the reported churn rates reported in developed economies. In our setting, roughly 20% of drivers stay active with the platform after twelve months, significantly higher than the 3% figure reported for Uber in the U.S. Second, we make a distinction among enterprise, and non-enterprise drivers. We find that enterprise drivers earn in aggregate 21.8% more than non-enterprise drivers per month. Our disaggregated analyses for such earning differences suggest that enterprise drivers have 2.39 more trips than non-enterprise drivers per month, but enterprise drivers earn 11 rupees less per hour than non-enterprise drivers. Finally, our findings suggest that enterprise drivers are 11.0% less likely to stay in this platform for more than six months than non-enterprise drivers. The Cox survival model indicates that enterprise drivers are 47.9% likely to leave this platform in April 2020 than non-enterprise drivers. We propose several explanations for the interesting and counterintuitive finding that enterprise workers who are likely to earn more in aggregate are less likely to stay on the platform using interviews of drivers. In particular, we propose time flexibility, task flexibility, and informational affordances as likely explanations. Our study provides important insights on wages and tenure of drivers in gig-economy platforms in emerging markets such as India that have a very different social context than developed markets, and we discuss implications for further research and practice.

Paper is Available to Meeting Registrants Only.

CTO: **Disrupting for Good: The Paradoxical Logics of Fintech as an Emerging Field for Financial Inclusion**   

Author: **Isam Faik**, *Ivey Business School*

The emergence of new institutional fields from the digital transformation of mature fields presents unique opportunities for positive societal changes, but also risks of significant societal challenges resulting from the lack of clarity and stability in the emerging field logic. In this paper, we investigate the paradoxical nature of societal change in emerging fields by drawing on a study of the rise of Fintech as a field for the financial inclusion of marginalized communities. We identify three stages in the evolution of fields emerging from digital transformation: technology penetration, technology incubation, and technology transformation. We show how FinTech as an emerging field followed a paradox trajectory, a sequence of paradoxical tensions across the different stages and their defining institutional logics. This trajectory defined the field's evolution over time, as well as its potential to become a stable space for financial inclusion.

Paper is Available to Meeting Registrants Only.

CTO: **'DNA' of Virtual Organizing: Towards a New Construct to Theorize with Digital Trace Data**

Author: **Thomas Grisold**, *U. of Liechtenstein*

Author: **Youngjin Yoo**, *Case Western Reserve U.*

Author: **Michael Gau**, *U. of Liechtenstein*

We introduce a new theoretical construct to empirically measure and analyze the dynamics of actions and events in virtual organizing through digital trace data: DNA of virtual organizing. The new construct captures the actions and events that form the basic building blocks of all possible and actual paths in virtual organizing. By possible paths, we refer to all ways to get work done in a given context. By actual paths, we refer to all ways that have been enacted to get work done in the past. DNA of virtual organizing reconciles two seemingly opposing poles in digital-trace data-driven process theorizing: it not only empirically measures the idiosyncratic dynamics of virtual organizing, but also allows for comparing and generalizing findings across cases and data sets. We illustrate how we can apply DNA of virtual organizing with actual data we obtained from GitHub, the largest virtual organizing platform for software development. We showcase different scenarios where we measure and compare the DNA of virtual organizing at the level of projects and developers.

Paper is Available to Meeting Registrants Only.

CTO: **Intellectual Structure of Social Credit System Research: A Bibliometric Analysis** 

Author: **Zhiwen Zheng**, *Australian National U.*

Author: **Babita Bhatt**, *ANU College of Business and Economics*

With the development of digital analytics, big data provides many conveniences in governments, businesses, and individual lives; but it also causes many ethical considerations around the datafication. The Chinese Social Credit System (SCS), a big data-enabled system aiming to promote the culture of sincerity by tracking performance of individuals and businesses, provides an interesting context to study these ethical considerations. The SCS has emerged as a significant topic of interdisciplinary research in recent years. In this article, we provide a bibliometric analysis and a systematic literature review to understand the current intellectual structure of this interdisciplinary phenomenon through identifying article categories, key themes, theoretical debates, and its impacts. Our research contributes to the SCS and data justice literature by providing future research dimensions. Additionally, by providing a comprehensive understanding of the SCS, we also make a practical contribution to the field.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **2120** | Submission: **19495** | Sponsor(s): **(SIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 4:30PM - 6:00PMPT (UTC-7)**

Corporate Social Responsibility and Stakeholder Activism

Session Moderator: **Maurice Jerel Murphy**, *U. of Southern California*

SIM: The New Kid in Town: Investigating Virtual Stakeholder Mobilizations 

Author: **Roya Derakhshan**, *Bocconi U.*

Author: **Tim Rowley**, *U. of Toronto*

Stakeholder mobilizations are long identified by their structured formal organization, considerable resource requirement, strong collective identity and centralized leadership that aligns and coordinates the movement. These characteristics do not apply to the emergent phenomenon of virtual stakeholder mobilizations; the actions conducted by individuals who target a plight through social media and other virtual platforms only, and thus our models need to be updated to capture the current ways stakeholders take action to protect their interests and to recognize new stakeholder types emerging as consequences of technology advances not available when many stakeholder models were developed. We contend that the logic underpinning virtual mobilizations is fundamentally different, as social media platforms take the place of brick and mortar organizations in such movements. The distinguishing characteristics of virtual mobilizations include the ascension of self-expression, replacing the collective identity, as well as their low level of resource requirement, eliminating the free-rider dilemma. We also propose that in comparison to their traditional peers, virtual mobilizations are faster and can appear with larger turnouts, but have limitations in tackling dynamic and complex issues and have a shorter longevity. We finally suggest that several dynamic mobilization types may appear along the continuum made by traditional and virtual stakeholder mobilizations. The plurality and dynamism of the mobilizations reduced the predictability of their characteristics and salience and opens the gates to new horizons for future studies.

Paper is Available to Meeting Registrants Only.

SIM: The Effect of Insider versus Outsider Activism on Corporate Targets' Market Performance 

Author: **Hui ZHANG**, *City U. of Hong Kong*

Although outsider activists are the main participants of social protests, the large scale protests initiated by insider activists in recent years have attracted the public eyes and induced us to wonder whether insider activists, with higher risk and more significant cost to initiate and participate in social protests, are able to achieve more social movement outcomes than outsider activists. While factors influencing social movement outcomes have received ample attention from the perspectives of structure and agency, we still lack a good understanding of the impact of activist identity on social movement outcomes. This research builds a theoretical model to explain the links between activist identity and social movement economic outcomes by employing and extending the political process mode, a particular theory to explain social movement emergence and outcomes. Hypotheses developed from the model predict that protests initiated by insiders are more destructive to corporate targets' market performance than outsider protests and that the destructiveness advantage of insider protests would be alleviated if corporate targets enjoy higher status but strengthened if targeted firms focus on service business. Results from a sample of social protests targeting U.S. public corporations reported by the New York Times between 2001 and 2021 provide support for the predictions. This research contributes to social movement outcomes by exploring the diverse impact of different types of activists and examining and extending the mobilizing structures of the political process model. This research also extends literature about insider activism by studying the economic outcomes of insider external activism.

Paper is Available to Meeting Registrants Only.

SIM: The Art of Blending Stakeholders: Bootlegger & Baptist Coalitions in Corporate Constituency-Building 

Author: **Maurice Jerel Murphy**, *U. of Southern California*

Author: **Edward T. Walker**, *U. of California, Los Angeles*

Author: **Nan Jia**, *U. of Southern California*

Constituency-building is an important yet underappreciated corporate political strategy. In contrast to conventional strategies, such as lobbying and campaign contributions involving direct interactions with policymakers, constituency-building expands the scope of conflict by mobilizing stakeholders to pressure policymakers. Although prior studies of constituency-building have highlighted how enlisting stakeholders in political battles creates unique opportunities and risks, what has often been overlooked is the importance of blending "strange bedfellows" of economically- and morally-motivated constituents, sometimes called bootlegger-and-Baptist coalitions. Drawing on theories developed in political science, regulatory economics, and corporate political strategy, we advance a theoretical framework to examine (a) the motivations of policymakers and stakeholders, which constitute the theoretical basis for constituency-building strategies; (b) the tradeoffs of creating blended coalitions consisting of parties who have distinct motives for moral legitimacy or economic interest; and (c) how blended coalitions may take distinct overt, covert, or tacit forms. We also differentiate between campaigns that take place at the firm- versus industry-level. We develop propositions to advance theory development on constituency-building, linked to stakeholder mobilization and social movement approaches. We offer wide-ranging real-world examples to provide guidance to empirical research.

Paper is Available to Meeting Registrants Only.

SIM: Transformations in Shareholder Activism: Past, Present and Future

Author: **Carine Girard**, *Audencia Business School*

Author: **Jennifer Goodman**, *Audencia Business School*

Author: **Céline Louche**, *Audencia Business School*

Shareholder activism, the use of ownership rights to exert influence on investee companies, is not new but it is an ever-changing, evolving phenomenon which has made its way into mainstream investment approaches as a powerful means of inciting changes in companies. In this paper, we review not only the past and present of shareholder activism, going back to its origins and mapping the development of both financial and socially motivated activism, but go further to identify future trends and challenges facing the field. Drawing on interviews with international experts from key organizations in the activism universe, we tease out the newest issues, actors and tactics to give a forward looking account of 'where next' for shareholder activism. We identify four new trends: the beneficiary revolution, refining collaboration, a holistic approach and technological innovation, which stand out as significant shapers of the future direction of shareholder activism. Our analysis of these empirical trends, combined with recent research and practical examples raise some key challenges on the horizon which demand further attention both in research and practice: the diversity of demand, democratization, temporality and an increasing polarization between leaders and laggards. These findings have implications not only from a practical investment or management perspective but also for future research in identifying and analyzing potentially unintended consequences of these new trends.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **2121** | Submission: **19512** | Sponsor(s): **(SIM)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 6:00PM - 7:30PMPT (UTC-7)**

Responsible Innovation and Stakeholder Accountability

Session Moderator: **Eva Alexandra Jakob**, *U. of Bayreuth*

SIM: Managing Responsible Innovation Process – the Case of Six Start-ups in Digital Health

Author: **Raj Thapa**, *U.Stavanger*

Author: **Tatiana Iakovleva**, *U. of Stavanger*

Digital innovations hold the promise of increasing productivity and offering better outcomes, higher quality and reliability for users. However, harnessing these potential opportunities depends on how well firms can manage innovation to overcome stakeholders', users' and public concerns and address their needs and expectations. Responsible innovation (RI) is suggested as a way to govern innovation development to ensure socially desirable innovation solutions. Its principles suggest a broader stakeholder inclusion during the decision-making process, anticipation of societal needs and reflection of concerns (Owen et al., 2013; von Schomberg, 2013). However, there is a lack of empirical studies examining whether the principles of RI can be applied to a firm's innovation development process. This research explores the innovation process in firms in the digital health and welfare sector to address the following research question: Can the responsible innovation approach be instrumental for the governance of the innovation process in firms? This work aims to answer this research question through longitudinal case studies of six digital start-ups in the healthcare and welfare sectors during 2016–2019. We followed innovation development in these firms, observing the pivotal moments and the emergence of new need–solution pairs through the lenses of four RI constructs—inclusion, anticipation, reflexivity and responsiveness. This paper's key contribution is analysing the usefulness of RI governance for digital innovations. We found that continuous relationships between the innovation agents (the firm) and the stakeholders (distributed agencies) contribute to creating a pool of need–solution pairing, which allows for desirable innovation outcomes

Paper is Available to Meeting Registrants Only.

SIM: Privacy Concern and User's Reactions in AI Context: Mediating Effects of Institutional Factors (WITHDRAWN) ✈

Author: **SHUXIN ZHONG**, *Tianjin U.*

Artificial Intelligence (AI) is becoming a significant technology innovation and presents a great threat and risk of personal privacy information protection, such as big data and machine learning. AI technology enriches the content and increases the tension of users' information privacy concerns. Hence, this study provides a dynamic process that co-evolution of privacy concerns, business ethics, and technology innovation. In addition, employing an empirical study, our study demonstrates the relationship between privacy concerns and users' reactions and the role of institutional factors under the AI context. Specifically, privacy concerns have negative effects on users' reactions (purchase intention, self-information disclosure, and using facial-recognition intention), and two institutional factors (perceived institutional environment and perceived legal enforcement efficiency) play mediating effects on the relationship between privacy concern and user's reactions. The research provides a co-evolution perspective to explain the privacy concerns and broadens the privacy research in the new context.

Paper is NOT Available. Please contact the author(s).

SIM: Corporate Digital Responsibility Needed? Digitalization Meets Corporate Social Responsibility

Author: **Eva Alexandra Jakob**, *U. of Bayreuth*

Author: **Sabrina Plaß**, *U. of Paderborn*

Digitalization is a technological evolution and a social phenomenon that offers tremendous potential but also uncertainties for companies and stakeholders. Practice and research increasingly propose that a new concept called Corporate Digital Responsibility (CDR) is needed to elaborate how corporates may take responsibility to avoid negative and promote positive outcomes in the process of digitalization. In this paper, we take a step back and ask, 'How does digitalization influence Corporate Social Responsibility (CSR)?' Drawing on the most prominent theoretical perspective in CSR research – the stakeholder perspective, we argue that CDR is a redundant concept that dismisses the chance to ground the crucial debate on responsible digitalization on already developed theoretical and empirical knowledge. Instead, we propose that digitalization changes stakeholder relationships in at least three important ways that should be incorporated into the furthering CSR and connected strategies in a digital age: (a) the ratio between the information and proximity related to stakeholders, (b) the roles of the company and stakeholders, and (c) decision-making power in the relationship. Those changes in the stakeholder relationships are fundamental, however, we argue that they do not necessitate a new concept of CDR. Rather, the changing stakeholder relationships open new avenues for future research systematically proposed in this paper.

Paper is Available to Meeting Registrants Only.

SIM: The People Versus The Algorithm: Stakeholders and AI Accountability 🗨

Author: **Jbid Arsenyan**, *Rennes School of Business*

Author: **Julia Roloff**, *Rennes School of Business*

As artificial intelligence (AI) applications are used for a wide range of tasks, the question about who is responsible for detecting and remediating problems caused by AI applications remains disputed. We argue that responsibility attributions proposed by management scholars fail to enable a practical solution as two aspects are overlooked: the difficulty to design a complex algorithm that does not produce adverse outcomes, and the conflict of interest inherited in some AI applications by design as proprietors and users employ the application for different purposes. In this conceptual paper, we argue that effective accountability can only be delivered through solutions that enable stakeholders to employ their collective intelligence effectively in compiling problem reports and analyze problem patterns. This allows stakeholders, including governments, to hold providers of AI applications accountable, and ensure that appropriate corrections are carried out in a timely manner.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Paper Session**
Program Session: **2122** | Submission: **18856** | Sponsor(s): **(CTO)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 6:30PM - 8:00PMPT (UTC-7)**

OSS, Project Governance and Team Resilience

Session Moderator: **Poonacha K. Medappa**, *Tilburg School of Economics and Management (TiSEM), Tilburg U.*

CTO: To “Survive” or to “Innovate”? Decision Rights Configurations in Open Source Projects

Author: **Poonacha K. Medappa**, *Tilburg School of Economics and Management (TiSEM), Tilburg U.*
Author: **Shirish C. Srivastava**, *HEC Paris*

Despite the widespread use of open source software (OSS) development, the governance of OSS projects continues to remain a challenge for both individuals and organizations. Grounding our work in the decision rights (DR) perspective, we posit that the OSS project governance involves two tradeoffs - between (a) formal and informal and (b) centralized and decentralized configurations of DR in OSS projects. Further, we theorize the mechanisms through which these DR configurations can have varying impacts on two OSS project outcomes, survival and creativity. Using data from 6,563 OSS projects hosted on GitHub and applying robust analytical and machine learning techniques, we find that decentralization of the DR, measured by the number of core contributors in the project, has a negative influence on the project’s survival but a positive influence on the project’s creativity. Formalization of the DR, measured through organizational ownership of the OSS project, moderates these relationships by enhancing the probability of OSS project survival and attenuating project creativity. Through this research, we show that the DR perspective offers a useful lens for theorizing the existence of different OSS project governance configurations for different desired outcomes. By examining these configurations, we advance the understanding of OSS project governance mechanisms and offer practitioners valuable insights for effectively managing OSS projects.

Paper is Available to Meeting Registrants Only.

CTO: Assertions of Data Transparency: Organized Immaturity After GDPR

Author: **Frederik Schade**, *Copenhagen Business School*

If organized immaturity presents a key problematic of private sector digitalization, transparency is increasingly proposed as its antidote. Transparency, it is often claimed, enables the reorganization of maturity by allowing individuals insight into and control of the ways companies collect and leverage personal data about them. However, studies of the state of “data transparency” in Europe after the en-actment of GDPR suggest that new transparency measures may be as misleading as they are informa-tive. What, then, is the relationship between transparency and organized immaturity? In this conceptual paper, I combine speech act and decoupling theory to argue that the assertiveness of decoupled trans-parency may produce both individual maturity and immaturity. Interestingly, this entails that even de-ceptive transparency might become an engine for reorganizing maturity – although not without risk. Theorizing these relations, however, allows for outlining implications for actors engaged in data pro-tection to increase transparency’s potential for reorganizing maturity.

Paper is Available to Meeting Registrants Only.

CTO: Does Routine Order Variation and Bot Usage Spur Resilience in Open Source Communities?

Author: **Veeresh Thummadi**, *Cork U. Business School*

Resilience is important for Open Source Software Development (OSSD) teams to overcome software development challenges that commonly occur in the platforms as a result of unexpected events such as natural disasters, cyber-attacks, pandemics etc., As OSSD teams primarily rely on voluntary contributions, any type of disruptions to the routines of open source workers can lead to loss of productivity and cause delays in open software production and release cycles. Currently we do not have sufficient understanding about how OSSD teams bounce back from a disruption and become resilient. To understand the effects of disruption we chose a popular open source community, called Kubernetes, to understand the resilience process in OSSD teams. We collected data from an exemplar event of COVID-19 pandemic to understand how Kubernetes community became resilient after the unprecedented announcement of the global pandemic by World Health Organization (WHO). Overall, we collected over .4 million records corresponding to the activities of 65 Kubernetes teams from March 2020 to May 2020. We use organizational routine lens to understand how routine order variation (the way in which the activities’ order varies) and bot usage can have effects on resilience in open source communities. The results highlight the importance of order variation and bot usage for OSSD teams’ resilience and provide implications for open source project management practises during crisis situations.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **2123** | Submission: **18824** | Sponsor(s): **(CTO)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Tuesday, Aug 9 2022 7:00PM - 8:30PMPT (UTC-7)**

Algorithms, Crowds, and Service Platforms

Session Moderator: **Nastaran Hajiheydari**, *U. of Sheffield*

CTO: **How Crowdworkers Engage in the Age of Algorithms? An Empirical Study of On-Demand Service Platforms** 

Author: **Nastaran Hajiheydari**, *U. of Sheffield*
Author: **Mohammad Soltani Delgosha**, *U. of Birmingham*

The service industry is experiencing fundamental transformation caused by technological revolutions, namely the emergence of the digital platform and the increasing replacement of managerial functions by algorithms. In this novel service ecosystem— characterised by on-demand fulfilment, algorithmic governance and network effect – crowdworkers play an essential role in providing contingent services for final customers. Since crowdworkers’ work-related positive affect is crucial for sustainable service delivery in platform contexts, this study aims to identify the antecedents of their engagement behaviour. We grounded our theoretical framework in conservation of resources theory and the job demands-resources heuristic model to investigate how the interplay of personal and job resources, as well as job-related demands, could predict crowdworkers’ engagement. We then empirically tested our proposed model among 565 crowdworker respondents. Our results shed light on the engagement behaviour of crowdworkers and highlight the moderator effect of algorithmic justice. Empirical findings also offer pragmatic guidelines for acquiring and retaining a large base of energetic, diligent and engaged service providers that is essential for success and survival in the highly competitive platform market.

Paper is Available to Meeting Registrants Only.

CTO: **A Theoretical Framework of Algorithmic Orchestration of Open Innovation on Digital Platforms** 

Author: **Yukun Yang**, *southern U. of science and technology*
Author: **Likoebe Maruping**, *Georgia State U.*

Advances in digital infrastructure and increased accessibility to a broader swath of society has promoted open innovation on digital platforms at the largest scale in our history. While the increased participation of society in helping to solve a broad range of problems is something to be celebrated, we should also recognize that this scaling-up has introduced several challenges that require us as a discipline to revisit how we envision the orchestration of open innovation. These challenges pertain to the social mechanisms that are traditionally leveraged to orchestrate open innovation and inherent human biases that can be counterproductive to bringing problems and ideal solutions together. In this research, we advance a theoretical framework that gives primacy to the role of algorithms in orchestrating open innovation on digital platforms at large scale. Owing to their superiority in processing vast amounts of data and recognizing patterns at large scale, we see algorithms as playing an important complementary role alongside human participants in the open innovation process. We conclude by outlining an initial research agenda.

Paper is Available to Meeting Registrants Only.

CTO: **The Platform Precarity of Online Food-delivery Work in China’s Platform Economy**   

Author: **HUI HUANG**, *King’s College London*

This article investigates the labour conditions of Chinese food-delivery drivers in the platform economy. Drawing from one-year of ethnographic fieldwork as a driver in a giant food-delivery platform in Shanghai, China, this article identifies three key forces producing precarity in the platform labour regime. First, the platform capitalism circumvents its employer responsibilities for drivers by outsourcing the labour services of food-delivery to third-party labour companies. Second, predatory algorithmic management is leveraged by the platform capitalism to control the labour process for labour exploitation and intensification. Third, the institutional deprivation of citizenship rights of the rural migrants converts drivers into urban denizens with vulnerable socio-economic labour environment. Building on these findings, this article argues that the peculiar intersection of bogus triangular employment relations, predatory algorithmic control, and the subservient citizenship of rural migrants, renders ‘platform precarity’ in China.

Paper is Available to Meeting Registrants Only.

CTO: **Crowd Dynamics and Co-Creation Practices In Robotics Innovation: An Interpretive Study Of Facilities**  

Author: **Gianluigi Viscusi**, *Imperial College Business School*

This paper aims to investigate the characteristics and organizing forms of facilities where the design and testing of robotics innovation happen. In particular, the paper addresses a gap in the state-of-the-art literature, which has not fully investigated the connection between those facilities, the different types of crowds involved in the design and testing of robotics innovation, and the values embedded in their outputs. To this end, this article presents a qualitative research based on two interpretive case studies of facilities and education initiatives in Italy and Switzerland. The article aims to provide a further understanding of the role of crowds in innovation, especially focusing on robotics, and to contribute to the stream of research connecting open innovation and resource-based view (RBV), by questioning how facilities for co-creation, specifically in robotics, inform the values that make both the testing sites and their outputs valuable resources. Also, the article adds its results to the corpus of studies on the collaboration between universities and firms, by highlighting organizational factors and trajectories that may eventually lead to the creation of innovation ecosystems and infrastructures.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **2124** | Submission: **18418** | Sponsor(s): **(AAA)**
Session Format: **Virtual-only: On Demand; Not Live**

Academy of Management Carolyn Dexter Award Presentation

Host: **Lucy Leety-Wheeler**, *Academy of Management*
Coordinator: **Michael McShane**, *Academy of Management*
Organizer: **Amy Hillman**, *Arizona State U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2125** | Submission: **18419** | Sponsor(s): **(AAA)**
Session Format: **Virtual-only: On Demand; Not Live**

AOM Career Achievement Award Presentation: Distinguished Scholarly Contributions to Management

Participant: **Lucy Leety-Wheeler**, *Academy of Management*
Coordinator: **Michael McShane**, *Academy of Management*
Organizer: **Amy Hillman**, *Arizona State U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **2126** | Submission: **18420** | Sponsor(s): **(AAA)**
Session Format: **Virtual-only: On Demand; Not Live**

Academy of Management William Newman Award Presentation

Participant: **Lucy Leety-Wheeler**, *Academy of Management*
Coordinator: **Michael McShane**, *Academy of Management*
Organizer: **Amy Hillman**, *Arizona State U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2127** | Submission: **18421** | Sponsor(s): **(AAA)**
Session Format: **Virtual-only: On Demand; Not Live**

Academy of Management Career Achievement Award Presentation: Distinguished Service

Participant: **Lucy Leety-Wheeler**, *Academy of Management*
Coordinator: **Michael McShane**, *Academy of Management*
Organizer: **Amy Hillman**, *Arizona State U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **2128** | Submission: **18423** | Sponsor(s): **(AAA)**
Session Format: **Virtual-only: On Demand; Not Live**

AOM Career Achievement Award Presentation: Distinguished Scholar - Practitioner Award

Participant: **Lucy Leety-Wheeler**, *Academy of Management*
Coordinator: **Michael McShane**, *Academy of Management*
Organizer: **Amy Hillman**, *Arizona State U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **2129** | Submission: **18424** | Sponsor(s): **(AAA)**
Session Format: **Virtual-only: On Demand; Not Live**

Academy of Management George R. Terry Book Award Presentation

Participant: **Lucy Leety-Wheeler**, *Academy of Management*
Coordinator: **Michael McShane**, *Academy of Management*
Organizer: **Amy Hillman**, *Arizona State U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2130** | Submission: **18422** | Sponsor(s): **(AAA)**
Session Format: **Virtual-only: On Demand; Not Live**

Academy of Management Career Achievement Award Presentation: Distinguished Educator

Participant: **Lucy Leety-Wheeler**, *Academy of Management*
Coordinator: **Michael McShane**, *Academy of Management*
Organizer: **Amy Hillman**, *Arizona State U.*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **2131** | Submission: **19012** | Sponsor(s): **(CAR)**
Session Format: **Virtual-only: On Demand; Not Live**

Career Adaptability and the Psychological Contract

Asynchronous (On Demand; Not Live; Virtual). Session content is available on demand at any time after the conference starts. Pre-recorded videos and other contributed material (e.g., presentation slides, paper submissions) available for viewing at any time, on demand. Discussion and feedback can occur in session chat, but participants are not expected to be available at any specific time or date.

CAR: Developmental I-Deals, Boundaryless Career Beliefs, and Career Capital Construction Behavior 

Author: **Wai Hung Thomas Ng**, *U. of Hong Kong*

Author: **Yinuo Zou**, *U. of Hong Kong*

Author: **HAOYANG CHEN**, *U. of Hong Kong*

Developmental idiosyncratic deals (i-deals) are learning-oriented employment arrangements tailored to employees' preferences and needs. This study examined a new pathway by which developmental i-deals affect employees' career capital construction behavior. Guided by boundaryless career theory, we proposed that developmental i-deals enhance employees' boundaryless career beliefs, which facilitate their human, social, and innovation capital construction behavior. To extend boundaryless career theory and show that control beliefs are salient in establishing a boundaryless career, we examined three different roles that internal locus of control plays in the proposed process: (a) internals are more likely than externals to seek developmental i-deals, (b) internals are more likely than externals to experience the positive effects of developmental i-deals on boundaryless career beliefs, and (c) internal locus of control promotes perceived job alternatives, which further strengthen the first-order moderating effect of internal locus of control. Data collected from 209 college-graduate employees at three points over eight months supported the proposed moderated mediation effects. The findings advance the current i-deal research by showing how developmental i-deals facilitate an employee's career capital construction behavior (via strengthened boundaryless career beliefs), especially for those with stronger control beliefs, such as internals.

Paper is NOT Available. Please contact the author(s).

CAR: The Role of Career Adaptability and Cultural Intelligence and its Implications for Migrant Workers  

Author: **Anna Carmella Ocampo**, *EMLV Paris*

Author: **Lu Wang**, *Australian National U.*

Author: **Robert Lu Tang**, *De La Salle-College of Saint Benilde*

The steady upsurge of international labor migration has raised new and important questions for career scholars: how do migrant workers adjust to their new roles and environment and what accounts for their successful adjustment? In the research reported here, we invoke the fundamental principles of Career Construction Theory (Savickas, 2013) to examine whether the interactive influence of career adaptability and cultural intelligence can facilitate migrant workers' adjustment to work and life in a foreign environment. We also examined the subsequent influence of adjustment on work (i.e., job performance and retention) and psychological health (i.e., life satisfaction) outcomes. This proposed moderated mediation model was tested with two time-lagged and multi-source field samples. Study 1 showed that migrant workers' career adaptability promotes work and general adjustment, which in turn enhances their job performance, retention intentions, and life satisfaction. Study 2 demonstrated that the indirect effects of career adaptability on work and psychological health outcomes via work and general adjustment were stronger for migrant workers with high, rather than low, levels of cultural intelligence. Implications for research and practice are discussed along with the study limitations and opportunities for future research.

Paper is Available to Meeting Registrants Only.

CAR: A Multi-study Investigation on Antecedents of Career Adaptability with Period Effects of COVID-19 

Author: **Zhen Wang**, *Renmin U. of China*

Author: **Yixin Tian**, *Renmin U. of China*

Author: **Fu Yang**, *Southwestern U. of Finance and Economics*

Drawing on COR theory, we cast psychological capital as a novel underlying mechanism to explain why proactive students acquire career adaptability. We also propose that parental verbal encouragement, in the form of external resource for proactive students, influences their psychological capital and, thus, career adaptability with period effects of COVID-19. We tested the resource-based model across three studies, which agreed on and established the indirect relationship between proactive personality and career adaptability via psychological capital. Study 1 sampled 233 participants before COVID-19 and showed that when proactive students experience more parental verbal encouragement, they possess more psychological capital and further obtain more career adaptability. Data were collected from 329 students during COVID-19 in Study 2, in which the moderating effect of parental verbal encouragement is not significant. In the three-wave study 3 of 358 samples surveyed at post-onset COVID-19, the positive relationship between proactive personality and career adaptability via psychological capital is attenuated when parental verbal encouragement is high. These findings deepen the resource perspective in extending antecedents of career adaptability and contribute to a more complete and balanced theorization of the influence of parental verbal encouragement.

Paper is Available to Meeting Registrants Only.

CAR: Protean Career Orientation and P-J Fit: The Effects of Job Crafting and Organizational Support 

Author: **Zhen Wang**, *Renmin U. of China*

Author: **Yuyan Zhang**, *School of Labor and Human Resources, Renmin U. of China*

Author: **Qiuping Jin**, *Renmin U. of China*

Drawing on the literature on protean career orientation (PCO) and job crafting, this paper aims to investigate the relationship between PCO and person-job fit, along with the mediating role of job crafting and the moderating role of perceived organizational support. In total, 208 employees completed the two-wave questionnaires. Results show that PCO is positively associated with person-job fit through job crafting. Furthermore, perceived organizational support moderates the relationship between PCO and job crafting, as well as the mediation effect of job crafting between PCO and person-job fit. We further discuss the theoretical and practical implications of our findings.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Embeddedness, Empowerment, Emotions and Passion

Asynchronous (On Demand; Not Live; Virtual). Session content is available on demand at any time after the conference starts. Pre-recorded videos and other contributed material (e.g., presentation slides, paper submissions) available for viewing at any time, on demand. Discussion and feedback can occur in session chat, but participants are not expected to be available at any specific time or date.

CAR: Organizational Embeddedness and Insomnia: Examining Multiple Moderators

Author: **Wai Hung Thomas Ng**, *U. of Hong Kong*

Author: **HAOYANG CHEN**, *U. of Hong Kong*

Author: **Yinuo Zou**, *U. of Hong Kong*

Previous studies have documented many positive outcomes of organizational embeddedness (OE), although recent studies also show that it can have negative effects on employees, especially in their personal lives. Identifying the boundary conditions for the occurrence of positive and negative effects of OE is important to clarify its motivational pathways. This study first replicated the positive relationship between OE, work-family conflict, and insomnia identified in previous studies. Next, it examined four moderators that served to alter this mediation relationship. Matched data collected from 226 dual-earner couples in China supported the predicted two- and three-way interaction effects and the moderated mediation effects. That is, OE was related to greater work-family conflict when individualism was high (a two-way interaction effect) and when individualism was high while traditionalism was low (a three-way interaction effect). In addition, work-family conflict was related to greater insomnia when the spouse's OE was high (a two-way interaction effect) and when spousal OE was high while employee community embeddedness was low (a three-way interaction effect). Thus, the current study suggests that both individual differences and other forms of embeddedness jointly determine whether OE negatively affects employees' personal lives.

Paper is NOT Available. Please contact the author(s).

CAR: When Do Employees Speak Up? The Role of Career Empowerment and Bystanders' Intervention Behavior

Author: **Bilal Ahmad**, *Superior U. Lahore - Pakistan*

Author: **Nadia Nasir**, *Superior U.*

Author: **Saba Iftikhar**, *U. of the Punjab*

This study inquires how career empowerment predicts promotive and prohibitive voice behavior and that how career security intervenes in this relationship. The moderating role of direct and indirect intervention behavior of bystanders is also tested between career security and voice behavior. A three-wave time-lagged data were collected from 267 non-managerial front-line banking employees to test the proposed model. Structural equation modeling (SEM) statistical technique was used for data analyses. The results showed that career empowerment significantly predicts (directly and indirectly) both promotive and prohibitive voice behavior. Further, the direct intervention behavior of bystanders significantly moderated the relationship between career security and both types of voice behavior (promotive and prohibitive). Theoretical and practical implications of the study are discussed.

Paper is Available to Meeting Registrants Only.

CAR: Calibrating the Kaleidoscope of Career: The Impact of Family-to-work Conflict on Surface Acting

Author: **Yan-Nie Liao**, *School of Management, U. of Science and Technology of China*

Author: **Lan Wang**, *Peking U.*

Along with the advent of communication technology and the changing nature of families and careers, employees are increasingly interrupted by family events at the workplace. How do these events influence their emotions and interactions with coworkers? Building on the conservation of resources theory, we developed a model explicating how family-to-work conflict increased employees' negative emotions, which in turn facilitated their surface acting toward coworkers. We further proposed that the kaleidoscope career (i.e., authenticity, balance, and challenge) moderated this mediation relationship such that when employees had a kaleidoscope of career with higher authenticity, lower balance, and lower challenge, family-to-work conflict had a weaker impact on surface acting toward coworkers via negative emotions. Data from an experience sampling study with 116 employees across ten days ($n = 892$) and a follow-up experiment with 594 employees provided strong support for our hypotheses. This study offers theoretical and empirical implications on career, work-family conflict, and emotional labor literatures.

Paper is Available to Meeting Registrants Only.

CAR: Organizational Antecedents of Work Passion and its Role on Employee Outcomes

Author: **Jennifer Lajom**, *Edith Cowan U.*

Author: **Laramie Tolentino**, *Macquarie U.*

Author: **Hataya Sibunruang**, *U. of Waikato*

Author: **Patrick Raymund Matutina Garcia**, *Macquarie U.*

Author: **Peter Lemuel Teruel Cayayan**, *De La Salle-College of Saint Benilde*

Using self-determination theory and the dualistic model of passion, we gain an informed understanding of the different ways in which passion can be cultivated in the workplace, further affecting employee outcomes. Accordingly, we expect that perceived organizational support (POS) would be a conducive context for harmonious passion, while organizational time demands (OTD) rather encourage obsessive passion. Utilizing a time-lag survey study consisting of 194 matched employee-coworker dyads in the Philippines, we found empirical support for the following proposed relationships: (a) harmonious passion mediates the relationship between POS and outcomes, such as job satisfaction, psychological well-being and helping behavior; and (b) obsessive passion mediates the relationship OTD and psychological well-being. Our findings provide important implications for research on work passion.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Careers in the Rough PDW 
Careers in the Rough PDW

Organizer: **Janine Bosak**, *Dublin City U.*
Organizer: **Jeffrey Yip**, *Simon Fraser U.*
Organizer: **Marijke Verbruggen**, *KU Leuven*
Organizer: **Stefanie Gustafsson**, *U. of Bath*

Careers in the Rough is a workshop consisting of accomplished scholars mentoring PhD students and/or junior scholars who submit careers papers that are in the formative stages. Research in the careers domain includes topics such as: people's lifelong succession of work experiences, the structure of opportunity to work, the relationship between careers and other aspects of life, individual career development, career management strategies, relationships between human resource systems and careers, career outcomes (e.g., success, plateauing, discouragement, derailment), life cycle interactions with work, race, culture, and gender effects on careers, labor force diversity, internal labor market structures and functions, cross-cultural careers, and effects of demographic and social changes on work. Participants are asked to provide a manuscript that is close to submission for a refereed journal. They can also write up to 250 words on a challenge they want help addressing. Each participant will receive detailed feedback regarding the positive aspects of their work, as well as helpful input regarding how it can be improved from two accomplished scholars. This PDW will thus foster the design and development of good careers research into valuable careers publications.

PhDs students and junior scholars who want to participate in this PDW need to submit their papers by Sunday, 26th of June to Janine Bosak (Janine.bosak@dcu.ie). Please include "CAR Careers in the Rough" in the subject line of your email. Mentees will be informed about their assigned mentors the week starting July 11th at the latest. Upon receiving this email, the mentees should schedule a mentoring session with their mentors which should ideally take place (virtually or in-person) during the AOM Conference in Seattle, or, if this is not possible, virtually another time in either August or September 2022.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Digital Disruption of Retail Business Models

CTO: F-commerce and Impulsive Buying: A Mediated-Moderated Study from a Social Commerce Perspective

Author: **Mudassir Husnain**, *U. of Education Lahore, Pakistan*
Author: **Qingyu Zhang**, *College of Management, Shenzhen U.*
Author: **Muhammad Usman**, *U. of Education Lahore*
Author: **Muhammad Waheed Akhtar**, *COMSATS U. Islamabad*
Author: **Qamar Abbas**, *U. of Education Lahore*
Author: **Muhammad Akram**, *U. of Lahore*

Purpose: Utilizing Social Impact Theory, this study explores browsing via F-commerce as a source of social interactions and enjoyment while stimulating consumer impulse buying behavior. Moreover, a mediating role of perceived trust and perceived usefulness to enrich the relationship between browsing and impulse buying is studied in two cross-national cultures. Finally, a moderating role of serendipitous information and deal proneness is aimed to study the relationships. Method: Using a cross-lagged temporal approach, survey-based data is collected from F-commerce users in developing context i.e. Pakistan (N=684). The data is analyzed by means of Structural Equation Modeling (SEM). Findings: The results demonstrate that browsing has positive impact on F-impulse buying as well as on perceived trust and perceived usefulness which in turn influences F-impulse purchase. Moreover, findings confirm the moderating role of deal proneness and serendipitous information in the hypothesized relationships. Implications: Managers in such markets should focus on e-tracking where consumers share and gather information related to their products and services. Placing serendipitous information on Facebook brand pages via brand evangelist might offer additional advantages to F-commerce marketers. By providing different online deals and discounts on products managers may motivate consumers to buy impulsively. Originality: Present study is of equal importance to academia and practitioners within emerging context as this study enriches the F-commerce literature by uncovering new areas, scrutinizes factors that influence F-impulsive purchase and the variations in the impact of these processes across serendipity and deal proneness.

Paper is Available to Meeting Registrants Only.

CTO: Ad-Blockers and Limited Ad-Blocking

Author: **Mohammad Zia**, *Chapman U.*
Author: **Utpender Subramanian**, *U. of Texas at Dallas*

Ad-blockers began as user-oriented initiatives that enabled consumers to block all ads on websites. Yet, many ad-blockers now enable website publishers to display some ads, a strategic practice we refer to as limited ad-blocking (LAB). Conflicting perspectives exist about how LAB may affect consumers, publishers as well as the provision of Internet content. In this paper, we examine an ad-blocker's LAB policy and its ramifications. We show that even a user-oriented (user-welfare-maximizing) ad-blocker may employ LAB because it can stimulate publisher content provision; however, LAB may be employed only when the costs consumers face to adopt or use the ad-blocker are neither too low nor too high. Moreover, while conventional wisdom views ad-blocking as inherently a zero-sum game, we show that when consumers face ad-blocking costs it can be transformed into a "win-win" by a user-oriented or profit-oriented ad-blocker employing LAB, and lead to higher consumer welfare, publisher profit and better Internet content than without the ad-blocker. Interestingly, the ad-blocker may be more widely used when it employs LAB than when it blocks all ads. Furthermore, even a user-oriented ad-blocker may charge users a fee because raising consumers' ad-blocking costs can counterintuitively benefit ad-blocker users at the expense of non-users.

Paper is Available to Meeting Registrants Only.

CTO: Is there a Social Impact Paradox in Cross-Channel Communication? A Management Perspective

Author: **Armando Schär**, *U. of Applied Sciences of the Grisons*
Author: **Caroline Dalmus**, *U. of Applied Sciences of the Grisons*
Author: **Katarina Stanoevska-Slabeva**, *U. of St. Gallen*

Customers use multiple channels to inform themselves about products and services before making a buying decision. As companies provide information on their owned platforms, their customers experience a multi-channel journey on their way to the company website. While companies try to nudge potential customers into consuming provided information, potential effects of previous customers' experiences (such as social media browsing) on the effect of digital nudges (i.e. social norms) and the perception of such guidance are not thoroughly investigated yet. First studies imply that customers react differently to nudges depending on their previous channel experience. This paper contributes by focusing on digital nudging during the pre-purchase phase of the customer journey. The potential effect of social norm nudges on information search intentions and the influence of previous social media usage are investigated. Two online experiments examined previous social media usage as a potential moderator of the social norms nudge efficacy as well as the influence of previous social media usage on the perception of social norms nudges. Results show that previous social media usage influences perception as well as the efficacy of a social norms nudge on a company website in certain circumstances. Although social norms do not always significantly affect user behavior, users that consumed social media before seeing a social norms nudge, have an altered perception of these nudges. Choice architects implementing digital nudges are challenged to carefully consider such effects when applying nudges on their user interfaces.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Corporate Entrepreneurship and Tech Transfer

ENT: Understanding Contemporary New Venture Units: A Multimodal Discourse Analysis

Author: **Eve-Michelle Basu**, *Uppsala U.*
Author: **Maria Hoff Rudhult**, *Uppsala U.*
Author: **Gundula Lücke**, *Uppsala U.*

New venture units (NVUs) are semi-autonomous units that accommodate entrepreneurial activity within large, established corporations. Over the past 40 years, NVUs have gone through multiple cycles of waxing and waning popularity and evolved considerably. Today, NVUs are once again gaining traction in the corporate world, though they are now typically referred to as corporate innovation ‘garages’ or ‘labs’. Extant research has explored previous generations of NVUs and the managerial challenges associated with them. However, little is known about contemporary NVUs. In this study, we address this lacuna in the literature and explore how NVUs are expected to contribute to corporate entrepreneurship today with a particular focus on the what, why and how of these units. We approach these questions by exploring corporations’ social knowledge about contemporary NVUs that is articulated and instantiated in multimodal discourse. Drawing on a novel methodology, we systematically analyze the verbal and visual elements of multimodal texts presenting, describing and introducing NVUs on corporate websites to uncover prevailing situated and shared ideas and understandings about NVUs that are encoded in words, images and the interplay of both.

Paper is Available to Meeting Registrants Only.

ENT: CVC as a Booster for the Financial Performance of New Ventures? The Moderating Role of Experience

Author: **Ivan Reh Tretiakov**, *Chair for Technology & Management, TU Dortmund U.*
Author: **Corinna Vera Hedwig Schmidt**, *Chair for Technology & Management, TU Dortmund U.*
Author: **Tessa Christina Flatten**, *TU Dortmund U.*

New venture financing and the resulting cooperation between investors and new ventures is one key issue of entrepreneurship research. Corporate venture capital (CVC), as one of the financing and cooperation forms, gained significant relevance within the last years. CVC is a minority equity investment of established firms in new ventures. Scholars increasingly investigate the relationship between CVC-investor involvement in the business of new ventures and the resulting outcomes. However, only a few scholars analyze the impact on the financial performance of new ventures and come to contradictory results. Addressing this contradiction is crucial for new ventures, since they have limited resources and rely on guidance regarding their partner choice to secure their survival and success. Moreover, research requires a better understanding of the effect of contextual factors – which were mostly neglected in prior studies – to provide transparency for new ventures on how to optimize the effect of CVC. We analyze a panel dataset of 11,895 new ventures over the time-period between 1990-2019. We find a positive relationship between the involvement of CVC-investors and the financial performance of new ventures. This positive relationship is strengthened by a high-level of investor experience as well as a low-level of experience within new ventures.

Paper is Available to Meeting Registrants Only.

ENT: Entrepreneurial Constructivist: Start-ups from Opportunities to RBV in Market Uncertainties

Author: **Shilong Jia**, *Peking U., College of Engineering*

Opportunities and RBV make significant contributions to entrepreneurship by interpreting their relationships with success of start-ups. However, at least two questions remain contentious in current studies, one in feature descriptions of entrepreneurial behavior in start-ups related to opportunities and resources under distinct market uncertainties, and the other one in the impact of the transition zone between opportunities and resources on entrepreneurship. Hence, this paper attempts to answer these questions from a perspective of constructivist, the purpose of this paper is threefold: (i) discuss relevance of start-ups in distinct market uncertainties, (ii) argue entrepreneurial constructivist and its theoretical composition in each market uncertainty, and (iii) delineate an entrepreneurial patching for complementary hybrid markets. Central to the contribution of this paper is the notion that entrepreneurial constructivist plays a vital role by various theoretical methods under distinct market uncertainties and implies that endogenous, autonomous and active learning and doing may be the key to entrepreneurial success of start-ups.

Paper is Available to Meeting Registrants Only.

ENT: How Open Innovation Mediates Absorptive Capacity: Evidence from Japanese Firms

Author: **Naohiro Sawada**, *Aoyama Gakuin U.*

Except for a few studies, prior research has not investigated the contingency fit between open innovation and absorptive capacity. To study the effects of these concepts in detail, this work classifies open innovation into academic and business collaboration, while also classifying absorptive capacity into potential and realized absorptive capacity. Then, we show our hypotheses for the above four concepts. This study uses questionnaires and archival data from Japanese firms and shows that potential absorptive capacity is positively correlated with innovation performance when a firm conducts academic collaboration but that realized absorptive capacity is negatively correlated with innovation performance under the same conditions. In contrast, potential absorptive capacity is negatively correlated with innovation performance when a firm conducts business collaboration, especially with suppliers, but realized absorptive capacity is positively correlated with innovation performance under the same conditions. This study shows that the consideration of a combination of patterns among these concepts may be important for enhancing innovation performance and highlights the possibilities and limitations of these concepts.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **2136** | Submission: **19426** | Sponsor(s): **(ENT)**
Session Format: **Virtual-only: On Demand; Not Live**

Emotions, Intention, Motivation 6

ENT: **Emotion in Entrepreneurship Education: Passion in the Practice of Artistic Entrepreneurship**    

Author: **Alexandre Leite Ávila**, UFBA - Federal U. of Bahia

Author: **Eduardo Davel**, U. Federal da Bahia

Author: **Sara R. S. T. A. Elias**, U. of Victoria

Although emotions have been recognized as fundamental for entrepreneurship and educational practices in general, the role of emotions in entrepreneurship education (EE) remain overlooked in entrepreneurship scholarship, particularly in the field of EE in the arts, where entrepreneurs are driven by their passion and strong emotional connections to their artistic projects. In this article, we discuss how emotion, and in particular passion, impacts entrepreneurship educational practices in the context of artistic entrepreneurship. Our 24-month inductive practice-based study, which used different sources of information (documents produced by the participants, direct observation, videos and semi-structured interviews) resulted in the identification of two dynamics of passion (transforming and contagious) and four tensions through which passion impacts EE (identifying/unidentifying, aggregating/disaggregating, driving/blocking and strengthening/weakening). We conclude that our results can enrich studies in EE from different paths: Discussing the relations between impacts of passion and other widely discussed constructs, broadening the understanding of passion as a dynamic and sociocultural emotion and highlighting the role of pedagogical practices in this context. Additionally, we broaden current understandings of the importance of passion for EE in the arts field. We emphasize that our study offers an opportunity for entrepreneurship researchers and educators to reflect on a more current and comprehensive educational practice, in which emotion is considered a fundamental and transformative dimension.

Paper is Available to Meeting Registrants Only.

ENT: **Opportunity Identification Training and the Form of First-person Opportunity Belief** 

Author: **Yingzhu Fu**, Nanyang Technological U.

Author: **Marilyn Ang Uy**, Nanyang Technological U.

Author: **Wai Fong Boh**, Nanyang Technological U.

In this research, we argue that opportunity identification training is a training of self-regulated learning, and investigate the impact of training on forming first-person opportunity beliefs. Drawing on the theory of self-regulated learning, we suggest that feedback seeking behavior is a central mechanism through which training takes effects, and individuals' metacognition and engagement are important moderators affecting the training outcomes. We conducted a two-stage field experiment with 152 working professionals aspiring to become entrepreneurs and found support for our predictions. Our findings shed new light on research about entrepreneurship training, and research about opportunity identification processes.

Paper is Available to Meeting Registrants Only.

ENT: **A Path-Centric Theory of Entrepreneurship Training Transfer to Explain Long-Term Self-Employment**

Author: **Michael Marcus Gielnik**, Leuphana U. Lüneburg

Author: **Blagoy Blagoev**, Technische U. Dresden

Author: **Lemayon Lemilia Melyoki**, U. of Dar es Salaam

We develop a path-centric theory of entrepreneurship training, which addresses the question of how entrepreneurship training exerts long-term effects on business creation. Specifically, the theory suggests that entrepreneurship training is an event that triggers the elements of a positive feedback loop in terms of entrepreneurial motivation and entrepreneurial action. The elements reinforce each other with increasing returns, resulting in a stabilized action pattern that facilitates business creation. We apply the theory to explain how entrepreneurship training can be effective in reducing unemployment among university graduates in East Africa by forming a path leading to self-employment. Randomized controlled trials with a baseline (T0: N = 1,156), a short-term (T1: N = 872), and a long-term follow-up measurement (T2: N = 622) provided support for the theory. Our study contributes to the literature by presenting a theory that focuses on post-training processes in terms of a motivational self-reinforcing effect to explain the long-term effectiveness of entrepreneurship training. Furthermore, your study addresses a grand challenge in management and entrepreneurship research by demonstrating how entrepreneurship training can reduce unemployment among young adults in low- and middle-income countries.

Paper is Available to Meeting Registrants Only.

ENT: **Behind Every Superman there is a Clark Kent: Patience as a Strength in the Entrepreneurial Process**   

Author: **Sonali Gupta**, IIM Indore

Entrepreneurs act under uncertain conditions and resource constraints to bring new products or services to life. While examining what characteristics and behaviors help entrepreneurs traverse the challenging period between idea conception and venture sustainability, the academic and popular discourse has emphasized fiery traits and behaviors like risk-taking, perseverance and passion. Patience, the propensity to wait calmly in the face of frustration and adversity, has largely been unnoticed. An inductive, longitudinal study of nine nascent entrepreneurs in the early stages of venture building finds that patience is an important trait that could partly explain why some entrepreneurs stay the course while others give up. The article contributes to the study of nascent entrepreneurship and entrepreneurial action by lending empirical evidence to the existence of 'Entrepreneurial Patience' as a trait that can influence the venture creation process.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Entrepreneurial Cognition 5

ENT: Re-arranging the Old Business Model – How Networking Fosters Entrepreneurial Learning

Author: **Thomas Schardt**, *Johannes Gutenberg-U. Mainz*

In this study, we seek to provide insights into how entrepreneurs might improve their business model innovation capability as a key expression or form of entrepreneurial learning by examining their networking activities. Using a comprehensive dataset of 207 entrepreneurs, we specifically explore how the knowledge heterogeneity of their personal network influences entrepreneur's capability to adapt existing business models. Our results demonstrate that network knowledge heterogeneity indeed has a positive relationship with business model innovation capability. Moreover, this relationship is moderated by entrepreneurs exchange about failures in their personal network. For example, we found that this relationship is stronger for entrepreneurs exchanging about failures with a low level (high level) when their network knowledge heterogeneity in their personal network is low to mean (mean to high).

Paper is NOT Available. Please contact the author(s).

ENT: The Question of Why? – How Attributions and Consequences of a Failure Influence Learning

Author: **Thomas Schardt**, *Johannes Gutenberg-U. Mainz*

In this study, we seek to provide insights into how cognitive and perceptual processes influence entrepreneurial learning from failure. Using a comprehensive dataset of 207 entrepreneurs, we specifically explore how the combination of internal and controllable attributions foster learning and how the perceived consequences and the category of a failure affect this relationship. Our results demonstrate that entrepreneurs attributing the causes of a failure to internal and controllable factors indeed show higher levels of learning from failure in the aftermath. Whereas the moderating role of the failure consequences in this relationship is more nuanced than we thought. Additionally, whether a failure is of operational or strategic nature seems to not influence the link between an internal and controllable attribution and learning from failure.

Paper is NOT Available. Please contact the author(s).

ENT: The Entrepreneur as Internal Change Agent: A Cognitive Perspective

Author: **Murray Taylor**, *Macquarie U.*

Author: **Robert Graham Jack**, *Macquarie U.*

Author: **Susan Freeman**, *Academy of Management*

Our study aims to clarify the role of the entrepreneur in developing cognitive redefinition by purposefully changing attitudes towards a change - in essence, acting as a change agent for their firm. By adopting this position, the entrepreneur plays a central role in reassuring their firm that it will survive change. Our qualitative study shows the critical events that trigger the initial cognitive behaviour of founders in the international expansion of their management consulting firms highlighting how survival anxiety - the feeling that if we do not change, we will fail to meet our needs or fail to achieve some goals or ideals that we have set for ourselves - must dominate.

Paper is Available to Meeting Registrants Only.

ENT: It is a Matter of Time: Conflicts in Entrepreneurial Student Teams

Author: **Iselin Kristine Mauseth Steira**, *Nord U. Business School*

Author: **Sigrid Westad Brandshaug**, -

This study explores how the time frame influence conflicts in entrepreneurial student teams. To date, most research focuses on the effects of conflict on student teams' performance and individual students' coping strategies when facing conflicts, however, a more coherent understanding of factors influencing student team conflict is needed. Following the importance of considering teams' time frame to understand how teams interact, we posit that the duration of the teamwork plays a central role in how conflicts occur, develop, and are managed in student entrepreneurial teams. Thus, we examine differences in conflict processes of short-term and long-term teams in entrepreneurship education, and how the teams' time frame influences these conflict processes. Using a multiple case study design based on ten entrepreneurial student teams, we develop a model to describe the variations in entrepreneurial student teams' conflict processes based on their time frame and captures the interplay between the nature of conflicts, how conflicts are managed and developed within entrepreneurial student teams. We thereby contribute to the literature on entrepreneurial student teams, entrepreneurship education, as well as to the literature on team conflicts and team conflict management.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Entrepreneurial Ecosystems 3

ENT: The Interplay Between Spatial Characteristics and Digital Technologies on Successful VBI Creation

Author: **Miguel Angelo Saavedra**, *U. of New England*
Author: **Bernice Kotey**, -

Business incubators are support structures that aim to increase new venture success. Available digital technologies have motivated business incubator managers to explore new ways in which they can effectively support nascent entrepreneurs online. This has increased in importance due to the COVID-19 pandemic. While many business incubators have incorporated digital strategies to support nascent entrepreneurs online, some others have used digital infrastructures and digital platforms to emerge and operate as fully virtual. Given the recent surge of virtual business incubators (VBIs) and the important contribution they make to regional and rural communities, little is known about why and how they are created and how they maintain their operations over time. This paper contributes to our understanding of the interplay between spatial characteristics and digital technologies alongside with incubatees' perceptions, needs and wants for successful VBI creation and development. The findings empirically captured the motives of the VBI founder based on geographical barriers in rural entrepreneurial ecosystems in Australia and how a digital platform was used to address many of the geographical barriers and challenges faced by rural female entrepreneurs. Our study paves the way for future research on VBIs and external enablers of venture creation and development.

Paper is NOT Available. Please contact the author(s).

ENT: How Entrepreneurial Ecosystem Attributes Influence New Venture Employer Attractiveness

Author: **Christoph Ewald**, *Johannes Gutenberg-U. Mainz*
Author: **Andranik Tumasjan**, *Johannes Gutenberg-U. Mainz*

Recruiting a qualified and committed workforce is important for new venture success and survival. However, while there is scant but emerging research on the new venture attributes that make new ventures attractive for potential applicants, little is known about how environmental factors influence new venture employer attractiveness. To address this gap, we develop and test a model explicating how entrepreneurial ecosystems influence new venture employer attractiveness. Using a metric conjoint experiment, we study 3,340 employer attractiveness judgments made by 215 job seekers. We conceptualize entrepreneurial ecosystems in terms of six attributes and find that they positively impact employer attractiveness. Moreover, we theorize and find that potential applicant's career motives partly moderate the importance of these attributes. Our findings advance the literature on new venture employer attractiveness by identifying ecosystem characteristics as important environmental attributes predicting new venture employer attractiveness.

Paper is Available to Meeting Registrants Only.

ENT: A Meta-Analysis of Entrepreneurial Ecosystems and their Effects on Entrepreneurial Activity

Author: **Martin Queissner**, *Ruhr-U. Bochum*
Author: **Lennard Stolz**, *Leibniz U. Hannover*
Author: **Matthias Weiss**, *Ruhr-U. Bochum*

This meta-analysis examines which ecosystem elements influence entrepreneurial activity on which spatial level. An extensive literature research was applied to identify quantitative studies covering entrepreneurial activity (544 studies; 2,589,134 observations), as well as information on the spatial level of analysis, type of entrepreneurship measured, variable sources, and publication metrics. To synthesize the findings, the variables are grouped according to Stam's (2015) framework of entrepreneurial ecosystems. The results show that there are large differences between individual ecosystem elements in terms of their empirical relevance and that this varies greatly depending on the spatial level of investigation. On the micro-level (e.g., cities) leadership has the highest effect size, on the meso-level (e.g., federal states) it is formal institutions, and on the macro-level (countries) it is support services/ intermediaries. Differentiated by type of entrepreneurial activity, formal institutions influence high-growth and innovative entrepreneurship most, followed by culture, and demand. Our results remain robust after using different methods for variable grouping, applying meta-analysis regression analysis, and controlling for country and publication specifics as well as for grouping errors. Based on the findings, theoretical implications for entrepreneurial ecosystem theory and future research opportunities are discussed.

Paper is NOT Available. Please contact the author(s).

ENT: Environmental Uncertainty, Entrepreneurial Governance, and Entrepreneurial Outcome

Author: **Weiliang Zhang**, *U. of Illinois at Urbana-Champaign*

Uncertainty is a central construct in the entrepreneurship literature. However, the relationship between environmental uncertainty and entrepreneurial outcome is still underexplored. As the real world becomes increasingly discordant, understanding how environmental uncertainty affects entrepreneurial outcome and how startups can mitigate uncertainty has attracted much attention from both entrepreneurship scholars and entrepreneurs. Aiming to fill this gap, this paper studies two research questions: (1) how different kinds of environmental uncertainty affect entrepreneurial outcomes differently? (2) how entrepreneurial governance helps startups mitigate or embrace environmental uncertainty? Integrating theories from management and economics literature, I propose that macroeconomic uncertainty and economic policy uncertainty negatively affect entrepreneurial outcome, while political uncertainty positively affects entrepreneurial outcome. Informal institutions such as clan culture can mitigate the negative effects of economic policy uncertainty and amplify the positive effects of political uncertainty. Moreover, firms with fewer shareholders, with institutional shareholders, or without majority-hold shareholders will also be less negatively affected by economic policy uncertainty. Utilizing a novel dataset of over 9 million Chinese firms registered during 2005–2014 and over 246,000 normative documents published by Chinese provincial governments from 2005 to 2018, I found support for my propositions.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

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Session Type: **Paper Session**
Program Session: **2139** | Submission: **19429** | Sponsor(s): **(ENT)**
Session Format: **Virtual-only: On Demand; Not Live**

Family Business 9

ENT: **Hispanic-Owned Businesses: The (Dis)Advantages of Being a Family Firm & Accessing Growth Financing**  

Author: **Josh Daspit**, *Texas State U.*

Author: **Miruna Radu-Lefebvre**, *Audencia*

Author: **Corey Fox**, *Texas State U.*

Author: **Paul Sanchez Ruiz**, *DePaul U. Kellstadt Graduate School of Management*

Author: **Zonghui Li**, *Jacksonville U.*

Hispanic-owned businesses in the United States are not growing at the same rate as their non-Hispanic counterparts. While prior studies note that Hispanic-owned businesses face challenges in accessing financial capital during startup, less is known about if and when such obstacles exist as these firms grow. Using legitimacy theory and stigma-specific logic, we suggest that when Hispanic-owned firms seek to grow, in general, they lack access to financial capital. Nonetheless, not all Hispanic-owned businesses are the same. Given this, we suggest that Hispanic-owned family firms experience unique benefits and limitations, compared to similar nonfamily firms, when seeking financial capital for growth. Specifically, we theorize that Hispanic-owned family firms benefit from enhanced legitimacy and reduced stigma, increasing the likelihood of securing bank loans and personal savings for firm growth. However, we further theorize that among Hispanic-owned family firms, those operated by copreneurs are less likely to secure the same funding sources for growth. These findings are confirmed using a large, national dataset of firms in the United States. The results advance knowledge related to the growth limitations faced by Hispanic-owned businesses and demonstrate the (dis)advantages experienced by Hispanic-owned family firms when financing their growth.

Paper is NOT Available. Please contact the author(s).

ENT: **Restructuring Strategies in Family Firm Portfolios**

Author: **Marina Palm**, *WHU – Otto Beisheim School of Management*

Author: **Nadine Kammerlander**, *WHU - Otto Beisheim School of Management*

How do owners of family firm portfolios restructure poorly performing firms? Drawing upon the socio-emotional wealth perspective and escalation commitment literature, we suggest that family firm owners initially retain poorly performing portfolio firms to safeguard firm-level SEW and restructure these portfolio firms by investing and reshuffling. Yet, when the existence of their remaining firm portfolio and thus portfolio-level SEW is threatened by retaining portfolio firms, family firm owners divest preferably via sale as an ongoing concern and if unsuccessful, via liquidation. Based on these findings, this study contributes to the literature on SEW, restructuring and especially divestment research in the context of portfolio entrepreneurship.

Paper is NOT Available. Please contact the author(s).

ENT: **Adoption of Artificial Intelligence: A Mixed Methods Study on Network Ties and Family Influence** 

Author: **Jonas Soluk**, *Stockholm School of Economics*

Author: **Ivan Miroschnychenko**, *IMD Business School*

Author: **Satish Nambisan**, *Weatherhead School of Management, Case Western Reserve U.*

Artificial intelligence (AI) technologies have gained in significance for all types of firms, including family-influenced firms. However, despite their idiosyncratic motives, little is known about the issues family-influenced firms face in adopting complex and knowledge intensive technologies, such as AI. Peculiar characteristics of AI technologies—specifically, autonomy, learning, and inscrutability—present both opportunities and challenges to family-influenced firms. To explore how family-influenced firms approach AI technologies, we adopt a social capital perspective and combine inductive qualitative and deductive quantitative research into a mixed methods design. In the first step, we conducted a multiple case study of eight case firms consisting of rich data from 112 interviews and additional archival documents. Building on within-case and cross-case pattern analysis, we reveal opposing implications of external social capital and (internal) family social capital on the adoption of AI. While external network ties with suppliers, customers, and competitors help overcome the challenges due to the unique aspects of AI technologies, family influence exacerbate those challenges. In the second step, we sought to test the conceptual framework that we developed with our multiple case study. Based on large-scale data from 1,444 firms, we find empirical support that increasing levels of external social capital with regard to suppliers, customers, and competitors drive AI adoption. Moreover, we find that family influence has a negative moderating effect on the relationships between supplier, customer, and competitor ties on the one hand and AI adoption on the other hand. Our study contributes toward a nuanced understanding of the idiosyncratic challenges of AI adoption faced by family-influenced firms, the role of both external and family social capital in this regard, and how and why AI-related characteristics cause owning families to exacerbate the AI adoption-related challenges.

Paper is NOT Available. Please contact the author(s).

ENT: **Turning Adversity into Action: Resource Allocation Strategies and Digital Innovation in Family Firms**

Author: **Jonas Soluk**, *Stockholm School of Economics*

Few external shocks have had as severe an impact on organisations as COVID-19. To date, research on how management can respond to such a far-reaching trigger event is lacking. Due to their economic relevance, family firms, which are typically resource-constrained and rely on idiosyncratic resource allocation behaviour, are of particular interest in this regard. Based on an inductive, multicase study of German family firms and building on rich longitudinal insights from more than 100 semistructured interviews and secondary data, we develop a novel framework explaining how an external shock such as the COVID-19 pandemic can trigger a change in family firms' motives. Linking certain adapted motives of family firms (i.e., survival, utilisation, and opportunism) with their resource allocation behaviour during the crisis (in terms of resource preservation, resource recombination, and reliance on social boundary resources), we reveal how digital innovation (digital process innovation, digital product innovation, and digital business model innovation) originates as a result of a process of entrepreneurial action.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **2140** | Submission: **19430** | Sponsor(s): **(ENT)**
Session Format: **Virtual-only: On Demand; Not Live**

Family Business 10

ENT: The Crossover of Psychosocial Resources Among Copreneurs: An actor-partner interdependence model 

Author: **Laramie Tolentino**, *Macquarie U.*

Author: **Aeson Luiz Dela Cruz**, *Macquarie U.*

Author: **Francesco Chirico**, *Jonkoping International Business School*

Author: **Patrick Raymund Matutina Garcia**, *Macquarie U.*

Copreneurs, couples who jointly own and operate their business, are considered the smallest unit of a family business. Research on copreneurs has mainly focused on strategies they employ to manage work and family life. Less is known about the specific psychosocial resources that influence copreneurial success and how members of the dyad influence each other's outcomes. Based on crossover and conservation of resources theories, this study examines how cognitive empathy serves as a resource that increases the recipient partner's wellbeing and performance outcomes. The study further investigated the mediating role of psychological capital in the crossover process. Data from 140 copreneurs in Australia were analyzed using an actor-partner interdependence mediation model (APIMeM). Results showed that female cognitive empathy was positively related to male psychological wellbeing and job performance. Furthermore, psychological capital mediated the positive crossover effect of cognitive empathy on outcomes. Both female and male cognitive empathy indirectly enhanced their partner's wellbeing and job performance by increasing their partner's psychological capital. Female cognitive empathy enhanced male firm performance satisfaction via increased male psychological capital. Implications for research and practice are discussed.

Paper is NOT Available. Please contact the author(s).

ENT: The Antecedents of Family Firms' Resilience to Covid Crisis in Hospitality and Tourism

Author: **Esra Memili**, *U. of North Carolina, Greensboro*

Author: **Hanqing Chevy Fang**, *U. of Missouri / Rolla*

Author: **Burcu Koc**, *Pamukkale U.*

Hospitality and Tourism (H&T) is one of the most affected industries during the Covid pandemic crisis across the globe. Since family firms dominate this particular industry, we examine the specific antecedents of resilience in family business. By drawing upon Miller and Le Breton-Miller's (2005 & 2021) conceptualization of family firms' priorities ("4C"s encompassing continuity, community, connections, and command) and the organizational psychology literature with a focus on the psychological capital, we develop a mediation model of how family firm psychological capital (FFPsyCap) and image affect resilience capability and risk taking, in turn influencing resilience in H&T. We test the model on a sample of 200 H&T family firms. Our study demonstrates that intangible forces can be differentially leveraged to build resilience capability and take risk, that can lead to resilience in H&T family firms. Implications for future research and practice are also discussed.

Paper is Available to Meeting Registrants Only.

ENT: Family CEO Duality, Temporal Conditions and Research and Development Investment Intensity in Family 

Author: **Hsing-Er Lin**, *National Sun Yat-Sen U.*

Author: **Andy Yu**, *U. of Wisconsin-Whitewater*

Author: **Jeffrey Stambaugh**, *Midwestern State U.*

Author: **Chiung-wen Tsao**, *National U. of Tainan*

Author: **Rebecca Jen-Hui Wang**, *Lehigh U.*

Author: **I-Chieh Hsu**, *National Changhua U. of Education*

Findings on family firms' research and development (R&D) investment intensity remain mixed, with few studies articulating the critical role of a power balance between CEOs and executive boards. In this research, we extend the stewardship and the conservation of resources (COR) theories and posit that family CEO duality (i.e., the family CEO serves as the chairman of the board) negatively relates to a family firm's R&D investment. We further propose that such a relationship depends on two temporal conditions: firm age and CEO succession. We tested our model with a longitudinal dataset comprising 528 public family firms (2008-2016) and found a negative relationship between duality and R&D investment intensity. We also found that firm age mitigates such a negative relationship. That is, an old family firm with duality intensifies R&D more than a young firm. However, a family firm with a dual CEO invests less in R&D in the situation of post-CEO succession than pre-CEO succession.

Paper is Available to Meeting Registrants Only.

ENT: Escalation of Commitment in Response to a Threat: How Family Factors Matter

Author: **Celina Smith**, *EMLYON Business School*

Author: **Vittoria Magrelli**, *Free U. Bozen, Bolzano*

Author: **Alfredo De Massis**, *Free U. of Bozen-Bolzano (Italy) and Lancaster U. (UK)*

We advance current knowledge of escalation of commitment - a phenomenon in which actors persist with a losing course of action - by examining the influence of cross level factors and their interaction. We seek to understand distinctive family factors and underlying mechanisms that can lead to escalation and do so by exploring escalation of commitment in response to a threat within a highly pervasive, yet often overlooked organizational form: family firms. We adopt a qualitative approach to investigate a family firm's two-year campaign to win financial support to relocate away from the proposed site of the London 2012 Olympic Games. Our findings suggest that the interaction of four factors - family personification, family proximity, family business resilience and family business tradition - can render family firms vulnerable to escalation behaviors, offering important contributions to both escalation of commitment and family business literatures.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Gender and Diversity 8

ENT: **Necessity-based Female Entrepreneurship and Job Creation: The Moderating Effect of Legitimacy**

Author: **Wei Deng**, *Northwestern Polytechnical U.*
Author: **Qiaozhuan Liang**, *Xi'an Jiaotong U.*

By revealing the joint moderating effect of legitimacy in the private and business spheres on the relationship between necessity-based female entrepreneurship (NBFE) and new job creation, this study identifies the boundary conditions that NBFE can produce a positive outcome. Based on the institutional logic perspective, the legitimacy of female entrepreneurs is subdivided into legitimacy in the private sphere under family logic and legitimacy in the business sphere under market logic. The findings show that NBFE positively affects new job creation under high legitimacy in the private sphere, and this positive impact will be the strongest if further combined with high legitimacy in the business sphere. This paper deepens the understanding of legitimacy as a multidimensional construct and breaks through the previous understanding that necessity-based entrepreneurship produces “inferior performance.” This study provides practical implications for female entrepreneurs to effectively coordinate “caregiver” and “entrepreneur” roles and create more jobs.

Paper is Available to Meeting Registrants Only.

ENT: **“My Crafts Define My Audience”:** Understanding Dialogues of Indian Women Crafter- Entrepreneurs

Author: **Moumita Roy**, *XLRI-Xavier School of Management*

This paper contributes to the organization of craft in developing countries wherein craft work is a negotiated construction of self, hand labor, timelessness and of meanings. As clients are more inclined towards customization, this work found the existence of traditional and D.I.Y women crafter entrepreneurs, using the platform of social media to display their crafts which in turn constitutes the ways of 'doing' work within the digitalized contexts. This investigation is conducted by employing netnography and participant observation on Indian women entrepreneurs engaged in homecraft, to capture the ongoing interactions between the crafters and her clients. Findings highlight on the interplay of the actors and practices using craft as an approach to work, while also grappling with ambiguities and uncertainties posed by the context of social media. Moreover, the study's important implications focus on the performativity, an inclusive 'socio-cultural practice' used by women crafters' to combat resource scarcity, competition from other players, face nonwork pressures and find meaning in work, thus enhancing our understanding on organizing craft.

Paper is NOT Available. Please contact the author(s).

ENT: **How Gender Moderates the Mechanism across Social Experience, Self-referent Beliefs, and SE Intention**

Author: **Eun-Jeong Ko**, *Fairleigh Dickinson U.*
Author: **Jiyun Kang**, *Purdue U.*

This study aims to understand how social experience influences social entrepreneurial (SE) intentions through different types of self-referent beliefs, and how gender affects this mechanism. To test our conceptual model, we conducted an online survey and recruited respondents via Amazon's Mechanical Turk (MTurk). Our analysis is based on 743 responses. We used structural equation modeling to test the main hypotheses, conducted decomposition tests using the bootstrapping method to test mediation effects through self-referent beliefs, and executed multi-group analyses to examine gender-moderated mediation effects. The results confirm that social experience significantly influences all three types of self-referent beliefs (entrepreneurial self-efficacy, SE self-efficacy, and self-esteem). Furthermore, the mediating relationship across social experience, self-referent beliefs, and SE intentions is moderated by gender, as the relationship is stronger for women than for men. A clear gender gap exists in the relationships between the perceptual variables and attitudes towards social entrepreneurship. This study reveals gender differences in the mediating mechanism across social experience, self-referent beliefs, and SE intentions. This study also provides a practical suggestion to reduce the perceptual gender gap by showing that social experience more effectively enhances self-referent beliefs (self-efficacy and self-esteem) for women. Our findings support and extend Milliken's (1987) framing of three distinct types of uncertainty to explain how individuals form SE intentions.

Paper is Available to Meeting Registrants Only.

ENT: **Individual Entrepreneurial Orientation: What Are The Characteristics And How Do They Evolve?**

Author: **Anke Steinmeyer**, *Bond Business School, Bond U., Australia*
Author: **Justin B. Craig**, *Bond Business School, Bond U., Australia*

The purpose of this paper is to deepen the understanding of how entrepreneurs interpret the five dimensions of entrepreneurial orientation (i.e., autonomy, proactiveness, innovativeness, competitiveness, and risk-taking). We employed a qualitative study interviewing self-selected committed single venture entrepreneurs (n=17) and habitual entrepreneurs (n=15) in Australia. Our results indicate that the EO dimensions manifest differently, and their characteristics change over time while our participants' attitudes towards the firm's financial and non-financial goals evolved as well.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Self-employment 3

ENT: Developing Dynamic Capabilities for Business Model Innovation in Start-ups: The Role of the Board

Author: **Paolo Di Toma**, *U. of Modena and Reggio Emilia*

Corporate governance research suggests that Boards of Directors can play a key driving role in promoting entrepreneurship and innovation. This role is especially crucial in start-ups or entrepreneurial firms that need to constantly renew their know-how and adapt their business model in order to find their place in the competitive environment. This research addresses how the Board behaves to nurture and drive business model innovation in a start-up. Basing on a dynamic capability perspective, this study investigates how, within a Board, Directors can adopt modes of interaction and dialogue that foster the renewal and development of know-how to innovate the business model. It also examines how such modes of interaction and dialogue can facilitate collaboration with partners in its ecosystem to transform the resources needed to innovate the business model and its implementation. It also focuses how Boards need to reconfigure their role when performing their tasks. The research is carried out by a single case study approach and investigates a young start-up company involved in the design of high tech innovative medical devices. Emerging findings show how a new combinative capability is generated by dynamically shaping the ecosystem and managing relationships with the actors involved.

Paper is Available to Meeting Registrants Only.

ENT: Entrepreneurial Bricolage and Innovation: The Moderating Role of Knowledge

Author: **Chin-Hua Huang**, *Hungkuang U.*

Author: **Hui Tu**, *Hungkuang U.*

Innovation is crucial for firm growth but difficult to achieve, especially for resource-constrained firms. The extant literature suggests entrepreneurial bricolage entrepreneurial bricolage is an adequate action for firms in a resource-constrained environment. Most studies argue that resource-constrained firms engaging in bricolage achieve innovation; however, some studies raise limitations and downsides of entrepreneurial bricolage. Scant empirical evidence of entrepreneurial bricolage's impact has resulted in mixed findings with no conclusive findings. The study proposes a contingency framework to clarify the impact of entrepreneurial bricolage on innovation exploratory and exploitative by examination of moderating role of knowledge diversity referring to research on entrepreneurship and innovation management. Our analysis of 172 CCI firms in Taiwan reveals resource-constrained firms utilizing entrepreneurial bricolage simultaneously pursue exploratory and exploitative innovation with two different conditions of high knowledge diversity. More specifically, knowledge diversity has a positive moderating effect on the influence of entrepreneurial bricolage on exploratory innovation, but it has negative moderating effect on the influence of entrepreneurial bricolage on exploitative innovation. In addition, this study finds that entrepreneurial bricolage can help resource-constrained firms in generating new knowledge to explore and exploit opportunities from the available resources, but this can succeed only to a certain extent.

Paper is Available to Meeting Registrants Only.

ENT: Entrepreneurship and Employment at Startups for People with Disabilities

Author: **Danny Chung**, *California State U., Chico*

Author: **Naryoung Yu**, *Ivey Business School*

Around the world, people with disabilities (PWDs) face discrimination in the labor market. In this paper, we examine whether entrepreneurship and wage employment at startups provide PWDs with attractive alternatives to pursuing wage employment at large and incumbent firms. Using the economic theory of occupational choice, we hypothesize that the existence of labor market discrimination will push PWDs into pursuing entrepreneurship or joining startups as wage employees, and that the wage penalty that PWDs face will be smaller in these occupations compared to wage employment at large and incumbent firms. Using data from the National Survey of College Graduates, we find that while PWDs are more likely to pursue entrepreneurship or join startups, the main reason for doing so is likely to be to enjoy the non-pecuniary benefits of pursuing entrepreneurship (or working for a startup) as opposed to the pecuniary benefits.

Paper is Available to Meeting Registrants Only.

ENT: Entrepreneurial Continuance & COVID-19: The Role of Relational Embeddedness & Institutional Support

Author: **Tenghao Zhang**, *Edith Cowan U.*

Author: **Pi-Shen Seet**, *Edith Cowan U.*

Author: **Janice Redmond**, *Edith Cowan U.*

Author: **Jalleh Sharafizad**, *Edith Cowan U.*

Building on the Theory of Planned Behavior (TPB), this paper investigates how relational embeddedness and Perceived External Institutional Support (PEIS) influence entrepreneurs' intention to keep ventures afloat during the COVID-19 pandemic (i.e., Intention for Entrepreneurial Continuance or IEC). We surveyed 295 entrepreneurs of small business owners in China in December 2020 and analyzed the data using structural equation modelling. Relational embeddedness and PEIS both significantly influenced IEC through the mediating effects of the three TPB determinants (attitude, subjective norms and perceived behavioral control). While subjective norms did not directly influence intention, they could still affect intention by influencing attitude. Entrepreneurs' post-pandemic recovery prospects during the pandemic also did not moderate the three TPB determinants or IEC. The study contributes to research on entrepreneurial resilience by providing a more nuanced perspective of how entrepreneurs make decisions to continue or exit their ventures during periods of external shock and disruption. Besides the TPB factors being important in ensuring that small businesses continue to survive, this paper also adds to research on social capital by demonstrating the strong predictive power of relational embeddedness, which significantly determined entrepreneurs' continuance intention through the TPB mediators. It also provides evidence that institutional support serves as a salient antecedent of the TPB determinants and continuance intention. Moreover, it finds that internal migrant entrepreneurs face greater entrepreneurial barriers to keep their businesses going during

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  Intemational-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Sustainability 2

ENT: Choreographing Space for Living One's Calling: Lessons from COVID-19

Author: **Emilio Costales**, *Royal Holloway, U. of London*
Author: **Anica Zeyen**, *Royal Holloway, U. of London*
Author: **Oana Branzei**, *Ivey Business School*

How do social entrepreneurs engage with space during unprecedented spatial disruptions to continue living their callings? This is the question we explore in this study, drawing on a unique set of longitudinal data gathered using a multi-method analysis of seventeen social entrepreneurs in the midst of the COVID-19 pandemic. We followed participants from March 2020 to February 2021 as they responded to repeated spatial restrictions in the form of the COVID-19 lockdowns. We induce the concept of displaced calling as a uniquely spatial disruption to exercising one's calling. Our data indicates that callings tethered to prosocial causes became overactive in response to COVID-19 despite being externally displaced by widespread spatial restrictions. Our findings suggest that social entrepreneurs, once externally nudged, rapidly adapt to internally displace their own callings to accommodate its growth in response to changing social needs. We present a grounded process model of displaced calling and spatial mechanisms by which social entrepreneurs repeatedly revise and reclaim their callings. In doing so, we contribute to literature on disrupted callings by extending the intersection of callings and prosociality as an inherently spatial interface for studying work as meaning in post-pandemic organizing.

Paper is Available to Meeting Registrants Only.

ENT: Should a Social Enterprise Publicly "Toot its Virtuous Horn"? An Artificial Intelligence Approach

Author: **Evelize Mann**, *Waikato Management School*
Author: **Amanda Jasmine Williamson**, *Waikato Management School*
Author: **Heitor Murilo Gomes**, *U. of Waikato - AI Institute*
Author: **Stuart Dillon**, *Waikato Management School*
Author: **Albert Bifet**, *U. of Waikato - AI Institute*

Social enterprises are receiving increasing recognition as businesses that address global challenges for a better and more sustainable future. However, social enterprises can struggle to communicate their values to obtain long-term viability. Little is known about measuring an enterprise's promotion of social values, which we call socially-oriented language, nor when such language helps or harms social enterprise performance. In this research, we draw on Artificial Intelligence techniques, in particular natural language processing techniques (NLP), to measure socially-oriented language on the basis of textual data. Furthermore, we explore the relationship between levels of socially-oriented language and business performance. Our findings suggested that social enterprises under-promote their social values compared to traditional firms, and they do not gain performance advantages when they do. This research breaks important ground in social enterprises and social entrepreneurship research by providing novel insights into sustainability issues in organizational identity and its communication with business performance. Moreover, it provides scholars with a method for measuring socially-oriented language that traditional approaches cannot measure.

Paper is Available to Meeting Registrants Only.

ENT: Social Entrepreneurial Intention: Examining the Impacts of Social and Institutional Support

Author: **Corey Fox**, *Texas State U.*
Author: **Phillip Davis**, *Texas State U.*

This study explores the relationship between perceptions of support for social venturing activities and social entrepreneurial intention. Drawing on the theory of planned behavior, we theorize that perceptions of various external support structures will influence social entrepreneurial intention. More specifically, we expect that perceived social support and perceived institutional support will be positive influences on an individual's social entrepreneurial intention. To test our assertions, we surveyed 291 working adults in the United States. In contrast with prior research on social entrepreneurial intention, the results did not support a direct effect between either measure of support and social entrepreneurial intention. However, results did support a clear interactive effect, which suggests that social entrepreneurial intention is contingent on the presence of high levels of both types of support. We discuss the implications of the results for theory and practice before concluding with the study limitations and avenues for future research.

Paper is Available to Meeting Registrants Only.

ENT: Hybrid Organizations and Innovation

Author: **Byungku Lee**, *U. of La Verne*

This study examines the effect of hybridity on the innovation performance of social ventures that pursue social and financial missions simultaneously. This study proposes that organizational value orientation and profit reinvestment influence the innovation performance of a social venture in such a way that their influences on innovation performance are strongest when they are balanced between social and financial missions. However, dynamics exist in relationships among organizational value orientation, profit reinvestment, and innovation performance: Although a balanced value orientation would maximize its direct impact on innovation, it might fail to do so when profit reinvestment mediates the relationship between organizational value orientation and innovation performance. Analyses of 4,170 social ventures across 36 countries reveal significant relationships confirming the predictions of this study. The results of this study suggest the dynamics of the relationship between hybridity and innovation in the context of social entrepreneurship.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Sustainability 3

ENT: Exploring Perceived Differences of Social Entrepreneurs, For-Profit Entrepreneurs, and NPO-Leaders

Author: **Philipp Kruse**, *Dresden U. of Technology*
Author: **Florian Rosing**, *U. Koblenz Landau*

Social enterprises (SEs) strive for the fulfillment of a social mission based on an elaborated income strategy. Consequently, they are largely conceptualized as hybrid enterprises combining logics of traditional non-profit organizations (NPOs) and for-profit enterprises (FPEs). This is sound on the organizational level, however, it remains unclear to which extent the perception of SE-leaders on the personal level mirrors this hybridity as previous studies' scope is limited to (i) a comparison of only two of the three organizational forms and (ii) leader self-reports. Therefore, in the current study, we examine perceived personality traits, work-related values, leadership styles, and leader attributes of SE-leaders compared to FPE- and NPO-leaders. Using a vignette-based, comprehensive experimental design with a sample of business students (N = 170), we found that whereas notable differences in personality and leadership comparing SE- and FPE-leaders exist, SE- and NPO-leaders were perceived as not different. Based on our findings, theoretical and practical implications are discussed.

Paper is NOT Available. Please contact the author(s).

ENT: Assessing Business Modelling Practices for Sustainability: The Lean Startup Case.

Author: **Alberto Peralta**, *U. of Alcalá & Abu Dhabi U.*
Author: **Andreas Pyka**, *U. of Hohenheim*

Lean Startup (LS) has been overlooked as a method to model businesses for sustainability. To theoretically assess such LS capacity, we conceptually devolve one assessment tool or meta-model. The meta-model validates the ability of any eco-innovation practice to address the business-society-nature interface, the eco-innovation dimensions, and two sets of dichotomies that new business models face. Further, we confirm the theoretical adequacy of LS to innovative business models for sustainability based on its embedded view and non-linear way of integrating valueholders' needs for speed and urgency. Finally, four propositions for studying LS as a sustainable business modelling practice is offered.

Paper is NOT Available. Please contact the author(s).

ENT: How Does Causal Decision-making Influence Triple-Bottom-Line Performance? An Empirical Study

Author: **Georg Schaal**, *Innovation and Entrepreneurship Group (WIN) – TIME Research Area, RWTH Aachen Un*
Author: **Sebastian Kruse**, *WIN Lehrstuhl RWTH Aachen*

What are the success factors of sustainable entrepreneurs to operate businesses with a high triple-bottom-line (3BL) performance? This study examines how the decision-making behavior among entrepreneurs with an intention for sustainability influences the 3BL performance of their businesses. Our empirical study with 489 ventures in the DACH region shows that entrepreneurial intention for sustainability has a direct and indirect effect on 3BL. The indirect effect on 3BL is mediated by causal behavior. Further, we find that causal decision-making logic strengthens green and financial performance but has no effect on social performance. Our findings contribute to understanding antecedents of 3BL performance and the conceptual understanding of decision-making in the sustainable entrepreneurship literature.

Paper is Available to Meeting Registrants Only.

ENT: When Positive Community Spread Is the New Normal: A Multilevel Theory of Community Entrepreneurship

Author: **Natalie Slawinski**, *U. of Victoria*
Author: **Rebecca Franklin**, *Memorial U. of Newfoundland*

Our global economic system has contributed to growing prosperity for some communities, while disrupting the economic and social well-being of others. Both rural and urban communities face depletion as businesses relocate in search of higher profits elsewhere. We draw on a growing body of work from entrepreneurship and organizations research, along with insights from psychology, geography, and sustainable community development, to develop a multilevel model of community entrepreneurship that examines the processes by which community entrepreneurs and place-based enterprises, as key actors, reverse the downward spiral of depletion. We develop the concept of entrepreneurial energy – which we define as an ongoing dynamic vitality directed toward value creation and transformative change – as a central mechanism that enables these actors to work with community members to overcome significant barriers and transform depleted places. Our multilevel process model provides a pathway towards a new positive reality in which empowered, resilient communities are sites for addressing global challenges and fostering human and ecological well-being. In doing so, we draw researchers' attention to the importance of studying community entrepreneurship as a collaborative, bottom-up process, involving individual, organizational and community actors, while deepening our understanding of how to develop resilient communities in an age of disruption.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Identity Work at Work: Stigma and Stereotype Threat

GDO: **Trapping: An Identity Work Strategy of a Non White Male Migrant to be Visible in the Workplace** 

Author: **Kishan Kariippanon**, *U. of Wollongong*
Author: **Mario Fernando**, *U. of Wollongong*
Author: **Shamika Almeida**, *U. of Wollongong*

We give voice to a unique individual migrant identity story of extraordinary resilience. In this special issue we analyse an identity work strategy which is so far not accounted for in the identity work literature. This paper aims to uncover the identity work of our first author, a non-white male migrant who is a multi-discipline qualified and a tenured public health academic in his early forties but also a product of post-colonial globalisation and thus an artefact of considerable identity work. The evolution of his identity started with his original identity as a Tamil Malaysian boy. We narrate his story of a seemingly never-ending struggle to 'breathe', stay afloat, and achieve visibility in the workplace through a collaborative, reflective autoethnographic process. The array of multi-location identity work across the globe, from trying to find a voice as a third-generation migrant in his own birth country, Malaysia, in the Russian medical society as an aspiring paediatrician, and a first-generation skilled migrant in Australia made our first author a unique case of identity work. The identity work discovered here is of particular significance to this special issue due to the micro, meso and macro-level implications.

Paper is NOT Available. Please contact the author(s).

GDO: **Trashing or Rather Thrashing out the Gender Binary? Trans Employees' Gender Performance at Work**    

Author: **Enrico Fontana**, *Sasin Graduate Institute of Business Administration, Chulalongkorn U.*
Author: **Thomas Köllen**, *U. of Bern*
Author: **Prapasson Sirivichai**, *Chulalongkorn U.*

This article analyzes 32 individual interviews and 5 focus group interviews with trans-persons and trans-experts, and focuses on how openly trans individuals, who are successful in their careers and who do not work in especially 'trans-friendly' business sectors, perform their gender at work in Thailand. As non-passing trans-persons they do not meet the idealized cis-gendered standard of Butler's heterosexual matrix. We show, however, that in order to make themselves 'intelligible', and with this, employable and promotable, another matrix applies: this we call the trans-matrix. This demonstrates that successful trans-women tend to adjust their way of 'doing transgender' to an ultra-feminine standard, whilst the gender performance of successful trans-men tends towards more of an ultra-masculine standard. While trans-femininity is primarily performed on the level of appearance for trans-women, trans-masculinity is, for trans-men, rather performed on the level of behavior. Although the rigid gender binary is the main obstacle to their struggle for equal recognition, compensating for any deficiency with regard to non-conformance with the cis-gender ideal of the heterosexual matrix by performing in accordance with the ideals of the trans-matrix (that is, performing extreme positions of the gender binary) contributes more to stabilizing the binary, rather than undermining or challenging it.

Paper is Available to Meeting Registrants Only.

GDO: **Bodies at Home? Religious Women Spaces and the Emergence of Intersectional Liminal Identities** 

Author: **Michal Frenkel**, *Hebrew U. of Jerusalem*
Author: **Varda Wasserman**, *The Open U. of Israel*

The paper examines the inequality regime of ultra-orthodox colleges in Israel and the ways female students interpret and experience the gender segregation within the colleges and develop their identities around it. We demonstrate how the gender segregation constitutes three types of liminality – spatial, social and epistemic – that allow ultra-orthodox women to move continuously between a familiar, religious environment to a secular foreign one. In this protected environment, they feel protected and are able to develop new identities relevant to the secular labor market while maintaining or even enhancing the traditional, religious one. The liminal space of the college reinforces their sense of entitlement for a professional place of their own and serves as a bridge that helps them to cope with the secular world.

Paper is Available to Meeting Registrants Only.

GDO: **From Ghettos to Corporate Sanctums: A Caste Lens on Leadership**  

Author: **Pardeep Singh Attri**, *Central European U.*
Author: **S.M Ramya**, *Indian Institute of Technology, Madras*

Previous research on leadership diversity has generated rich insights on the benefits of diversity to organizations, but the challenges in achieving such diversity, particularly in understudied contexts are relatively less known. In this paper, we examine the challenges faced by low-caste managers in India, compared to others, in reaching leadership positions in their careers. Our qualitative study of senior managers revealed that family background, availability of role models, and formative opportunities influence the differential approaches that individuals from marginalized and privileged groups bring to their corporate careers. Further, low-caste managers find lower opportunities for advancement, fewer mentors, and experience difficulties in developing and leveraging professional and social networks, even when they attempt to hide their caste identity. These findings have important implications to research on leadership diversity and inequality, as well as to the unique challenges organizations face in achieving diversity along caste lines.

Paper is NOT Available. Please contact the author(s).

Negative group labels (i.e., slurs) have historically been used as a tool to reinforce stigma and help enforce the lower status of stigmatized groups. One strategy that has emerged to cope with negative group labels (e.g., chink, slut) and their associated stigma is self-labeling, a stigmatized group member's intentional use of a negative group label to refer to themselves (i.e., "I am X"). While previous research has focused on the benefits of self-labeling, or increasing group power and reducing label negativity, we reveal the social costs for individuals who use the strategy, such as reduced likeability and promotability, by introducing a related label-coping strategy, that of label-rejection (i.e., "I am not X") and comparing its effects to those of the self-labeling strategy. In four studies, participants were presented with scenarios in which stigmatized group members used either self-labeling or label-rejection. We found that while self-labeling is more effective than label-rejection in decreasing majority group members' perceptions of the negativity of the label, the self-labeler was seen as less likeable and less promotable than the label-rejecter, an effect that generalizes across women and racial minorities and across different scenarios (Study 1-3). We also found that this social cost was mediated through threatened affect, which led to greater oversensitivity attributions to self-labelers (Study 4). Lastly, we found that the social cost associated with self-labeling was diminished when the strategy was used in a reactive vs. in a spontaneous context (Study 5). These results suggest that stigmatized groups' use of self-labeling to attenuate stigma is potentially accompanied by negative social consequences for individuals, even as it contributes to reducing the power of the label itself.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Women's Leadership During Crises

GDO: **Unpacking the Female Exceptionalism Effect in External Crisis Leadership**   

Author: **Alex Bolinger**, *Idaho State U.*

Author: **McKenzie Rees**, *Brigham Young U.*

Author: **Sheli Sillito**, *Brigham Young U.*

Author: **Mark Bolinger**, *Appalachian State U.*

Recently, commentators in both academic literature and the popular press have highlighted the unique effectiveness of female leaders in attracting support during times of crisis. These observations about the relative success of female leaders contrast with extant work on gender and crisis leadership, which suggests that women are more likely to experience adverse outcomes when elevated to leadership positions in the midst of organizational crises (e.g., the glass cliff phenomenon). To reconcile this discrepancy, we theorize a “female exceptionalism effect” in crises that originate from external sources (e.g., wide-scale health and economic crises that originate beyond the control of any single organization) rather than internal (i.e., within-organization) sources. Drawing on national-level field data, we find that U.S. states led by women during an especially vivid and recent external crisis, the COVID-19 pandemic, had better health behavior compliance from constituents (i.e., mask-wearing and vaccinations) and economic outcomes (i.e., employment rates) than states led by men (Study 1). Additionally, female leaders were significantly more likely to signal both their warmth and competence in linguistic analysis of press conference transcripts (Study 2). Finally, drawing on experimental data, we find that the advantage of female leaders in generating follower support is mediated by perceptions that women are warmer, more competent, and more suitable as leaders than men in external crises (Study 3). We discuss the implications of our findings for the crisis leadership literature, as they highlight a rare female advantage from societal double standards.

Paper is Available to Meeting Registrants Only.

GDO: **Do Female Leaders Take More Risks in the Face of Life-threatening Crises?**   

Author: **Ipek Kocoglu**, *Kean U.*

Building on evolutionary psychology, we argue that leaders not only perceive life-threatening and non-life-threatening crises differently, but firms led by female leaders exhibit contrasting risk taking tendencies during a crisis than firms led by male leaders. These implications increase with the threat of loss, suggesting a stronger effect for leaders with higher compensation. We tested our argument by examining US firms' risk taking after the 9/11 terrorist attacks and the 2007-08 financial crisis. Consistent with our theoretical model, we found that while the terrorist attack increased risk taking for firms led by a female CEO, the financial crisis increased risk taking for firms led by a male CEO. Our findings explain that evolutionary cognitive adaptations are central to leaders' responsiveness to threats. Contrary to conventional wisdom, we show that female leaders do not always avoid risks. When exposed to extreme threats, female leaders take higher risks than their male counterparts.

Paper is Available to Meeting Registrants Only.

GDO: **Is Women's Leadership Really Associated with Fewer Covid-19 Deaths?**  

Author: **William Obenauer**, *U. of Maine*

Recent research regarding the COVID-19 pandemic has claimed to find a relationship between the sex of a state governor and COVID-19 deaths in that state. Specifically, this research has reported that states with female governors have lower instances of COVID-19 deaths and that executive orders given by female governors have been more effective at reducing COVID-19 deaths than those given by male governors. Such findings have the potential to influence our understanding of the causes behind phenomenon such as the glass cliff, which address the disproportionate emergence of females in precarious leadership positions, as compared to the emergence of females in less precarious positions. We argue, however, that the theoretical implications of such findings are bound by limitations of the analyses from which they are derived. In response to a call for more consistent use of replication in the *Journal of Applied Psychology*, we conduct a series of direct and conceptual replications of this prior work, finding little evidence that a governor's sex serves as a reliable predictor of COVID-19 deaths. Consequently, unlike prior research, we argue that insight gleaned through data from the COVID-19 pandemic has not provided reason for us to alter our understanding as to the causal factors that contribute to the emergence of the glass cliff.

Paper is NOT Available. Please contact the author(s).

Author: **Mary Triana**, *Owen Graduate School of Management Vanderbilt U.*

Author: **Orlando C. Richard**, *UMass Amherst*

Author: **Seo-Young Byun**, *Ball State U.*

Author: **Kendall Cox Park**, *Vanderbilt U.*

Author: **Dora Delgado**, *Northside Independent School District*

The COVID-19 pandemic has created unprecedented challenges for employees and leaders. The pandemic has resulted in millions of deaths world-wide and changed the way people live and work. Until this public health crisis is controlled, employers and human resource managers will not be able to return to anything resembling a normal pre-pandemic work situation. Based on a sample of 56 countries, the present study examines two factors – leader (i.e., head of state) gender and national collectivism – to explain how some leaders have been able to manage the pandemic with less death than others during the COVID-19 pandemic. Countries with female presidents respond differently to the pandemic than those led by male presidents, resulting in fewer deaths. The results shed light on the person-environment fit between president gender and country collectivistic culture by demonstrating that male presidents leading more individualistic countries suffer from the highest levels of COVID-19 death. Supplemental qualitative analyses on transcripts of speeches delivered by world leaders show that presidents of more collectivistic countries use more health-related words than presidents of more individualistic countries when addressing the public, which suggests that health-related issues are a primary concern for these collectivistic nations. Based on data related to presidents' handling of COVID-19 also show that media sentiment was more favorable for women leaders compared to men leaders. Also, consistent with our prediction, men leading more individualistic countries had the least positive media attention.

Paper is Available to Meeting Registrants Only.

Leadership for Diversity and Inclusion

 **GDO: Inclusive Leadership and Employee Outcomes: A Meta-Analytic Test of Multiple Theories**   

Author: **Xiaoyu Li**, *Renmin U. of China*

With increasing conflicts and discrimination in organizations and the society at large, both scholars and practitioners have becoming increasingly interested in the role of inclusive leadership in the workplace. Inclusive leaders manage diversity effectively, thus individuals have equal access to decision-making, resources and opportunities, which benefits employee performance. However, research to date has been inconclusive as to the strength of inclusive leadership effectiveness and mediating mechanisms. To clarify the state of the literature, we provide a comprehensive meta-analysis of inclusive leadership on the basis of data from 184 independent studies. We found evidence for the positive relationships between inclusive leadership and task performance, voice, and innovative behavior. We further examined and compared the three competing mediators (psychological safety, leader-member exchange, and leader identification) of these relationships. This is the first meta-analysis of inclusive leadership to our knowledge, which summarizes existing studies and provides directions for future research.

Paper is Available to Meeting Registrants Only.

GDO: A Systematic Narrative Review of Servant Leadership Through the Lens of Gender and Race-Ethnicity 

Author: **Helen Chung**, *Seattle Pacific U.*

Author: **Donghun Lee**, *Seattle Pacific U.*

Author: **Brie Felanagle**, *Seattle Pacific U.*

Individuals' social identities implicitly inform the experience and enactment of servant leadership. Whereas the broad field of leadership is wrestling with the dynamics of power and identity, a gap exists in the servant leadership field. This systematic narrative review examines gender and race-ethnicity in the servant leadership literature from 2009 to 2021. Specifically, we explore how gender and race-ethnicity influence the perceptions and experiences of servant leadership for both followers and leaders. Our review yielded 89 relevant studies across journal articles and dissertations, from which we offer several broad conclusions. Our findings on race-ethnicity as both resource and constraint for leaders of color converge with what has been seen within leadership studies in general; research on the demographic factors of race and ethnicity lags in comparison to the broad field of literature; and more novel theoretical frameworks for the study of gender and race-ethnicity are emerging, particularly in dissertations. Our study contributes a more detailed picture of how demographic characteristics are treated in the servant leadership literature, thus expanding our current understanding of servant leadership phenomena.

Paper is Available to Meeting Registrants Only.

GDO: Contextual Factors Influencing Effects of Leader Characteristics on Leadership Outcomes 

Author: **Theano Lianidou**, *Richmond, The American International U. in London*

Author: **Wei Zheng**, *Stevens Institute of Technology*

Existing literature has well documented that various leader diffuse status characteristics such as gender, race, disability, obesity, etc., although irrelevant to the task at hand, influence leadership outcomes such as leader emergence, perceived leader effectiveness, and follower job satisfaction. However, the contexts in which these characteristics become status indicators and influence leadership outcomes remain under-explored. To advance knowledge on the contextual factors that influence the degree to which leader characteristics become more status-indicating and hence relevant to leadership outcomes, we draw upon status-related theories, such as status characteristics theory and social dominance theory, and develop propositions about such contextual factors. By doing so, we aim to help researchers systematically examine moderators of the relationships between a leader's diffuse status characteristics and leadership outcomes. We also aim to help leaders and aspiring leaders and organizations which seek to improve diversity in their leadership by presenting a broad range of factors that can be leveraged to mitigate the negative effects of leader diffuse status characteristics on perceived leader effectiveness and other leadership outcomes.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Gender Equality Policy Implementation

GDO: Gender Equality Policy Implementation – Managerial Fad or Fade? 

Author: **Aviv Kidron**, *Max Stern Yezreel Valley College*

Author: **Hila Chalutz Ben-Gal**, *Afeke Tel Aviv College of Engineering*

Gender equality policy in organizations is an important and extensively researched topic. In recent years, scholars have studied the implementation aspects of gender equality policy. It has been accepted that the scope and effects of gender equality policy implementation fail at times. However, despite extensive evaluations, the specific reasons for gender equality policy implementation failure have rarely been considered. This is an important oversight, given the significance of policy implementation in the organizational domain, to ensure ongoing gender equality policy adaptation and execution. Moreover, previous research has largely focused on various procedural domains, and it is unclear whether these domains will remain valid in the context of gender equality implementation or whether various organizational antecedents may have implications for true gender equality policy implementation. The purpose of this paper is to identify specific barriers—organizational and individual—that impede gender equality policy implementation. We draw upon thirty-three semistructured interviews conducted in the second largest public service organization in Israel. Our findings point to the conclusion that despite massive regulations to promote gender equality, meaningful implementation has not occurred. We identify key organizational and individual barriers and propose practical steps to speed up gender equality policy implementation in the public service sector. The research calls for an enrichment of the literature on the implementation of gender equality policies, incorporating individual and organizational barriers to practices and policies.

Paper is Available to Meeting Registrants Only.

GDO: Gender Pay Equality Reporting in Germany and Poland: An Econometric Investigation

Author: **Ihar Sahakiants**, *CBS International Business School*

Author: **Maria Aluchna**, *Warsaw School of Economics*

Author: **Bogumil Kaminski**, *Warsaw School of Economics*

This study investigates the impact of EU Directive 2014/95/EU concerning the disclosure of non-financial information on gender pay equality reporting in Germany and Poland. Mainly building on neo-institutional theory, we formulate several hypotheses related to the positive association between the quality of disclosure related to gender equality, as an explained variable and environmental and organizational-level explanatory variables, such as the enactment of NFRD-related laws in both countries, the age of investigated enterprises since an IPO, and company size, controlled for industry affiliation and financial performance. The results of the panel analysis based on a random effects ordered logit regression show that the effect of the Directive is significant for both countries, albeit greater in the case of Poland, while the findings concerning the remaining variables are mixed. We discuss the related results by considering the institutional environments in both countries, and we additionally outline the implications of our study for both theory and practice. Keywords: Gender pay equality, Non-financial reporting, Directive 2014/95/EU, Germany, Poland, Institutional isomorphism

Paper is Available to Meeting Registrants Only.

GDO: Remaining Form the Socialist Past: Gender Inequality Maintained   

Author: **Henriett Primecz**, *Johannes Kepler U. Linz*

It has shown that gendered violence is rooted in gender inequality. The Istanbul Convention aims to reduce violence against women and address gender inequality as the main causes of gendered violence. Hungary signed, but has not ratified it. This article deconstructs the Parliamentary Decree which gives the reason for the lack of ratification, and the analysis revealed that the unprocessed socialist legacy is the genuine reason for Hungary's rejection the Convention. Gender equality, which was part of the political agenda in the socialist past, is refused, and the gender approach has been replaced by a biological determinism of sexes.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Rethinking Workplace Inclusion of Persons with Disabilities Through Multiple Levels and Lenses
Workplace Inclusion of Persons with Disabilities



Organizer: **Mukta Kulkarni**, *Indian Institute of Management, Bangalore*
Organizer: **David Baldrige**, *Oregon State U.*
Discussant: **Susanne Bruyere**, *Cornell U. Yang-Tan Institute*
Discussant: **Adrienne Colella**, *Tulane U.*
Participant: **Douglas Kruse**, *Rutgers U.*
Participant: **Lisa Schur**, *Rutgers U.*
Participant: **Mason Ameri**, *Rutgers Business School*
Participant: **Lauren Gilbert**, *Rutgers U.*
Participant: **Robert Keating**, *Northern Illinois U.*
Participant: **Jesus Martinez**, *Northern Illinois U.*
Participant: **Alecia Marie Santuzzi**, *Northern Illinois U.*
Participant: **Lisa M Finkelstein**, *Northern Illinois U.*
Participant: **Larissa K. Barber**, *San Diego State U.*
Participant: **Deborah Elizabeth Rupp**, *George Mason U.*
Participant: **Shasanka Chalise**, *PhD Candidate, Memorial U., NL, Canada*
Participant: **Silvia Bonaccio**, *Telfer School of Management, U. of Ottawa*
Participant: **Catherine Connelly**, *McMaster U.*
Participant: **Sandra Fisher**, *Münster U. of Applied Sciences and U. of Twente*
Participant: **Abigail Leah Kogan**, *McMaster U.*
Participant: **Christine Nittrouer**, *Texas Tech U.*
Participant: **Michelle Hebl**, *Rice U.*
Participant: **Naomi Fa-Kaji**, *Rice U.*
Participant: **Roshni Janakiraman**, *Florida State U.*
Participant: **Peter Rutigliano**, *Mercer-Sirota Consulting*
Participant: **Daniel S. Samosh**, *Queen's U.*
Participant: **Anna Brzykcy**, *Technical U. of Munich*
Participant: **Brent John Lyons**, *Schulich School of Business, York U.*
Participant: **David Baldrige**, *Oregon State U.*

Including persons with a disability within workplaces serves as an important return on investment for organizations as well as societies. The Valuable 500 initiative which originated from the World Economic Forum's New Economy and Society Platform in 2019 is focused on building prosperous as well as inclusive economies and societies. Their work suggests that employing persons with a disability can increase revenue by 28%, double organizational net income, and propel profit margins by 30%. Alternatively, the cost of excluding persons with disabilities can represent up to 7% of GDP within some countries (World Economic Forum, 2021). Recognizing the importance of such inclusion, several governments have enacted legislations, and numerous organizations have attempted to nudge employment as well as promote positive treatment of employees with disabilities. Joining this global conversation, the papers in this symposium showcase how state intervention may help workplace entry of persons with a disability (Kruse et al; Nittrouer et al), how organizational support systems may increase employee well-being (Keating et al), how organizational diversity statements may influence disability discrimination lawsuits (Chalise et al), and yet how employees continue to face barriers within workplaces (Samosh et al), attesting to much work that is needed in this area of inclusion. Our discussants (Bruyere and Colella) will bring together these ideas to suggest directions for future research as well as takeaways for managers, organizations, and policymakers.

Paid Leave Mandates and Employment of People with Disabilities

Author: **Douglas Kruse**, *Rutgers U.*

Author: **Lisa Schur**, *Rutgers U.*

Author: **Mason Ameri**, *Rutgers Business School*

Author: **Lauren Gilbert**, *Rutgers U.*

Day-to-day Identity Management Among Workers with Hearing Loss

Author: **Robert Keating**, *Northern Illinois U.*

Author: **Jesus Martinez**, *Northern Illinois U.*

Author: **Alecia Marie Santuzzi**, *Northern Illinois U.*

Author: **Lisa M Finkelstein**, *Northern Illinois U.*

Author: **Larissa K. Barber**, *San Diego State U.*

Author: **Deborah Elizabeth Rupp**, *George Mason U.*

Inclusion of 'Disability' in Corporate Diversity Statements: A Review of Fortune 500 Companies

Author: **Shasanka Chalise**, *PhD Candidate, Memorial U., NL, Canada*

Author: **Silvia Bonaccio**, *Telfer School of Management, U. of Ottawa*

Author: **Catherine Connelly**, *McMaster U.*

Author: **Sandra Fisher**, *Münster U. of Applied Sciences and U. of Twente*

Author: **Abigal Leah Kogan**, *McMaster U.*

Reducing Discrimination against Individuals with Mental Impairments

Author: **Christine Nittrouer**, *Texas Tech U.*

Author: **Michelle Hebl**, *Rice U.*

Author: **Naomi Fa-Kaji**, *Rice U.*

Author: **Roshni Janakiraman**, *Florida State U.*

Author: **Peter Rutigliano**, *Mercer-Sirota Consulting*

An Empirical Investigation of Career Advancement "Glass Barriers" and Disability

Author: **Daniel S. Samosh**, *Queen's U.*

Author: **Anna Brzykcy**, *Technical U. of Munich*

Author: **David Baldrige**, *Oregon State U.*

Author: **Brent John Lyons**, *Schulich School of Business, York U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Examining Gender Stereotypes in Learning Materials *Gender Stereotypes*



Participant: **Seongwon Choi**, *Trinity U.*
Participant: **Randy Cochran**, *U. of North Carolina Wilmington*
Participant: **Reena Joseph Kelly**, *U. of New Haven*
Participant: **William Opoku-Agyeman**, *U. of North Carolina, Wilmington*

This Professional Development Workshop (PDW) will focus on identifying gender inequities in the classroom learning materials, raising awareness, and developing potential strategies to address these disparities. Gender inequity is a pervasive phenomenon in healthcare management and the inequities are more prevalent in healthcare executive leadership. Gender inequity is a systematic issue and as educators, we need to be aware of potential sources that introduce gender stereotypes to learners that affect their perceptions of healthcare management professions. Course materials, especially textbooks used in healthcare management courses, could potentially be one source of pervasive gender stereotypes resulting in gender inequities in the healthcare management field. This PDW seeks to address common examples of gender stereotypes embedded in our learning materials (with an emphasis on textbooks) and explores best practices on how to mitigate the impact of these stereotypes in the classroom. The PDW will start with a brief discussion of common types of gender stereotypes in textbooks, followed by a short reflection. Next, we will conduct small group (breakout room) sessions to discuss prepared questions to prompt discussion on mitigating these gender stereotypes and promoting gender equity in learning as well as inclusion in the classroom. Lastly, we will have a large group discussion that includes report-out, brief discussion, and Q&A.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **2151** | Submission: **10547** | Sponsor(s): **(HR)**
Session Format: **Virtual-only; On Demand; Not Live**

HR Division Business Meeting
HR Division Business Meeting

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **2152** | Submission: **18968** | Sponsor(s): **(HR)**
Session Format: **Virtual-only: On Demand; Not Live**

Ethics and HRM

HR: Demystifying Benevolence: Why and When Chinese Employees are Willing to Undertake Illegitimate Task

Author: **Shen Ye**, *U. of Electronic Science and Technology of China*
Author: **Lu Chen**, *U. of Electronic Science and Technology of China*

Drawing on the social exchange theory, we examine whether, how and when benevolent leadership stimulates subordinates' willingness to undertake illegitimate tasks in the Chinese context. A pilot study was conducted to test the internal consistency reliability of the adapted willingness to undertake illegitimate tasks scale. A scenario experimental study (Study 1) and a multiple source, time-lagged field study (Study 2) were conducted to test our hypotheses. Consistent findings were accumulated for the indirect relationship between benevolent leadership and subordinates' willingness to undertake illegitimate tasks through felt obligation (both Study 1 and 2). Moreover, the results of study 2 showed that disintegration avoidance orientation amplified the positive effects of benevolent leadership on felt obligation, whereas job insecurity amplified the positive effects of felt obligation on subordinates' willingness to undertake illegitimate tasks. Moreover, disintegration avoidance orientation and job insecurity respectively strengthened the mediating role of felt obligation on subordinates' willingness to undertake illegitimate tasks.

Paper is NOT Available. Please contact the author(s).

HR: Employee Ethics Training: Literature Review and Integrative Perspective

Author: **Oleksandr Tkachenko**, *U. of New Mexico*
Author: **Amir Hedayati**, *U. of New Mexico*

Employee ethics training programs are increasingly prevalent in today's workplace. Despite the recognized need for such programs in organizations, our understanding of employee-focused ethics training programs and their effectiveness is limited. By conducting a literature review of peer-reviewed empirical studies on employee ethics training, we shed light on the state of the existing literature with a focus on the research characteristics of the identified studies. We also propose an integrative perspective on ethics training programs in organizations. The integrative framework outlines four types of ethics training along two key dimensions: orientation and contextualization. The study concludes by providing suggestions for future research.

Paper is Available to Meeting Registrants Only.

HR: The Ethical Implications of Big Data in Human Resource Management 

Author: **Laxmikant Manroop**, *Eastern Michigan U.*
Author: **Amina Malik**, *Trent U.*
Author: **Morgan Milner**, *Eastern Michigan U.*

This article draws from extant research on data analytics to examine the ethical implications of big data in human resource management (HRM) practices, specifically in the areas of recruitment and selection, training and development, performance management, compensation, and employee retention. The article commenced with a characterization of big data applications in HRM processes and practices, highlighting their benefits and significant value for the management of the workforce to enhance organizational efficiency. It also shows how BDA could compromise employee identity through institutional surveillance and other algorithmic data-manipulation techniques. These practices, we note, violate fundamental ethical practices thus putting employees at great risk. Our theorizing draws attention and awareness to the ethical challenges surrounding the employment experiences and the intersection of these personal experiences with institutional pressures. This allows for a critical (re)examination of unethical management practices surrounding BDA and envisions radical alternatives around issues of enhanced measurement and monitoring of the workforce. This, we argue, will create tension and to some extent mistrust in the management-employee relationship.

Paper is Available to Meeting Registrants Only.

HR: Ethics-Oriented HRM Systems, Moral Attentiveness, and Workplace Deviance: A Multilevel Investigation

Author: **Khuram Shahzad**, *U. of management and technology, Pakistan*
Author: **Ying Hong**, *Fordham U.*
Author: **Alan Muller**, *U. of Groningen*
Author: **Marco DeSisto**, *RMIT U., Australia*
Author: **Farheen Rizvi**, *U. of Management and Technology*

Deviant workplace behavior (DWB) causes enormous costs to organizations, which has sparked considerable interest among researchers and practitioners in identifying factors that may prevent such behavior. Drawing on the theory of moral development, we examine the role of ethics-oriented human resource management (HRM) systems in mitigating DWB as well as the mediating and moderating mechanisms of this relationship. Based on 232 employee-supervisor matched responses generated through a multi-source and multi-wave survey of 84 small and medium enterprises (SMEs) in Pakistan, our multilevel analysis found that ethics-oriented HRM systems relate negatively to employee's DWB via the mediation of perceptual and reflective moral attentiveness. This indirect relationship is further moderated by two societal-inequality induced factors – employee gender and income level – such that the indirect effects of ethics-oriented HRM system on DWB through perceptual and reflective moral attentiveness were stronger among women and low-income employees.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2153** | Submission: **11232** | Sponsor(s): **(HR, OB)**
Session Format: **Virtual-only: On Demand; Not Live**

New Developments in Dark and Destructive Leadership Research
New Developments in Dark & Destructive Leadership



Session Chair: **Jun-Yeob Kim**, *U. of Illinois at Urbana-Champaign*
Session Chair: **Catherine Deen**, *RMIT U., Australia*
Session Chair: **Simon Lloyd D. Restubog**, *U. of Illinois at Urbana-Champaign*
Session Chair: **Daniel A. Newman**, *U. of Illinois at Urbana-Champaign*
Discussant: **Peter Harms**, *U. of Alabama*
Presenter: **Fan Xuan Chen**, *U. of Illinois at Urbana-Champaign*
Participant: **Yihao Liu**, *U. of Illinois at Urbana-Champaign*
Participant: **Jack Ting-Ju Chiang**, *Peking U.*
Participant: **Zheng Wang**, *Shandong U.*
Presenter: **Catherine Deen**, *RMIT U., Australia*
Participant: **Christian Kiewitz**, *U. of Dayton*
Participant: **Simon Lloyd D. Restubog**, *U. of Illinois at Urbana-Champaign*
Participant: **Ying-Yi Chih**, *Australian National U.*
Participant: **Robert Lu Tang**, *De La Salle-College of Saint Benilde*
Presenter: **Jun-Yeob Kim**, *U. of Illinois at Urbana-Champaign*
Participant: **Daniel A. Newman**, *U. of Illinois at Urbana-Champaign*
Participant: **Emily Grijalva**, *U. at Buffalo*
Presenter: **Da Yeon Her**, *fu*
Participant: **Hock-Peng Sin**, *Florida International U.*
Presenter: **Dritjon Gruda**, *National U. of Ireland, Maynooth*
Participant: **Jim McCleskey**, *Western Governors U.*
Participant: **Alexandros Psychogios**, *Birmingham City U. Business School*
Participant: **Adegboyega Ojo**, *National U. of Ireland, Maynooth*
Participant: **Dimitra Karanatsiou**, *Aristotle U. of Thessaloniki*
Participant: **Athena Vakali**, *Aristotle U. of Thessaloniki*

The dark side of leadership continues to be of interest to academics and practitioners alike. Specifically, scholarship about the negative impact of destructive leadership on individuals, groups, and organizations abound in the management literature. While extant work focused largely on the damaging costs of specific forms of destructive leadership (e.g., abusive supervision), there exist other forms and expressions of destructive leadership that warrant scholarly attention. In this symposium, we offer fresh conceptualizations of destructive leadership alongside the application of novel theoretical perspectives and innovative research methodologies to further advance destructive leadership research. Our symposium aims to expand our understanding of destructive leadership through a collection of five papers that offer the following contributions: (1) introducing and examining different forms and conceptualizations of destructive leadership (i.e., leader dominance and legitimacy, micromanagement, narcissistic servant leadership), (2) examining contextual and individual boundary conditions surrounding destructive leadership, and 3) offering a new measure (i.e., micromanagement) and novel research methodologies (e.g., machine learning) for future studies to consider. Collectively, the five papers in our symposium set the stage for continuing scholarship on destructive leadership by championing contemporary conceptualizations, measures, and methodologies.

Harsh but Competent–Prestige Buffers (De)legitimization of Leader Dominance

Author: **Fan Xuan Chen**, *U. of Illinois at Urbana-Champaign*

Author: **Yihao Liu**, *U. of Illinois at Urbana-Champaign*

Author: **Jack Ting-Ju Chiang**, *Peking U.*

Author: **Zheng Wang**, *Shandong U.*

Construct Definition, Measure Development and Validation of the Micromanagement Scale

Author: **Catherine Deen**, *RMIT U., Australia*

Author: **Christian Kiewitz**, *U. of Dayton*

Author: **Jun-Yeob Kim**, *U. of Illinois at Urbana-Champaign*

Author: **Simon Lloyd D. Restubog**, *U. of Illinois at Urbana-Champaign*

Author: **Ying-Yi Chih**, *Australian National U.*

Author: **Robert Lu Tang**, *De La Salle-College of Saint Benilde*

Authoritarian Leadership is Only Abusive if Enacted by Narcissists

Author: **Jun-Yeob Kim**, *U. of Illinois at Urbana-Champaign*

Author: **Daniel A. Newman**, *U. of Illinois at Urbana-Champaign*

Author: **Emily Grijalva**, *U. at Buffalo*

Observer Perception of Supervisor Incivility and Silence—A Moderated Mediation Model

Author: **Da Yeon Her**, *fiu*

Author: **Hock-Peng Sin**, *Florida International U.*

New Leaders On the Block—Narcissistic Servant Leaders, Follower Anxiety and the COVID-19 Pandemic

Author: **Dritjon Gruda**, *National U. of Ireland, Maynooth*

Author: **Jim McCleskey**, *Western Governors U.*

Author: **Alexandros Psychogios**, *Birmingham City U. Business School*

Author: **Adegboyega Ojo**, *National U. of Ireland, Maynooth*

Author: **Dimitra Karanatsiou**, *Aristotle U. of Thessaloniki*

Author: **Athena Vakali**, *Aristotle U. of Thessaloniki*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Organizational Dehumanization: Its Nomological Network and Measurement

Organizational Dehumanization



Organizer: **Constantin Lagios**, *Catholic U. of Louvain*
Organizer: **Gaëtane Caesens**, *U. Catholique de Louvain*
Discussant: **Christian Kiewitz**, *U. of Dayton*
Participant: **Ghulam Murtaza**, *Kedge Business School*
Presenter: **Ghulam Murtaza**, *Kedge Business School*
Participant: **Rahman Khan**, *NEOMA Business School*
Participant: **Abdur Rahman Khan**, -
Participant: **Qurat-ul-ain Talpur**, *ESSCA School of Management*
Participant: **Constantin Lagios**, *Catholic U. of Louvain*
Presenter: **Constantin Lagios**, *Catholic U. of Louvain*
Participant: **Gaëtane Caesens**, *U. Catholique de Louvain*
Participant: **Chris Bell**, *York U.*
Participant: **Hak-Yoon Kim**, *Weatherhead School of Management, Case Western Reserve U.*
Presenter: **Hak-Yoon Kim**, *Weatherhead School of Management, Case Western Reserve U.*
Participant: **Noémie Brison**, *U. Catholique de Louvain*
Presenter: **Noémie Brison**, *U. Catholique de Louvain*
Participant: **Florence Stinglhamber**, *Catholic U. of Louvain*

Despite its prevalence in the modern workplace, organizational dehumanization is an intrinsically negative phenomenon that entails a wide range of deleterious consequences, for both employees and organizations. While an increasing number of theoretical and empirical studies have started to examine this construct, its nomological network remains for the most part underdeveloped. In this symposium, we seek to stimulate scholarly interest by offering a refined and more complete understanding of organizational dehumanization. To this end, we present four papers that offer theoretical and empirical insights on the detrimental consequences, underlying mechanisms, boundary conditions, and measurement of organizational dehumanization. Collectively, the papers presented in this symposium set the stage for further scholarship on organizational dehumanization and the development of policies that may help mitigate its harmful effects, thereby helping to build a more humanitarian workplace.

The Effect of Organizational Dehumanization on Creative Performance

Author: **Ghulam Murtaza**, *Kedge Business School*
Author: **M Abdur Rahman Malik**, *Lahore U. of Management Sciences*
Author: **Rahman Khan**, *NEOMA Business School*
Author: **Qurat-ul-ain Talpur**, *ESSCA School of Management*

Organizational Dehumanization and Displaced Aggression: A Trickle-Out Model

Author: **Constantin Lagios**, *Catholic U. of Louvain*
Author: **Gaëtane Caesens**, *U. Catholique de Louvain*

Organizational (De)humanization and Mindfulness

Author: **Chris Bell**, *York U.*
Author: **Hak-Yoon Kim**, *Weatherhead School of Management, Case Western Reserve U.*

Development and Validation of a Short Scale of Organizational Dehumanization

Author: **Noémie Brison**, *U. Catholique de Louvain*
Author: **Florence Stinglhamber**, *Catholic U. of Louvain*
Author: **Gaëtane Caesens**, *U. Catholique de Louvain*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

**Acceleration and Soft-Landing Programs:
Internationalization of Latin American Startups**
Latin American Startup Acceleration and Soft-landing



Organizer: **Katherina Kuschel**, *CENTRUM Catolica, Pontificia U. Catolica del Peru*
Panelist: **Aki Harima**, *U. of Bremen, Germany*
Panelist: **Jan Harima**, *U. of Bremen, Germany*
Panelist: **Jörg Freiling**, *U. of Bremen, Germany*
Panelist: **Ruth Powosino**, *CENTRUM Catolica, Pontificia U. Catolica del Peru*
Panelist: **Katherina Kuschel**, *CENTRUM Catolica, Pontificia U. Catolica del Peru*
Panelist: **Carlos Jesus Alsua**, *U. of Arizona*
Panelist: **Ralph Henn**, *Karlsruhe Institute of Technology*
Panelist: **Orestis Terzidis**, *Karlsruhe Institute of Technology*
Panelist: **Cristina Sueiras**, *Karlsruhe Institute of Technology*
Panelist: **Christin Eckerle**, *Karlsruhe Institute of Technology*
Panelist: **Sarah Manthey**, *Karlsruhe Institute of Technology*

Fifteen years ago, big international acceleration programs (IAP) started to emerge in the US (e.g., Y Combinator in 2005, Techstars in 2006) yet the main early-stage funds and seed accelerators in Latin America —such as 500 Startups or Start-Up Chile— were born in 2010. These Latin American IAP have had a profound effect on entrepreneurs' mobility, migration of startups, raising the country brand, the connection within and between ecosystems, the entrepreneurial culture in the local ecosystem, regulation, and entrepreneurial and migration policy. Simultaneously, in the last decade, we have seen the rise of many Latin American unicorns, and other very successful companies in the retail, edutech, and fintech sectors, accelerating the economic development in these emerging economies. Yet a new era has arrived. The COVID-19 pandemic created a new scenario for the internationalization of startups. Resilient, antifragile, and crises-proof growth became new approaches to the development of entrepreneurial ecosystems. The process of internationalization became slower and more expensive. However, due to the digitalization of platforms and access to global markets, more startup founders are thinking of scaling abroad. This has created the need for digital and customized soft-landing programs that help founders find the right entry mode to the foreign market. This PDW connects four studies that will show the diversity of benefits gained by the local entrepreneurs, “expatpreneurs”, entrepreneurial policy, and the overall entrepreneurial ecosystem.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

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Session Type: **Paper Session**
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Institutions, Corporate Political Strategy and FDI

IM: A Social Media Analytics Approach to Researching Corruption in International Business  

Author: **Maximilian Stallkamp**, *Virginia Tech*

Corruption is an important international business phenomenon, yet empirical research – especially at the firm level – remains rare, in part due to data limitations. I argue that the combination of modern data analytics tools and social media data has great potential for advancing empirical research on corruption. Using web scraping tools and the Twitter API through a combination of Python and R, I compile a sample of 168 firms involved in bribery schemes in 83 countries and collect nearly 1 million tweets related to these firms' corrupt activities. I illustrate how such data can help scholars examine previously under-researched aspects of corruption, such as the role of country-level institutions in moderating public reactions to revelations of corruption.

Paper is Available to Meeting Registrants Only.

IM: Corruption Controls in MNCs and Financial Benefits from Foreign Bribery in Forty-Four Host Countries   

Author: **Leyla Orudzheva**, *Texas A&M U. Central Texas*

Author: **Manjula S. Salimath**, *U. of North Texas*

Author: **Robert Pavur**, *U. of North Texas*

While corruption is a widely studied phenomenon, little is known about the conditions under which it can be controlled in multinational companies (MNCs). This paper probes the deeper structure of corruption, i.e. the financial opportunity to engage in it. More specifically, we examine how the financial benefits of corruption opportunity (BCO) varies with the enactment of various internal and external corporate corruption controls. To avoid biases associated with perceptual measures of corruption, we study real life bribery transactions based on a sample of publicly traded MNCs caught for violations of the United States Foreign Corrupt Practice Act (FCPA). Findings from forty-four host countries reveal that a) regulatory sanctioning in host countries, and bureaucratic controls at a firm level are negatively related to BCO, b) positive social sanctioning is positively related to BCO, and b) vigilance controls help strengthen negative effect of bureaucratic control and positive social sanctioning control on BCO. This study represents a first known attempt to empirically examine the impact of corruption controls on financial benefits of corruption and advances understanding of the multidimensionality of corporate corruption control in MNCs. Keywords: corporate corruption, corruption control, vigilance control, foreign bribery

Paper is Available to Meeting Registrants Only.

IM: Cross-Domain Competition: Integration of Competitive Strategy and Corporate Political Strategy

Author: **Xiaoyan Sun**, *National School of Development at Peking U.*

Author: **Hao Ma**, *National School of Development at Peking U.*

While competitive actions focus on a firm's competitive advantage and performance in the competitive domain, corporate political activities deal primarily with the firm's relationship with the government in the political domain to improve both its legitimacy and competitive advantage. Will an attack by a rival multinational enterprise in the competitive domain trigger a response in the political domain? What are the rationales and determinants of such a cross-parry between the two domains? Building on the literature of multimarket competition and corporate political activities, we examine the joint deployment of competitive strategy and political strategy and advance a theory of cross-domain competition between multinational enterprises. Specifically, we systematically examine the determinants of the attacked multinational enterprise's choice of responses to an attack in the competitive domain (i.e., no response, response in the competitive domain only, response in the political domain only, or responses in both domains simultaneously), focusing on the differentials between the attacking MNE and attacked MNE in each domain and the differentials in their cross-domain coordination, also taking into account the impact of the types and characteristics of the attacks as well as the concerns and expectations of the third-party players such as other rivals and stakeholders. Our integrative account of cross-domain competition will help enhance our understanding of how a multinational enterprise simultaneously manages its competitive actions and political actions against the same rivals and contribute to the integration of competitive strategy and corporate political strategy.

Paper is Available to Meeting Registrants Only.

IM: Highlighting the Role of AI on FDI: An Evidence Drawing Upon the Emerging Institution Perspective

Author: **Yifei Pan**, *Peking U. Guanghua School of Management*

Author: **Xuchang Chen**, *Peking U.*

Author: **Ting Xiao**, *Peking U.*

Author: **Jun Xia**, *U. of Texas at Dallas*

Although artificial intelligence (AI), the leading technology in this digital era, has become an important driver for business investments, little is known about its underlying theoretical mechanisms and functioning boundaries. Drawing on the institution-based view, we argue that AI development creates an emerging institution, serving as a centripetal force to attract foreign firm investment (FDI). Accordingly, we predict that host-country AI development attracts a firm's FDI in the form of subsidiary establishment. We highlight home-subnational AI development and a firm's state ownership as important boundary conditions under which the relationship is stronger and weaker, respectively. We construct a novel dataset reflecting rich AI development information, drawing upon a sample of 1,524 Chinese public firms engaged in outward FDI activities in 26 host countries from 2015 to 2017. We find evidence for our predictions. Our results provide valuable implications for the literature on international digital economy and AI research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Foreign Entry Decisions

IM: Aid, State-Ownership, and the Location Decision of Chinese MNEs in Africa

Author: **Xuanjin Chen**, *School of Economics and Management Southwest Jiaotong U.*
Author: **Zhenzhen Xie**, *School of Economics and Management Tsinghua U.*

With the hybrid nature of government agencies and market players, state-owned enterprises (SOEs) tend to play multiple roles when they conduct FDI in host countries that receive aid from their home country. Bridging the literature that studies the impact of aid on FDI with the research on SOEs, we propose that SOEs are more likely to make FDI in aid recipient countries than privately-owned enterprises (POEs) from the same country. In addition, SOEs' FDI in recipient countries not only mediates the positive impact of aid on POEs' FDI in recipient countries, but also strengthens the impact as a moderator. Empirical research based on data of 3,758 Chinese FDI projects in Africa during 2001-2015 delivered support to the above arguments. The findings of this study extend the research on the relationship between aid and FDI, as well as the SOE literature.

Paper is Available to Meeting Registrants Only.

IM: Does Distance Determine the Location Choice of I-business Firms?

Author: **Chinmay Pattnaik**, *U. Of Sydney*
Author: **Hea Sun Lee**, *The U. of Sydney Business School*

This study examines the role of cross-national distance on the location choice of I-business firms in their international expansion. While technology enables faster international expansion of I-business firms, unfamiliarity with and uncertainty of distant host countries may still affect their location choice. We examine the impact of cross-national distances based on CAGE framework (i.e., cultural, administrative, geographic and economic) on the location choice of I-business firms. We further identify two firm-level contingencies of I-business firms (i.e., direct network externalities and engagement in business-to-business transactions) that condition the effect of cross-national distances on the location choice decision. Using a global data set of 185 I-business firms, we find that cultural, administrative and geographic distances negatively impact the location choice. While I-business firms with direct externality strengthen the negative relationship between distance and location choice, business-to-business (B2B) firms weaken them. Our study demonstrates the continuing role of distances on the internationalization of I-business firms.

Paper is Available to Meeting Registrants Only.

IM: CEO Overconfidence and MNCs' Foreign Entry

Author: **Takumi Shimizu**, *Keio U. Japan*
Author: **Akie Iriyama**, *Waseda U.*

Upper echelon theory (UET) has been a widely researched theory in management research, explaining that a firm's strategic actions are driven by the psychological traits of its top executives. However, there still have been few studies that link UET to strategic actions of multinational companies (MNCs) in the context of international business (IB). In this paper, we apply UET to IB and examine how CEO overconfidence influences MNCs' decision to enter a foreign country. We also investigate contextual factors (geographic distance and host country experiences) which affect the relationship between CEO overconfidence and MNCs' foreign entry. By creating and analyzing the unique longitudinal dataset of Japanese MNCs, we contribute to unpacking theoretical mechanisms of CEOs' overconfidence in their MNC's foreign entry decisions. We extend UET to the context of IB and shed new light on explaining MNC strategic actions.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Knowledge Management Across Borders

IM: IPR Regime Incongruence and R&D Internationalization Speed of EMNEs: An Institution-Based View (WITHDRAWN)

Author: **Yi Yang**, *Shanghai Jiao Tong U.*
Author: **Longwei Tian**, *Tongji U., Shanghai, PR. China*
Author: **Yuan Li**, *Shanghai Jiao Tong U.*

Emerging economy multinational enterprises (EMNEs), as latecomers to catch-up, start to internationalize their research and development (R&D) activities urgently in recent years. However, IB researchers have paid much attention to advanced economy multinational enterprises' (AMNE) R&D investment to emerging economies, but relatively little attention to EMNEs' R&D investment to advanced economies. Building on institution-based view, we study how the incongruence of intellectual property right (IPR) regime between home and host countries affect EMNEs' R&D internationalization. Further, we explore the moderating effects of EMNEs' social networks on the relationship between IPR regime incongruence and R&D internationalization. We test these ideas using 372 foreign R&D subsidiary establishment from 199 EMNEs in China during 2007-2017. Our research sheds new light on MNE's R&D internationalization.

Paper is NOT Available. Please contact the author(s).

IM: Opening the Black Box of Knowledge Management in International PSFs: Knowledge Types and Processes

Author: **Ciara O'Higgins**, *Deusto Business School*
Author: **Nekane Aramburu Goya**, *Deusto Business School*
Author: **Tatiana Andreeva**, *Maynooth U.*

International professional service firms (PSFs) are often hailed as exemplars of transnational firms, although little is actually known about how they leverage their knowledge across borders. In this study, we build on the knowledge-based view to explore how different international PSFs manage their knowledge and seek to understand how different knowledge types and knowledge processes affect their international management. To do this, we adopt a comparative case study approach to examine data collected from seven international PSFs with varying degrees of professionalisation. Our findings revealed a complex array of knowledge types and knowledge processes and that lead different international PSFs to internationalise for different motives, face different barriers and opt for different modes of internationalisation. This study contributes to expanding existing knowledge on the management of international PSFs and extending the knowledge-based view of multinational enterprises by building a framework of knowledge types and knowledge processes to explore the organisational arrangements of international PSFs.

Paper is Available to Meeting Registrants Only.

IM: Strategic-Asset-Seeking FDI and Firm Innovation: An Institutional Perspective Highlighting IPRs

Author: **Ting Xiao**, *Peking U.*
Author: **Xuchang Chen**, *Peking U.*
Author: **Yifei Pan**, *Peking U. Guanghua School of Management*
Author: **Jun Xia**, *U. of Texas at Dallas*

A burgeoning stream of inquiry has drawn attention to the reverse spillover effect of outward foreign direct investment (OFDI) on performances of emerging market firms (EMFs) in home countries. However, we know little regarding how institutional conditions across host and home countries alter such an effect and thus have an incomplete picture of this relationship. In this study, we integrate insights from the reverse spillover perspective and the institution-based view to examine the influence of an important but underexplored type of OFDI—strategic-asset-seeking (SAS) OFDI—on firm innovation performance. We highlight intellectual property right (IPR) protections as institutions and distinguish them at different levels across environments—both at the host-country level and the home-subnational level—as boundary conditions of the reverse spillover effect. Using a sample of Chinese publicly listed firms, we find that home-subnational IPR protection strengthens the reverse spillover effect of OFDI and innovation performance, whereas host-country IPR protection weakens the effect. In addition, we show that an EMF's R&D subsidies amplify such contrasting moderating effects, further enhancing the distinct mechanisms underlying IPR regimes between home and host countries.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Managing People Across Borders

IM: Understanding the Evolution of International Human Resource Management Research

Author: **Joonghak Lee**, *U. of Reading*
Author: **Chungil Chae**, *Pennsylvania State U.*
Author: **Rita Fontinha**, *Henley Business School, U. of Reading, United Kingdom*
Author: **Jongmin Lee**, *Henley Business School, U. of Reading*

This paper aims to depict the evolution of international human resource management (IHRM) research by mapping the semantic structure of the literature over the last 25 years. We conduct a bibliometric analysis of 1,507 articles published in the field of IHRM at the keyword, thematic, and network levels. Our analysis reveals that IHRM research has a complex semantic structure that is socially constructed. We also identify the evolution of main research trends across three time windows and branch out key themes for each time window. This study employs the bibliographic coupling analysis to provide an accurate systematic interpretation of IHRM literature to identify the main research patterns in the field of IHRM and to interpret the core themes that contributed to the evolution of IHRM research.

Paper is Available to Meeting Registrants Only.

IM: The Hidden Ways of Layered Resistance to Dominant HRM Transfer (WITHDRAWN)

Author: **Joey L. Soehardjo**, *Hitotsubashi U.*

While resistance to human resource management (HRM) practice transfers from multinationals has been widely researched in economically advanced countries, emerging economies are generally assumed to be institutionally more welcoming. This paper contributes to debates on international HRM diffusion both by highlighting hitherto neglected arenas of host-country resistance and identifying the multiple levels at which this plays out. Specifically, this paper examines the transfer of Japanese multinational corporations' HRM practices into Indonesia. The study reveals that alongside apparently consensual micro-level (organization) relations between home- and host-country management, important political power games are occurring at the meso-level (subnational). These games involve competing notions of 'best practice' with host-country actors more powerful than deterministic models of diffusion would predict. The study shows how local actors seek to defend elements of the established Indonesian business system, while Japanese actors bypass host-country regulations by mobilizing corporate business associations. The findings extend current understanding of cross-border management practice transfer, highlighting contestation and negotiation at the meso-level.

Paper is NOT Available. Please contact the author(s).

IM: A Science Mapping of Cultural Intelligence (CQ) Research

Author: **Andrea Caputo**, *U. of Trento & U. of Lincoln*
Author: **Mariya Kargina**, *U. di Roma Tor Vergata*

This paper presents the science map of the research produced around cultural intelligence (CQ) from management scholars. To systematize knowledge about CQ, a bibliometric analysis of 513 articles retrieved from the Web of Science Core Collection database has been made via the bibliometrix package in R, covering a range of studies from 2002 until 2020. The analyses present results concerning the performance of CQ research published in scientific journals, the geography of CQ research, and the identification of the main articles and thematic areas of research. Future research directions are drawn from the state of the art of cultural intelligence research.

Paper is NOT Available. Please contact the author(s).

IM: The Role of National Identity Salience for Drawbacks of Boundary Spanning Across National Cultures

Author: **Andreas Stefan Hundschell**, *LMU Munich*

Research on boundary spanning has highlighted its detrimental effect for boundary spanners themselves. However, in particular, the underlying mechanism through which employees' boundary spanning affects their role overload remains largely unexplored. Building upon identity theory, we investigate the role of employees' national identity salience in explaining the relationship between boundary spanning across national cultures and role overload. For this purpose, we conducted an experience sampling study and applied multilevel modeling to test our hypothesized moderated mediation model based on 561 observations from 104 individuals working in multinational contexts. Our findings show that the detrimental effect of boundary spanning across national cultures on role overload is mediated by employees' national identity salience. Furthermore, our results reveal that this indirect effect is contingent on the boundary spanners' national identity plurality such that this effect is more detrimental for individuals with high national identity plurality than for individuals with low national identity plurality. These findings have valuable implications for both boundary-spanning and multiculturalism research.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Performance Drivers and Effects

IM: The Impact of Local Networks on Subsidiary Performance

Author: **Tung-Lung Chang**, *Long Island U.*
Author: **CHUN-CHIEN LIN**, *National Chin-Yi U. of Technology, Taiwan*
Author: **Yu-Chen Chang**, *National Chung Hsing U.*

This study investigates how institutional voids attenuate the impact of business network characteristics of foreign subsidiaries on sales performance by examining: first, we decomposed the network range/strength into three dimensions in terms of technology, marketing, and supply chain to investigate the full picture with in-depth analysis; and second, by exerting each component of network range/strength with the regulative, cognitive, and normative institutional void scenario separately, our empirical results echo the recent call of conflicting findings may create the theoretical advances. Based on a sample of 274 Taiwanese manufacturing multinational corporations (MNCs) making foreign direct investments (FDI) in emerging markets. Our findings reveal that the same cognitive and normative institutional voids in the host country, which enhance the impact of marketing network range/strength can reduce the impact of supply chain network range/strength on sales performance of Taiwanese subsidiaries in China.

Paper is Available to Meeting Registrants Only.

IM: Why Venture Capital Firms Internationalize: Performance Effects on Cross-Border Investments →

Author: **Harald Kollmann**, *WU Vienna U. of Economics and Business*

The venture capital (VC) industry, which has traditionally been considered a local business, becomes increasingly internationalized with cross-border investments accounting for 31 percent in 2020. This attracted scholars from multiple disciplines, who have placed a strong focus on foreignness-related performance consequences. In our study we adopt a novel perspective on VC firms' motives to venture abroad, investigating the reverse performance relationship. Grounded in performance feedback theory, we hypothesize VC firms' financial performance shortfalls below aspiration levels trigger a process of problematic search. This search leads to an increased likelihood of cross-border investments and greater distance between VC firm and investee countries, both in terms of psychic and geographic distance. We find strong support for our hypotheses and conclude underperforming VC firms are pushed out of their home markets into more distant host markets. Our study complements the scarce research on the effects of performance feedback on firm internationalization and extends it to the VC industry. In addition, we contribute to the growing body of knowledge on international VC and provide stakeholders along the venture capital financing process with insights into their business partners' motives to venture abroad.

Paper is Available to Meeting Registrants Only.

IM: Political Strategy and Performance Tradeoffs for SMEs in an Emerging Economy 🌐 → 📄

Author: **Vladislav Maksimov**, *U. of North Carolina, Greensboro*
Author: **Yadong Luo**, *U. of Miami*
Author: **Jinyun Sun**, *Fudan U.*

We examine how unique features of institutional transition shape the adoption and performance implications of political strategy by small and medium-sized enterprises (SMEs). We focus on three inherent tradeoffs – hazardous versus developmental governmental actions, developing business networks versus relying on personal ties, and legitimacy building versus favoritism. To pursue opportunities during institutional transition, SMEs need to adopt an ambidextrous political strategy, where they engage in both compliance and influence. Yet, SMEs that have a larger size, need to rely less on personal ties, or can benefit from developmental government actions enjoy even higher performance. Empirical analysis of 310 SMEs from China confirms these expectations. These findings have important implications to political strategy by SMEs, the institution-based view of business strategy, and emerging economy SMEs.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

📖 Teaching-oriented 🌐 Practice-oriented → International-oriented 🗨️ Theme-oriented 📄 Research-oriented 🙌 Diversity-oriented
📄 Selected as a Best Paper

Resources in International Operations

IM: Resource Complementarity vs. Absorptive Capacity: The Governance of International Scientific Teams

Author: **Silvia Satiko Onoyama Mori**, *UnB, Embrapa*
Author: **Carlos Denner**, *U. of Brasilia*
Author: **Francisco Reifschneider**, *Embrapa*
Author: **Isabela Neves Ferraz**, *U. of Brasilia*

This article explains and demonstrates how formal (contracts) and relational governance mechanisms influence the relationship between resource complementarity and absorptive capacity to enhance the performance of R&D international cooperation projects. We proposed a theoretical model regarding the moderating effects of customized contracts and relational mechanisms of governance (trust, shared objectives, and communication) on the relationships between resource complementarity (human, organizational, physical, and financial resources) and absorptive capacity (potential and achieved). The model was tested empirically through structural equation modeling, by using the maximum likelihood method for estimating the parameters. The sample consisted of 231 R&D projects of international cooperation in agricultural sciences, involving Brazilian and international institutions. In the presence of less customized contracts, the exchange of complementary resources extends the teams' absorptive capacity. We also found that there is a need of well-established relational mechanisms for resource complementarity to affect the absorptive capacity. In the joint action of governance mechanisms, less customized contracts of R&D projects increase the exchange of complementary resources, besides enhancing trust, aligning the goals of team members, and fostering progress in the communication with external partners. The results provide important information for managers and leaders of research programs and projects, regarding the use of governance mechanisms to enhance teams' absorptive capacity through complementary resources. The study increases knowledge on the interaction of formal and relational mechanisms to enhance absorptive capacity, which has been little explored in previous research.

Paper is Available to Meeting Registrants Only.

IM: Domestic Factor Market Competition and Firm Risk-Taking: Evidence from the US Oil and Gas Industry

Author: **Yun Dong Yeo**, *UT Dallas*
Author: **Seung-Hyun Lee**, *U. of Texas at Dallas*
Author: **Pil-Seng Lee**, *U. of Texas at Dallas*

We explore how U.S. upstream oil and gas firms respond to domestic factor market competition that is centered on the finite proved reserves with their investment behaviors in domestic as well as in foreign countries. Our research delivers one clear message: firms engage in investment activities that enable them to avoid direct factor market competition. Within the domestic country, we conjecture that firms facing competition will increase their investment in riskier activities in pursuit of resources. Beyond the domestic country, firms are likely to escape competition by looking for opportunities abroad; yet they selectively do so by entering low-risk countries in search for resources. Once they enter low-risk countries, firms further engage in less international risk-taking activities. Empirical analyses testing our hypotheses corroborate our ideas.

Paper is Available to Meeting Registrants Only.

IM: Skilled Foreign Employees' Linguistic, Social, and Economic Capital in Organizations

Author: **Jinju Xie**, *Hiroshima U.*
Author: **Vesa Peltokorpi**, *Hiroshima U.*

While language proficiency is shown to be a source of power and career capital in multinational corporations, less is known why and how contextual language capability is related to social and economic capital development of skilled foreign employees (SFEs) in organizations. This study applies the theory of practice (Bourdieu, 1973, 1991) and interviews with 142 SFEs in a range of domestic corporations that operate in domestic and international settings in Japan to examine the interrelated nature of linguistic, economic, and social capital. Our analysis shows that SFEs' lack of context-specific linguistic capital (e.g., accent and intonation) lowered their power and career opportunities, and prevented them from accumulating social capital (e.g., networks with local stakeholders) and economic capital (e.g., job promotion). Due to the reproductive relationships between these capital types, low linguistic capital explains the sustained disadvantaged positions of SFEs in domestic organizations. This study by focusing on the contextual aspect of language contributes to international business research on language and suggests new avenues of language research.

Paper is Available to Meeting Registrants Only.

IM: Organization Capital and Firm Internationalization

Author: **Arpit Raswant**, *Deakin U.*
Author: **Ahasan Habib**, *U. Of Sydney*
Author: **Florian Bauer**, *Lancaster U.*
Author: **Md Shahiduzzaman**, *U. of Queensland*

As a critical source of sustainable competitive advantage, organization capital constitutes an orchestrating mechanism for tangible and intangible resources and is of particular value in complex strategic endeavors. Our research examines the role of organization capital in firm internationalization through cross-border M&As (CBM&A) and value creation. We draw on longitudinal data from listed US firms spanning 20 years of mergers and acquisitions (M&As) activity between 1996 and 2015 and find that firms with higher organization capital are more likely to internationalize through CBM&As because of freed up resources to recognize opportunities. We further find that firms with higher organization capital sustain performance and significantly create value for investors in the short and long run because of a better understanding of capturing value from rare strategic events. Our results offer novel and robust insights on value creation in international markets through organization capital.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

SME Internationalization

IM: **How to Improve Marketing Capability and Export Performance of Emerging Market SMEs in Crises?**

Author: **Nadia Zahoor**, *U. of Strathclyde*

Author: **Yong Kyu Lew**, *Hankuk U. of Foreign Studies*

This paper examines how and to what extent strategic flexibility of international strategic partnerships (ISPs) affects export performance of emerging market small and medium-sized enterprises (EMSMEs) via international marketing capability in crises. Also, it investigates whether these EMSMEs' adoption of digital technology strengthens the impact of strategic flexibility of ISPs on international marketing capability. We developed a conceptual model based on the international partnership and dynamic capability perspectives on strategic flexibility. The study empirically examines the mediation and moderation effects between strategic flexibility of ISPs, international marketing capability, export performance, and adoption of digital technology. We test the model using 129 Pakistani EMSMEs with hierarchical regression analyses. The findings suggest that strategic flexibility of ISPs positively impacts on export performance of EMSMEs in crises. Moreover, we found that international marketing significantly mediates the relationship between strategic flexibility of ISPs and export performance of EMSMEs. Also, the adoption of digital technologies significantly moderates the association between strategic flexibility of ISPs positively and international marketing capability. We take strategic flexibility of ISPs in the context of the emerging market and how EMSMEs enhance export performance in a time of crisis, which extends the prior EMSMEs international marketing strategy and crisis management literature. The result demonstrates that strategic flexibility of ISPs is a vital dynamic capability to enhance export performance of EMSMEs via international marketing capability and adoption of digital technologies.

Paper is Available to Meeting Registrants Only.

IM: **How Do SMEs Survive Institutional Voids? The Role of Innovation (WITHDRAWN)**

Author: **Aditya Milind Ketkar**, *Ohio State U.*

Author: **Mona V Makhija**, *Ohio State U.*

Author: **Kiran Awate**, *Virginia Tech*

Economies fall short to varying degrees in providing the institutions necessary to support market mechanisms. These limitations, known as institutional voids, are generally thought to reduce the effectiveness and performance of firms operating in such environments. To explain how firms deal with institutional voids, scholars have pointed to various strategies such as corporate social responsibility (CSR), internalization, information substitution, institutional borrowing, and signaling. These resource-intensive strategies are utilized primarily by very large firms. SMEs have limited resources that reduce their degrees of freedom for enacting such complex strategies. Given the significant contribution of SMEs to worldwide businesses, employment as well as national income, particularly to the emerging economies, it is important to understand their strategies in overcoming institutional voids. We suggest that SMEs will be more likely to undertake innovation to deal with institutional obstacles. Findings highlight the importance of innovation for SMEs even in environments thought to have less developed innovation-supporting systems. The connections we demonstrate between SMEs, institutional voids and innovation are new to the literature.

Paper is NOT Available. Please contact the author(s).

IM: **Towards De-internationalisation of Entrepreneurial SMEs: Exploring Internal and External Factors**

Author: **Vahid Jafari Sadeghi**, *Aston Business School*

Author: **Hannan Amoozad Mahdiraji**, *U. of Leicester*

Author: **Demetris Vrontis**, *U. of Nicosia-Online*

Author: **Leo Dana**, *Dalhousie U.*

In recent years, the global business environment has witnessed a wave of de-internationalisation among not only multinationals but also small and medium-sized enterprises (SMEs). This disengagement of cross-border activities is deemed to be driven by various firm-specific determinants as well as external factors. Building on the premise of dynamic capabilities view and institutional theory, this paper is set to disentangle the extent to which internal and external factors drive SMEs towards de-internationalisation. To address our research objectives, we take advantage of a hybrid multi-layer decision-making-mathematical modelling approach. Our key findings reveal two distinct frameworks reflecting the general interrelationship amongst internals and externals. Also, the subordinate level explores the unique compositions leading to different de-internationalisation modes. In this vein, our findings highlight two categories of factors namely reducing and terminating factors, which drive SMEs into respectively partial and full de-internationalisation.

Paper is Available to Meeting Registrants Only.

IM: **Internationalization of SMEs: The Effect of Unfair Experience in the Home Country**

Author: **Kyungjoong Kim**, *Rutgers Business School*

Author: **Se Ho Cho**, *North Carolina A&T State U.*

This study identifies a new motive which drives SMEs to go abroad. We investigate the impact of unfair experiences with large domestic partners on the internationalization of SMEs along with the moderating effects of industry competition and foreign networks. Using the survey data from Annual Survey of Korea Venture Firms (2014~2018), we find some support for the explanatory role of unfair experience and moderating roles of industry competition and foreign network on SMEs' internationalization. The findings suggest that SMEs with unfair experiences in the home country are more likely to internationalize, and foreign networks may catalyze the internationalization of SMEs. However, industry competition may discourage the international expansion of SMEs because they need to focus more on defending their positions in the home country than expanding their business internationally.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Societal Challenges    

IM: Poverty Alleviation of Multinational Enterprises: Symbolic Or Substantial? 

Author: **Hao Yu**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Author: **Chengcheng Xia**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Author: **Longwei Tian**, *Tongji U., Shanghai, PR. China*
Author: **Yuan Li**, *Shanghai Jiao Tong U.*

The current study focuses on multinational enterprises (MNEs) poverty alleviation programs. By adopting the attention-based view (ABV), we suggest that the poverty of subsidiary's host country affects MNE's choice of alleviation: symbolic or substantial. Findings show that the poverty of subsidiary host country has a positive effect on MNE's substantive poverty alleviation. Moreover, MNE's industrial concentration, CEO famine experience in childhood, and Confucian cultures of MNE's location will moderate this relationship. Panel data of Chinese MNEs in 2016–2019 are used to test the theories. Findings present implications for poverty alleviation and ABV.

Paper is Available to Meeting Registrants Only.

IM: The Curvilinear Impacts of Social Challenge Stressors on Hong Kong and US Nurses' Job Satisfaction

Author: **Yu-Ping Chen**, *John Molson School of Business, Concordia U.*
Author: **Janice R Joplin**, *Southern Illinois U., Edwardsville*
Author: **Sandy Chan**, *Hong Kong Baptist U.*
Author: **Richard Posthuma**, *UTEP*

Drawing on the challenge-hindrance stressor framework and the transactional theory of stress, we examined the curvilinear effects of two emic social challenge stressors (guanxi and participative decision-making; PDM) and the moderating effect of an etic social hindrance stressor (perceived organizational politics; POPs) on Hong Kong and U.S. nurses' job satisfaction. Based on the responses from 355 Hong Kong nurses and 116 U.S. nurses, we found that while guanxi only has an inverted U-shaped relation on Hong Kong nurses' job satisfaction, PDM has an inverted U-shaped relation on both Hong Kong and U.S. nurses' job satisfaction. We also found that Hong Kong nurses experienced the highest job satisfaction when their guanxi and POPs are both high. Implications for theory and practice are also discussed.

Paper is Available to Meeting Registrants Only.

IM: Corporate Social Inclusion Practices Across Nations: Organizational and Institutional Enablers    

Author: **Vladislav Maksimov**, *U. of North Carolina, Greensboro*
Author: **Can Ouyang**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Author: **Stephanie L. Wang**, *Indiana U., Bloomington*

We develop a theoretical framework to explain the enablers of corporate social inclusion practices across nations. Building on the egoism-altruism distinction in the social psychology literature, we distinguish between egoistic and altruistic corporate social inclusion practices and theorize their differences in enabling mechanisms. Specifically, we argue that while managerial diversity and cross-sector connections, as two organizational enablers, positively contribute to both social inclusion practices, their effects are more potent on egoistic corporate social inclusion practices in comparison to altruistic ones. Furthermore, home government social welfare provision, as an institutional enabler, substitutes organizational enablers in developing egoistic corporate social inclusion practices but augments the influence of organizational enablers on altruistic corporate social practices. We find support for our arguments by analyzing social inclusion practices by 760 high-tech firms in 48 countries from 2005-2016.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Growth or Fixed? The Role of Implicit Mindset in Leadership Development *Implicit Mindsets and Leadership Behaviors*



Facilitator: **Jamie L. Gairo**, *Jamie Gairo Consulting*

In this workshop, practitioners will learn about the latest research in implicit mindsets and leadership behaviors. A particular focus will be placed on my research project that examined leaders' language and descriptions about interactions with employees to see linguistic markers of implicit mindsets. This session will cover a brief overview of this research and then a deep dive into the results as they are directly applicable to the field of leadership development. In this session, we will discuss the following: (a) how to assess implicit mindset, (b) how to interpret the results, and (c), how to incorporate the results into a customized leadership program. Following this session, participants will have assessed their own implicit mindset, created the outline for a development plan, and be ready to apply this information with their clients.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Management Education and Learning Writers Workshop
MED Writers Workshop



Session Chair: **Kathleen J. Barnes**, *Salem State U.*
Facilitator: **Alex Bolinger**, *Idaho State U.*
Facilitator: **Todd Bridgman**, *Victoria U. of Wellington*
Facilitator: **Diego Coraiola**, *U. of Victoria*
Facilitator: **Kerri Crowne**, *Widener U.*
Facilitator: **Jacob Eisenberg**, *UCD*
Facilitator: **William Foster**, *U. of Alberta*
Facilitator: **Cynthia Fukami**, *U. of Denver*
Facilitator: **Danna Greenberg**, *Babson College*
Facilitator: **Thomas F. Hawk**, *Frostburg State U.*
Facilitator: **Olivia Hernandez-Pozas**, *Tecnologico de Monterrey*
Facilitator: **Sabine Hoidn**, *U. of St. Gallen*
Facilitator: **Melissa L. Intindola**, *Bucknell U.*
Facilitator: **Stephen J Jaros**, *Southern U.*
Facilitator: **C Douglas Johnson**, *Georgia Gwinnett College*
Facilitator: **Vicky Anne Lester**, *The Case Centre*
Facilitator: **Peter McNamara**, *Maynooth U.*
Facilitator: **Michelle Amy Montague-Mfuni**, *2022 Ph.D. Graduate*
Facilitator: **Dirk C. Moosmayer**, *Kedge Business School*
Facilitator: **Julie JP Palmer**, *Webster U.*
Facilitator: **Kanu Priya**, *Missouri State U.*
Facilitator: **Olga Igorevna Ryazanova**, *Maynooth U.*
Facilitator: **Rita J. Shea-Van Fossen**, *Nova Southeastern U.*
Facilitator: **George Smith**, *Albright College*
Facilitator: **James C. Spee**, *U. of Redlands*
Facilitator: **Gary Stark**, *Northern Michigan U.*
Facilitator: **John B. Stark**, *California State U., Bakersfield*
Facilitator: **Christine Quinn Trank**, *Vanderbilt U.*
Facilitator: **Robert M. Yawson**, *Quinnipiac U.*
Facilitator: **Carolyn Wiley**, *Roosevelt U.*
Facilitator: **Robert Phillip Wright**, *Hong Kong Polytechnic U.*
Facilitator: **Alison M. Dachner**, *John Carroll U.*
Facilitator: **Maria Riaz Hamdani**, *U. of Akron*
Facilitator: **Joel I. Harmon**, *Fairleigh Dickinson U.*

This professional development workshop is designed to assist authors in preparing their management education and learning manuscripts for publication. The submitted manuscript can be in any stage of completion, but must have sufficient content for review and comment. Management education and learning manuscripts submitted, but not accepted in the 2022 Academy of Management's Management Education and Development Division conference program, may be submitted since the manuscript title will not appear in the program. Manuscripts will be grouped with similar management education and learning manuscripts with each author expected to review the manuscripts prior to the workshop. A journal editor or experienced researcher will review each manuscript, provide feedback to participants and will facilitate a discussion of all participants' manuscripts at their assigned table. This workshop is co-sponsored by the Organization Management Journal, Management Learning, the Journal of Management Education, and the Academy of Management Learning & Education.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Affect, Mood and Emotion in the Workplace: Novel Insights

MOC: The Enriching Effects of Spouse's Emotion Regulation Ability on Employee's Leader-Member Exchange

Author: **Anna Carmella Ocampo**, *EMLV Paris*
Author: **Lu Wang**, *Australian National U.*
Author: **Jun Gu**, *Macquarie Business School, Macquarie U.*
Author: **Hang Zhao**, *UNSW and KPMG*
Author: **Markus Groth**, *UNSW Sydney*
Author: **Herman Tse**, *Monash U.*

Although work and family lives are increasingly intertwined in modern life, our understanding of how spouse's emotional abilities can permeate employee's work life remains limited. Integrating Work-Home Resources Model with emotional intelligence literatures, we investigate how spouse's emotion regulation ability (ERA) facilitates employees' leader-member exchange (LMX) across three mixed-methods studies. Study 1 employed an exploratory qualitative empirical study to identify the work-related benefits of spouse's ERA. Study 2 used data from independent spouse-employee-supervisor triads measured at two separate time points to demonstrate that the indirect effect of spouse's ERA on LMX via employees' personal resources (i.e., psychological capital and emotion management knowledge) was conditional at higher, as opposed to lower, spouse's family role overload. Study 3 replicated experimentally the interactive effects of spouse's ERA and family role overload on employees' personal resources, which in turn shape LMX quality. Collectively, our findings extend theoretical insights and empirical evidence to the important and complex role of affect in LMX development from the lens of family-to-work enrichment process.

Paper is Available to Meeting Registrants Only.

MOC: Being Busy, Feeling Poor: The Scale Development and Function Validation of Perceived Time Poverty

Author: **Xingshan Zheng**, *Shanghai Jiao Tong U.*
Author: **Qi Zhang**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Author: **Xinxin Li**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Author: **Bingqing Wu**, *U. of Wisconsin Parkside*

The advancement of the study of time poverty in the field of organizational behavior has been stymied by the lack of a validated time poverty measure. We proposed a new way of seeing freely disposable time by introducing the concept of perceived time poverty, distinguishing it from related concepts, and conducting two phases to develop a scale and test our theoretical model of the effects of perceived time poverty. Our study aimed to develop and validate a nomological network of perceived time poverty based on the definition of time poverty in organizations. Specifically, we conducted phase 1 to develop a measure for PTP and demonstrate its psychometric properties. We conducted phase 2 to test the nomological network of self-reported time poverty using three time-lagged surveys. Together, these studies provide evidence of the psychometric validity of the new scale developed for assessing employee perceived time poverty using self-reports. We discuss the implications of the new scale developed to study time poverty in organizations, and future research directions using the new scale are offered.

Paper is Available to Meeting Registrants Only.

MOC: Adding Insult to Injury: The Interactive Effect of Internal and External Stressor on Employee Service

Author: **Jing Jiang**, *Beijing International Studies U.*
Author: **Yanan Dong**, *School of Economics and Management, Beihang U.*

Drawing on the stressors-emotion model, the present study examines how customer mistreatment behavior (internal stressor) and team performance pressure (external stressor) work together to influence employees' proactive customer service performance. We propose that customer mistreatment results in employees' emotional exhaustion, and in turn reduces proactive customer service performance. In addition, team performance pressure interacts with customer mistreatment behavior to influence employees' emotional exhaustion, such that team performance pressure strengthens the dysfunctional effect of customer mistreatment behavior on employees' emotional exhaustion. To mitigate this negative effect, we introduce leader positive affective presence as another moderator that attenuates the negative effect of employees' emotional exhaustion on their proactive customer service performance. Based on time-lagged data collected from 220 employees and 54 branch leaders from a large catering group in China, the results generally supported our hypotheses. The findings advance our knowledge of how internal and external stressors influence employees' proactive behaviors and provide insights for organizational managers.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Antecedents and Outcomes of Individual Motives and Cognitions

MOC: **Linking Leader-Member Exchange Ambivalence and Presenteeism: A Moderated Mediation Model**   

Author: **Yejun Zhang**, *U. of Texas Rio Grande Valley*
Author: **Min Wan**, *Texas State U.*
Author: **Honglei Wang**, *Northeast Agricultural U.*

Presenteeism, referring to attending work while ill, has become a prevalent phenomenon in recent years. Although previous research has identified a range of predictors of presenteeism, it remains less known about its potential social antecedent. Drawing on self-consistency theory, this study examined the mediating role of organization-based self-esteem between leader-member exchange ambivalence and presenteeism as well as the moderating role of supervisor's organizational embodiment. To test the proposed model, we collected data in a sample of 370 employees across three waves in time. The results supported the indirect effect of leader-member change ambivalence on presenteeism via organization-based self-esteem and this indirect effect was only significant when supervisor's organizational embodiment was high. We discussed the theoretical and practical implications as well as future research directions. We hope our findings can stimulate more future research on the social perspective of presenteeism.

Paper is Available to Meeting Registrants Only.

MOC: **The Effects of Daily Ritual Behaviors at Work on Daily Flow Experience and Task Performance**

Author: **Tzu-Ting Lin**, *National Chengchi U.*
Author: **Nai-Wen Chi**, *National Sun Yat-Sen U.*

Although the benefits of performing ritual behaviors have been recognized in various fields, it remains unclear whether, why, and when employees can promote their daily task performance via engaging in ritual behaviors at work. To fill these theoretical gaps, we conducted two studies to develop a new scale to measure employees' enactment of ritual behaviors at work and test the psychological processes linking daily ritual behaviors at work and task performance and the boundary condition of this association. In Study 1, we first collected the critical incidents from 151 full-time employees to develop a new measure of ritual behaviors at work. Then we performed exploratory and confirmatory factor analyses to examine the validity of our new measure using the second sample (total N = 646). In Study 2, we tested our theoretical model by employing the experience sampling method and collected daily data twice from 195 employees across five consecutive workdays, resulting in 912 matched daily responses. Consistent with the bottom-up and top-down processing of rituals and self-determination theory, the results indicated that daily ritual behaviors at work increase daily flow experience, enhancing subsequent task performance. Importantly, employees' job autonomy can further amplify the positive effect of daily ritual behaviors on daily flow experience. Future researchers can use our measure to capture employees' ritual behaviors at work and test its effects on other work-related outcomes to expand our understanding of rituals at work.

Paper is Available to Meeting Registrants Only.

MOC: **A Contingency Approach to the Impacts of Impression Management on Individual Performance**

Author: **Min-Jeong Kim**, *Chonnam National U.*

Due to today's business environment in which the task interdependence and team-based work is increasing, organizational members are experiencing a high level of social interaction in their organizational life. Therefore, it is necessary to understand the effects of impression management tactics used by employees in their interaction and the contingencies that strengthen their effectiveness. In this background, this study investigates the effects of impression management tactics such as ingratiation and self-promotion on individual performance. Then, it also tends to shed light on the contingencies that individual personality influences on the effectiveness of these tactics. Based on trait activation theory, it is hypothesized that extraversion and openness to experience strengthen the relationship between ingratiation and performance, while agreeableness weakens the influence of self-promotion on performance. I collected research data from a survey with 22 employees in a Korean organization. As a result, self-promotion was found to have a positive effect on individual performance evaluated by a supervisor, whereas the effect of ingratiation was not significant. Predictions on moderating effects were all supported.

Paper is NOT Available. Please contact the author(s).

MOC: **How SES Background Relates to Employee Overqualification, Information Seeking and Knowledge Hiding** 

Author: **Jia Hui Lim**, *Hong Kong Baptist U.*
Author: **Bingjie Yu**, *Hong Kong Baptist U.*

The influence of one's socioeconomic status (SES) background on employee outcomes is increasingly recognized. Drawing on sociological and psychological research on SES and relative deprivation theory (RDT), we examine when and why SES background influence perceptions of overqualification and downstream behavioral reactions in the workplace. In a time-lagged, multisource field study involving 400 employees and 400 coworkers, we find that employees with higher SES backgrounds experience higher level of perceived overqualification, thus increasing both knowledge hiding and information seeking behaviors. Furthermore, relational mobility moderates the indirect effects, such that the positive effect on knowledge hiding is weakened and the positive effect on information seeking is strengthened when relational mobility is high versus when it is low. Our theory and findings highlight that SES background can have long-term impact on workplace behaviors and offer a more comprehensive view of how people's behaviors to manage perceived overqualification may be strategic instead of plainly reactionary.

Paper is NOT Available. Please contact the author(s).

Author: **Haeseen Park**, *Bowling Green State U.*

Author: **Bradford S. Bell**, *Cornell U.*

Author: **Eunhee Kim**, *Cornell U.*

This study aims to advance our knowledge of goal orientation by developing a comprehensive theory on the impact of goal orientation on individual learning. Building on the 2×2 framework of goal orientation, we theorize how each type of goal orientation is associated with basic and strategic learning outcomes through the adoption of different learning strategies and how a task characteristic (i.e., task complexity) shapes the effects. The results of a simulation-based laboratory experiment with 400 participants provide considerable support for our theory. Overall, this study extends the literature on goal orientation and learning by suggesting multiple pathways of the effects of goal orientation on learning outcomes as well as their boundary condition.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Judgment and Decision-Making Research: Exploring Multiple Levels of Analysis



MOC: [Maintaining Trust When De-Escalating Commitment: Precommitment Alleviates Reputational Concerns](#)   

Author: **Ariella Kristal**, *Harvard Business School*
Author: **Charles Adam Dorison**, -
Author: **Francesca Gino**, *Harvard Business School*

Escalation of commitment costs businesses and taxpayers billions of dollars. Management research has consistently found that even in cases where future prospects look dire, decision makers routinely escalate commitment to failing courses of action. We draw on psychological research on self-presentation to argue that reputational considerations are a key driver of such escalation: leaders who de-escalate may fear, and in fact be, distrusted. In four pre-registered experiments with managers (N= 2,661), we demonstrate an effective way to de-escalate while maintaining trust: pre-specifying conditions for de-escalation (i.e., precommitment). In the presence of precommitment, third-party observers perceive de-escalators as having more integrity and are more likely to trust them in a behavioral economic game, compared to the absence of precommitment (Studies 1 and 2). Decision-makers themselves recognize how precommitment changes their reputational incentives: in the presence of this precommitment, managers are not only more likely to de-escalate (Study 3), but also anticipate that they will be perceived as being more trustworthy (Studies 3 and 4). This work contributes evidence to the underexplored idea that self-presentation motives influence escalation of commitment, and also provides a practical and costless solution leaders can implement. By harnessing precommitment, leaders can maintain trust when deciding to de-escalate.

Paper is Available to Meeting Registrants Only.

MOC: [Linking Types of Ethical Problems with Analysis and Intuition Effectiveness](#) 

Author: **Christian Julmi**, *U. of Hagen*

Scholars have recently begun to question the long undisputed assumption that intuition is inferior to analysis in ethical decision making. However, we still lack approaches to determine whether analysis or intuition is a better strategy for a given ethical problem. The article develops a typology of ethical problems depending on their uncertainty and equivocality and links the derived types with analysis and intuition effectiveness. The typology considers four types of ethical problems: compliance problems (low uncertainty, low equivocality), professional ethics problems (high uncertainty, low equivocality), conformity problems (low uncertainty, high equivocality) and ethical dilemmas (high uncertainty, high equivocality). The article argues that compliance and professional ethics problems are best solved analytically, whereas intuition is assumed to be the better choice for conformity problems and ethical dilemmas. Moreover, the article shows that it is not sufficient to contrast intuition with analysis alone. Regarding the former, creative forms of intuition should be distinguished from pure pattern recognition in terms of their problem-related effectiveness.

Paper is Available to Meeting Registrants Only.

MOC: [Mitigating Information Ambiguity through TSM and Reflexivity for Team Judgment Performance](#)

Author: **Catherine DeJardin**, *Maastricht U., School of Business & Economics*
Author: **Roger Meuwissen**, *Maastricht U., School of Business & Economics*
Author: **Wim Gijsselaers**, *Maastricht U.*
Author: **Therese Grohnert**, *Maastricht U., School of Business & Economics*

Part of the work of hierarchical temporary teams found in Professional Service Firms (PSF), is to form judgments based on ambiguous information. In this study, we propose that teams that hold a similar understanding of their client's situation, in other words, have similar team situation models (TSM), achieve stronger team judgment performance. In addition, we investigate whether a reflexivity intervention helps teams cope with information ambiguity. To test our hypotheses, we collected data from 94 ad-hoc, hierarchical teams of financial auditors from a Big 4 firm, participating in a 2x2 experiment of a judgment task, varying information ambiguity and participation in the reflexivity intervention. We examined two types of TSMs relevant to the context. On the one hand, we looked at the teams' similarity of perception of the relevant information (TSMinfo) and on the other, the similarity of perception of the judgment complexity (TSMjdm). Our results show that (1) information ambiguity is not directly related to team performance, (2) teams facing high information ambiguity have stronger TSMinfo, (3) teams achieve higher judgment performance with more similar TSMinfo and more dissimilar TSMjdm and (4) reflexivity helps the formation of TSMinfo when information ambiguity is moderate but hurts when it is high.

Paper is Available to Meeting Registrants Only.

MOC: [How Early-Career and Experienced Researchers Construe Academic Wrongoings: A Repertory Grid Study](#)  

Author: **Annick Van Rossem**, *U. Katholieke U. Leuven*

The present paper investigates how early-career and experienced researchers construe or mentally represent academic wrongoings. Particularly, early-career researchers are believed to be at risk of committing academic wrongoings and have a crucial role in forming future research environments. Instead of employing self-reported survey data, a cognitive mapping methodology called the repertory grid technique (RGT) (Kelly, 1955) is applied to dig further into the underlying phenomena. Academic research integrity is a topic where clear definitions of safe behavior and misbehavior, the latter especially covering Questionable Researched Practices (QRPs) are lacking. This lack of clarity leads to misunderstandings amongst researchers about what is (not) allowed. Hence the need for studies exploring researchers' real construal or mental models of academic wrongoings. 63 researchers (early-career and experienced researchers) from major Belgian universities were interviewed using the repertory grid technique. Results indicate that there is a shift going on in researchers' perception of QRPs. Both early-career and experienced researchers consider honorary authorship, duplicate publication, failing to present data that contradicts one's research, and overlooking others' misbehaviors not as really "damaging" academic wrongoings. Especially early-career researchers construed honorary authorship and overlooking others' misbehaviors as innocent. These misbehaviors tend to be considered 'normal misbehavior' which might undermine academic integrity and the trust in academic research. Knowing what is considered as 'normal misbehavior' is pertinent with a view to fostering research integrity. Hence this study is helpful for defining academic integrity enablers. Practical suggestions are given to remove the laxity about 'normal misbehavior'.

Paper is Available to Meeting Registrants Only.

MOC: **RICH with Product Innovation** 

Author: **Kevin C. Cox**, *Florida Atlantic U.*

Author: **Stephen E. Lanivich**, *U. of Memphis*

Author: **Francis Donbesuur**, *Loughborough U., School of Business and Economics*

Author: **Shlomo Yedidia Tarba**, *U. of Birmingham*

Accomplishing successful new product innovation is essential for the growth, sustainability, and success of firms because it represents an important and valuable dynamic capability which can result in a competitive advantage. However, new product innovation is characterized by high stakes, risks, and uncertainty. This research develops a cognitive framework aimed at providing a nuanced understanding of cognitive factors that are linked both directly and indirectly to new product innovation performance. The model developed and tested here posits that a resource-induced coping heuristic mindset can promote innovative behavior, which, in turn, can aid new product innovation. Additionally, we found these relationships are moderated by cognitive adaptability and entrepreneur curiosity.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leader Behavior and Cognition: Overconfidence, Charisma, Engagement, and Empowerment



MOC: Daring to be Digital: The Role of CEO Overconfidence in the Digitalization of SMEs during COVID-19   

Author: **Irina Maria Karthaus**, *Chair of Innovation Management, TU Dortmund U.*
Author: **Steffen Stresse**, *TU Dortmund U.*

Digitalization has important advantages for firms, for instance with respect to innovation and financial performance. These advantages are particularly relevant for SMEs. Nevertheless, SMEs lag behind larger firms regarding digitalization. This is troublesome because the COVID-19 pandemic worked as accelerator for digitalization, which suggests that firms that do not adapt will face competitive disadvantages. We propose that CEO overconfidence relates positively to digitalization in SMEs. We conduct two research studies. In study 1, we find evidence in favor of a positive relation between CEO overconfidence and digitalization. In study 2, we investigate the relation during the COVID-19 pandemic. Our results indicate that the positive relation persists during economic crises such as the COVID-19 pandemic. Moreover, we find that the relation between CEO overconfidence and digitalization is stronger in industries with low environmental dynamism. Our study offers two main contributions. First, we advance the upper echelons perspective by explaining how CEO overconfidence relates to digitalization. Second, we contribute by integrating the dynamic capabilities framework into the upper echelons perspective in the context of dynamic environments.

Paper is NOT Available. Please contact the author(s).

MOC: Leadership Under Threat: Charismatic Rhetoric, Follower Perceptions, and Selection Outcomes 

Author: **Tais Barreto**, *Nova Southeastern U.*
Author: **Ethlyn Anne Williams**, *Florida Atlantic U.*
Author: **Randi L. Sims**, *Nova Southeastern U.*
Author: **Rajnandini Pillai**, *California State U., San Marcos*
Author: **Kate Marie McCombs**, *Brock School of Business, Samford U.*
Author: **Kevin B. Lowe**, *U. Of Sydney*

Although research recognizes the influence of charismatic leadership and charismatic rhetoric, their practice in differing contexts and the moderating role of narcissism is understudied. Using a mixed-methods approach, we explore the effects of different crises on the way a narcissistic leader employs charismatic rhetoric and subsequently the way his charismatic leadership is viewed by followers as they make decisions about leader selection during a national crisis. In Study 1, we investigate how former President Donald Trump responded to threats to his personal and position power during times of crisis. Content analysis of Trump's speeches revealed differences in his use of charismatic rhetoric across various periods of his presidency, including times of stability and times of crisis. Study 1 suggests that during times of crisis, charismatic rhetoric became more self-focused rather than group-focused when compared to times of stability. Our findings suggest that crises may impact a leader's use of charismatic rhetoric. In Study 2, we explore how followers responded to Trump's perceived charisma. Three matched waves of data examined responses about perceived charisma, the importance placed on the COVID-19 pandemic crisis, and the choice of a leader. Our findings from Study 2 suggest that crisis influenced perceptions of charisma and leader selection, with leader narcissism playing a moderating role. Overall, our findings have implications for understanding the role of crisis in charismatic rhetoric and how narcissism and leader charisma influence followers' selection decisions.

Paper is Available to Meeting Registrants Only.

MOC: Alliance Engagement Speed and the Impact of Alliance Portfolio Size on Firm Performance

Author: **Tais Barreto**, *Nova Southeastern U.*

Previous research investigating the effect of alliance portfolio size on firm performance has provided mixed findings. From an organizational learning and Behavioral Theory of the Firm perspective, this study investigates the speed of alliance engagement as a moderator of this relationship. We hypothesize a curvilinear effect of portfolio size on firm performance. Moreover, we hypothesize that the speed of alliance engagement within the portfolio moderates this relationship so that the negative effects of size on performance appear in relatively smaller portfolios when firms exhibit high speed. While this hypothesis is not supported, our findings suggest that the relationship between portfolio size and firm performance is highly dependent on speed.

Paper is Available to Meeting Registrants Only.

MOC: **You Raise Me Up and I Reciprocate: Linking Empowering Leadership to OCB and UPB** 

Author: **Honglei Wang**, *Northeast Agricultural U.*
Author: **Yejun Zhang**, *U. of Texas Rio Grande Valley*
Author: **Sarah E. Henry**, *U. of Oklahoma*

Although empowering leadership is generally thought to be beneficial to employees and organizations, an emerging stream of work shows its potential negative impact. Drawing upon social exchange theory, we propose an integrated model that simultaneously examines the benefits and costs of empowering leadership. Specifically, we propose that team-level empowering leadership can lead to both organizational citizenship behavior (OCB) and unethical pro-organizational behavior (UPB). We also examine the mediating role of employee workplace status and the moderating role of felt obligation in these processes. In data obtained from 301 employees and 57 leaders across multiple time points, we found that team-level empowering leadership would lead to employee OCB and UPB through workplace status. However, the positive indirect impact of team-level empowering leadership on OCB was significant only when employees' felt obligation was high, and the indirect effect of team-level empowering leadership on UPB was positive and significant only when employees' felt obligation was low. We discuss the theoretical and practical implications of these findings, as well as future research directions.

Paper is Available to Meeting Registrants Only.

 MOC: **Breaking Down Innovation: The Influence of CEO Overconfidence on New Product and Process Development**   

Author: **Irina Maria Karthaus**, *Chair of Innovation Management, TU Dortmund U.*

Firms with overconfident CEOs engage more in innovation and have more innovative success compared to firms with rational CEOs. However, the relation between CEO overconfidence and different types of innovation is unclear. It is important to differentiate between product and process innovation because both have distinct characteristics and are associated with different strategies. Building on the upper echelons perspective, we develop and empirically investigate theory on how CEO overconfidence relates to product and to process innovation. We find evidence that CEO overconfidence relates more strongly to product than to process innovation. With regard to environmental characteristics, our research shows that the relation between CEO overconfidence and product innovation is stronger in industries with low R&D intensity. Our study offers multiple contributions. First, we contribute to the literature on teaching-oriented and practice-oriented learning between types of innovation, specifically product and process innovation, and regarding the implications of industry R&D intensity. Second, we advance the upper echelons perspective by comparing how CEO overconfidence relates to product and process innovation. Third, we transfer research on overconfidence and innovation to SME environments and identify CEO overconfidence as antecedent of SME innovation.

Paper is NOT Available. Please contact the author(s).

Cognition and Aggression

OB: Schadenfreude or Empathy? The Double Edged Sword Effect of Coworker Incivility on Observer Behavior

Author: **Shuwen Li**, *Tongji U.*
Author: **Limin Guo**, *School of Economics & Management, Tongji U.*
Author: **Zhifei Zhang**, *Tongji U., Shanghai, PR. China*

Most existing researches explore the influence mechanism of workplace incivility from the perspective of target, ignoring the roles and behaviors of observers as the third-party force in workplace incivility. This study provides a new direction for the theoretical study of workplace incivility from the perspective of observer. In this study, we propose a moderated mediation model to clarify the double edged sword mechanism of coworker incivility on observer behavior, and tested it using three-wave data from a sample of 467 supervisor-subordinate dyads in mainland China. We found that coworker incivility urges observer to implement negative gossip by enhancing schadenfreude, or to perform helping behavior by enhancing other-suffering moral emotion. However, whether observers take negative gossip or helping behavior depends on gender similarity with target. Coworker incivility can better promote observers to implement negative gossip when the observer and target have different genders. Our findings provide novel insights into how and why observers take different behaviors facing coworker incivility.

Paper is Available to Meeting Registrants Only.

OB: Not All Evil Comes to harm: A Cost-Benefit Lens on the Bright Side of the Dark Triad

Author: **Susan Reh**, *U. of Exeter Business School*
Author: **Andreas Wihler**, *U. of Exeter Business School*
Author: **Francesco Cangiano**, *U. of Exeter Business School*

Employees high on the dark triad traits narcissism, psychopathy, or Machiavellianism tend to incur social costs for organizations. Recently, however, an increasing number of studies suggests that these toxic traits may also have positive consequences such as higher job performance or leadership effectiveness. Moreover, the degree to which dark triad traits lead to negative outcomes also depends on moderators that buffer their detrimental consequences and their dosage (i.e., curvilinear effects). We therefore propose a novel framework, the dark-triad-cost-benefit (DTCB) framework, that integrates the previously used theories, providing structure for an area that so far has been fragmented. Based on the assumption that dark traits and boundary conditions elicit both costs and benefits, the proposed framework summarizes and explains the differential effects of dark traits and their sub-facets as a function of the respective cost-benefit ratio. Consequently, we review studies that a) link the dark triad traits to positive outcomes or b) introduce boundary conditions that buffer negative effects or enhance their positive effects. Our review and comprehensive DTCB-framework contribute to the understanding of the positive effects of dark triad traits and open avenues for future research investigating how they unfold, and how boundary conditions and dosages influence work outcomes.

Paper is Available to Meeting Registrants Only.

OB: Revenge with a (Positive) Twist: Examining Constructive Responses to Workplace Injustice

Author: **Huda Masood**, *Sam Houston State Uni*
Author: **Leonard Karakowsky**, *York U.*
Author: **Mark Podolsky**, *York U.*

For many years, the research has shown an active interest in identifying the ways in which targets of workplace mistreatment or injustice respond to such treatment. Fundamentally, the literature has created several compelling portraits of the wronged employee, most of which demonstrate a limited capacity for the employee to rise above the injustice. While forgiveness has been touted as a constructive response, less charitable characterizations of the targets suggest they commonly fall victim to a range of dysfunctional behaviors including enacting destructive revenge. In this research paper, we used the grounded theory approach to revisit and expand the notion of revenge or retaliation to include behaviors that can be considered as constructive in response to perceived workplace injustice. Specially, we conducted interviews with 27 individuals (66% women, 33% men, 0% non-binary) employed in various industries and ranks to explore the manner in which they enacted positive responses to unjust treatment in the workplace. Through analytical plurality, our study sheds some light on the manner in which employees may find ways to engage in acts of defiance that are productive and entail no risk to their reputation. We refer to this pattern of behavior as constructive retaliation.

Paper is NOT Available. Please contact the author(s).

OB: Work Engagement as Remedy of Unethical Pro-Organizational Behavior

Author: **Julia Fulmore**, *U. of Dallas*
Author: **Anthony Fulmore Sr.**, *Texas A&M U. Central Texas*
Author: **Dalila Salazar**, *Louisiana State U. – Shreveport*

Unethical behavior within organizations is a very prevalent and costly problem. This study investigates employees' unethical pro-organizational behavior (UPB), which is unethical behavior with the intention to help the organization. Leveraging social exchange theory and social exchange theory, this research evaluates the direct relationship between organizational commitment and unethical pro-organizational behavior (UPB) and the indirect relationship through employee work engagement. The theoretical model was tested using Structural Equation Modeling based on a sample of 499 U.S. service sector employees. Results indicate that while affective commitment can motivate employees to engage in UPB, if the commitment is channeled into work engagement, it can reduce employees' motivation to engage in UPB. As such, the findings extend on the UPB literature, while providing practitioners with a clearer understanding of the importance of monitoring organizational commitment alongside work engagement.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Contradictions and Paradoxes in Creativity

OB: Autonomous vs. Dependent Help and Creativity: The Role of Intrinsic Motivation and Goal Orientation

Author: **Ziyi Li**, *School of Management, Huazhong U. of Science and Technology*
Author: **Lirong Long**, *Huazhong U. of Science and Technology*
Author: **Yong Zhang**, *Chongqing U.*

Although creativity is sometimes viewed as a solitary activity, more commonly, employees benefit from coworker help. However, helping literature suggests that unintended negative consequences may happen to the intended beneficiaries. This study focuses on two kinds of coworker help (i. e., autonomous help and dependent help) and their effects on employee creativity. Using a sample of 237 employees working across a wide range of jobs and industries in central and eastern China, we found that: autonomous help positively whereas dependent help negatively impacted creativity; intrinsic motivation served as a mediator between coworker help and creativity; learning goal orientation strengthened the positive effect of autonomous help on intrinsic motivation, and thus creativity; performance-prove goal orientation strengthened the negative effect of dependent help on intrinsic motivation, and thus creativity.

Paper is NOT Available. Please contact the author(s).

OB: (In)Congruences of Giving-Receiving Helping and Innovative Behavior: A lens of COR theory

Author: **Xiaojing Shao**, *Harbin Institute of Technology*
Author: **Zhenduo Zhang**, *Dalian U. of Technology*
Author: **Jie Zhong**, *Harbin Institute of Technology*

Although helping behavior at work has been widely concerned, previous findings may overestimate the benefits of giving helping behavior for helpers because of the overlook of its prerequisites. In the present research, our model considered giving helping behavior and receiving helping behavior simultaneously. Specifically, we investigated the impact of the (in)congruence of giving and receiving helping behavior on relational job crafting of helper based on conservation of resources (COR) theory, and then explored the mediating role of relational job crafting and psychological meaningfulness between (in)congruence of giving and receiving helping behavior and innovative behavior of helper. We used a two-wave and leader-subordinate questionnaire survey design. Our results revealed that when giving-receiving congruence of helping behavior, compared to those in low-low congruent dyads, high-high congruent dyads had a positive effect relational job crafting of helper. The results further revealed that the higher the congruence, the more significant the positive effect on relational job crafting. In addition, we found that relational job crafting and psychological meaningfulness sequentially mediated the positive impacts of helping behavior congruence on helper's innovative behavior. Finally, the present research from a new perspective discusses the implications for both theories and practices.

Paper is Available to Meeting Registrants Only.

OB: Of Great Work and Untalented Person: The “Effort Paradox” in Creativity Evaluation

Author: **Yiyong Zhou**, *Institute of Psychology, Chinese Academy of Sciences*
Author: **Xinwen Bai**, *Institute of Psychology, Chinese Academy of Sciences*

One typical fallacy in creativity literature is to equate people's creativity with the creative outcomes they made. We challenge it and propose a paradox of creativity evaluation, a novel phenomenon in which evaluators appreciate product with a high-level of effort, yet underestimate its creators. Results from Studies 1 and 2 provide convergent evidence for the existence of “Effort paradox”. An effort-based implicit theory framework is developed with the core premise that the rating targets (creator vs. creation) with effort cues shape people's belief about the nature of creativity and lead to an opposite evaluation. Specifically, when the rating target is creation, evaluators will hold a value belief and thus give higher creativity scores on creation with high level of effort; while when rating creator, an ability belief is activated and guides evaluators to appreciate less effortful creator. Both qualitative and quantitative evidence was found, by respectively coding (Study 2) and manipulating (Study 3) the value and ability belief as mediators, for the support of a mediated moderation model. These findings provide a novel framework to shed light on how and why the “Effort paradox” emerges, and suggest practical solutions to help decision-makers to spot novel ideas and creators.

Paper is Available to Meeting Registrants Only.

OB: The Contradicting Effect of Intergroup Relations on Creativity Recognition of Creators and Creations

Author: **Shuting Qi**, *Institute of Psychology, Chinese Academy of Sciences*
Author: **Xinwen Bai**, *Institute of Psychology, Chinese Academy of Sciences*
Author: **Lin Lin**, *Central U. of Finance & Economics, China*

The current study addresses the paradox of creativity recognition, a novel phenomenon in which evaluators appreciate the potential of in-group creators, yet undervalue their creative ideas. Based on construal level theory and social identity theory, we propose that the different perspectives of intergroup relations (i.e., social distance and group identity) are activated by the creations and creators respectively. Four studies aim to reveal the cause of such a novel phenomenon. Our results show that the effects of intergroup relations are contradictory in the creativity recognition of creators and their creations (Study 1). When the target is the creation, the evaluators form a high-level construal to evaluate outsiders' ideas and spot higher creativity from ideas of outsiders than those of insiders (Studies 2 and 4). By contrast, when the target is the creator, they perceive in-group creators to be more creative than out-group counterparts because of intergroup bias (i.e., perceived out-group threat or in-group liking) (Studies 3 and 4). The opposing effects are counteracted when both creators and their creations are evaluated simultaneously (Study 4). We provide a theoretical framework to describe how and why the paradox emerges.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Leadership, Teams, and Creativity

OB: Authentic Leadership Fostering Team Radical Creativity: Mediating Role of Cognitive Integration

Author: **Yuqi Huang**, 13174

Author: **Chunyan Yuan**, School of Management, Huazhong U. of Science and Technology

Previous studies on the relationship between authentic leadership (AL) and creativity have mainly focused on the individual level, few studies have paid attention to the relationship between AL and team creativity, especially team radical creativity. In addition, some scholars call for more attention to the mechanisms of AL. This study has attempted to explore the mechanism between AL and team radical creativity, especially to explore the mediating role of team cognitive integration and the moderating role of team power structure based on social information processing theory. Data from 45 teams shows that AL is positively related to team cognitive integration. Team cognitive integration mediates the relationship between AL and team radical creativity and team power structure moderates the relationship between AL and team cognitive integration. Finally, both theoretical and practical contributions of this research are discussed.

Paper is Available to Meeting Registrants Only.

OB: Double-edged Effect of Leader Narcissism on Team Radical Creativity

Author: **Xuan Zhou**, Nanjing U. of Science and Technology

Author: **Kong Zhou**, Nanjing U. of Science and Technology

Given the vital role of team radical creativity in organizations, this study examined a moderated mediation model between leader narcissism and team radical creativity. Drawing on self-regulatory strategies of leader narcissism, we theorized that leader narcissism would have a negatively indirect effect on team radical creativity via leader voice response and team information elaboration, and have a positively indirect effect on team radical creativity via leader novel information searching and team novel information searching. In addition, organizational valuing of creativity would moderate the relationship between leader narcissism and leader voice response as well as the relationship between leader narcissism and leader novel information searching. Using a four-stage field survey from 94 team leader responses and 540 team member responses, we found that leader narcissism was negatively related to leader voice response, which was positively related to team information elaboration and team radical creativity. In addition, leader narcissism is positively related to leader novel information searching, which was positively related to team novel information searching and team radical creativity. Finally, leader perceived OVC moderates the negative relationship between leader narcissism and leader voice response, and narcissistic leaders would have less voice response in organizations with lower OVC (vs. higher); leader perceived OVC also moderates the indirect effect of leader narcissism negatively influencing team radical creativity through leader voice response and team information elaboration, such that this indirect relationship is weaker when OVC is higher (vs. lower).

Paper is Available to Meeting Registrants Only.

OB: Informal Structure and Team Innovation: A Multiple Case Study in University Research Teams

Author: **Linna Xu**, Beihang U.

Author: **Zhixue Zhang**, Peking U.

Author: **Yang Bai**, Guanghua School of Management, Peking U.

Although the hierarchical structure adopted by most Chinese organizations and teams is advocated to hinder innovation, the innovation of Chinese organizations has been growing in the past 40 years. This paradox is also reflected in research teams in organizations. This study aims to resolve this issue from the perspective of team structure. We posit that the prescribed formal structure is only a basic factor that determines team innovation, whereas the emerging informal structure of the team may differ from the formal structure and have a stronger effect on innovation. We adopted participative observations in team meetings of 12 scientific research teams in a Chinese university. Results show that neither teams with high or low levels of hierarchy, but teams with moderately hierarchical informal structure are the most innovative ones. Specifically, in high innovative teams, members at the highest level undertake the functions of negative evaluation, task management, and team meeting administration, and members at lower levels but with some research experience undertake functions of giving suggestions and sharing knowledge and information.

Paper is NOT Available. Please contact the author(s).

OB: Team Leaders as Cognition Orchestrators - Improving Creativity by Reducing Cognitive Biases

Author: **Mac Nguyen**, Gustavson School of Business, U. of Victoria

This paper articulates an idea of team leaders as cognition orchestrators – those who orchestrate and facilitate multicultural teams' interactions during the creative process – as a novel approach to understanding how multicultural team leaders leverage teams' diverse cognition-based resources to enhance creative performance. I theorize that team leaders can create and maintain a team climate – a social fabric facilitating effective knowledge generation – to foster the creative performance of culturally diverse teams through mitigating members' cognitive biases. I identify seven types of cognitive biases relevant to team creativity, namely projection bias, egocentric empathy gap, focusing illusion, confirmation bias, endowment effect, and authority bias (or the rule "respect and obey others"). This paper further puts forward a set of propositions to address these biases towards improving team creative performance. Through this paper, while responding to the call for more research on the positive side of cultural diversity, I shed more light on leaders as agents of changes in team processes through mitigating cognition biases. Crossing the management discipline, this work is also the first attempt to introduce a design-driven approach (using a non-human actor for interaction and communication) towards resolving the intercultural encounters in multicultural teams.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Predictors and Outcomes of Voice Behavior

OB: **How and When Supervisor Feedback Influences Employee Voice: An Energy Perspective** 

Author: **Fangliang Zhang**, *Renmin U. of China*
Author: **Ruixin Zeng**, *School of Business, Renmin U. of China*
Author: **Yanfang Xu**, *Renmin U. of China*

Although scholars have attempted to explore supervisor feedback as an antecedent of voice, the underlying mechanism remains under-explored. The current research addresses this critical issue from the perspective of conservation of resources (COR) theory by delineating how and when supervisor feedback influences employee voice through an energy mechanism. Using dyadic data collected from 671 employees and their 218 direct supervisors in a retailer company, we found that supervisor favorable feedback increases employees' relational energy, which in turn, promotes employee voice. On the contrary, supervisor unfavorable feedback decreases employees' relational energy and thus inhibits employee voice. Furthermore, we found that leader-member exchange (LMX) quality works as an important boundary condition for the relationship between supervisor favorable feedback and voice via relational energy. These findings highlight the role of energy in the relationship between supervisor feedback and employee voice and offer managerial implications for supervisors to optimize their feedback on employees.

Paper is Available to Meeting Registrants Only.

OB: **How and When are Frequent Voicers Treated Badly? Employee Voice Behavior and Coworker Victimization**  

Author: **Melody J. Zhang**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*
Author: **Chu-Ding Ling**, *Renmin U. of China*
Author: **Catherine K. Lam**, *City U. of Hong Kong*
Author: **Chak Fu Lam**, *City U. of Hong Kong*

While employee's voice behaviors substantially contribute to their workgroups and organizations, research has indicated that it also involves social costs for those express voice – being negatively viewed and victimized by their coworkers in the same team. Drawing on the person perception perspective and idiosyncratic credits theory, we develop a theoretical model outlining how and when those who speak up experience coworker victimization. Results of survey data from a round-robin design (N = 532 dyads with 195 members in 56 work teams) indicates that frequent voice behavior tends to be perceived as displays of hubris by coworkers and therefore would likely be sanctioned through coworkers' victimization; this happens especially in teams low in voice density and for voicers in more peripheral positions of advice network.

Paper is NOT Available. Please contact the author(s).

OB: **The Effect of Perceived Organizational Politics on Employee Voice: A Resource Perspective** 

Author: **Yanzhe Zhou**, *School of Labor and Human Resources, Renmin U. of China*
Author: **Jianmin Sun**, *School of Labor and Human Resources, Renmin U. of China*

Previous research generally assumes that employees' perceptions of organizational politics decrease their voice behaviors. However, it is premature and inaccurate to conclude that the relationship is exclusively negative because these studies did not fully capture the nature of employee voice. Adopting an expansive view of voice behavior, this study takes the foci of voice into consideration and, through the lens of conservation of resources, proposes that perceptions of organizational politics has distinct indirect effects on two kinds of voice behaviors (organization-targeted and self-targeted voice) via ego depletion. Moreover, perceived managerial openness serves as a moderator in such indirect effects and specifically moderates the relationship between depletion and voice behaviors. Our hypotheses were supported by results from three-wave time-lagged survey data from 406 employees. Implications for theory and practice are discussed.

Paper is NOT Available. Please contact the author(s).

OB: **Feeling Heard: How Managerial Responses to Voice Can Increase Perceptions of Listening**  

Author: **Kylie Rochford**, *U. of Utah, David Eccles School of Business*
Author: **Diane Bergeron**, *Center for Creative Leadership*
Author: **Melissa Cooper**, *Weatherhead School of Management, CWRU*
Author: **Alexander Romney**, *Utah State U.*

When employees speak up, they are doing so with the hope that their voice will lead to constructive organizational change. When this does not happen, the danger is that employees will not feel listened to and, consequently, will be less likely to speak up in the future. In this paper, we use a social exchange framework and draw on listening as a relational process to examine the effect of managerial action in response to employee voice on employee's holistic perceptions of whether they felt listened to. We then address the issue of how managers should respond to employee voice when taking action is not an option. Across several types of studies, we find that taking action in response to employee voice is a robust predictor of whether employees feel listened to, which, in turn, predicts future employee voice intentions. We identify and find support for three post-interaction behaviors that managers can use to mitigate the negative effects of inaction: providing the voicer with an explanation; reinforcing the positive social impact of the voice act itself; and reinforcing the voicer's social worth. In situations where action in response to voice is not an option, our findings suggest that all three of these behaviors increase the voicer's perception that they were listened to, and in turn, increase future employee voice intentions. Theoretical and practical implications are discussed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

-  Teaching-oriented
-  Practice-oriented
-  International-oriented
-  Theme-oriented
-  Research-oriented
-  Diversity-oriented
-  Selected as a Best Paper

Predictors and Outcomes of Emotions

OB: Work-Induced Family Separation and Employee Performance: A Family Loneliness Perspective

Author: **Xueling Fan**, *Nanjing U. School of business*
 Author: **Xiaoyue Wu**, *Nanjing U. School of business*

Although extant research has examined loneliness in organizational context, little is known about employees' loneliness that stems from deficiencies in their family relationships but is salient at workplace. This research identifies family loneliness as another type of loneliness experienced at workplace and investigates its work-related trigger and its workplace consequences. Drawing on the regulatory loop model of loneliness, we posit that work-induced family separation may generate family loneliness, which subsequently undermines employees' job performance but promotes helping behavior. We further propose that effects of family loneliness on job performance and helping behavior are contingent on employees' family relationship goal. Specifically, family relationship goal strengthens the negative effect of family loneliness on job performance but weakens the positive effect of family loneliness on helping behavior. Using data from a Chinese sample involving 255 employees and a Western sample involving 221 employees, we found general supports for our hypotheses. We discuss the implications of our research for theory and practice.

Paper is Available to Meeting Registrants Only.

OB: Hardening Heart? Empathic Concern Decline and Consequences on Emotional Labor during Socialization

Author: **Wei Wu**, *Hong Kong Polytechnic U.*
 Author: **Wu Liu**, *Hong Kong Polytechnic U.*
 Author: **Wen Wu**, *Beijing Jiaotong U.*
 Author: **Yuhuan Xia**, *Beijing Jiaotong U.*

We examine changes in newcomers' emotional labor process during their first year to answer the research question how and why newcomers experience changes in emotional labor. Integrating emotional labor literature with socialization literature, we argue that the changes in newcomers' empathic concern influences changes in their perception of requirement of display positive emotions and thus changes in emotion regulation strategies over time. Results from a 12-wave longitudinal study with a sample of 322 new nurses revealed that newcomers' empathic concern, perceptions of requirement to display positive emotions, deep acting and expression of naturally felt emotions decreased overtime, but surface acting increased overtime. Emotional training could effectively slow down the decrease in empathic concern, perception of requirement to display positive emotions, deep acting and expression of naturally felt emotions. In all, these results increase our understanding of how newcomers process emotional labor, and help organizations realize the potential to manage newcomers' emotional labor.

Paper is Available to Meeting Registrants Only.

OB: Lifted Up or Feet on the Ground? Leader Emotional Balancing, Developmental Feedback, and Learning

Author: **SiYan Guo**, *Robert H. Smith School of Business, U. of Maryland*
 Author: **Myeong-gu Seo**, *U. of Maryland*
 Author: **Robin Mengxi Yang**, *School of Economics and Management, U. of Chinese Academy of Sciences*
 Author: **Chaoying Tang**, -

In this paper, we extend the developmental feedback (DFB) concept to include two dimensions – gap identification and gap elimination. We focus on affective mechanisms underlying the DFB – learning relationship and identify trade-offs in each of the DFB dimensions. We argue that while gap elimination elicits employee positive affect (PA) that facilitates learning via increased learning self-efficacy, it undermines learning via PA and decreased learning need recognition. Gap identification induces negative affect (NA) that works in the opposite way. Emotional balancing, or the utilization of both affect improving and affect worsening behaviors, is proposed to attenuate the negative mechanisms. We conducted a three-wave, multi-source field study to test our theoretical model. Findings largely support our proposed model. Results indicate that gap identification elicits employee NA while gap elimination elicits PA. Gap identification has a positive effect on learning via employee learning need recognition, yet a negative effect on learning via employee NA and learning self-efficacy. We also find that gap elimination positively affects learning via PA and enhanced learning self-efficacy. Furthermore, we find support for the beneficial effects of emotional balancing, which significantly moderates the outcomes of PA and NA. Our results demonstrate that receiving DFB is a highly emotional experience that creates a tension between being lifted up and keeping feet on the ground, leaders can use emotional balancing to counter employee affect's harming effect on learning.

Paper is NOT Available. Please contact the author(s).

OB: Necessary Evil but Necessary Guilt? How Managers' Occupational Calling Influences Their Felt Guilt

Author: **Amber Yun Ping Lee**, *National U. of Tainan*

Author: **Chia-Yen Chiu**, *U. of Adelaide*

Author: **Jia-Chi Huang**, *National Chengchi U.*

Despite the accumulated evidence showing that an individual's occupational calling can bring positive work outcomes, recent studies have cautioned that people with a high occupational calling may also experience negative emotions. Relying on the perspective of moral dissonance, we argue that when managers make tough decisions (i.e., "necessary evil"), during a difficult time, their high perceived occupational calling could exacerbate their felt guilt as they usually view their jobs more meaningfully and thus possess a higher moral standard for themselves at work. We conduct a vignette experiment by describing a difficult decision-making situation under the COVID-19 pandemic in Taiwan. Through randomly assigning 271 respondents into two calling conditions (high vs low), the results show that people in the high calling condition had significantly higher perceived work meaningfulness. However, their high work meaningfulness was also positively associated with their felt guilt after making a tough decision that potentially hurt their employees. We also found that those with lower levels of self-efficacy were more vulnerable to experiencing guilt when doing necessary evil in exchange for fulfilling their calling and perceiving work meaningfulness. Our research should help HR professionals and practitioners understand how to help managers with callings avoid ham and truly leverage the positive benefits of calling. 

Paper is Available to Meeting Registrants Only.

Envy at Work

OB: The Need to Belong: Relational Coping Strategies in the Face of Coworker Envy

Author: **Timea David**, *Institute of International Business, National Cheng Kung U.*
 Author: **Hsi-An Shih**, *National Cheng Kung U.*

We develop and test a theoretical framework delineating employees' relational coping strategies in the face of coworker envy. Drawing upon belongingness theory, we explicate why and how the perception of being envied prompts employees to engage in social reconnection behaviors inside and outside of their work teams. We propose that in-group versus out-group targeted relational coping strategies are linked to different foci of proactive behaviors. In particular, prosocial helping in the face of coworker envy increases team-oriented proactive behaviors, whereas network extension leads to career-oriented proactivity. We further posit that perceptions of social integration in the team influence envied employees' choice of relational coping strategy and subsequent proactive behaviors. We tested this model through a multi-source survey and found that envied employees who perceive their teams to be more integrated are more likely to display prosocial helping behaviors, which ultimately increase their team-oriented proactivity, whereas employees within less integrated teams tend to engage in network extension activities, which enhance their career-oriented proactivity.

Paper is Available to Meeting Registrants Only.

OB: The Dark Side of Competitive Psychological Climate: Exploring the Role of Workplace Envy

Author: **Muhammad Hamid Murtza**, *The Islamia U. of Bahawalpur Pakistan*
 Author: **Muhammad Imran Rasheed**, *The Islamia U. of Bahawalpur Pakistan*

Workers compete for organizational resources as scarcity of resources has always been an issue in organizations. Since all workers cannot get equal pay raises, promotions, and other incentives, therefore, they develop feelings of competition among them at the workplace which may further lead to negative outcomes such as envy. Drawing on social comparison theory our study intends to explain the role of psychological competitive climate at the workplace. We utilized an exploratory qualitative research approach and surveyed through semi-structured interviews of 12 professionals working in the star hotels in Pakistan. Our findings reveal that there is a huge psychological competitive climate in the hotel industry in Pakistan. The psychological competitive climate leads to workplace envy which further results in low employee performance. We further found the role of personality traits in affecting employees' envious feelings. The study highlights key research implications and sets future agenda for research in the hospitality industry.

Paper is Available to Meeting Registrants Only.

OB: Envy: How Variability in Leader-Member Exchange Relationships Impacts Group and Individual Processes

Author: **Amy Bartels**, *U. of Nebraska, Lincoln*
 Author: **Troy Smith**, *U. of Nebraska, Lincoln*
 Author: **Wu Wei**, *Wuhan U.*
 Author: **Chris Reina**, *Virginia Commonwealth U.*

When employees are placed in groups at work, those groups provide a natural comparison point for the employees particularly with regard to the relationship each group member holds with the group leader (i.e., LMX quality). This phenomenon has been examined within the literature both at the individual- (relative LMX; RLMX) and group-level (LMX differentiation; LMXD). However, our understanding is underdeveloped due to the limited integration of social comparison theory to the phenomenon. To address this limitation, we develop theory on the group-level social comparison process to complement our understanding of the individual-level social comparison process. We also highlight a key affective mechanism that emanates from social comparisons – benign envy. As such comparisons occur, employees are envious of their (or their group's) diminished position and motivated to improve their status (or their group's) and perform better at work. Using a sample of 480 individuals nested within 90 groups, we find a parallel effect at both levels. Specifically, we find a positive indirect effect from RLMX to individual performance through individual benign envy and from LMXD to group performance through group benign envy. We also find that higher levels of leader prototypicality weaken the positive indirect effect from LMXD to group performance.

Paper is NOT Available. Please contact the author(s).

OB: How and When Envious Newcomers Form Their Developmental Networks in New Organizations

Author: **Ruolian Fang**, *U. of Western Australia*
 Author: **Zhen Zhang**, *Southern Methodist U.*
 Author: **Daniel McAllister**, *National U. of Singapore (NUS)*

Drawing upon social functional theories of emotion, we develop and test a theoretical model of how and when newcomer envy—the envy that newcomers experience as a consequence of their social comparisons with coworkers—can further or thwart their efforts to form developmental networks with desirable features. We theorized and found that envious newcomers who perceive themselves as similar to coworkers are more likely to undermine coworkers, a dysfunctional behavioral response that thwarts their efforts to develop developmental networks with diverse and high-status contacts. In contrast, envious newcomers who perceive themselves as dissimilar to coworkers are more likely to build relationships with high-level organizational members, which helps them to form developmental networks with the desirable features. Our study advances scholarship on workplace envy with our balanced and nuanced approach to answer questions on when envy is expressed in a functional or dysfunctional way and how the behavioral transmutations explain the role of envy in the formation of developmental networks. It provides empirical insights into one's emotions and actions as predictors of one's developmental network formation and contributes to the further understanding of the origins of social networks in organizations. Additionally, it extends research on organizational newcomers that has not yet explored newcomers' complex emotions (e.g., envy) and negative behaviors (e.g., undermining coworkers) as well as their implications.

Paper is NOT Available. Please contact the author(s).

Author: **Xing Liu**, *Wayne State U.*

Author: **Elizabeth C. Ravlin**, *Darla Moore School of Business, U. of South Carolina*

We examine the importance of team cultural intelligence (CQ) in multicultural teams that have two common characteristics—teams tasked with creative performance that have culturally different newcomers. Team CQ is conceptualized as a shared cognitive system of cultural capabilities among longer tenured, incumbent members on the team. We argue that this set of team-level cultural cognitive capabilities influences team creativity as mediated by team information elaboration. We incorporate the role of motivation and suggest that team learning goal orientation will enhance the effect of team CQ on team outcomes. At the individual level, we explain how newcomers' CQ may impact newcomer creativity via their information seeking behaviors. This model suggests that more attention to how team CQ is conceptualized, what motivations are contextually important, and how teams with culturally distinct newcomers incorporate these new members in team processes will be important themes in future CQ research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **PDW Workshop**
Program Session: **2176** | Submission: **10600** | Sponsor(s): **(OB)**
Session Format: **Virtual-only: On Demand; Not Live**

OB Research Incubator 
OB Research Incubator

Organizer: **Donald H. Kluemper**, *Texas Tech U.*
Organizer: **Brittany Solomon**, *U. of Notre Dame*
Organizer: **Tobias Dennerlein**, *IESE Business School*
Facilitator: **Laurie Barclay**, *U. of Guelph*
Facilitator: **Liuba Belkin**, *Lehigh U.*
Facilitator: **Chao Chen**, *Rutgers U.*
Facilitator: **Gilad Chen**, *U. of Maryland*
Facilitator: **Brian R. Dineen**, *Purdue U.*
Facilitator: **Ivona Hideg**, *Schulich School of Business, York U.*
Facilitator: **Jia Hu**, *Ohio State U.*
Facilitator: **Stephen Humphrey**, *Pennsylvania State U.*
Facilitator: **Ronit Kark**, *Bar Ilan U.*
Facilitator: **Tal Katz-Navon**, *Arison School of Business, Reichman U. (IDC), Israel*
Facilitator: **Robert C Liden**, *U. of Illinois at Chicago*
Facilitator: **Hettie Richardson**, *Texas Christian U.*
Facilitator: **Elad Netanel Sherf**, *Kenan-Flagler Business School, U. of North Carolina at Chapel Hill*
Facilitator: **Shannon G. Taylor**, *U. of Central Florida*
Facilitator: **Daan Van Knippenberg**, *Rice U.*
Facilitator: **Kelly Schwind Wilson**, *Purdue U., West Lafayette*
Facilitator: **Michele Williams**, *U. of Iowa*
Facilitator: **Thomas Joseph Zagenczyk**, *North Carolina State U.*

While it is easy to come up with a rough or vague idea about a research topic, it is not easy to refine, implement, and publish the idea. Every one of us needs help from others, particularly those who have successful publishing experience. However, many of us lack access to colleagues with relevant expertise or hesitate to ask for feedback from experts in relevant domains. Sometimes we are not even sure what kinds of expertise we would need to move the idea forward. In the OB Research Incubator, participants are paired with renowned scholars who have successful publishing experience and can help participants move their ideas forward. Participants also have an opportunity to connect with other OB scholars who share similar research interests. This PDW is open for any member of the OB Division who would like to seek and exchange advice or feedback on research projects in any stage prior to publishing. Prior to participation in this PDW, participants must submit a summary (5-6 pages, double spaced) of their research idea to obtain a registration code.

Pre-approval of a research proposal is required for registration. Research proposals (as per the OB Listserv announcement and requirements) must be submitted to Dr. Brittany Solomon at bsolomon+@nd.edu by June 26, 2022.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **2177** | Submission: **19530** | Sponsor(s): **(OB)**
Session Format: **Virtual-only: On Demand; Not Live**

HR Practices, Voice, and Engagement

OB: Perceived LGBT-supportive HR System and LGBT Employees' Voice: The Psychological Ownership View 

Author: **Yi-Ting Lin**, *Department of Business Administration, National Chung Hsing U., Taiwan*
Author: **Jo-Tieh Chang**, *Department of Business Administration, National Chung Hsing U., Taiwan*

Voice behaviors of invisible sexual minorities, such as lesbian, gay, bisexual, transgender, and individuals whose gender expressions fall outside of heterosexual norms (LGBT), have received scant attention in prior research. Based on the psychological ownership (PO) perspective, the current study investigates the relationships among perceived LGBT-supportive HR system, LGBT employees' PO, and their voice. Moreover, grounded on the situational strength and leadership literature, this study examines the boundary conditions of the perceived strength of an LGBT-supportive HR system and leader inclusiveness of the relationship between perceived LGBT-supportive HR system and LGBT employees' voice. Data collected from LGBT employees in three waves show that PO can mediate the influence of perceived LGBT-supportive HR system on LGBT employees' voice. In addition, the perceived strength of an LGBT-supportive HR system moderates the relationship between perceived LGBT-supportive HR system and PO in the first stage, while leader inclusiveness moderates the PO–voice relationship in the second stage. Overall, the perceived strength of an LGBT-supportive HR system and leader inclusiveness together strengthen the PO mechanism. Theoretical and managerial implications are also discussed.

Paper is Available to Meeting Registrants Only.

OB: From Perceived Personal Reputation to Voice Behaviors: Speaking Up Because You Can vs. Have to? 

Author: **Émilie Lapointe**, *BI Norwegian Business School*
Author: **Christian Vandenberghe**, *HEC Montreal*
Author: **Gary Schwarz**, *Queen Mary U. of London*

This study seeks to understand how employees' perception of their personal reputation influences voice behaviors. Drawing upon research on self-regulation, we contend that personal reputation has a dual nature. Individuals who perceive they hold a favorable reputation may feel they (a) can influence their work environment (i.e., sense of power) and (b) have to bring about favorable work outcomes (i.e., outcome responsibility). We further contend that these two psychological states uniquely mediate the relations between personal reputation and constructive, supportive, destructive, and defensive voice behaviors. We conducted two studies to examine these predictions. Study 1 is an experimental scenario study which examines the relations between perceived personal reputation and sense of power and outcome responsibility, respectively. Results show that perceived personal reputation is significantly and positively related to both sense of power and outcome responsibility. Study 2 is a three-wave field study, which explores the indirect relations between perceived personal reputation and constructive, supportive, destructive, and defensive voice behaviors. Results confirm Study 1 findings. They also show that sense of power and outcome responsibility separately mediate the relations between perceived personal reputation and specific forms of voice behaviors. Theoretical implications and future research directions are discussed.

Paper is NOT Available. Please contact the author(s).

OB: Do HRM Practices Affect Employees' Psychological Contract Profiles? An Empirical Investigation

Author: **Leyuan Xie**, *U. of Alberta*
Author: **Andrew Luchak**, *U. of Alberta*

The purpose of the current study is to explore the relationship between human resource management (HRM) practices and employees' psychological contract profiles and the effect of psychological contract profiles on employees' job performance and work engagement. In doing so, we examined four aspects of HRM practices (job participation and involvement, staffing, training, and rewards) in determining psychological contract profile membership. Using a sample of 302 working adults collected for an online survey in the U.S., we identified three distinct psychological contract profiles, namely, transaction dominant, relation dominant, and a hybrid contract profile among survey participants. Results from latent profile analysis showed that reward-oriented HRM practices increased the likelihood of being classified into a relation dominant psychological contract profile. We also found significant interaction effect between staffing and reward-oriented HRM practices and organizational trust in predicting classification into a relation dominant psychological contract profile. Our analysis indicated that employees in hybrid profiles underperformed those having a dominant contract type, either transaction or relation dominant. We discussed the implications and limitations of our study and suggested future research avenues.

Paper is Available to Meeting Registrants Only.

Author: **Fan Yang**, *Guanghua School of Management, Peking U.*

Author: **Zhi Liu**, *Guanghua School of Management, Peking U.*

Author: **Hui Wang**, *Peking U.*

Author: **Xu Huang**, *Hong Kong Baptist U.*

Author: **Ning Guo**, *Peking U.*

Being envied in the workplace can make the target feel good for being superior to peers in certain aspects but can also make the target feel bad for not being liked by peers. These paradoxical feelings can have different effects on the envied employees' behaviors, especially public behaviors that are observable to the peers. Based on the agency-communion framework, our research investigated how and when being envied affects one's public voice. Field data from a service company found that being envied enhanced self-esteem in the agency domain (i.e. organizational-based self-esteem), which in turn increased public voice. This positive indirect effect was stronger when competitive climate was higher rather than lower. Meanwhile, being envied increased self-esteem threat in the communion domain (i.e. social self-esteem threat), which in turn inhibited public voice. This negative indirect effect was stronger when task interdependence was higher rather than lower. These findings suggest that, depending on the team contexts, employees' perception of being envied can either facilitate or impede their public voice by either enhancing their self-esteem in the agency domain or threatening their self-esteem in the communion domain, respectively. The theoretical and practical implications are discussed.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **2178** | Submission: **19532** | Sponsor(s): **(OB)**
Session Format: **Virtual-only: On Demand; Not Live**

Sleep and Work



OB: **A Spillover Model of Dreams and Work Behavior**  

Author: **Casher Belinda**, *U. of North Carolina at Chapel Hill*
Author: **Michael Christian**, *U. of North Carolina, Chapel Hill*

Sleep and employee behavior are linked. While the dominant explanations for this link involve physiology and cognitive resources, we offer a different perspective. We suggest that dreams, or psychological experiences during sleep, spill over to affect employee behavior. This spillover effect, we argue, results from the interplay between dreaming, meaning creation, and emotion. Taking a morning-of perspective, we theorize that recalling and ascribing meaning to dream experiences elicits awe—an epistemic emotion produced by appraisals of vastness and a need for cognitive accommodation. In turn, because awe reduces individuals' focus on themselves and their concerns, we argue that experiencing awe upon awakening increases employee resilience, and ultimately goal progress, throughout the workday. However, because awe entails a felt need to expand one's existing ways of knowing, employees may vary in their receptivity to awe. We therefore argue that the link between awe and resilience hinges on trait epistemic curiosity, or employees' inherent desire to seek and acquire new knowledge. Across three studies—including a morning-of field study, a single-day morning-afternoon study, and a preregistered two-week experience sampling study—we find that ascribing positive meaning to dreams elicits awe, which in turn promotes resilience, and ultimately goal progress, throughout the workday.

Paper is Available to Meeting Registrants Only.

OB: **Leader's Deep Acting and Daytime Sleepiness Predicts Abusive Supervision** 

Author: **Amanda Hundseth**, *U. of Saskatchewan*
Author: **Mikaila Ortynsky**, *Memorial U. of Newfoundland*
Author: **Erica Carleton**, *U. of Regina*
Author: **Megan Marie Walsh**, *U. of Saskatchewan*

In this study we examine how leaders' deep acting and daytime sleepiness level predicts abusive supervision leadership behaviors. We integrate action theory and Mullins, Cortina, Drake, and Dalal's (2014) physiology and daytime sleepiness at work framework to conceptualize deep acting as a unique job demand of leadership, hence leading to increased levels of daytime sleepiness. We hypothesize that deep acting has a direct effect on leaders' abusive supervision behavior and an indirect effect on abusive supervision via increased levels of daytime sleepiness. Results from a three-wave paired leader-follower survey supported our hypotheses. This research contributes to several areas of research, namely leaders' well-being, consequences of daytime sleepiness, and antecedents of abusive supervision. Practical implications and directions for future research are discussed.

Paper is Available to Meeting Registrants Only.

OB: **Be Prepared: How Psychological Reattachment Buffers the Effect of a Bad Night's Sleep**

Author: **Ricarda Schlepner**, *U. of Vienna*
Author: **Jana Kühnel**, *U. of Vienna*
Author: **Klaus Melchers**, *Ulm U.*

Psychological reattachment refers to the process of mentally tuning into one's work before initiating work in the morning. In the current diary study, we investigated a) the relationship between good sleep at night and psychological reattachment to work in the morning and b) the effects of sleep at night and psychological reattachment on work engagement and proactivity during the day. Furthermore, we considered two competing ideas regarding how sleep at night and psychological reattachment might be related. The first idea assumes an energetic process in which psychological reattachment might benefit from a good night's sleep by serving as a mediator in the relationship between sleep quality and work engagement and proactivity. The second idea assumes a cognitive, self-regulatory process in which psychological reattachment is independent of resource-replenishing sleep and instead serves as a moderator of the relationship between daily sleep quality and work engagement and proactivity. We conducted a daily diary study comprising two online surveys completed on 10 consecutive workdays. We collected data from 171 employees on 1,186 days. The results indicated that on days with both good sleep quality and high psychological reattachment, work engagement and proactivity were both higher. Daily psychological reattachment did not mediate the relationship between daily sleep quality and work engagement but buffered the negative effects of a poor night's sleep, supporting the second of our competing ideas. Thus, organizations should encourage and train their employees to psychologically reattach to their work in the morning.

Paper is Available to Meeting Registrants Only.

OB: **Examining How Leadership Role Occupancy Influences Both Leaders' and Spouses' Sleep Loss and Obesity**

Author: **Shen-Yang Lin**, *Leeds U.*
Author: **Wendong Li**, *Chinese U. of Hong Kong*
Author: **Giles Hirst**, *Australian National U.*

Drawing on work-family crossover research, the leadership role occupancy literature and self-regulation theory, we investigated not only how leadership role occupancy may affect job occupants' obesity but also how its influences may crossover to shape their spouses' obesity. Adopting a programmatic approach with three panel datasets from the US, UK, and Australia, we found that occupying a leadership role was positively related to job demands, which in turn was positively related to job occupants' loss of sleep and obesity. Moreover, the crossover influences of job demand were also revealed: they were positively associated with spouses' loss of sleep and obesity. Our research enriches leadership role occupancy research by offering a new crossover perspective and contributes to work-family research by highlighting the importance of holding a leadership position as an antecedent of the crossover effect of job demands.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Consequences of Work Arrangements**OB: Getting Under the Skin? Work-Family Interface's Effects on Personality Change & Reciprocal Relations**

Author: **Wendong Li**, *Chinese U. of Hong Kong*
 Author: **Jiexin Wang**, *Shenzhen Audencia Business School*
 Author: **Hong Zhang**, *Chinese U. of Hong Kong*
 Author: **Xin Zhang**, *Chinese U. of Hong Kong*
 Author: **Kaili Yu**, *Chinese U. of Hong Kong*
 Author: **Tammy D. Allen**, *U. of South Florida*

Heavily influenced by the classic dispositional perspective of personality, the work-family literature has predominantly assumed that personality traits cause work-family experiences, not vice versa. The burgeoning literature on personality development, however, suggests that work and life experiences may foster personality adaptation throughout one's whole adulthood (Tasselli, Kilduff, & Landis, 2018). Drawing upon the neo-socioanalytic model of personality (Roberts & Nickel, 2017; Roberts & Wood, 2006), we built a theoretical model and investigated what, how, and why work-family experiences may spur personality development and more important, change-related reciprocal relationships between personality traits and work-family experiences in recursive cycles. Findings from two three-wave longitudinal studies revealed that work-to-family conflict, family-to-work conflict, work-to-family facilitation, and family-to-work facilitation mostly had lagged influences on changes of conscientiousness, extraversion, and neuroticism and the influences were generally channeled through changes of anxiety. Personality traits also exerted lagged influences on changes of work-family experiences, with some influences deteriorating over time. Change-related reciprocal relationships were recorded mainly between neuroticism and extraversion and work-family experiences, suggesting recursive cycles. Our findings offer important implications for organizations and employees to better manage their work and family experiences and career development.

Paper is NOT Available. Please contact the author(s).

OB: The Role of Boundary in Deterring Burnout Among Perfectionists in the Work-Family Interface

Author: **Lichi Liu**, *National Taiwan University*
 Author: **Chung Jen Chien**, *College of Management, Yuan Ze U.*
 Author: **Yu Fan Lee**, *Jung Ts Real Estate Agency*

The purpose of this study is to investigate the role of the boundary and its effects on the perfectionism-burnout relationship in the work-family interface. Previous studies on perfectionism have mostly focused on a single domain, and little research has tapped into work-family interactions. Additionally, in regard to perfectionism-burnout research, much attention has been placed on the resources consumed to burn out (e.g., motivation and perceived stress). However, we seek to study the situational component for activating the stress-related process. That is, we adopt boundary characteristics—forming distance between roles—to secure personal well-being from going through stress patterns. Drawing on conservation of resources and boundary theory, we argue that perfectionists with weaker boundaries have a higher risk of burnout than employees with stronger boundaries because they have difficulty maintaining their focus on a single domain. Further, we attempt to unveil the mechanism between perfectionism and burnout by the serial mediators (i.e., work telepressure and work-family conflict). We propose in particular a mediated moderation model, hypothesizing that perfectionism with a weaker boundary can be a predictor for work telepressure, work-family conflict, and burnout, serially. Our findings suggest that the hypotheses are all supported. The present study verifies that the role of a boundary as a protector can substantially secure the well-being of employees.

Paper is Available to Meeting Registrants Only.

OB: Investigating Why And When COVID-19 Triggered Psychological Distress Relates to Work Behaviors

Author: **Tahia Alam**, *Southern Illinois U. Carbondale*
 Author: **Min Z. Carter**, *Southern Illinois U. Carbondale*
 Author: **Omid Disfani**, *Southern Illinois U. Carbondale*

The COVID-19 (C-19) pandemic promulgated psychological distress among employees across the United States, necessitating the examination of its consequential negative impact on employees' engagement and work behaviors. Drawing upon conservation of resources (COR) and scarcity theory (ST), this research develops a theoretical model that demonstrates how employees' psychological distress triggered by the C-19 pandemic (C-19PD) sways their task performance and organizational citizenship behavior (OCB) via work engagement. Additionally, we also investigated the moderating roles of optimism and telecommuting intensity. In a sample of 275 employees from four public universities in the U.S., we found support for the mediation effect of work engagement and the moderating effect of optimism. Theoretical and practical implications and future research are also discussed.

Paper is Available to Meeting Registrants Only.

Author: **Alexandra Henderson**, *Zayed U.*

Author: **So Young Jeong**, *Zayed U.*

Author: **Kristin Horan**, *U. of Central Florida*

This study examines the role of managerial and institutional trust in mitigating the detrimental effect of stressors during the COVID-19 pandemic. Drawing on conservation of resources (COR) theory (Hobfoll, 1989), we posited that trust in management and state government would mitigate the negative effects of individual-level (changes in work and family role overload) and state-level (infection rates and population density) stressors related to the COVID-19 pandemic. Using multisource, multilevel data from the United States, including a sample of Americans still working during the first wave of infections (N = 437), we found that changes in individual-level stressors (work and family role overload) were positively associated with changes in stress; however, these effects were mitigated among those with high trust in state government. Results indicated that state-level COVID-19 stressors (infection rates and population density) did not have a direct effect on changes in stress; however, the effect of population density on changes in stress was mitigated among those with high trust in management. This study highlights a potential mechanism – trust – through which organization leaders and government officials can mitigate the harmful effects of the COVID-19 pandemic, and perhaps other large-scale adverse events, on workers. This study also demonstrates the cross over effects of trust, such that managers can protect workers from community stressors, while government officials can protect workers from work and family stressors. Theoretical and practical implications, future directions, and limitations are discussed.

Paper is Available to Meeting Registrants Only.


 Teaching-oriented
 Practice-oriented
 International-oriented
 Theme-oriented
 Research-oriented
 Diversity-oriented
 Selected as a Best Paper

Sense-making at Work

OB: How Positive Feedback Seeking Benefits Promotability: Roles of RBSE and Flexible Role Orientation

Author: **PAN FAN**, *Xi'an Jiaotong U. School of Management*
Author: **Yun Bai**, *Huazhong U. of Science and Technology*
Author: **Tingting Chen**, *Lingnan U.*

This study extends career advancement literature by investigating how employees take an agentic approach to enhance career success. Drawing on the agentic perspective of social cognitive theory, we theorize how and when positive feedback seeking from the social environment promotes supervisor-rated promotability. Specifically, role breadth self-efficacy (RBSE) is a mediating process that links seeking positive feedback to supervisor-rated promotability. In addition, we propose flexible role orientation substitutes for the positive effect of positive feedback seeking on RBSE and the subsequent supervisor-rated promotability. Results based on a two-wave, multisource survey design provide support for our hypotheses. We discuss the theoretical and practical implications of how and when employees can proactively pursue their career advancement.

Paper is NOT Available. Please contact the author(s).

OB: Fear of Embrace? Employees' Diverging Appraisals of Automation, and Consequences for Job Attitudes

Author: **Anna Godollei**, *U. of Waterloo*
Author: **James W. Beck**, *U. of Waterloo*

In the coming decades, technological advancements will continue to increase automation in the workplace. The impact of automation on individual workers will be varied; in some cases, automation may harm (e.g., job loss), and in other cases benefit (e.g., enhanced performance) employees. We argue that employees' anticipation of automation will shape their current work-related attitudes, such as their job engagement and turnover intentions, and thus their likelihood of manifesting these outcomes. We present two complementary studies, a survey (Study 1) and an experiment (Study 2), showing that employees have varying appraisals of the impact of automation on their well-being, both fearful (automation-related job insecurity), and optimistic (automation-related performance optimism). Across both studies, we found that automation-related job insecurity is detrimental to job attitudes, but that this effect is mitigated for people who feel a great deal of control at work. We also found that automation-related performance optimism is positively related to job engagement, and that this effect is stronger for people who feel a great deal of control at work – however we did not replicate these findings in the Study 2. The theoretical and practical implications of this research are discussed.

Paper is NOT Available. Please contact the author(s).

OB: Cultivating a Conflict-Positive Workplace: How Context Moderates the Effectiveness of Mindfulness

Author: **Neetu Choudhary**, *U. of Melbourne*
Author: **Carol Gill**, *Melbourne Business School*

The effectiveness of mindfulness has been established, however, the conditions under which mindfulness is most effective has received limited attention, leaving a theoretical gap in understanding how mindfulness interacts with its context. This has prompted an unresolved debate amongst scholars about whether mindfulness is a universal panacea or has a differentiated effect based on context. To investigate how context may play a role, we developed and tested a multi-level model on how task and relationship conflict influences the relationship between mindfulness, emotional exhaustion, and team member well-being in self-managed teams, which are an increasingly common and complex way of organizing work that is more likely to generate team conflict. The results from this time-lagged, multi-source, survey study involving 274 team members in 54 project teams support the proposition that the effectiveness of mindfulness is influenced by context. Mindfulness is a universal panacea in that it increases affective well-being by reducing emotional exhaustion. However, it also has a differentiated effect in that these relationships are most pronounced under conditions of high relationship and/or task conflict. We conclude that mindfulness is most effective in contexts that elicit negative thoughts, feelings, and behaviors, thus expanding the theory on mindfulness.

Paper is Available to Meeting Registrants Only.

OB: An Image of What I Want to Achieve: How Personal Visions Motivate Goal Pursuit

Author: **Falk Julian Voigt**, *TUM School of Management, Technical U. of Munich*
Author: **Marius Jais**, *TUM School of Management, Technical U. of Munich*
Author: **Hugo M. Kehr**, *TUM School of Management, Technical U. of Munich*

A growing body of research emphasizes the importance of personal visions. Yet, so far, empirical research on personal visions is limited and only little is known on how personal visions lead to increased motivation and more successful goal pursuit. We argue that personal visions with their high level of mental imagery are motivationally effective because a) they evoke positive affect, b) vision-evoked positive affect spills over to personal goals derived from them, c) affectively charged personal goals benefit from increased commitment, and d) increased commitment contributes to high goal progress. In a first experiment (N = 128) we found that personal visions and vision-derived goals were more positively associated with positive affect compared to a control group with superordinate goals low in mental imagery. In a second experiment with 323 participants, we replicated our results and further showed that personal visions were positively related to goal progress via vision-evoked positive affect, positive anticipatory affect towards expected goal attainment, and goal commitment. Together the studies suggest that personal visions exert their motivational effects by affectively charging activities related to them. From a practical perspective, our studies highlight the importance of visions as an effective tool in the motivation of work-related behaviors.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Mindfulness at Work

OB: The Roles of Mindfulness in the Relationships between Media Multitasking and Various Outcomes

Author: **Wan-Jing April Chang**, *National Tsing Hua U.*

Despite a growing body of research on workplace mindfulness, information on the mechanism underlying the relationship between at-work media multitasking and its psychological (happiness, emotional exhaustion), physical (general health, sleep quality), and behavioral (job performance, innovative work behavior) consequences, as well as the boundary conditions of these links, is limited. Considering the importance of mental health in the workplace, this study adopted the stressor-detachment model to investigate (1) the effect of media multitasking on various consequences, (2) the mediating effect of state mindfulness at work on the relationship between media multitasking and various consequences, and (3) the moderating effect of trait mindfulness at work on the relationship between media multitasking and various consequences. This study used an experience sampling method (ESM) to collect data from 97 full-time employees. Participants received five survey links every workday via mobile devices for two weeks. Hierarchical linear modeling and structural equation modeling were employed to test the hypotheses. The results showed a significant mediating effect of state mindfulness on the relationship between media multitasking and happiness, emotional exhaustion, general health, job performance, and innovative work behaviors. Furthermore, trait mindfulness significantly moderated the relationships between media multitasking and happiness, job performance, and innovative work behaviors. The study discussed theoretical and practical implications, limitations, and future research directions.

Paper is Available to Meeting Registrants Only.

OB: Leader Mindfulness and Employee Explicit vs. Tacit Knowledge Sharing: Based on Signaling Theory Lens

Author: **Beini Liu**, *Beijing Technology and Business U.*
Author: **Minya Xu**, *Guanghua School of Management, Peking U.*
Author: **Ziyi Jia**, *Beijing Technology and Business U.*

Drawing on signaling theory, this study investigates the mediating effects of prosocial and image preservation motivations in the relationship between leader mindfulness and employee explicit and tacit knowledge sharing. To test our conceptual model, we conducted a three-wave field study with 332 dyads full-time employees and their immediate supervisors. Results supported the mediating effects of prosocial motivation in accounting for the relationship between leader mindfulness and employee explicit and tacit knowledge sharing. While image preservation motivation only mediated the positive effect of leader mindfulness on employee explicit knowledge sharing. Our study is among the first to examine how leader mindfulness predicts employee explicit and tacit knowledge sharing. We discuss implications for theorizing on mindfulness, leadership, knowledge management, and motivation, as well as practical implications.

Paper is Available to Meeting Registrants Only.

OB: Strengthening Servant Leadership with Leader Mindfulness Training

Author: **Laura Ilona Urrila**, *U. of Vaasa*
Author: **Nathan Eva**, *Monash Business School*

Recent research proposes mindfulness training as a viable method to strengthen other-orientation by enhancing awareness of oneself and others. In this study, we focus on how mindfulness training helps develop servant leaders, an other-oriented approach to leadership, by drawing from pre-intervention inquiry and post-intervention interviews with 62 organizational leaders who participated in an eight-week mindfulness intervention. Leaders reported engaging in newly acquired servant leader behaviors while integrating mindfulness into their leadership work which benefited themselves (personal growth and self-care), their followers (relationship building, follower development and wellbeing, and their teams (culture). This study advances the literature on mindfulness and servant leadership in three ways. First, by building a theoretical bridge between mindfulness-based leader development and servant leadership by demonstrating how these literatures can strengthen each other and be used to develop more holistic leaders. Second, by challenging traditional leader development by identifying how mindfulness knowledge and learnings can be integrated to grow the leader holistically, instead of providing training in specific skills. Third, by providing a conceptual framework that illustrates how mindfulness training develops servant leaders by strengthening leaders' ability to support and develop their followers.

Paper is Available to Meeting Registrants Only.

OB: Linking Leader Mindfulness to Team Performance and Helping Behaviors: A Dual-path Model

Author: **Mengyi Zhang**, *School of Economics and Management Tsinghua U.*
Author: **Dan Ni**, *School of Business, Sun Yat-sen U.*

Although leader mindfulness has attracted large interest from industry and academia, little attention has been paid to explaining what impacts of leader mindfulness on team outcomes, and how does it occur. Integrating the mindfulness literature and the Input-Process-Output (IPO) model, we proposed a dual-mediating-process model that links leader mindfulness to team outcomes (i.e., team performance and helping behaviors), in which team cooperation acts as the task-based team process and team communication serves as the interpersonal-based team process. The model was tested with the three-wave data from 47 teams in South China. The results supported our hypotheses. We discuss the theoretical and practical implications of these findings.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Centering Sustainability, Environment, and Humanity

OB: Make an Environmental Impact Beyond the Organizational Boundary through Green Leisure Crafting

Author: **I-Shuo Chen**, *Anglia Ruskin U.*
 Author: **Szu-Hsin Wu**, *U. of Dundee*

In this research, we aimed to investigate whether green transformational leadership and green training may contribute to employees' green leisure crafting, thereby improving their green behaviors in private life. We also investigated whether employees' green value may amplify the impact of green leisure crafting on their green behaviors. The hypotheses are underpinned by self-determination theory and supply-value fit. Using a two-wave research design and studying a group of working individuals from a variety of industries in Taiwan (N=374), we found that green leisure crafting fully mediated the relationships between green transformational leadership and green training and green behaviors in private life and that green value strengthened the positive effect of green leisure crafting on green behaviors. Theoretical contributions, pragmatic implications, and future research avenues are discussed at the end of this research.

Paper is Available to Meeting Registrants Only.

OB: Rescripting Sustainable Development Goals: Goal Emplotments in Sub-Saharan African Communities

Author: **Xiao Chen**, *U. of Prince Edward Island*
 Author: **Dennis G. Willms**, *Salama SHIELD Foundation*
 Author: **Donald Wagner**, *U. of Prince Edward Island*

The United Nations (UN) has formulated seventeen Sustainable Development Goals (SDGs) to end poverty by 2030. Goal setting can be effective under certain boundary conditions (moderators) – at the individual level and organizational level. And yet, goal-setting theory is not well understood in the global development context, where: (1) goals are understood differently, (2) goal conditions are unmet, and (3) apparent disconnects exist between the grand, measurable goals from the West and everyday life on the ground in Africa – the Rest. We contend that the SDGs, and their interpretation and execution on the ground, does not appreciate the realities of Sub-Saharan Africa. This paper aims to conceptualize development goals within the diverse landscape and world-views of Sub-Saharan Africa. We develop a novel theory of goal emplotments that characterizes the interaction between the West and the Rest, where non-governmental organizations (NGOs), local community leaders, and beneficiaries react and respond to the SDG mandate. We explore the dominant UN-initiated policy-makers' narratives, and contrast them with those of front-line NGO personnel mediating the West and the Rest. In so doing, we aim to extend goal-setting theory into the African development context, exposing a conflicted agenda of goal setting and implementation barriers and constraints. Theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

OB: The Theory of Profitable Humanization: The Coming of Employeeholder and Human-Centric Organizations

Author: **Vikas Rai Bhatnagar**, *Lal Bahadur Shastri Institute of Management, New Delhi, India*

The current turbulent times have compelled firms to focus on employee safety and well-being and the requirement for creating humanized organizations has never been as pressing as now. Concurrently, the quest for having a single measure for a firm's performance continues, and the debate whether a shareholder or stakeholder interest should take primacy continues to intensify. To humanize organizations, the goal of theorizing employees as an end and not a means to an end has been challenging. This article fills in a much-needed gap in the literature by theorizing employees as an end and not a means to an end and developing a theory of profitable humanization. The theory employs a dualistic ontology, narrative style of theory development, makes use of the systemic economic conceptualization of a human being, draws from the theoretical physics concept of hyperspace, and Aristotelian concept of happiness to suggest employee happiness as a multi-dimensional construct that can serve as a single measure for assessing a firm's performance. As creating wealth, community service, and caring for the environment are essential for people's happiness, having the single measure of employee happiness reconciles many conflicting approaches, including the shareholder and stakeholder debate. The theory of profitable humanization introduces the concept of employeeholder and contributes to humanizing organizations—a compelling requirement in the current turbulent times.

Paper is Available to Meeting Registrants Only.

OB: Economic Volatility Moderates the Relationship Between Social Impact at Work and Job Satisfaction

Author: **Ayse YEMISCIGIL**, *Harvard Kennedy School*
 Author: **Nattavudh Powdthavee**, *Warwick Business School*
 Author: **Ashley Whillans**, *Harvard Business School*

People derive satisfaction from working in jobs that enable them to make a positive impact in society, but often they forego financial rewards to pursue social impact at work. Drawing from theories that predict the prioritization of financial needs and values under financial volatility, we test whether macroeconomic volatility reduces the importance of social impact at work for job satisfaction while increasing the importance of pay. Using nationally representative data from 36 countries (N = 12,183), we find that social impact at work is a weaker predictor of job satisfaction in countries with higher economic volatility. In contrast, having a higher paying job is a stronger predictor of job satisfaction in countries with greater economic volatility. Differences in GDP across countries have similar moderating effects for social impact but not for high pay. These results are robust when controlling for occupation and country fixed effects and eight job characteristics measuring intrinsic, extrinsic, and relational factors. Our findings suggest that although social impact and financial rewards are both important predictors of job satisfaction, the strength of these relationships vary significantly and systematically across different economic and international contexts.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

□

Values and Culture

OB: **Promoting Flourishing Workplaces through Workplace Caring: Human Caring Theory**

Author: **April Rowsey**, *Union U.*

For organizations to survive and thrive in the new normal, a better understanding is necessary of the relational mechanisms and practices present in the work environment that either inhibit or encourage employee flourishing in the workplace. This paper seeks to develop a more thorough understanding of practice and process of caring as a means of personalizing the work environment and offsetting the challenges of employee fatigue, burnout, and turnover. It further examines how theory and practice from the discipline of nursing can contribute to a more robust conceptualization and operationalization of the caring construct in the work environment and, thus, promote positive outcomes in the workplace. Additionally, this work identifies several interesting directions for future workplace care research.

Paper is Available to Meeting Registrants Only.

OB: **The Clandestine Cost of Feeling Like a Fake: Imposter Phenomenon and Workplace Presenteeism**

Author: **Terri McGarry**, *None*
Author: **Madeleine Stevens**, *39122*
Author: **Jane Eme-Power**, *None*

The imposter phenomenon is reported to affect up to 70% of working professionals at some point in their careers. Despite this, the concept remains largely under-researched in organisational contexts. Our study expands the literature in this area by positioning the imposter phenomenon as an antecedent to presenteeism. Research suggests that imposter thoughts can be detrimental to individual wellbeing. We argue that idiosyncrasies associated with the imposter phenomenon may give rise to the growing trend of presenting for work while unwell, and therefore pose a threat to organisational productivity. Drawing on the Job Demands-Resource (JD-R) theory we position imposter thoughts as a job demand that triggers a health event leading to increased presenteeism. In doing so, we contribute to knowledge by extending the definition of what is considered a job demand. We present an adapted model to explain the proposed relationship between the imposter phenomenon and presenteeism and examine the effects of workplace social support as a job resource that counters the health process. We test this theory by conducting a cross-sectional survey (n=92) and perform regression, mediation, and moderation analysis. Our results support the hypothesised relationship between imposter thoughts and presenteeism, and we find that those who experience imposter thoughts to a greater extent are significantly more likely to experience higher levels of emotional exhaustion. We offer a fresh perspective on the JD-R theory by positioning the imposter phenomenon as a job demand. Our findings highlight the adverse effects on both the individual and the organisation. In presenting a direct link between the imposter phenomenon and presenteeism, our research bears the costly implications, providing insights for HR practitioners to develop strategies to reduce presenteeism and drive the well-being agenda.

Paper is Available to Meeting Registrants Only.

OB: **The Journey to Strong Sustainability Starts With Understanding Organizational Culture**

Author: **James Demastus**, *U. of Deusto*
Author: **Nancy E. Landrum**, *Independent Scholar / Researcher*
Author: **Brian Ohsowski**, *Loyola U. Chicago*

Organizations and researchers have embraced corporate sustainability but the desired impacts of doing so are unrealized. This “Big Disconnect” stems from a business-as-usual integration of weak sustainability rather than an embracing of strong sustainability. This paper approaches this problem by asking if organizational culture, is a component of corporate sustainability strength. Documents from 197 organizations were text mined with standardized keywords to determine corporate sustainability strength on Landrum’s Stages of Corporate Sustainability and organizational culture profile on the Competing Value Framework. Expectedly, organizations with a proclivity towards Hierarchy, and Market typologies were proponents of weak corporate sustainability. Surprisingly, Clan-oriented organizations were found to reduce weak sustainability while Adhocracy types had no relationship to corporate sustainability strength. These findings demonstrate that organizational culture should be managed in practice and research to connect organizations to strong sustainability.

Paper is Available to Meeting Registrants Only.

Author: **Eva Straus**, *U. of Vienna*

Author: **Anja Van Den Broeck**, *KU Leuven*

Author: **Jeffrey R. Edwards**, *U. of North Carolina*

Author: **Christian Korunka**, *U. of Vienna*

Theories on value congruence assumes that positive outcomes result from matching individual and organizational values. However, these theories rarely address whether the relationship between value congruence and outcomes depends on the content of values involved. Integrating the self-determination theory (SDT), we argue that the outcomes of congruence between employee and organizational values depends on the content of values under consideration and investigate the impact of the congruence of intrinsic values (e.g., contributing to society, affiliation) versus the congruence of extrinsic values (e.g., financial success) on positive and negative work behavior, well-being, and commitment. Our results in a heterogeneous sample of employees show that a congruence of values is not crucial for positive job outcomes but that the values' content matters. More specifically, polynomial regression analyses disclose that OCB, engagement, and affective commitment are high when organizations support intrinsic values, independently of a person's individual aspirations. Extrinsic value congruence is even associated with deviant behavior. Our findings have important implications for future research and organizations.

KEY TO SYMBOLS:

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Paper is Available to Meeting Registrants Only.

 Selected as a Best Paper

Power, Empathy, and Virtue

OB: Self-Control Signals and Affords Power

Author: **Shuang Wu**, *Rady School of Management, U. of California San Diego*
Author: **Pamela K. Smith**, *U. of California, San Diego*

Do we perceive as more powerful and prefer to give power to the self-indulgent or the self-disciplined? Previous research (e.g., Chou, 2018; van Kleef, Homan, Finkenauer, Gündemir, & Stankou, 2011) suggests that signals of disinhibition can lead to power. The popular press is also full of stories that connect power to impulsivity. Across four studies involving different types of target individuals, we found that individuals who exhibited high self-control were seen as more powerful, and given more power, than low self-control individuals. This result held whether a choice that exhibited self-control was made quickly or slowly, and even when exhibiting high self-control involved behaving in a way that was less socially desirable. Though self-control had similar effects on power perception and conferral, these two effects appear driven by different dimensions of person perception. Perceived assertiveness and competence consistently mediated the effect of self-control on power perception, whereas perceived morality and competence mediated the effect of self-control on power conferral. The current research contributes to a better understanding of how power is perceived and accrued.

Paper is NOT Available. Please contact the author(s).

OB: How Crying Fabricated Tears Negatively Impacts Women More Than Men: The Role of Anger and Empathy

Author: **Daphna Motro**, *Hofstra U.*
Author: **Andrea Pittarello**, *Virginia Tech*

Across two studies (n = 429), we examine how observers react to people who cry genuine tears versus fabricated tears (also known as “fake tears” or “crocodile tears”) during performance feedback evaluations. In doing so we shed light on an area of deceptive emotional expression that has yet to receive full attention in organizations. Using role congruity theory as a framework, we find that observers are angrier and less empathetic towards women who cry fabricated tears compared to men who cry fabricated tears. This emotional reaction then spills over to negatively affect downstream variables such as assessments of leadership capability and helping behavior. These findings suggest that crying fabricated tears during performance feedback evaluations can backfire for women. However, the type of tears (fabricated vs. genuine) had no effect for male criers. Theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

OB: Virtues-Centered Moral Identity: An Empirical Evaluation of Its Role in Virtuous Leadership

Author: **Gordon Wang**, *George Brown College*
Author: **Rick D. Hackett**, *McMaster U.*

Competing perspectives concerning ethical leadership reflect a range of theoretical viewpoints. Some focus on rules, principles, duties, and obligations to act; others highlight the consequences of actions. We build on a model grounded in virtue ethics - in which the role of leader character is underscored, as is self-cultivation of the moral virtues, reflected by the importance one ascribes to moral identity that is virtues centered. Using a sample of 131 leader-follower dyads, followers' judgements of their leader's virtuous leadership positively predicted the self-rated virtues-centered moral identity of their leaders, as well as their own (self-rated) virtues-centered moral identity. Leaders' self-rated virtues-centered moral identity also positively predicted followers' evaluations of their leaders' moral behavior, as well as leaders' self-rated happiness. Finally, followers' self-rated virtues-centered moral identity linked positively with their moral behavior (leader rated), and to their self-rated happiness.

Paper is Available to Meeting Registrants Only.

OB: Understanding Employees' Responses to Psychological Contract Breach During a Crisis

Author: **Meng Zhong**, *Xi'an Jiaotong U.*
Author: **Haoying Xu**, *U. of Illinois at Chicago*
Author: **Sandy J. Wayne**, *U. of Illinois at Chicago*
Author: **Eric J. Michel**, *Northern Illinois U.*

Despite considerable research on the psychological contract (PC) breach, there exists limited research explicating how employees react to instances of PC breach in times of crisis and what organizations can do to mitigate the detrimental effects of PC breach on the employee-organization relationship during a crisis. Drawing on the risk management theory of corporate social responsibility (CSR, Godfrey, 2005), we argue that CSR effort enacted by an organization provides creates an effect much like insurance and tempers negative employee reactions to PC breach during a crisis. We manipulated CSR and PC breach during an organizational crisis in a scenario-based experiment of 108 working adults (Study 1). Findings suggest subjects in the high CSR conditions are more likely to make external attributions for PC breach, thus placing responsibility for the broken promises outside the company's control. Then, we surveyed 394 employees from diverse industries in the context of COVID-19 crisis (Study 2). Results suggest perceived CSR moderated the indirect effect of PC breach on employees' reconciliation with organization via external attributions, such that the effect was stronger when employees perceived a high level of CSR.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Facilitating Employee Well-being

OB: Future Past Tense and Storytelling: Can Victims of Supervisory Abuse Envision Brighter Futures?

Author: **Huda Masood**, *Sam Houston State Uni*
Author: **Marlee Eden Mercer**, *York U.*
Author: **Leonard Karakowsky**, *York U.*

Abusive supervision has been a persistent issue for workers across the world. An important area of interest for organizational behavior researchers is to understand the past, present, and future of supervisory abuse. The current research examines the utility of different forms of sensemaking through storytelling that allows the victims of supervisory abuse to extract meaning from the episode of abuse. By conducting semi-structured, in-depth interviews with (N=30) victims of supervisory abuse, we identified ways by which sensemaking allows victims to derive meanings from the experiences of abuse. To our surprise, both retrospective and prospective sensemaking allow individuals to reframe the experiences of abuse. Four broader themes (namely: reasoning, attributions, psychological capital, and self-realization) were extracted from the thematic analysis of our qualitative dataset. This suggested sensemaking to be a powerful tool to shift the victims' narrative to a more powerful one. Managerial implications and limitations are discussed.

Paper is NOT Available. Please contact the author(s).

OB: Grating on My Nerves: An Exploration of Pet Peeves and Their Effects on Employee Interactions

Author: **Nathan Tong**, *ESSCA School of Management*
Author: **Marcia Lensges**, *Xavier U.*
Author: **Joshua Knapp**, *U. of Wisconsin, Whitewater*

We use an inductive study to investigate how people define and characterize pet peeves and examine the impact people's pet peeves have on the way they interact and relate to each other in the workplace. We also explore how these impacts affect individual and organizational outcomes. Through our analysis of interview data using grounded theory, we offer a more complete definition of pet peeves than previous scholars have proposed, in addition to detailing characteristics associated with pet peeves. We then offer a model of how people process pet peeves, demonstrating that there is an initial uncontrollable and involuntary reaction that can be physical, cognitive, or affective. This is followed by a consideration of moderators including the existing relationship with the offender, elements of the setting, personal agency, and one's personal characteristics, all of which affect how people choose to physically or cognitively respond to their pet peeves being triggered. Finally, we show how people's responses to pet peeves negatively impact employees' interactions and relationships and, ultimately, their organizations.

Paper is Available to Meeting Registrants Only.

OB: How Strong Cultures Influence Employee Well-being: An Organizational Nostalgia Approach

Author: **Shota Kawasaki**, *Nanyang Business School*
Author: **Xi Zou**, *Nanyang Business School*
Author: **Tim Wildschut**, *U. of Southampton*
Author: **Constantine Sedikides**, *U. of Southampton*

Although scholars and practitioners have long praised the role of building a strong culture in firm success, it is unclear how a strong culture matters to individual employees. We introduce a novel construct to study cultural strength at the individual level (i.e., perceived cultural strength), which is related to but independent from cultural strength at the group level. We propose that individual employees' perceived cultural strength gives rise to organizational nostalgia, subsequently increasing well-being at work (i.e., job satisfaction, organizational commitment). We additionally propose that telecommuting frequency (i.e., the extent to which employees work remotely) moderates the association between organizational nostalgia and employee well-being. Findings from two studies supported our theoretical proposals. The findings advance the literatures on organizational culture, organizational nostalgia, and telecommuting.

Paper is Available to Meeting Registrants Only.

OB: Leveraging Soft Skills to Navigate Today's Workplaces and Manage Conflict

Author: **Shannon Fletcher**, *Northwest U.*
Author: **Kristen Thornton**, *Zillow Group, Inc*

Organizations have had to rapidly adjust where they work and how they work due to the pandemic. According to Pew Research Center, 71% of adults, who can perform their work responsibilities from home, are now working remotely. This shift coincides with research indicating that soft skills are also being valued more compared to hard skills during the hiring process (Jones et al., 2016; Kasten, 2014). The purpose of the current study is twofold. First, we seek to discover which soft skills are most relevant to today's workplace by replicating Robles' (2012) study of soft skills. The current study found that while many of the soft skills valued as most important for work remained similar to ten years ago, Courtesy, Professionalism, and Integrity were mentioned less frequently, and some new sub-categories emerged, including leadership, creativity, conflict management, influential, stress management, curiosity, situational awareness, and vision. Second, we seek to expand our 2021 qualitative study that investigated behaviors that contribute to a thriving work environment. The extension to this research specifically focuses on three emergent healthy behaviors: Suppress the Noise, Engage the Mess, and Play. All three of these behaviors demonstrate a connection to managing conflict effectively. One discovery is that while Engage the Mess and Suppress the Noise rarely identify the importance of Play to navigate conflict, the reverse is so often true. Play can help individuals find commonality and release tension, but may not be recognized until the tension breaks and resolution is found.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Interactions at Work

OB: Does Power Difference Always Escalate to Power Struggle? Two Studies with Performance Implications

Author: **Nadia Y. Yu**, *NEOMA Business School*
Author: **Riki Takeuchi**, *U. of Texas at Dallas*
Author: **Ruixue Zhang**, *Hong Kong U. of Science and Technology*

We integrated theories of inequality, stratification, status characteristics and system justification to investigate how informal power difference within a work group contributes to power struggle, which further compromise group performance in the organization. Past research has already demonstrated that high level of formal power difference is more likely to induce intragroup power struggle that further compromises group performance. We argued and observed that informal power difference has similar yet nuanced effects on intragroup power struggle and group performance. Using two independent samples of 147 work groups from multiple enterprises in China, we found that informal power difference is positively related to intragroup power struggles, and it has U-shaped relationship with group performance. Besides the inverted U-shaped (U-shaped) relationship between informal power difference and intragroup power struggle (group performance) is more likely to be salient when informal power distribution is illegitimate. Under these circumstances, there is a significant and negative indirect relationship between informal power difference and group performance via intragroup power struggle. However, when informal power distribution is legitimate, it is less likely that informal power difference and/or intragroup power struggle would affect group performance via intragroup power struggle. We concluded with discussion of the theoretical and practical implications for future research.

Paper is Available to Meeting Registrants Only.

OB: A Game of Reciprocity? The Effect of Leader-Follower Moqi Congruence on Task Performance

Author: **Qi Zhang**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*
Author: **Xingshan Zheng**, *Shanghai Jiao Tong U.*
Author: **Yao Yao**, *Telfer School of Management, U. of Ottawa*
Author: **Francisca N.M. Dube**, *Xi'an Jiaotong-Liverpool U.*

Building on person-supervisor fit theory, this paper examines the effect leader-follower congruence in moqi (tacit understanding between two parties) on task performance by task coordination based on the perspective of nonverbal communication styles symmetry. With data collected from 174 leader-follower dyads in 41 project teams in Shanghai of China, we use polynomial regression and response surface plots to test our hypotheses on the effect of leader-follower moqi congruence on task performance. Leader-follower moqi congruence had a positive effect on task performance, mediated by coordination. The type of leader-follower moqi congruence (high-high or low-low) affected the quality of coordination. The effect of leader-follower moqi congruence on task performance (via coordination) was weaker when leader-member exchange was low than when it was high. This study adds specificity in identifying why leader-follower moqi can improve task coordination and task performance.

Paper is Available to Meeting Registrants Only.

OB: The First Decisive Minutes: How Initial Interaction Patterns Matter for Solving Complex Problems

Author: **Eisabeth Andvik**, *BI Norwegian Business School*
Author: **Therese Egeland Sverdrup**, *NHH Norwegian School of Economics*
Author: **Vidar Schei**, *NHH Norwegian School of Economics*

Although interprofessional teams are increasingly relied on to solve the rising challenges of complex and ambiguous problems, prior research has demonstrated that these teams are fraught with interactional problems that impede their effectiveness. While previous studies have emphasized the importance of initial team interactions, the distinctive characteristics of the resulting interaction patterns and how they influence team processes and outcomes remain unclear. This ethnographic study observed 22 interprofessional clinical consultations and investigated the initial team interactions that occurred during them. We found that early patterns in relational tones and cognitive approaches were critical in determining the subsequent processes and outcomes. From the distinct initial interaction characteristics, we built a typology of four initial interaction archetypes: Settlers, cuddlers, mensas, and adventurers. Our results illuminate how these archetypes strongly relate to team processes and performance outcomes. We conclude by explaining how our study extends the literature on team development, team interaction patterns, and complex problem solving in interprofessional teams.

Paper is Available to Meeting Registrants Only.

OB: The Interdependent Systems Theory of Collective Performance: An Integrative Theory of Teamwork

Author: **Daniel Jacob Griffin**, *Michigan State U.*
Author: **Ajay Somaraju**, *Michigan State U.*
Author: **Jeffrey Olenick**, *Old Dominion U.*
Author: **Rachael Pyram**, *Michigan State U.*
Author: **Rick DeShon**, *Michigan State U.*

Understanding the determinants of collective performance represents a central concern for fields from psychology and sociology, to management and engineering. However, the complexities of collective performance have inhibited the development of models capable of explaining collective performance. Existing collective performance models rely on static, between-teams representations focused on specific antecedent variables (e.g., conflict). Addressing this limitation, we build on foundational teams theory, system dynamics, and interdependence theory to derive the interdependent systems theory (IST) of collective performance. The resulting integration presents a strong unifying framework for understanding the characteristics and determinants of team performance. The IST augments theory by presenting a clear definition of collective performance and elucidating the role of interdependence in determining collective performance's nature. We present the IST in both narrative and formal forms and use the formalized model to simulate key team performance phenomena described in the literature. The IST integrates and expands our understanding of collective performance and provides a tool for enhancing and testing existing theory.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Paradox in Organizations

OB: Solving Paradox: Conflux Effects of Empowering and Directive Leadership on Change-Oriented Behaviors (WITHDRAWN)

Author: **Natalia Lorinkova**, *ESADE Business School / Ramon Llull U.*
Author: **Radoslina Krassimirova Purvanova**, *Drake U.*
Author: **Kathryn M. Bartol**, *U. of Maryland*

We focus on the opposing leadership styles of empowerment and direction, and ask whether leaders should choose a single style (either empowerment or direction), or combine opposing styles (both empowerment and direction) to enhance employee change-oriented behaviors, such as adaptivity and creativity. Building on the newly developed meta-paradoxical leadership theory (Pearce et al., 2019), we suggest that either approach works as long as leaders engage in either/or leadership (choosing either empowerment or direction) or in both/and leadership (combining both empowerment and direction) with a high degree of intensity. We test our hypotheses in a series of three studies (study 1: 869 employees at a higher education institution in Ireland; study 2: 346 employees at an IT company in Pakistan; study 3: 450 undergraduate students in the U.S.A.). Consistent with predictions, we find that employee adaptivity and creativity are positively impacted when leaders use high levels of empowering leadership or high levels of directive leadership (i.e., an either/or approach), as well as when leaders use high levels of empowering-and-directive leadership (i.e., a both/and approach). Conversely, we find that adaptivity and creativity are minimized when leaders engage in mid-levels of either/or or both/and leadership. These results suggest that leaders should demonstrate a clear, prominent leadership style: whether a particular leadership behavior (empowerment; direction), or a combination of leadership behaviors (empowerment-and-direction). Additionally, we show that employee creative self-efficacy links the empowering/directive leadership conflux to employee change-oriented behaviors.

Paper is NOT Available. Please contact the author(s).

OB: Paradoxical Leadership and Team Adaptivity: A Perspective of the Motivated Information Processing (WITHDRAWN)

Author: **Wu Wei**, *Wuhan U.*
Author: **Ying Zhou**, -

Concerning the ever-increasing demand for teams' capacity of adapting to the changes in work systems, we recommend paradoxical leadership to foster team adaptivity. Drawing on the motivated information processing in groups theory, we propose a model of how paradoxical leadership enhances team adaptivity. We tested our model using data collected from a three-wave survey of 83 teams in China. Results supported our hypothesis that paradoxical leadership has an indirect positive effect on team adaptivity through team perspective taking and through decision comprehensiveness, respectively. In addition, team perspective taking and decision comprehensiveness sequentially mediate the relationship between paradoxical leadership and team adaptivity. Theoretical and practical implications are discussed.

Paper is NOT Available. Please contact the author(s).

OB: The Support-Undermining Paradox of Follower Proactive Work Behaviors

Author: **Jian Peng**, *Guangzhou U.*
Author: **Xiao Chen**, *Guangdong U. of Foreign Studies*
Author: **Qi Nie**, -

This research proposes a support-undermining paradox regarding leaders' responses to their followers' proactive work behaviors, which depends on leader proactive implicit followership theories (proactive IFTs). According to follower categorization theory, followers displaying highly proactive work behaviors may be categorized as ideal followers and thus receive leader social support when their leaders hold high levels of proactive IFTs, but they may be categorized as non-ideal followers and thus be subject to leader social undermining when their leaders hold low levels of proactive IFTs. Moreover, we identify leaders' perceived benefit and threat as two cognitive mechanisms and leaders' liking and hostility as two affective mechanisms that account for the above relationships. In one survey study (N = 449 leader-follower dyads), our predictions are supported. When leaders' proactive IFTs are high, followers' proactive work behaviors elicit their leaders' perceived benefit and liking, which in turn increase their leaders' social support. However, when leaders' proactive IFTs are low, followers' proactive work behaviors elicit their leaders' perceived threat and hostility, which in turn increase their leaders' social undermining. This research advances our knowledge about when and why proactive followers are supported or undermined by their leaders, and practically, it inspires followers to engage in proactive work behaviors wisely.

Paper is Available to Meeting Registrants Only.

OB: The Paradoxical Effect on Performance

Author: **Liat Eldor**, *U. of penns*

Although leadership is often described in an appealing light, a leadership role comes with some costs that can be particularly problematic to some leaders. We advance our understanding of the understudied ambivalence to lead concept defined as a leader's experience of simultaneously having both positive and negative orientations toward his/her leadership role. We develop a process model showing that ambivalence to lead serves as a flexibility-enhanced stimuli that causes leaders to engage with paradoxical behavior, which in turn increases their effectiveness in people management. We further argue that these positive effects can be enhanced by cultivating a culture of inclusion in organizations. The findings provide substantial support for our thesis by demonstrating a process model in which ambivalence to lead enhances paradoxical leader behavior, which in turn increases effectiveness in people management. We further find that, when culture for inclusion is higher in the organization, the indirect effect of ambivalence to lead on performance outcomes (through paradoxical leader behavior) is stronger.

Paper is NOT Available. Please contact the author(s).

Author: **Jingtao Zhu**, *Rotterdam School of Management, Erasmus U.*

Author: **Rebecca Hewett**, *Rotterdam School of Management, Erasmus U.*

Leaders are under increasing pressure to recognize, attend to, and ultimately reconcile paradoxes in organizations. This creates the need to balance and simultaneously pursue priorities that reflect different values. While the extant literature suggests that it can be beneficial for leaders to pursue paradoxical objectives, our paper highlights an underappreciated challenge: when leaders are paradoxical, they may send conflicting signals about what they value. When observed by followers, these conflicting signals can lead to the perception that the leader is low in behavioral integrity, causing followers to experience conflict in their own values in the workplace. Furthermore, we propose that these negative implications are mitigated when leaders reduce their own values conflict. Our predictions are supported by two complimentary empirical studies. The first study features a multi-level field study with a sample from executive MBA students, and the second is a survey study featuring multi-wave, multi-level data from a retail company.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Trust in Organizations

OB: Exploration of Team Trust Emergence Process from a Multilevel Perspective

Author: **Jin Won Park**, *Ithaca College*

Although there has been significant advancement in trust research, previous research on trust in teams has frequently ignored the multilevel, dynamic, emergent nature of trust. Especially, trust within a team at the team level (i.e., team trust) has mostly been surveyed from a static, single-level viewpoint. However, team trust, by definition, is a shared property emerged from a lower level. As team trust is derived from a process through which individuals' trust become to be shared, team trust needs to be elaborated from a processual, multilevel perspective. To meet these needs, this paper presents and elucidates a comprehensive process of team trust emergence from a multilevel perspective.

Paper is NOT Available. Please contact the author(s).

OB: Necessary but not Sufficient: Assurance Mechanisms for Enhancing Trust in AI-enabled Job Screening

Author: **Steve Lockey**, *U. of Queensland*
Author: **Nicole Gillespie**, *U. of Queensland*
Author: **Caitlin Curtis**, *U. of Queensland*
Author: **William Bingley**, *U. of Queensland*
Author: **Peter Worthy**, *U. of Queensland*
Author: **Alexander Haslam**, *U. of Queensland*
Author: **Niklas Steffens**, *U. of Queensland*
Author: **Alina Bialkowski**, *U. of Queensland*
Author: **Ryan Ko**, *U. of Queensland*
Author: **Janet Wiles**, *U. of Queensland*

The use of algorithms and artificial intelligence (AI) in recruitment is now commonplace, yet research indicates candidates are wary of their use. This paper takes an institution-based trust perspective to investigate whether assurance mechanisms can enhance trust and acceptance of AI use in job applicant screening. Two experiments provide preliminary evidence for this proposition. In Study 1 (N = 267), we found that assurance in the form of governance by an ethical review board (compared to no information about review), enhanced candidate trust and acceptance of an AI applicant screening tool. Study 1 findings were broadly replicated in Study 2 (N = 653) which further showed that a combination of ethical review and direct human oversight of AI output enhanced trust and acceptance, but direct human oversight alone did not. However, low mean values of trust and acceptance suggest that even with assurance mechanisms in place, candidates were still sceptical. Qualitative findings indicate that human oversight and the use of AI tools to support human decisionmaking is important for people to trust AI use in recruitment and selection. Taken together, findings suggest that assurance mechanisms are necessary but not sufficient to garner trust and acceptance of AI use in recruitment.

Paper is Available to Meeting Registrants Only.

OB: The Role of Personality in the Perception of a Trustee's Trustworthiness: An Empirical Examination

Author: **Carl Richard Hossiep**, *U. of Muenster*
Author: **Philine Schmees**, *U. of Muenster*
Author: **Gerhard Schewe**, *U. of Muenster*

While previous research has shown that trust in leaders is strongly influenced by the personality of the trustor, the relationship between a trustee's personality and interpersonal trust perceived by the trustor is almost entirely unexplored. This study addresses this research gap by analyzing how a trustee's personality and leadership behavior impact his/her perceived trustworthiness. For this investigation, the HEXACO model of personality, effective leadership behavior and the integrative model of trust are combined for the first time. Based on original survey data of 258 participants, multivariate regressions and structural equation modeling is conducted. The study contributes to the research field by identifying that a leader's personality and leadership behavior explain how a trustor perceives trustworthiness. The results emphasize that personality also partially impacts the leader's observed trustworthiness. While the perception that a leader is honest, humble and agreeable leads to higher perceived trustworthiness, leaders seen as very emotional are less likely to be evaluated as trustworthy. The results also show that leadership behavior partially impacts perceived trustworthiness. In addition, the supervisor's personality, especially honesty and humility, favors the perception of the person as an effective manager. Moreover, results show that when leaders are seen as trustworthy, this partially lowers the employee's perceptions of work stress.

Paper is NOT Available. Please contact the author(s).

OB: Effects of Virtual Work on Trust: Role of Monitoring Norms and Age

Author: **Naina Gupta**, *Nanyang Technological U.*

Interpersonal trust is critical for collaboration, and particularly so in virtual work settings. Research, in both co-located and virtual work settings, has identified many behaviors initiated by trustors to help them gather trustworthiness information and, in turn, develop trust in trustees. However, we know less about how the context affects trust development. In this study, we examine the effects of a key contextual factor – team monitoring norms, and of age on team members' trust of their virtual teammates. We draw on research on virtuality, control, trust and generational differences to develop our predictions and test them in a study of 292 members of virtual teams. We find that when monitoring norms are strong, virtuality negatively affects a team member's interpersonal trust; when monitoring norms are weak, virtuality positively affects team member's interpersonal trust. This increased trust with weak monitoring norms, is stronger for older rather than younger virtual team members.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Mindsets and their Consequences

OB: A Scarcity Mindset Reduces Salary Goals through Lowering Employment Self-Efficacy

Author: **Theodore Charles Masters-Waage**, *Singapore Management U.*
Author: **Eva Peters**, *Singapore Management U.*
Author: **Charis Loo**, *Boston U.*
Author: **Jochen Matthias Reb**, *Singapore Management U.*

Beyond the substantial economic consequences of scarcity, a scarcity mindset – the mere belief that resources are scarce – has been found to negatively impact cognitive functioning and decision making. In this paper, we build on these insights by theorizing a novel motivational pathway through which scarcity impacts organizational life, specifically job seekers. Drawing from research on the psychology of scarcity, along with theories of self-efficacy and goal setting, we hypothesize that a scarcity mindset reduces employment self-efficacy, which in turn leads job seekers to set lower salary goals. We find support for our theoretical model across four studies, using diverse operationalizations of a scarcity mindset. Study 1 manipulated a scarcity mindset in a context outside of job search (i.e., general resource scarcity) and found an effect on salary goals. Study 2 manipulated a scarcity mindset within a job-relevant context (i.e., job availability) and showed that participants in the scarcity mindset condition made significantly lower (around \$3,500 on average) salary counteroffers in a fictitious job negotiation. Study 3 provided further replication and found that employment self-efficacy mediated this effect. Finally, Study 4 revealed that in a sample of job seekers in the US, a scarcity mindset (arising from the experience of scarcity in childhood) was negatively related to salary goals, again mediated by employment self-efficacy. Overall, we find substantial evidence for a psychological effect of scarcity on job seekers and encourage future research to further investigate the organizational effects of scarcity and develop “wise interventions” to counteract this deleterious mindset.

Paper is Available to Meeting Registrants Only.

OB: The Emotional Dynamics Of Failure Sharing Under Fixed And Growth Mindsets

Author: **Jonas Dahl**, *Stockholm School of Economics*
Author: **Per H. Hedberg**, *Stockholm School of Economics*
Author: **Andreas Werr**, *Stockholm School of Economics*

Failure sharing represents potential for error management cultures and organizational learning but may be resisted by the individuals involved. Previous research suggests that one qualifying factor is the perceived benefits and costs for the individuals doing the sharing. In the current paper, based on theories of self-conscious emotions, we propose that there is also emotional impact on the failure sharing process, where the experience of shame and guilt impacts both failure-sharing tendencies and perceptions of the benefits and costs associated with failure sharing. In addition, based on mindset theory, we propose that fixed organizational and individual mindsets contribute to arousing shame and guilt in a failure situation. Two correlational online studies largely supported the hypotheses. The emotional effects on failure sharing were also found to be partly mediated by the benefit/cost perceptions. These findings contribute to the literature on error management, failure sharing, and organizational mindsets.

Paper is Available to Meeting Registrants Only.

OB: The Baby Boomer – Gen Z Work Ethic Divide

Author: **Erik Eddy**, *Siena College*
Author: **Charles F. Seifert**, *Siena College*
Author: **Cheryl Buff**, *Siena College*
Author: **Raymond K. Van Ness**, *U. at Albany, State U. of New York*

This study examines the work ethic differences between baby boomers and Gen Z (Centennials). The Multidimensional Work Ethic Profile (MWEP) is used to operationalize seven dimensions of work ethic. Findings indicate that the level of work ethic varies by generation. Specifically, the work ethic of baby boomer respondents is greater than the work ethic for Gen Z respondents across nearly all MWEP dimensions. This may have important implications for corporate managers, who are typically baby boomers, as they hire and manage new employees, who are typically centennials.

Paper is NOT Available. Please contact the author(s).

OB: Too Much of a Good Thing? The Effect of Growth Mindsets during Personnel Selection

Author: **Lauren A. Keating**, *EMLYON Business School*
Author: **Peter Heslin**, *UNSW Sydney*
Author: **Amirali Minbashian**, *UNSW Business School, Australia*

Given that considering general mental ability (GMA) improves the quality of selection decisions, the present studies examined whether mindsets influence willingness to incorporate such data when predicting job candidates' future job performance. We hypothesized and found that prevailing (Study 1) and induced (Study 2) growth mindsets are associated with giving less weight to GMA than training when predicting prospective employees' future performance. Against the backdrop of hundreds of studies lauding the merits of growth mindsets, the present results suggest the imperative for the mindsets literature to adopt a more contingent conception of when holding a growth mindset may be (dys)functional.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Personality: Developing Construct Clarity

OB: Next Steps in Personality Research: Developing Construct Clarity

Author: **Laura Parks-Leduc**, *James Madison U.*
Author: **Russell P. Guay**, *U. of Northern Iowa*

In this paper we propose that management theory and research would benefit from utilizing both a clearer definition and a broader framework for understanding personality. We present a management-oriented integrated model of personality, drawing from similar models in the psychology literature. We review and define constructs in the model and we clarify distinctions between components. We review how the various components relate to motivated behavior, and we argue that by incorporating more characteristics of the individual in our conceptualization of personality, we will improve prediction of work behaviors and outcomes, thus making personality research more relevant to practitioners.

Paper is NOT Available. Please contact the author(s).

OB: A Meta-Analytic Investigation of the Use of the Equity Sensitivity Construct in Management Research

Author: **Youngduk Lee**, *U. of Hong Kong*
Author: **Christopher M. Berry**, *Indiana U. - Kelley School of Business*

Despite its introduction more than thirty years ago, equity sensitivity has been sparingly used as an individual differences construct in organizational research. This may be due to concerns about equity sensitivity's overlap with other established individual differences. Thus, we take stock of whether equity sensitivity only contributes to construct proliferation or whether this relatively underutilized construct deserves more attention and use. Meta-analytic results showed that the relationships of equity sensitivity with some other individual differences constructs were quite strong, but did not approach unity (e.g., correlates $-.57$ with honesty-humility, $.50$ with Machiavellianism). The criterion-related validity of equity sensitivity is comparable to, or even greater than, that of other established individual differences variables ($\rho = -.35$ for organizational citizenship behavior; $\rho = .32$ for counterproductive work behavior; $\rho = -.19$ for task performance; $\rho = -.28$ for job satisfaction; $\rho = -.30$ for affective commitment). Importantly, equity sensitivity accounts for a significant portion of the variance in organizational citizenship behavior, task performance, job satisfaction, and affective commitment beyond other established individual differences variables. Ultimately, given its nomological network, equity sensitivity appears to be a negative personality trait. Especially given its incremental validity, we call for more research on this promising construct.

Paper is NOT Available. Please contact the author(s).

OB: Agreeableness and its Consequences: A Quantitative Review of Meta-Analytic Findings

Author: **Michael P. Wilmot**, *U. of Arkansas Sam M. Walton College of Business*
Author: **Deniz S. Ones**, *U. of Minnesota*

Agreeableness impacts people and real-world outcomes. In the most comprehensive quantitative review to date, we summarize results from 133 meta-analyses reporting effects for 275 variables, which represent $N > 1.8$ million participants from $k > 3,600$ studies. Arranging variables by their content and type, we use an organizational framework of 16 conceptual categories that presents a detailed account of Agreeableness' external relations. Overall, the trait has effects in a desirable direction for 93% of variables (grand mean $\rho = .16$). Using these empirical findings, in tandem with existing theory, we synthesize 8 general themes that describe the characteristic functioning of Agreeableness: Self-transcendence, contentment, relational investment, teamworking, work investment, lower results emphasis, social norm orientation, and social integration. Accordingly, Agreeableness is a human capital characteristic that is critical to creating a better world together. We close by discussing potential boundary conditions of findings, contributions and limitations, and future research directions.

Paper is NOT Available. Please contact the author(s).

OB: It's All About We: Leader Collective Narcissism and Intra- and Inter-Team Behavior

Author: **Jack Ting-Ju Chiang**, *Peking U.*
Author: **Haiyang Liu**, *The London School of Economics and Political Science*
Author: **Zheng Wang**, *Shandong U.*
Author: **Yihao Liu**, *U. of Illinois at Urbana-Champaign*

In this paper, we examine how leaders' collective narcissism can have divergent effects on leaders' actions toward their own teams and other teams within their organization, as well as the downstream implications of both the intra-team and inter-team dynamics. Specifically, we hypothesize that leaders' collective narcissism will be associated with their increased intra-team helping behavior but will also be associated with their increased inter-team ostracism. Then, we propose that leaders' intra-team helping behavior will have beneficial implications for intra-team collaboration and relationship conflict, whereas leaders' inter-team ostracism will have deleterious implications for inter-team collaboration and relationship conflict. Finally, we argue that these effects will be more pronounced for lower power leaders. Data from a multisource, three-wave survey of 168 leaders and 748 subordinates were collected to test the proposed model. Overall, the results suggest that collective narcissism plays a meaningful role in how leaders act toward and influence their own teams and other teams within their organizations.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Motivation and its Outcomes

OB: Self-Enhancement Motives, Feedback Seeking, and Creativity

Author: **Sophia Miri Yoo**, *Seoul National U.*
Author: **Yoonju Cho**, -
Author: **Seohyun Kwon**, *Seoul National U.*
Author: **Bongsoon Cho**, *Sogang U.*
Author: **Seokhwa Yun**, *Seoul National U.*

This study examined the positive aspect of impression management and its effects on feedback seeking and creativity. While scholars have recognized that assertive impression management may facilitate employees' feedback seeking, the feedback seeking literature has largely focused on defensive impression management and has not tested the possibility. Using survey data from 264 supervisor-subordinate dyads in Korea, we investigated the linkage between self-enhancement motives, feedback inquiry, and creativity. Results suggested that self-enhancement motives increase feedback inquiry and indirectly promote creativity through feedback inquiry. Also, supervisor close monitoring and coworker knowledge sharing moderated the indirect relationship between self-enhancement motive, feedback inquiry, and creativity. The potential positive effects of impression management motives and boundary conditions are discussed.

Paper is Available to Meeting Registrants Only.

OB: Is Daily Workplace Anxiety Adaptive? A Regulatory Model of Email Activity, Goal Progress, Performance

Author: **Bonnie Cheng**, *U. of Hong Kong*
Author: **Yaxian Zhou**, *U. of Hong Kong*
Author: **Fangyuan Chen**, *Department of Management and Marketing, The Hong Kong Polytechnic U.*

Despite workplace anxiety being a common experience of daily work life, past research has primarily examined its effects at the between-person level of analysis, documenting detrimental effects of state or trait anxiety. This research considers the experience of day-to-day workplace anxiety, and how employees manage their work performance on days they experience workplace anxiety. Drawing on workplace anxiety and affect-as-information frameworks, we consider an adaptive regulatory process model of daily workplace anxiety, where workplace anxiety initiates work e-mail activity, a self-regulatory behavior underlying an engagement function of workplace anxiety. Work e-mail activity facilitates work goal progress, which enhances performance. Utilizing a multi-level, time-lagged experience sampling field study across 10 workdays (Level 1 N = 809; Level 2 N = 96), we demonstrate support for our theorized model. On days when employees experience workplace anxiety, their performance (in-role and extra-role) is enhanced through behavioral regulatory activity manifested in work e-mail activity, which promotes work goal progress. This serial indirect effect is strengthened for employees with higher (vs. lower) work e-mail centrality. Further, these results hold alongside tests of a maladaptive response to workplace anxiety via non-work e-mail activity that disengages employees from work. This research points to the adaptive function of day-to-day workplace anxiety, suggesting that employees are active, rather than passive, drivers of their experiences of daily workplace anxiety.

Paper is NOT Available. Please contact the author(s).

OB: Re-Thinking the Structure and Process of Goal Alignment for Modern Teams

Author: **Esther Sackett**, *Santa Clara U.*
Author: **Eli Awtrey**, *U. of Cincinnati*
Author: **Matthew A. Cronin**, *George Mason U.*

Today's knowledge workers frequently navigate multiple teams, multiple projects, matrix structures, permeable work-life boundaries, and other features that necessitate the management of multiple goals simultaneously. As such, we argue that the question to ask when trying to understand the impact of goals on team effectiveness is not "do all members share the team goals?" but rather, "how do the team goals fit into the entire system of goals, comprised of all members' goal portfolios?" In this paper, we develop theory to reconceptualize goal alignment in a way that can accommodate the complexity of modern teamwork. Our theory enriches traditional notions of goal alignment by 1) taking an open systems view that considers the context in which team goals reside, 2) clarifying that goal alignment is not just a function of the goals themselves but also the resources that are allocated in pursuit of those goals, and 3) distinguishing the structure of goal alignment from the process of goal alignment. To make our theory usable, we introduce a novel way to understand and measure the structure and process of goal alignment based on linear algebra: a formal theory of Motivational Vectors.

Paper is Available to Meeting Registrants Only.

OB: **How and When Does Performance-Prove Goal Orientation Promote Creativity** 

Author: **Hua Li**, *Xi'an Jiaotong U.*

Author: **Qi Shen**, *Xi'an Jiaotong U.*

Author: **Chang-Jun Li**, *Economics and Management School, Wuhan U.*

Author: **Ze Sheng Wei**, *Xi'an Jiaotong U. School of Management*

Author: **Lijun Liu**, *INNER MONGOLIA MENGNIU DAIRY (GROUP) CO., LTD*

Research has suggested that performance-prove goal orientation inhibits creativity because it incurs individuals to engage in dysfunctional interpersonal regulation towards coworkers and supervisors. Taking a different perspective, we propose that performance-prove goal orientation may promote creativity through facilitating a serially functional self-regulatory process of motivation and cognition. Drawing on achievement goal theory and the motivated information processing perspective, we propose that performance-prove goal orientation drives a particular approach motivational state—motivation to win—which enhances cognitive flexibility and further benefits creativity. We expect this serial self-regulatory process to be stronger among employees with high time management skill. Our Study 1, a field survey study with a four-wave and multi-source design, not only provided empirical evidence for the serial mediating effect of motivation to win and cognitive flexibility between performance-prove goal orientation and creativity, but also demonstrated that time management skill strengthened the positive relationship between performance-prove goal orientation and motivation to win. Our Study 2, a scenario-based experiment, constructively replicated the positive effect of performance-prove goal orientation on motivation to win as well as the moderating effect of time management skill. Overall, our research reveals how and when performance-prove goal orientation is likely to boost creativity. Theoretical and practical contributions are discussed.

Paper  Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **2192** | Submission: **19583** | Sponsor(s): **(OB)**
Session Format: **Virtual-only: On Demand; Not Live**

A Temporal Perspective in Organizations



OB: Clarifying the Causes and Consequences of Multiple Team Membership: A Temporal Perspective  

Author: **Hendrik Johan Van De Brake**, *U. of Groningen*

Author: **Gerben S. Van Der Vegt**, *U. of Groningen*

Author: **Peter Essens**, *U. of Groningen, Faculty of Economics and Business*

Many knowledge workers are members of multiple teams, and researchers have examined how this affects their job satisfaction and emotional exhaustion. We suggest that progress in this research area has been hampered by a lack of clarity about what multiple team membership (MTM) is and how to conceptualize it. Prevailing conceptualizations of MTM have focused on the number of teams an individual is a member of (MTM number). We identify the number of times an individual switches between different team contexts (MTM simultaneity) as an additional MTM dimension that may better capture MTM's potential downsides. Our analysis of 1,265 knowledge workers involved in 5,274 project teams shows that MTM number and MTM simultaneity have opposing effects on job satisfaction and emotional exhaustion, especially when multiteamers are unfamiliar with the members of their teams. We also find that individuals' organizational tenure and polychronic personality are differentially related to MTM number and MTM simultaneity. The theoretical implications and results of this study can help clarify the benefits and detriments of MTM and advance the growing literature in this area.

Paper is NOT Available. Please contact the author(s).

OB: The Unintended Consequences of Temporal Leadership: The Effects of Temporal Leadership on Silence 

Author: **Yu Zhu**, *Jinan U.*

Author: **Wenjuan Mei**, *Jinan U.*

Author: **Meilan Nong**, *Jinan U.*

Author: **Yanfei Wang**, *South China U. of Technology*

Existing research has generally viewed that team temporal leadership has positive impacts on employees, but ignores its potential drawbacks. Drawing upon social information processing theory, we developed a model to explore possible negative impacts on employees. Across a multi-wave and multi-source survey, we found that team temporal leadership induces employee work alienation, thus leading to employee silence. Furthermore, shared temporal cognitions moderate both the relationship between team temporal leadership and work alienation and the indirect effect of team temporal leadership on employee silence via work alienation. Taken together, this study reveals the potential dark side of team temporal leadership and provides a more comprehensive and dialectical research perspective for team temporal leadership literature. Finally, we discuss our theoretical contributions and practical implications.

Paper is Available to Meeting Registrants Only.

OB: A Temporal Collapse of Sensemaking in Hospitals During the Early Covid-19 Pandemic 

Author: **Charlotte Foerster**, *U. of Technology Chemnitz*

Author: **Nina Fuereder**, *Johannes Kepler U. Linz*

Health care institutions and hospitals in particular have been under pressure for years, climaxing in the COVID-19 crisis. Highlighted by the current pandemic, it is obvious that hospitals must be more resilient than ever to handle this and future pandemics. Derived from our inductive analysis approach, we point to the importance of leaders' sensemaking when it comes to organizational resilience. More specifically, we show how leaders' sensemaking evolved and, in most cases, temporally collapsed during the early COVID-19 pandemic. Along this line, we not only show how various factors influencing the leaders' sensemaking process led to the downplay, or in some particular cases to the awareness, of the unfolding threat but also how past experiences with former epidemic viruses and the actual development of the pandemic shaped hospital leaders' sensemaking. Finally, we demonstrate how a temporal collapse of hospital leaders led to a lack of anticipation, delayed preparations to cope with the pandemic, a lack of adaptation from early experiences, and thus to reduced organizational resilience.

Paper is Available to Meeting Registrants Only.

OB: The Impact of Perceived Temporal Leadership on Work Engagement, and Performance Improvement

Author: **Hsi-Fang Lai**, *National Defense U.*

Management scholars are increasingly concerned with temporal leadership, especially the impact of temporal leadership on performance. However, much less research concerns the mediated mechanism between temporal leadership and job performance. Thus, the purpose of this research was to explore whether supervisors' temporal leadership influences their subordinates' performance improvement through work engagement based on conservation of resources theory. A total of 83 Taiwan military personnel completed a diary questionnaire for 10 consecutive days (total N = 661). The results of multilevel modeling revealed that supervisors' daily temporal leadership was positively related to subordinates' daily work engagement, which in turn was positively related to their daily performance improvement. In addition, we found that subordinates' competence will moderate the relationship between supervisors' daily temporal leadership and subordinates' daily work engagement such that the relationship will be more positive when subordinates' competence is high rather than low; hence, it is positively related to performance improvement. Finally, the findings' theoretical and practical implications for temporal leadership were discussed.

Paper is Available to Meeting Registrants Only.

OB: A Comparative Perspective on Future Orientation  

Author: **Anastasia Gracheva**, *The Wharton School, U. of Pennsylvania*

Author: **Aleksandra Gracheva**, *Columbia U.*

The paper offers a comparative perspective on future orientation as a core cultural dimension. Based on the survey of 647 young people in the United States, Japan, France, and Russia, and using GLOBE research methodology, we explore cross-generational and cross-cultural similarities and differences in youth future orientation. When compared to that of adults, it reveals a consistency in young people's higher future orientation behavior scores and lower values scores, as well as visible distinctions in youth future orientation depending on the cultural context. The results contribute to multi-disciplinary research of youth future orientation and to policy decision-making.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Reciprocal Work and Family Enrichment



OB: The Spillover Effects of Visionary Leadership on Employees' Work-Family Interface

Author: **Huiying Zhang**, *Guangdong U. of Foreign Studies*
 Author: **Haibo Wang**, *Guangdong U. of Foreign Studies*
 Author: **Jun Xie**, *Guangdong U. of Foreign Studies*

While a growing body of studies have revealed the beneficial effects of visionary leadership on employee work-related outcomes, little is known about its spillover effects on their nonwork domains. Drawing upon the work-family resource theory, we investigate the spillover effect of visionary leadership on employees' work-to-family conflict. Utilizing the three-wave data from 268 employees, the results indicate that visionary leadership is positively related to employees' relational energy, which in turn reduces their work-to-family conflict. Furthermore, perceived COVID-19 crisis disruption was found to accentuate the negative indirect relationship between visionary leadership and employees' work-to-family conflict. Our research contributes to a more comprehensive understanding of the potential positive effects of visionary leadership beyond the work domain through relational energy, and the accentuating effect of crisis disruption on work-family interface.

Paper is Available to Meeting Registrants Only.

OB: Engage in Family Engage at Work: The Spillover Effect of Parental Involvement Among Burnout Parents

Author: **Wang Zhuojun**, *Institute of Psychology, Chinese Academy of Sciences*
 Author: **Xinwen Bai**, *Institute of Psychology, Chinese Academy of Sciences*

For employees with school-age child(ren), managing demands at work and demands at home, and their children's education becomes unavoidable, especially during the COVID-19 pandemic. While most existing research of the work-family interface literature has focused on the negative effect of general or perceptual home demand on employees, less attention is paid to concrete family events including parental involvement in children's education. Therefore, the current study aims to investigate how working employees' parental involvement in children's education at home influences their work-family interface. Drawing on conservation of resource theory (COR), we propose that parents could obtain flourishing experiences from their involvement in children's education at home, which in turn translates into better engagement at work. Results of a two-wave survey of 206 full-time employees with at least one school-aged child lent support for our hypotheses that parental involvement enhanced flourishing experience at home, and subsequently improved work engagement and creative process engagement at work. However, the positive effect of parental involvement on flourishing, and its indirect effect on engagement at work as well, was significant only for those with high rather than a low level of parental burnout. Finally, we discuss theoretical contributions of present research.

Paper is Available to Meeting Registrants Only.

OB: Positive Source Attribution: Unpacking the Effect of Work-to-Family Enrichment on Work Engagement

Author: **NianNian Dong**, *U. of Science and Technology Beijing*
 Author: **Mian Zhang**, *Tsinghua U.*
 Author: **Sharon Foley**, *Independent Scholar, Philadelphia, PA*

Guided by the perspective of positive source attribution, this study examines the mediating role of work-to-family esteem, and the joint moderating effect of family motivation and gender in the relationship between work-to-family enrichment and work engagement using a mixed-method design. In study 1, we used a scenario-based experiment (N = 60), finding that work-to-family enrichment was positively related to work engagement, and work-to-family esteem mediated this relationship. Then, in Study 2, we collected survey data from 171 HR managers and professionals and their spouses, replicating the positive impact of work-to-family enrichment on work engagement and the mediating effect of work-to-family esteem. We also found that family motivation and gender play a joint moderating effect on the relationship between work-to-family enrichment and work-to-family esteem. The mediating effect of work-to-family esteem exists for men with high family motivation and women with low family motivation. Theoretical and practical implications are discussed.

Paper is Available to Meeting Registrants Only.

OB: Making the Invisible Visible - Exploration of Supervisor Family Supportive Behaviours in Remote Work

Author: **Heini Pensar**, *U. of Vaasa*
 Author: **Hilpi Kangas**, *U. of Vaasa*

The aim of the study is to investigate how the leader can support employees' work-nonwork balance through family supportive supervisor behaviors (FSSB) in a remote work context. Remote work increases physical distance between people, transferring the interpersonal communication and interaction into virtual context, which decreases supervisors' visible behavior to employees. We still know little about the mechanisms that influence the way employees perceive FSSB, especially in situations where employees and leaders are physically apart. In order to build a thorough understanding of these mechanisms, semi-structured interviews were conducted with 89 remote workers from six large corporates from variety of industries. Our thematic analysis reveals that FSSB is strengthened (or weakened) through supervisor accessibility, communicated trust, verbal investment, psychological security and supervisor-employee attunement. The findings contribute to work-family literature by unravelling new mechanisms that through supervisor's support influence individual's balance construct, and on FSSB research by examining how supervisors enact family-supportive behaviors within the context of remote work. As a practical implication we suggest formal structures for work-nonwork support to be put in place in order to even facilitate more the informal support which is needed to create a discussion around work-family matters.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Leadership Measurements

OB: Beyond Bias: Counterfactually Interpretable Items As Criterion for Correct Leadership Research

Author: **Thomas Fischer**, *U. of Geneva*

Since decades, scholars know that measuring behaviors with questionnaires can be biased and inaccurate. Going beyond such a well-established insight, I challenge the use of leadership questionnaires even more fundamentally. Items such as “Conducts his/her life in an ethical manner” (Brown et al., 2005; p. 125) or “Blames me to save himself/herself embarrassment” (Tepper, 2000; p. 190) are partially behavioral, reflect the construct space of the corresponding leadership style, yet do not have a behavioral counterfactual. Consequently, questionnaires that use such items cannot make causal claims, irrespective of psychometric properties and deployed statistical methods. I outline that the lack of behavioral counterfactuals to supposedly behavioral questionnaire items is a widespread problem in leadership research and that such a lack of counterfactuals leads to questionable research findings. Further, I identify three types of counterfactually non-interpretable items: interpretative, double-barreled, and non-behavioral ones (and combinations thereof). Future research can avoid these three types of problematic items by formulating unpaired items that describe leadership behaviors instead of evaluating them or attributing underlying intentions. In this way, the manuscript does not only identify a central problem in questionnaire-based leadership research but also suggests how to overcome this problem.

Paper is Available to Meeting Registrants Only.

OB: Developmental Leadership: Scale Development and Validation

Author: **An-Chih Wang**, *China Europe International Business School (CEIBS)*

Author: **Yi-Chieh Lin**, *National Sun Yat-Sen U.*

Author: **Yanyu Chen**, *National Sun Yat-Sen U.*

Author: **Sheng-Bin Wang**, *National Sun Yat-Sen U.*

Based on the theoretical framework of Chinese developmental leadership, this study develops a scale for this leadership style and verifies its construct validity. The study finds that Chinese developmental leadership is a two-factor second-order latent construct, and its two sub-dimensions (en and wei) are positively correlated to each other in specific contexts. This makes Chinese developmental leadership a more functional type of paternalistic leadership. Furthermore, the data from 73 dyadic leader-subordinate samples of Chinese mainland employees reveals that Chinese developmental leadership positively relates to subordinate in-role and extra-role performance.

Paper is Available to Meeting Registrants Only.

OB: Leader Identification and Disidentification: Constructs, Measurements, and Nomological Network

Author: **ChungJen Chien**, *College of Management, Yuan Ze U.*

Over several decades, identification has emerged as a significant topic in organizational research, with most studies' concentrating on organizational identification and disidentification. Nevertheless, interpersonal interaction is a more direct experience for individuals and, as such, a topic worthy of investigation. Leader identification and disidentification are common themes in the organizational field, but there is limited research on identification in terms of dyadic relationships. To bridge this theoretical gap, this research addresses three important theoretical issues of leader identification and disidentification. First, this research clarifies the definition and contents of leader identification and disidentification. Second, based on theoretical definitions, this research develops a leader identification and disidentification scale. Third, this research confirms the psychometric properties and nomological network of a leader identification and disidentification scale. Finally, this research concludes with the theoretical and empirical implications as well as directions for future research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Leadership Interactions

OB: The Beauty of Ambiguity: Implications of Leader Indirect Communication on Team Effectiveness

Author: **Yating Gao**, *Peking U. Guanghua School of Management*
Author: **Jack Ting-Ju Chiang**, *Peking U.*
Author: **Li Guo**, *U. of International Business and Economics*
Author: **Yihan Song**, *Department of Strategic Management, Hanyang U. Graduate School*

Communication is essential to leadership. Despite the benefits of an indirect communication style being broadly recognized in social psychology and political science literature, little is known about the impact of a leader's indirect communication style at the workplace. The current research raises the questions of when and how leader indirect communication would exert positive influences on team-focused processes and effectiveness. Drawing on uncertainty reduction theory, we propose that for teams with higher team-member exchange quality, leader indirect communication is more likely to create team reflexivity, which in turn enhance team performance and team creativity. Using a multi-wave and multi-source survey from 87 teams, we find support for this hypothesized model. We discuss the theoretical implications of our findings, in particular regarding leader indirect communication as an emerging topic in leadership research.

Paper is Available to Meeting Registrants Only.

OB: The Necessary Role of Leader-Member Exchange on Employee Outcomes

Author: **Ingvild Andersen**, *BI Norwegian Business School*

Utilizing a different paradigm, necessity logic (Dul, 2016) across two samples of leader-employee dyads (N1=127, N2=131), I test the extent to which the leader-member exchange (LMX) is a necessary condition for employees' outcomes at work (i.e., work effort, work quality, job engagement and OCBO). At the individual level, empirical support is found for the necessary role of employee's perception of the social LMX relationship on OCBO and work engagement. But especially, empirical support is found for the necessary role of leader's perception of the social LMX relationship on work effort, work quality, OCBO and work engagement. At the dyadic level, findings indicate that leader and employee's dissimilar perceptions of the social and economic LMX relationship is necessary for low work quality.

Paper is Available to Meeting Registrants Only.

OB: Maybe It Is Who You Know: Social Networks and Leader-Member Exchange Differentiation (WITHDRAWN)

Author: **Jacob Whitney**, *U. of Oklahoma*
Author: **Sarah E. Henry**, *U. of Oklahoma*
Author: **Bret Bradley**, *U. of Oklahoma*

Existing literature on leader-member exchange differentiation (LMXD) offers a meaningful view into the multilevel outcomes associated with this phenomenon. However, despite the rapid growth of literature on LMXD, scholars lack a complete understanding of its antecedents or the processes that cause leaders to differentiate among members of a workgroup. We address this issue by using social capital theory to propose that leaders perceive their followers' social networks as potential resources to grow their own social capital. Because each follower has unique social networks, we propose that leaders differentiate LMX among followers depending on which followers provide them with access to the most social resources. In this conceptual paper, we posit that leaders attribute status to followers depending on the structure of their social networks and their position within those networks, and that key contingencies such as a team's psychological safety climate or a leader's ambition influence the relationship between social network characteristics and LMXD. Overall, our conceptual paper provides a unique multilevel perspective of LMXD and provides important insights for both researchers and practitioners alike.

Paper is NOT Available. Please contact the author(s).

OB: Psychological Contracts and Leadership: A Meta-analytic Investigation of Contextual Predictors

Author: **Sabine Raeder**, *U. of Oslo*
Author: **Fredrik R. Lamoey**, *U. of Oslo*

Psychological contracts have been established as an important predictor of employee attitudes, behavior, and health, but the potential antecedents of psychological contracts are not yet fully understood. Leadership is one of the contextual antecedents with a sufficiently large body of research that is suited for a meta-analysis. A meta-analysis of 93 investigations tested the relationship between leadership and psychological contracts. The results showed an overall clear positive relationship of both constructs. Specifically, several forms of leadership were found to be negatively correlated with breach and positively correlated with fulfillment. Relationships with relational and transactional contracts were not supported because of the small number of studies. The results indicate that many studies involve leader-member exchange (LMX) or breach. Future research should conduct more studies with other leadership themes, particularly emerging leadership theories, and with a focus on psychological contract contents.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Daily Experiences at Work

OB: Daily Lunch Break Profiles and Work-Related Outcomes for Working Mothers

Author: **Bonnie Cheng**, *U. of Hong Kong*

Author: **Jun Xu**, *Xi'an Jiaotong U.*

Author: **Kan Ouyang**, *Shanghai U. of Finance and Economics*

Author: **Amy Y. Ou**, *Department of Management & Marketing, Faculty of Business, Hong Kong Polytechnic*

Author: **Daniel McAllister**, *National U. of Singapore (NUS)*

OB Division AOM Meeting 2022 Outstanding Practical Implications in Management, sponsored by Mercer Workforce Sciences Institute

Working mothers face tremendous pressures at home and at work, yet research has not examined how daily factors may affect resource generation that can enhance work outcomes for this segment of the population. We examine how working mothers use their lunch breaks, the longest within-workday break, and the impact of these choices on generating resources and enhancing productivity at work. Using a person-centered approach, we conduct an experience sampling study of 168 fulltime working mothers to observe how various combinations of lunch break activities generate post-lunch self-efficacy and subsequent end-of-workday work engagement and performance gains. Four distinct profiles of lunch break activities are identified: typical, socializing, multitasking, and working lunches. Each profile has unique within-person proximal and distal outcomes. Further, at the person level, self-efficacy impacts working mothers' career outcomes in terms of reward recommendations, with career commitment strengthening this effect. This research provides a foundation for understanding the impact of working mothers' within-workday lunch break activity choices and underscores the importance of using lunch breaks wisely.

Paper is NOT Available. Please contact the author(s).

OB: A Daily Study on How Work-Related ICT Use After Hours Influences Work Procrastination Behavior

Author: **Quan Li**, *Nankai U.*

Author: **Zhuolin She**, *Renmin U. of China*

Although studies have shown that work-related information communication technology (WICT) use after hours may result in adverse effects within workdays, little is known about whether and how it affects employees' next-day work behaviors. Based on ego depletion theory, we examined the effect of WICT use after hours on next-day work procrastination behavior and investigated its underlying mechanism and boundary conditions. To examine the hypotheses, we conducted a daily survey of 95 Master of Public Administration (MPA) students over 10 workdays in China. The results showed that WICT use after hours increased next-day work procrastination behavior through next-morning ego depletion. Moreover, conscientiousness moderated the relationship between morning ego depletion and work procrastination behavior, such that morning ego depletion was positively associated with work procrastination behavior only for employees with low levels of conscientiousness. Theoretical contributions and managerial implications are further discussed.

Paper is Available to Meeting Registrants Only.

OB: Wearing Your Worth at Work: The Consequences of Employees' Daily Clothing Choices

Author: **Joseph Kim**, *West Chester U.*

Author: **Brian C. Holtz**, *Temple U.*

Author: **Ryan M. Vogel**, *Fox School of Business, Temple U.*

Do the clothes worn to work impact employees' thoughts and behaviors? Despite the universal necessity of wearing clothes and the fact that employees make decisions about this daily, organizational scholars have not yet addressed this question. We integrated sociometer and enclothed cognition theories to propose that aspects of clothing—their aesthetics, normality, and uniqueness—hold abstract meanings that have implications for employees' self-esteem and subsequent task and relational behaviors (i.e., goal progress, social avoidance). We further probed this effect by suggesting it would be strengthened on days when employees had more frequent interactions with others in the workplace. Results of a 10-day study of 85 employees from four organizations generally supported our predictions, showing that daily clothing aesthetics and uniqueness had effects on state self-esteem and downstream behavioral consequences. The effects of daily clothing normality emerged under the condition of greater interactions with others (interaction frequency also strengthened the effects of clothing aesthetics). Our manuscript contributes to both major theories from which we draw and further offers theoretical and practical contributions to the literature on organizational clothing.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **2197** | Submission: **19602** | Sponsor(s): **(OB)**
Session Format: **Virtual-only: On Demand; Not Live**

Leadership and Followership



OB: Parachuting the Freefall: Leader-Member Exchange Trajectory and Newcomer Socialization 

Author: **Ran Li**, *Hitotsubashi U.*

Author: **Xiji Zhu**, *Central U. of Finance and Economics*

Developing a high quality leader-member exchange with the supervisor plays an important role in a newcomer's interpersonal socialization. Yet, previous literature has been limited by a static perspective where "snapshots" rather than dynamics of such socialization are studied. Combining the prospect theory and the regulatory focus theory, with a four-wave survey, our research investigates the influence of LMX change on newcomers' socialization, its mechanism and boundary conditions. Instead of treating newcomers as ones who can only be socialized passively according to their fitness to the organization, our study takes them as proactive actors who will adjust to the socialization process with different regulatory focus (promotion focus and prevention focus). Additionally, based on the prospect theory, newcomers' effort on socialization may vary in accordance to their perception on the trends of their LMX changes and their judgement of its future development. Therefore, we have also proposed a moderating effect of LMX change direction on the relationship between LMX change and socialization outcomes through regulatory focus. In general, our study provides a more comprehensive understanding on the dynamics of newcomer socialization.

Paper is Available to Meeting Registrants Only.

OB: Why and When Differentiated Empowering Leadership Hurts Team Performance 

Author: **Soojung Han**, *California State U., Los Angeles*

Author: **Crystal M. Harold**, *Fox School of Business, Temple U.*

Author: **Biyun Hu**, *Shanghai International Studies U.*

Author: **Lauren D'Innocenzo**, *Drexel U.*

Author: **Soojin Lee**, *Chonnam National U.*

The empowering leadership literature supports that empowering can result in a host of positive outcomes for work teams. These findings, however, largely assume that leaders uniformly empower their followers and have not considered the potential consequences that occur when leaders differentially empower members of the same team. In the present study, we develop a theoretical model to delineate why and when differentiated empowering leadership affects two types of team performance: team task performance and creative performance. Drawing from social comparison theory (Festinger, 1954), we position differentiated empowering leadership as adversely affecting team information sharing and subsequent team task and creative performance. Moreover, we propose the indirect effect of differentiated empowering leadership on team performance via team knowledge sharing is conditional on tenure diversity. To test our proposed model, we conducted a three-wave field study with a sample of 74 teams and their team leaders from 17 firms in South Korea. The results suggest that differentiated empowering leadership negatively affects team task and creative performance through a negative effect on team information sharing. The negative indirect effect of differentiated empowering leadership on team performance was stronger in teams where tenure diversity was low, compared to when it was high.

Paper is Available to Meeting Registrants Only.

OB: Navigate Employees' CSR Perceptions and Leadership Roles: An Individual-level Study

Author: **Sadia Ehtisham**, *Queensland U. of Technology*

Author: **Farheen Javed**, *PhD student at Murdoch U., Australia*

Author: **Sadia Ishaque**, *AirU*

Author: **Malka Liaquat**, *Women U., Pakistan*

Author: **Sadaf Amjad**, *Bahauddin Zakariya U., Multan*

This study evaluates the mediational role of employee perceived corporate social responsibility (CSR) between two leadership styles and employee outcomes. Data was collected from 348 front-line employees of hotels in Pakistan. Structural equation modeling was used to test the data in AMOS. Results reveal that employees' perception of organizations' CSR is shaped by its leader's moral conduct and helps to enhance their commitment and engagement towards the organization. Findings reveal that partial mediation yields better results than full mediation and CSR mediates the relation between ethical, participative leadership and employees' outcomes that leads toward higher engagement and commitment. The study is unique in its nature by investigating employees' perceived CSR as a mediator to explore the underlying mechanism between leadership roles and employees' outcomes. The study holds valuable implications for managers and organizations especially for enhancing employee engagement and commitment.

Paper is Available to Meeting Registrants Only.

OB: Trust and Followership: A Qualitative Study 

Author: **Yike Wu**, *ZHEJIANG U. OF FINANCE AND ECONOMICS*

Author: **Xueting Jiang**, *New York Institute of Technology*

Followers are active agents in the leadership processes. Although previous researchers have investigated the effects of leaders' behaviors upon followers' behaviors, there is relatively short of studies on why followers vary in their followership at workplace. Based on an in-depth qualitative study of 27 employees and 13 managers, we found that the followership granted by followers to their leaders is subject to the trust they build with their leaders. We, then, uncover four types of followership and their connection with followers' cognition-based trust and/or affect-based trust upon leaders. Also, we illustrate that followers' perceived authenticity of leaders matter to leader-follower relationships. Our findings provide some insights into the nature of followership and help explain voluntariness and involuntariness of followers in their followership.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Individual and Organizational Well-being



OB: Organizational Resilience and Collective Emotion Regulation: A Qualitative Biographical Analysis

Author: **Kijan Vakilzadeh**, *U. of Kassel*
 Author: **Peter Eberl**, *U. of Kassel*

In our paper, we explore the role of emotions for organizational resilience in the context of extreme situations. In situations when organizations have to cope with adversity it is commonly acknowledged that emotions on the side of organizational members come into play. However, little is known about how detrimental emotions are collectively regulated in adverse and especially in extreme contexts. Through an in-depth biographical study of an elite paratrooper unit that served during the Second World War, we explore how these emotion regulations take place on a collective level. Our analysis suggests that three regulating behaviors are particularly important, namely situational relativization, role modeling, and compassion. From a practical point of view, we conclude that organizations can anticipate the emotional strain of their members and enhance their resilience by enabling principal preconditions for emotion regulation, such as “confidence” and “shared identity”.

Paper is Available to Meeting Registrants Only.

OB: Keeping the Faith in Times of Fear: COVID-19 and Its Effect on Employee’s Job Engagement

Author: **Ambreen Sarwar**, *Virtual U. of Pakistan*
 Author: **Muhammad Kashif Imran**, *The Islamia U. of Bahawalpur, Pakistan*
 Author: **MARIA RASHEED**, *U. of Lahore*
 Author: **Muhammad Zaheer**, *Virtual U. of Pakistan*

The aim of this research is to shed light on the effects of fear of COVID-19 on stress and work engagement of employees working in the hospitality industry of Pakistan. The hypotheses are underpinned in terror management and conservation of resources theory. A time lagged survey was designed for data collection, in which 255 employees participated. SPSS and SmartPLS were utilized for data analysis. The results demonstrated that fear of COVID-19 elevate the stress level of employees resulting in poor work engagement. However, the more is the element of religiosity in the employees, the lesser would be the effect of fear on their mental health and job engagement. Our study also provides evidence for the presence of moderated mediation i.e. the indirect effect of fear of COVID-19 on work engagement through stress is weakened in the presence of religiousness. During the days of a pandemic, fear of contamination poses a credible threat to well-being of employees. Organizations might consider religiousness as a resource for employees in countering their stress. During wide-spread fear, terror and damaging influence of COVID-19 on economies and organizations worldwide, this study has implications for policy makers, researchers, practitioners and academics.

Paper is NOT Available. Please contact the author(s).

OB: Coaching Efficacy in Predicting Athlete Satisfaction: A Self-other Agreement Model

Author: **Chun-Han Chao**, *Binghamton U.-State U. of New York*
 Author: **San-Fu Kao**, *National Tsing Hua U., Hsinchu, Taiwan*
 Author: **Chou-Yu Tsai**, *Binghamton U.-State U. of New York*

Coaching efficacy represents the extent to which coaches have abilities to influence the learning and performance of their athletes. Research on coaching efficacy has increased dramatically over the past two decades and identified that coaching efficacy (coach self-rating) is significantly higher than coaching effectiveness (athlete other-rating). This incongruence has called for further investigations. To address this issue, we aim to compare the source of rating (coach or athlete) on coach abilities in predicting athlete outcomes (i.e., satisfaction). Drawing on the self-other agreement model, we assert that coaching efficacy from an athlete’s perspective may have better predictive validity of athlete outcomes as self-ratings (coaching efficacy) often time may be inflated by self-enhancement bias. We used 380 competitive college basketball players and 38 coaches and demonstrated that athlete other-rating coaching efficacy is more reliable than coach self-rating coaching efficacy in predicting athlete satisfaction. My findings are in line with the literature that views leader-follower interaction as a process of social construction, and followers’ perspectives on leaders can identify the way they want to be influenced.

Paper is Available to Meeting Registrants Only.

OB: The Influence of Narcissistic Supervision on Employees’ Subjective Well-being

Author: **Wenxing Liu**, *Zhongnan U. of Economics and Law*
 Author: **Yanghao Zhu**, *Zhongnan U. of Economics and Law*
 Author: **Qiuyun Guo**, *Taiyuan Institute of Technology*
 Author: **Mingwei Liu**, *School of Management, Huazhong U. of Science and Technology*
 Author: **Dongmei Zhao**, *Zhongnan U. of Economics and Law*
 Author: **Peipei Shu**, *Zhongnan U. of Economics and Law*

Employees’ subjective well-being becomes a particular important issue in modern organizations and scholars are interesting in investigating how to promote and maintain individuals’ well-being. Then, this study, integrated the model of human growth at work and the dominance complementarity theory, examines the negative effect of narcissistic supervision on employees’ subjective well-being and explores the underlying mechanisms and boundary conditions. The hypotheses were tested by a scenario-based experiment and a field study. As hypothesized, narcissistic supervision had a negative effect on employees’ thriving at work, and in turn employees’ low level of SWB. In addition, employees’ core self-evaluations moderated those relationships such that when employees were in high core self-evaluations, they would not experience a low degree of thriving at work and were not likely to be well-being.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Attributions and Fit

OB: Where do Narrative Thinkers Fit In? Perceptions of Narrative Cognition Within Vocation and Seniority

Author: **John Jamison**, *Marymount U.*

Narrative cognition has been lauded as an instrument for crafting big ideas, strategy, theorizing, change, and identity. But narrative cognition has also been associated with oversimplification, overconfidence, and obscurity. The contrasting analytical cognitive style is, to many, the preferred style for organizational management. Who then would want to actually hire these narrative thinkers with their big ideas and big stories? This paper examines the perceived fit of narrative thinkers for jobs in various vocations and levels of seniority. In an experimental study, participants reported a good perception of fit between analytical cognition and jobs in STEM vocations and junior roles. Participants had less decisive perceptions about interpersonal vocations and senior roles where narrative thinkers would be expected to excel. These findings shed new light on the application of narrative theory in management research and the experience of individual workers who tend towards a narrative or analytical cognitive style.

Paper is Available to Meeting Registrants Only.

OB: A Cross-cultural Study on Psychological Mechanisms of Achievement Attribution

Author: **Congcong Zhang**, *Cornell U.*

Author: **Yu Yuan**, *Cornell U.*

Author: **Lu Wei**, -

Author: **Yunya Song**, -

Existing studies found that people tend to attribute success to internal strengths whereas failure to situational factors, exhibiting a self-serving bias. This pattern has been frequently observed in Westerners but mixed in East Asian contexts. This study explored what mechanisms can explain inconsistent attributional behaviors across cultures. Specifically, we examined (a) how social desirability of explicit and implicit self-enhancement and complexity of self-concept (dialectic self and self-construals) affect attributional decisions, and (b) whether modesty and face-saving are mediators to explain the intricacies of attribution decisions. College students from the U.S., Mainland China, and Hong Kong participated in an experiment for cross-cultural comparisons. Results suggested that (a) differences in explicit self-enhancement motivations, dialectic self, and interdependent self-construals caused variations in attribution decisions, (b) modesty and self-face concern were two competing mediators affecting these decisions, and (c) the salience of these proposed mechanisms varies across cultures. Directions for future research and management implications are discussed.

Paper is Available to Meeting Registrants Only.

OB: Emotion–Behavior–Reflection Theory

Author: **David Joseph Keating**, *U. of Mississippi*

In this manuscript, we propose a theory that builds on previous appraisal theories (e.g., Cognitive-Motivational-Relational Theory, Affective Events Theory) by incorporating self-reflective emotions. In our theory, a meaningful interaction with a coworker elicits a primary emotion that leads to emotion-driven behaviors, employees reflect on both the emotion that was experienced and the behaviors enacted. Reflecting on the behaviors enacted elicits self-conscious emotions. Reflecting on the emotion that was experienced elicits meta-emotions (i.e., emotions about one's own emotions). These self-reflective emotions provide information that employees can use to strategically guide behaviors, and to regulate emotions, during future interactions with the coworker. We further theorize that it is these self-reflective emotions that are aggregated to form evaluative judgements (i.e., perceptions of relationship quality). This occurs through a dynamic process that transpires over the course of the coworker relationship.

Paper is Available to Meeting Registrants Only.

OB: Core Self-Evaluation Buffers or Amplifies the Nightmare of Injustice? Role of Contingent Self-esteem

Author: **Feng Gao**, *School of Business, Renmin U. of China*

Author: **Yuqing Sun**, *Antai College of Economics and Management, Shanghai Jiao Tong U.*

In response to the call to investigate the mixed findings about the moderating role of core self-evaluations (CSE) on ego threats, we draw on the contingency perspective of self-esteem to propose leader-contingent self-esteem (LCSE) as the boundary condition. Across a multi-wave field study and an online vignette experiment, the empirical results consistently corroborated our theorizing that when employees' self-esteem was highly contingent on leader's approval or recognition (i.e., high LCSE), CSE enacted an amplifying effect that causes employees under conditions of leader injustice to experience more ego depletion. In contrast, when employees' self-esteem was less contingent on the leader (i.e., low LCSE), CSE exhibited a buffering effect that allows employees under leader injustice to experience less ego depletion. In addition, Study 2 found that this ego depletion effect further leads to deviant behaviors in employees. Implications for literatures on CSE, self-esteem and injustice were discussed.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **2200** | Submission: **11132** | Sponsor(s): **(OB, SAP)**
Session Format: **Virtual-only: On Demand; Not Live**

**Intuition in Organizations: Developing Intuition in the
Digital Age**
Developing Intuition



Organizer: **Marta Sinclair**, *Griffith U.*
Participant: **Leonie Baldacchino**, *U. of Malta*
Participant: **Alina Bas**, *U. of Strathclyde Business School*
Participant: **Keith Coleiro**, *U. of Malta*
Participant: **Suzi Elen Ferreira Dias**, *ESPM, Sao Paulo, Brazil*
Participant: **Viktor Dörfler**, *U. of Strathclyde Business School*
Participant: **Katharina Fellenhofer**, *ETH Zurich, Harvard U.*
Participant: **Edson Sadao Iizuka**, *Centro U. FEI*
Participant: **Kazuhito Isomura**, *CHUO U.*
Participant: **Izumi Mitsui**, *Sonoda Women's U.*
Participant: **Motomasa Murayama**, *Komazawa U., Japan*
Participant: **Ursula Renold**, *ETH Zürich, D-MTEC*
Participant: **Jennifer Llewellyn Robinson**, *Henley Business School, U. of Reading*
Participant: **Eugene Sadler-Smith**, *U. of Surrey*
Participant: **Marta Sinclair**, *Griffith U.*
Participant: **Nicole Yeung**, *Griffith Business School, Griffith U.*

This 13th annual symposium at AoM showcases new intuition research pertinent to the development or training of intuition in different management contexts and organizational processes, as required by current and future workforce. It highlights the relevance of intuition in the digital age and suggests how digital technology can be used for its development. The contribution by Fellenhofer and Renold investigates how intuition could be trained in conjunction with analysis by means of digital tools, such as virtual reality. Sadler-Smith discusses different types of intuition likely to be required in the digital age and proposes type-specific training methods. Bas and Dörfler make a distinction between training needs for the sensing and sensemaking aspects of intuiting under uncertainty. Murayama et al. explain how Japanese companies develop their employees' intuitive skills as part of the 'souji' management practice. Robinson proposes how to develop collective intuition through collective mindfulness utilizing 'deep games.' Dias et al. highlight factors pertinent to intuition training for social entrepreneurs who face tension between commercial and social considerations. Coleiro and Baldacchino outline a training program, tailored to specific needs of various entrepreneurs. Finally, Yeung and Sinclair propose how to use the focusing method to enhance intuitive decision making.

Pls. post your questions in session chat, which will be monitored during the conference.

How Can We Train Diverse Cognitive Skills of Tomorrow's Managers with new Technologies?

Author: **Katharina Fellnhofer**, *ETH Zurich, Harvard U.*

Author: **Ursula Renold**, *ETH Zürich, D-MTEC*

Developing Intuition in the Digital Age

Author: **Eugene Sadler-Smith**, *U. of Surrey*

Developing Intuiting for the Conditions of Uncertainty

Author: **Alina Bas**, *U. of Strathclyde Business School*

Author: **Viktor Dorfler**, *U. of Strathclyde Business School*

The Power of 'Souji' to Increase Intuitive Familiarity

Author: **Motomasa Murayama**, *Komazawa U., Japan*

Author: **Izumi Mitsui**, *Sonoda Women's U.*

Author: **Kazuhito Isomura**, *CHUO U.*

Understanding the Acquisition of Collective Mindfulness: The Implications for Intuition Training

Author: **Jennifer Llewellyn Robinson**, *Henley Business School, U. of Reading*

Understanding Social Entrepreneurs' Obstacles to Applying Intuition

Author: **Suzi Elen Ferreira Dias**, *ESPM, Sao Paulo, Brazil*

Author: **Edson Sadao Iizuka**, *Centro U. FEI*

Author: **Marta Sinclair**, *Griffith U.*

A Training Programme for Entrepreneurial Intuition

Author: **Keith Coleiro**, *U. of Malta*

Author: **Leonie Baldacchino**, *U. of Malta*

Training Intuitive Decision Making with Focusing Method

Author: **Nicole Yeung**, *Griffith Business School, Griffith U.*

Author: **Marta Sinclair**, *Griffith U.*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **2201** | Submission: **19196** | Sponsor(s): **(ODC)**
Session Format: **Virtual-only: On Demand; Not Live**

**Change & Strategic Implementation: OD Approaches, Design
Thinking, Middle Managers, and Uncertainty**



Author: **Makoto Nagaishi**, *Chukyo U.*

This study responds to Hastings and Schwarz's (2021) theoretical propositions for an integrative approach to combine diagnostic and dialogic change processes with a particular focus on the culture's impacts on change practitioners' mindsets. The author uses Japanese multinational corporations (MNCs) as a case in point and shows that the change practitioners try to keep a delicate balance in change processes. They choose diagnostic interventions to foster the predictability of the whole picture for sustaining the organization's psychological safety. Meanwhile, they host a dialogic space to activate the member's prudent risk-taking. What was found from the author's case study was the important role of change practitioners to build a collaboration capability by oscillating planned and emergent change processes. The study concludes that diagnostic and dialogic approaches can be adequately blended not only in methods but also at the mindset level.

Paper is Available to Meeting Registrants Only.

Author: **Satu Rekonen**, *Aalto U., Department of Industrial Engineering and Management*

Author: **Tua Björklund**, *Aalto U. School of Engineering*

While the adoption of design thinking practice to foster organizational innovation requires improving practice-fit with the organization, studies exploring the role design professionals may play in this process remain rare. We draw on championing and practice adoption literature to empirically investigate how design professionals champion the adoption of design thinking practice within their organization. Based on 66 semi-structured interviews among design professionals working in a variety of positions in large engineering company, our findings reveal that design professionals championed for the adoption of their professional practice through five practices: by consolidating their professional practice within innovation projects, by advancing and by regulating the replication of the practice across innovation projects, and by culturally legitimating and by sheltering the practice within the organization. While all design professionals championed their practice, design managers focused on the latter three of these practices. Our emergent conceptual model shows that professionals may champion their professional practice not only within and across innovation projects, but also across organizational structures and management levels. The study suggests that collective and coordinated engagement of professionals operating at different hierarchical levels in the organization could be a significant force in fostering adoption of a professional practice in organizations.

Paper is Available to Meeting Registrants Only.

Author: **Alex Tawse**, *Georgia State U.*

Author: **Leanne Atwater**, *U. of Houston*

Author: **Dusya Vera**, *U. of Houston-Main Campus*

Author: **Steve Werner**, *U. of Houston*

Strategy implementation is a critical component of firm performance and middle managers have primary responsibility over strategy implementation processes. Unfortunately, researchers and practitioners know surprisingly little about how middle managers influence strategy implementation effectiveness. As a result, our understanding of why some firms are more successful than others remains incomplete. To shed light on this important issue, we theorize and test the relationship between middle manager leadership and strategy implementation effectiveness as well as work team coordination, a potential mediator of the relationship that has been found to be an important element of strategy implementation success. Using a sample of 44 work teams within an organization undergoing a large-scale strategic change, our results show that middle managers' transformational and instrumental leadership styles directly impact strategy implementation effectiveness and that middle managers' transformational leadership also has an indirect effect on strategy implementation effectiveness through work team coordination.

Paper is NOT Available. Please contact the author(s).

Author: **Angelika Lau**, *U. of Duisburg-Essen*

Author: **Sophia Aguirre Reid**, *U. Duisburg-Essen*

The purpose of this paper is to obtain deeper insights into employees' adaptive performance — a key competence of modern workers that can enable organizations to deal with the prevailing uncertainty of the future. In this context, a moderated mediation model was developed to investigate the extended link between employee's adaptive performance and autonomy in terms of work method autonomy, work scheduling autonomy, and work criteria autonomy. Based on data from 1,142 teleworking employees of an internationally operating company, structural equation modeling was used. Results confirm that the positive relation between employees' autonomy in terms of work method autonomy, work scheduling autonomy, and work criteria autonomy and employees' adaptive performance is mediated by job crafting—strength. Work criteria autonomy showed the strongest effect. Further, demands-ability fit was found to mediate the relation between job crafting—strength and adaptive performance. Although nonwork-interrupting work behavior was found to partly moderate the link between the different autonomy dimensions and job crafting—strength, it showed a positive and significant influence regarding the relation of work criteria autonomy, a negative and significant influence regarding work scheduling autonomy, and no significant influence regarding work method autonomy.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Ever-important Change Topics: Resistance, Resilience, Readiness and Justice



ODC: **Pay or Nudge Employees Into Change? An Experiment on the Effect of Nudging for Organizational Change**

Author: **Kim Böhm**, *U. of Duisburg-Essen*
Author: **Marvin Müller**, *U. of Duisburg-Essen*
Author: **Erich Renz**, *U. of Regensburg*

Organizational change often fails due to employees' resistance to change resulting in unforeseen expenses, delays, or other disruptions in organizations. In our experiment, we compare behavioral interventions—a pro-change default rule and a pro-change recommendation—with a costly pay raise to foster supportive behavior. We support the effectiveness of a default nudge in enhancing change-related success. Our results indicate that a recommendation nudge has no significant effect in change-related scenarios. In addition, we find that a pay raise has a positive effect that is likely to be triggered by positive reciprocity. If this pay raise fails to materialize, we report supporting evidence for negative reciprocity. We compare the effect sizes for these nudges and the pay raise and provide insights for the relative cost-effectiveness of such nudges compared to a pay raise for organizational change. We conclude with managerial implications.

Paper is NOT Available. Please contact the author(s).

ODC: **Still Challenging “Resistance to Change”**

Author: **Eric B. Dent**, *Florida Gulf Coast U.*
Author: **Harry Knoche**, *Florida Gulf Coast U.*

This study revisits and updates “Challenging ‘Resistance to Change’” (Dent & Goldberg, 1999a), one of the most-cited Journal of Applied Behavioral Sciences articles. The latter found that the history of the term “resistance to change” was perplexing, leaving as a legacy a mental model that doesn't best match the reality of true change dynamics. Dent and Goldberg contended that the term “resistance to change” should be replaced by more accurate change constructs. More than 20 years later, this current study found some improvement in how “resistance to change” is treated in popular textbooks. The empirical research in this century is also far more sophisticated in terms of the possibility of change actually being embraced more than resisted, studies in many more countries, and hypotheses including moderating and mediating variables. More than a decade ago, Oreg, Vakola, and Armenakis (2011) found that a meta-study was hampered by the vast number of variables and approaches to the study of change. If anything, that situation has been exacerbated since they wrote. In general, though, the mental model of “resistance to change” lives on in a more pervasive way than Dent and Goldberg would have hoped.

Paper is Available to Meeting Registrants Only.

ODC: **CEO Temporal Orientation, Top Management Team Diversity, and Organizational Resilience**

Author: **Maximilian Weis**, *WU Vienna*
Author: **Patricia Klarner**, *WU Vienna U. of Economics and Business*

How do CEOs influence organizational resilience in times of crisis? Combining resilience and upper echelons research, we argue that CEOs prepare for and adjust to unexpected events in their environment based on their temporal orientation. We argue that CEOs' long-term orientation fosters organizational resilience during crises, which is reflected in their firms' lower severity of loss and time to recovery. We suggest that this relationship is moderated by TMT diversity. Studying 745 CEOs of S&P500 firms during the financial crisis and the COVID-19 pandemic, we find that firms led by long-term oriented CEOs face less severe economic losses but take longer time to recover from adversity. Yet, these firms recover more quickly when long-term oriented CEOs can draw on a diverse TMT. Our paper contributes to the research on organizational resilience by uncovering its microfoundations. We also contribute to the upper echelons research by unveiling CEOs' role in preparing for and adjusting to adversity. Lastly, we contribute to team research by showing how TMT functional diversity affects longer-run effects.

Paper is NOT Available. Please contact the author(s).

ODC: **The Multilevel Linkage Between Organizational Communication and Readiness for Change**

Author: **Phong Thanh Nguyen**, *UNSW Sydney*
Author: **Alannah Rafferty**, *Griffith U.*
Author: **Gavin M. Schwarz**, *UNSW Sydney*
Author: **Amirali Minbashian**, *UNSW Business School, Australia*

While change scholars have primarily studied readiness for change (RFC) as an individual attribute, in this paper, we examine RFC as a collective attribute and study collective RFC at two levels, namely, individual perceptions of collective RFC at the individual level and collective RFC at the group level. In addition, we identify organizational communication as a key antecedent. Our study contributes to the change research field by examining managerial (formal and informal) communication efforts and communication strength as a more nuanced conceptualization of organizational communication in explaining RFC across individuals and groups. Results from an experimental (N = 463 undergraduate students) and field study (N = 402 employees, 48 workgroups) reveal that formal and informal communication efforts explained individual perceptions of collective RFC. Notably, communication strength was positively associated with both individual perceptions of collective RFC and collective RFC. Our study offers several implications for theory and practice regarding the multilevel relationship between organizational communication and change attitudes.

Paper is NOT Available. Please contact the author(s).

ODC: **Organizational Justice Perceptions of Inclusive Talent Management Practices on Employee Work Effort**

Author: **Thomas Kramer**, *Penn State Mont Alto*

Multiple studies have evaluated the individual and organization-level outcomes of talent management but have largely neglected the outcomes for those not selected for inclusion. Latent moderated structural equation modeling was used to assess a theoretical model that hypothesized a moderated mediation effect of organizational justice on the relationship between inclusive talent management practices and work effort. As hypothesized, more inclusive talent management practices led to increased perceptions of distributive justice. Distributive justice was found to mediate the relationship between inclusive talent management practices and work effort. Procedural justice was found to moderate the relationship between distributive justice and work effort such that distributive justice had a greater effect on work effort when perceptions of procedural justice were low.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Categories and Categorization: Qualitative Research

OMT: Consequences of Umbrella Category Swaps: The Case of Esports

Author: **Norbert Steigenberger**, *Umeå School of Business and Economics, Umeå U.*
Author: **Tobias Michael Scholz**, *U. of Siegen*

What happens when organizations in a particular organizational category attempt to swap umbrella category? Studying the attempt of the esports organizational category to switch from the umbrella category “gaming” to the umbrella category “sport,” we outline that such umbrella swaps have important material components, where the attempt to switch umbrella category coincides with the “loaning” of artifacts (in our case, material infrastructure and spatial setup) from the desired umbrella category while downplaying artifacts associated with the undesired category. The consequence is a change in the material identity of the focal category, that persists even after attempts to swap umbrella category have failed.

Paper is NOT Available. Please contact the author(s).

OMT: Place and Status Recategorization

Author: **Melodie Cartel**, *UNSW Business School, Australia*
Author: **Eva Boxenbaum**, *Copenhagen Business School*
Author: **Sylvain Colombero**, *Grenoble Ecole de Management*

This paper contributes to the emerging literature on status recategorization by analysing the extreme case of reinforced concrete from 1885 to 1930. Status recategorization refers to the change in a category’s status within a social hierarchy. It occurs when new—more appealing—associations form around a low status category. We find that, over the period studied, buildings encoded, emotionalized, and energized new associations around reinforced concrete, leading architects to assign the material a higher status. Drawing on these findings, we conceptualize an embodied mode of status recategorization in which the ability of audiences to process new associations around a category is a function of bodily experience. We make two contributions to the category literature. First, we distinguish between discursive associations and associations encoded in the physical environment. Second, we show that emotions and emotional energy mediate audiences’ interpretations of new associations that are encoded in the physical environment. Negative emotional responses to new associations trigger status maintenance, while positive emotional responses and emotional energy trigger status change.

Paper is Available to Meeting Registrants Only.

OMT: Emergence of a Values-Based Category: The Case of Ayurvedic Pharmaceuticals

Author: **Anupama Kondayya**, *Indian Institute of Management, Bangalore*
Author: **Abhoy Kumar Ojha**, *Indian Institute of Management, Bangalore*

Scholars have theorized about four mechanisms of category formation, namely proof, consensus, truce and fiat. Of these, the mechanism of fiat is underexplored. Fiat is exercised most often by the state, which is expressed through a complex of policy regimes, that are influenced by power and politics. We study the influence of state policies, power and politics on category emergence in the context of Ayurvedic pharmaceuticals in colonial India. Adopting a qualitative approach and using historical archival data, we find that the overt exercise of state power makes interests and values of marginalized groups salient, triggering emotional as well as rational responses towards preserving those interests and values. In our study, the responses and rationalizations led to the emergence of a new category, Ayurvedic pharmaceuticals, while maintaining legitimacy for the group. Based on the findings of the study, we offer a model of category formation influenced by power, politics and policies, demonstrate the emergence of a values-based category driven by Weber’s substantive rationality, extend the idea of categories as political devices, and show how categories can act as expressions of social identities.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Methodological Innovations in Organization Theory



OMT: Advancing Theory with Rigorous Problematizing Reviews: Giving-up Labels-Centric Literature Samples

Author: **Anne Sophie Barbe**, *Aalto U., Department of Management Studies*
Author: **Frédéric Bally**, *Grenoble Ecole de Management*
Author: **Thibault Daudigeos**, *Grenoble Ecole de Management*
Author: **Hussler Caroline**, *U. of Lyon, UJML3, iaelyon School of Management, Magellan*

Problematizing reviews seem doomed to be suspected of a lack of academic rigor because their advocates remain reluctant to use systematic sampling methodologies. Their reluctance is based on the premise that systematic reviews only cover pieces of research citing the name(s) of the construct(s) commonly used to study a phenomenon, what prevents any problematization of such construct(s). To envisage how to systematically sample existing literature without falling into such a sampling trap, we introduce a three-dimensional definition of constructs (label, intension, extension). Thanks to this framework, we first show that extension-centric samples outweigh the pitfalls that advocates of problematizing reviews associate with systematic methodologies relying on labels-centric samples. Second, we explain that this alternative sampling strategy enables reviews authors to excavate how the empirical objects being part of the extension of the phenomenon focal to the review are categorized by the theoretical schools that study them. Three ideal-typical of such categorizations emerge from our analysis—integrated, in halos or in Russian dolls—and we show that all of them are venues for problematization. This article contributes to the discussion of how to advance theory with review articles by theoretically developing a systematic sampling methodology enabling rigorous problematizing reviews.

Paper is Available to Meeting Registrants Only.

OMT: From One to Many: A Taxonomy of Abductive Inferences in Organization Science

Author: **Rolf Bruehl**, *ESCP Business School*
Author: **Christoph Seckler**, *ESCP Business School*

This article extends the discussion on abduction in organization science, which typically focuses on one type of abduction, to encompass multiple types. Using a logical approach, this article introduces a generalized abduction scheme. We then distinguish four basic types of abductive inferences based on this scheme. The four types can be differentiated according to their primary inference process (selective vs. creative) and primary knowledge outcome (explanatory vs. instrumental). The article contributes to the discussion on abduction in organization science research in three ways. First, the introduction and application of the generalized logical scheme allows us to make the premises of an abductive inference explicit which helps to scrutinize the overall inference made. Second, differentiating between selective and creative abductive inferences is important because they should be evaluated according to different criteria. Third, introducing instrumental abductive inferences to the organization science literature may help to strengthen the inferences of design science research.

Paper is Available to Meeting Registrants Only.

OMT: Computational Text Analysis for the Evolution of Meaning of Categories

Author: **Semi Min**, *New York U.*

Over the decades, organization scholars have studied the formation of the meaning using various theoretical concepts. Analyzing meanings, however, pose methodological challenges as meanings are dynamically formed through a complicated process, which requires the analysis of large-scale historical data. Recent advances in computational text analysis of large digitized corpora have provided an opportunity to improve our understanding of the evolution of meanings. In this study, I will focus on a stream of research that can expect a significant benefit from computational text analytics: category perspective. This article suggests a framework to carry out the research on the evolution of the meaning of a category using computational methods. Specifically, I propose a new computationally-supported grounded theory development method that combines manual approaches for the interpretations with computational text analysis. This method aims to scale traditional theory-building methods, incorporating more complexity without losing nuance to enrich extant theories. Using the case of blockchain, this paper illustrates how this technique can be applied to study the evolution of the meaning of emergent technology categories in society.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Creativity and Innovation in Cultural Industries

OMT: **Bowing to Five Pecks of Rice? The Impact of Profit Expectancy on Artistic Creativity**  

Author: **Ke Nie**, *UC San Diego*

Do independent and amateur producers in cultural industries curtail their creativity when they have higher expectations of economic returns? Previous studies on the “creative/commerce” pair of the cultural industries did not provide a clear answer. This paper tries to answer this question by studying the case of Chinesemusic.com, a music streaming platform that launched a monetization program, allowing musicians to directly profit from their songs on the platform. I collect 16,320 songs from the platform released before and after the launch of the monetization program and, using computational tools developed in the field of Music Information Retrieval, I propose a novel approach to measure the creativity of the songs based on their sound. The results suggest that whilst more independent and amateur musicians were attracted by the monetization program, their songs became less and less creative afterward with a more significant shift among the former. The findings indicate that independent and amateur producers will proactively make compromises in their creative activities when they are given resources for a more promising career in the business.

Paper is Available to Meeting Registrants Only.

OMT: **Status and Cultural Capital of Bollywood Dynasties** 

Author: **Sumeet Malik**, *IESE Business School*

Author: **Chandrika Rathee**, *IE Business School*

Author: **Julien Jourdan**, *HEC Paris*

Author: **Luis R. Gomez-Mejia**, *Arizona State U.*

The most common organizational form globally and historically, family businesses, are driven by the dynastic motive - to pass on the owners' status and wealth to the next generation. However, our understanding of the descendants' fate remains severely limited. Some evidence suggests that investors discount the family's next generations as nepotism and unwillingness to professionalize. Further, family owners tend to be conservative and eschew uncertainty. On the other hand, family players have dominated creative and cultural industries for generations that have considerable uncertainty about the producers and the final product. We suggest that the dynastic players use status and cultural capital handed down through the generations to navigate markets. We show that the dynastic roots of producers and superstars in Bollywood (Hindi movie industry) play a pivotal role in offering atypical films and enhancing box-office performance. However, the legacy also induces anxiety, lest dynastic players may be denigrated in the social hierarchy. Dynastic producers are conservative when working with superstars who may steal their thunder of novelty, and superstars with dynastic roots are constrained by the audience expectations set by their ancestors. We discuss the implications of our study on family firm and social evaluations theories.

Paper is NOT Available. Please contact the author(s).

OMT: **Resilience in Creative Craft Production: The Case of Country Music Songwriters in Nashville**

Author: **Katrin Marika Smolka**, *Warwick Business School*

Author: **Pursey Heugens**, *Erasmus U. Rotterdam*

A common thread in contemporary studies on craft is that the crafts are under pressure and that systems of craft production are fragile. While this imagery is true in many contexts, examples of craft persistence and resilience are also abound. In this study of a highly resilient creative crafts collective – Nashville's country music songwriters – we find that the origins of craft persistence in this context lie in positive symbiosis between interlocking systems of craft and industrial production. Interviews with 56 songwriters reveal that the elements of this symbiosis involve the maintenance of institutions of shared value, brokers fostering linkages between the artistic and commercial spheres, and socialization practices favoring the perennial influx of new craft workers. We incorporate these elements in a grounded theoretical model spanning multiple levels of analysis – from micro-momentary craft practices to ecosystem design features – explaining craft resilience. Our work advances current theorizing on craft by drawing greater attention to the contextual preconditions allowing crafts to persist in fully industrialized and commercialized settings.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Innovation and Decision Making in Entrepreneurial Contexts

OMT: **Intuition, Equivocality and Decision Making Effectiveness** 

Author: **Christian Julmi**, *U. of Hagen*

While scholars have recently proposed that intuition may be superior to analysis in tasks of high equivocality, it remains theoretically unclear when and whether one should decide intuitively when both uncertainty and equivocality are considered. To address this research gap, the article introduces a framework that links intuition and analysis effectiveness with uncertainty and equivocality. This framework allows to draw inferences from the nature of the decision task to the appropriateness of intuition and analysis. To this end, the article does not only distinguish between analysis and intuition, but also between reproductive and productive decision making. We assume that an increase in equivocality leads to an increase in intuition effectiveness, whereas an increase in uncertainty should lead to an increase in the effectiveness of productive decision making. To demonstrate the value of the framework, the article discusses its implications for research on strategic and entrepreneurial decision making.

Paper is Available to Meeting Registrants Only.

OMT: **Frugal Innovation and Firm Performance** 

Author: **Mir Dost**, *Faculty of Business, Sohar U., Oman*

Author: **Davoud Nikbin**, *Faculty of Business, Sohar U., Oman*

Author: **Naveed Akhtar Qureshi**, *Sukkur IBA U., Pakistan*

Much ink and energy have been devoted to understanding innovation that is cheap, functional and sustainable (frugal); however, its impact on a firm's performance remains unclear. To address the gap, this research investigates the ambidextrous influence of frugal innovation (FI) on the firm's financial and environmental performance; and moderating role of proactive orientation. To test the hypothesized relationships, the author nested the data from managers/directors of firms from emerging markets. Data were analyzed by employing regression analysis and structural equation modelling techniques. The results revealed a significantly positive influence of FI on the firm's environmental financial performance. The moderating role of proactive orientation strengthened the effects of FI on environmental performance, weakened the effects of FI on financial performance. The article also discusses theoretical and managerial implications.

Paper is Available to Meeting Registrants Only.

OMT: **Cultural Entrepreneurship in Social Innovation: Co-creation in Circular Economy Ventures**    

Author: **Heli Helanummi-Cole**, *U. of Southampton*

Author: **Kaisa Henttonen**, *U. of Eastern Finland*

Author: **Ville-Veikko Piispanen**, *U. of Eastern Finland*

We study circular economy ventures in Finland to develop a model of how social innovators use cultural entrepreneurship, symbolic and ideational resources, such as stories, categories, and concepts, to engage stakeholders in social innovation co-creation. Social innovators, whose creative work focuses on complex, deep-rooted social problems, regularly struggle in engaging customers and other stakeholders in innovation co-creation, risking the lasting impact of their innovations. The initial findings of our study, which draw on an inductive analysis of 31 circular economy venture founder interviews and an original venture archive, reveal a range of cultural entrepreneurship that the ventures use in shaping their customers' engagement in different stages of social innovation co-creation and concentrating either on social problems or solutions. These findings contribute to the literature in cultural entrepreneurship and social innovation by demonstrating how cultural entrepreneurship allows social innovators to bridge institutional boundaries between them and the innovation stakeholders by orienting stakeholders' collaborative efforts on different aspects of social innovation and demarcating co-creation areas that allow conflicts of interests to be subdued.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**

Program Session: **2207** | Submission: **10326** | Sponsor(s): **(OMT, OB, MOC, ENT, CM, CTO, HR, TIM, RM)**

Session Format: **Virtual-only: On Demand; Not Live**

Introduction to Social Network Analysis *Introduction to SNA*



Organizer: **Daniel S. Halgin**, *U. of Kentucky*

Organizer: **Prasad Balkundi**, *U. at Buffalo, The State U. of New York*

Presenter: **Jessica Rae Methot**, *Rutgers U., School of Management and Labor Relations*

Presenter: **Richard DeJordy**, *California State U., Fresno*

Presenter: **Yong Kim**, *Texas A&MU.*

Social network analysis is a field of study that focuses on social relations among a set of actors—people, teams, and organizations—rather than focus on the attributes of the actors. Network researchers have developed a set of distinctive theoretical perspectives and methodological techniques for collecting data, statistical analysis, and visual representation. This PDW's goals are to: • Introduce members of the Academy of Management to social network theory and analysis • Discuss both micro and macro management research based in social network theory • Introduce participants to UCINET and other social network analysis tools • Guide participants on how to learn more about social network analysis

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Social Event**
Program Session: **2208** | Submission: **11903** | Sponsor(s): **(ONE)**
Session Format: **Virtual-only: On Demand; Not Live**

ONE Welcome Message (Virtual) *ONE Welcome Message (Virtual)*

Host: **Nardia Haigh**, *U. of Massachusetts*
Participant: **Ivan Montiel**, *City U. of New York, Baruch College*
Participant: **Martina K. Linnenluecke**, *Macquarie U.*

Listen to this year's ONE virtual Welcome Message for our existing and new members. We will showcase highlights from the conference program and introduce the ONE Exec Team. We look forward to seeing you at this year's AOM conference!

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Executives' Political Appointments and Geographic Origins (Asynchronous)



ONE: Top Executives' Political Appointments and Environmental Performance of Firms    

Author: **Haifeng Tian**, *Northeastern U.*
Author: **S. Y. Zhu**, *BASIS*

We examine the effect of top executives' political appointments on the environmental performance of firms. Building on resource dependence theory, we first suggest that a board chair's political appointment protects the firm from environmental regulations, motivating the chair to sacrifice environmental performance for economic gains. We then apply the Confucian social model to explain that a chair's political appointment can reflect the chair's prosocial motives, motivating the chair to increase the firm's environmental performance. We further theorize that if political appointment mainly reflects a chair's motive to obtain protection from regulatory agencies, a chair's power within a firm shall not moderate the effect of the chair's political appointment. In contrast, if political appointment mainly reflects the chair's prosocial motives, the chair's power within a firm shall significantly strengthen the effect of the chair's political appointment. Using a large-scale and longitudinal data of privately-controlled firms that are publicly traded in China, we find considerable support for the resource dependence mechanism but not for the Confucian social model: a chair's political appointment reduces a firm's environmental performance, measured by a comprehensive index of environmental outcomes and by green patents, and chair power does not moderate the effect of political appointment.

Paper is Available to Meeting Registrants Only.

ONE: CEO Geographic Origin and Corporate Environmental Irresponsibility   

Author: **Lei Du**, *Central South U.*
Author: **S. Y. Zhu**, *BASIS*
Author: **Shenggang Ren**, *Central South U.*

Although research on place attachment and place identification shows that place of origin greatly influences people's cognitions, emotions, and behaviors, strategic management scholars have paid limited attention to how CEO place of origin influences strategic decision making. Building upon theories and studies about place attachment and place identification, we explain why Chinese CEOs are especially likely to have strong home province attachment and home province identification. We then predict that a Chinese firm's corporate environmental irresponsibility (CEIR) in its headquarters province will be reduced if the province is the CEO's home province. In addition, we propose that the negative effect of CEO home province on CEIR will be stronger when the CEO's home province has better scenic quality but weaker when the CEO's home province has more pollution. Moreover, we predict that the negative effect of CEO home province on CEIR will be strengthened by the CEO's board and political appointments in the home province. Using longitudinal data (2008-2018) covering 637 Chinese public firms in 18 high-pollution industries, we find strong support for our hypotheses. Our findings are robust to alternative measures of key variables, units of analysis, methods of estimation, and the potential presence of omitted variables.

Paper is Available to Meeting Registrants Only.

ONE: Agricultural Origins of Corporate Pro-environmental Behavior  

Author: **Qian LI**, *Shanghai International Studies U.*
Author: **Jianan Wang**, *School of Business and Management, Shanghai International Studies U.*

Environmental protection, as a topic of continuous social concern, has put forward higher requirements on enterprises. Using the rice theory, we develop an agricultural perspective on the relationship between geographical distribution of rice cultivation and corporate pro-environmental behavior. Based on the data of listed companies from 2010 to 2019 in China, our results indicate that rice culture in the external environment which the company embedded in has a positive association with corporate reactive pro-environmental behavior, while rice culture in the internal values which CEO provided with is positively related to the corporate proactive pro-environmental behavior. Additional analyses suggest that mandatory green development policy and spontaneous migration are two moderators through which rice culture affects corporate pro-environmental behavior. This study not only sheds light on the agricultural drivers behind corporate pro-environmental behavior and extends the theoretical understanding of how macro cultural factors influence corporate strategic decisions, but also offers implications for government and enterprises to better supervise and improve green management.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Sustainable Leaders, Managers and Workplace Behavior (Asynchronous)



ONE: From Passive to Active: The Positive Spillover of Work-Required Green Behavior on Green Advocacy  

Author: **Zhang Shujie**, *Shandong U., China*
Author: **Shuang Ren**, *Deakin U.*
Author: **Guiyao Tang**, *Shandong U.*

Drawing on self-perception theory, we hypothesize that taking up work-required green behavior can lead to the adoption of green advocacy in the future in a positive spillover. Further, we propose that pro-environmental self-identity mediates the influence of work-required green behavior on green advocacy and the strength of such effect is contingent upon employees' moral identity. To test our hypothesized model, we collected three-wave data from 297 employees from a large manufacturing firm in China. Our results confirmed the positive relationship between work-required green behavior and green advocacy, and verified the mediating role of pro-environmental self-identity in this relationship. On the moderating role of moral identity, we found that the mediating effect of pro-environmental self-identity is stronger when moral identity is high rather than low. Our results answer calls to examine the spillover of passive green behavior to proactive green behavior at the employee level and advance workplace green behavior research by identifying a novel psychological path. By demonstrating the moderating role of moral identity, we extend knowledge about the mixed impact of past green behavior and moral identity to stimulate green behavior in the future.

Paper is Available to Meeting Registrants Only.

ONE: "Either You Need Me, or I'm Leaving!" How Sustainability Managers Influence the Legitimacy Process  

Author: **Cynthia Friedrich**, *Technische U. Kaiserslautern*
Author: **Katharina Stefanie Spraul**, *Technische U. Kaiserslautern*

Legitimacy is an important prerequisite for any occupational group and the result of a complex social process. This holds especially true in contested contexts such as sustainability transformation within organizations. However, legitimacy research has so far almost exclusively referred to organizations and strategies for achieving legitimacy have been studied separately from this process. We address this gap by examining the legitimacy strategies of 30 sustainability managers from corporate and public organizations using semi-structured interviews. We embed our empirical findings in a model which builds on the legitimacy process and incorporates eight effect mechanisms reflecting the different legitimacy dimensions. In doing so, we consider the process as well as the perception perspective of legitimacy and show that the strategies used to achieve legitimacy affect different parts of the legitimacy process depending on the underlying effect mechanism. For researchers, this insight opens possibilities for more specific inquiry with respect to the effectiveness of legitimacy strategies. For those representing new occupations in search of legitimacy, the findings point to potential areas of application for legitimacy strategies.

Paper is Available to Meeting Registrants Only.

ONE: Taking Sustainability Initiatives for Organizational Performance: A Serial Mediation Model  

Author: **Ozlem Ayaz Arda**, *Lecturer at Brunel Business School, Brunel U. London*
Author: **Ainurul Afizah Rosli**, *Brunel Business School*

Despite its growing research popularity, corporate sustainability (CS) has received relatively little attention in terms of explaining its underlying dimensions, the so-called triple bottom line (TBL): environmental, social, and financial performance. Relying on the systems thinking view, this paper offers a comprehensive approach that enhances our understanding of these isolated TBL dimensions. Based on a sample of Turkish firms from various industries, a serial mediation model was formed, and structural equation modelling is undertaken to understand the relationships among the dimensions of CS-TBL. Thus, we holistically examine whether environmental proactivity and operational effectiveness mediate the relationship between corporate social performance and organizational performance. The collective role of both environmental proactiveness and operational effectiveness is also examined on reaching the organizational performance via taking societal initiatives. Our findings indicate that all three aspects of sustainability have mutually supportive relationships as demonstrated by positive mediating mechanisms between corporate social performance and organizational performance. The mediation results correspond with the systems thinking view (STV). They indicate that organizations need to rely on various methods to integrate and manage isolated parts of the TBL in achieving CS while building up three areas of the triple bottom line which boosts organizational performance.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**

Program Session: **2211** | Submission: **19522** | Sponsor(s): **(SIM)**

Session Format: **Hybrid Interactive: Seattle + Virtual; Zoom “meeting” style**

Scheduled: **Tuesday, Aug 9 2022 2:30PM - 4:00PMPT (UTC-7)** at **Seattle Convention Center in Skagit 5**

Social Impact and Legitimacy in Social Enterprises

SIM: Social Impact of Social Enterprises: A Systematic Review 

Author: **Georgios Polychronopoulos**, *Prague U. of Economics and Business*

Author: **Martin Lukeš**, *Prague U. of Economics and Business*

Social impact is a highly valued concept of social entrepreneurship. However, there is a continuous scholarly debate on what social impact is and how it should be measured. Through a systematic review, we assess the construct clarity of social impact, examining its definitions, scope conditions, semantic relationship to constructs, and coherence. Our findings suggest that social impact lacks construct clarity. Building upon Gallie's theory of essentially contested concepts, we show that social impact can be regarded as an essentially contested concept and suggest a conceptualization of social impact as a cluster concept. Turning to Mandelbrot's theory of fractals and the property of multi-similarity, we conjecture that essentially contested concepts further consist of essentially contested sub-components in the field of social entrepreneurship. Drawing on several disciplines, this review resolves existing tensions on the concept of social impact and facilitates future research on assessing social impact

Paper is Available to Meeting Registrants Only.

SIM: Profit and Purpose – An Unlikely Friendship?

Author: **Christina Lara Kannegiesser**, *U. of Mannheim*

Author: **Laura Marie Edinger-Schons**, *U. of Mannheim, Business School*

While recent scholarly and practitioner debates are touting social enterprises as a potential solution to grand challenges, few studies have so far investigated how stakeholders perceive such hybrid ventures that combine a social mission with profit orientation. The authors develop a conceptual framework proposing that individuals generally evaluate organizations with a social mission as more legitimate than those which lack such a purpose beyond profits. Yet, drawing from recent research on "tainted altruism", i.e., research which reported stakeholder backlashes for organizations with a social mission that seek profits, the framework suggests that individuals perceive social enterprises with high profit payout levels as greedy, which lowers their overall legitimacy perceptions. Furthermore, the framework proposes that the tainted altruism effect will depend on the founder's gender in a way that female founders will be penalized more strongly than male founders for seeking profits while pursuing a higher purpose. The authors test the conceptual framework using a vignette experiment, finding that the proposed effects do occur, but only for a subset of respondents with high levels of socially responsible consumption involvement. Results contribute to research on social enterprises, theories on the purpose of business, and gender stereotypes in social entrepreneurship.

Paper is Available to Meeting Registrants Only.

SIM: Corporate Social Responsibility and Financial Performance in Social Enterprises

Author: **Diane-Gabrielle Tremblay**, *U. du Québec, TÉLUQ*

Author: **Mahinda Wijesiri**, *U. of Quebec*

Author: **Peter Wanke**, *COPPEAD Graduate School of Business, UFRJ, Rio de Janeiro*

There is a distinct lack of research into the relationship between the socially responsible practices and financial performance in the social enterprises. This study fills this gap by investigating this link in hybrid organizations using a sample of microfinance institutions (MFIs) in Latin America. Drawing on data for 807 MFIs in Latin American countries, we find that improving the financial performance of MFIs results in availability of slack resources that can increase MFIs ability to invest in socially responsible activities. The overall findings show that the causality of direction between corporate social responsibility (CSR) and financial performance runs from financial performance to CSR. The overall findings show that the causality of direction between corporate social responsibility (CSR) and financial performance runs from financial performance to CSR. Artificial Neural Networks (ANNs) were used to provide a robustness check for endogenous effects between the two dynamics.

Paper is NOT Available. Please contact the author(s).

SIM: Social Aspirations in Early-Stage Enterprises. A Typology of Role Models and Influence Mechanisms

Author: **Alessia Argiolas**, *U. Cattolica del Sacro Cuore*

Author: **Laura Maria Ferri**, *Catholic U. of the Sacred Heart, Milan*

Role models are widely acknowledged, both in theory and in the practice, as important for influencing nascent entrepreneurs' intentions and goals. Yet research about their role for social entrepreneurship has been scarce. This explorative study based on a cohort of 29 entrepreneurs in an accelerator program in Nairobi represents a first step to fill this gap. Relying on Role Model theory and Social Network theory the study analyses the advice exchange among the entrepreneurs during the program and provides a typology of role models for social impact goals and aspirations and it suggests two mechanisms (aspirational and instrumental) through which entrepreneurs learnt from role models about developing social goals and introducing them organically in their organization goal structure.

Paper is Available to Meeting Registrants Only.

SIM: Transforming Cities: How Organizations Navigate Resistance to Urban Revitalization  

Author: **Francesca Capo**, *U. of Milano Bicocca*

Author: **Antonino Vaccaro**, *IESE Business School*

Author: **Pascual Berrone**, *IESE Business School*

Prosocial organizations represent key actors in the quest to promote positive changes, foster social impact and revitalize cities. Notwithstanding their importance in tackling the increasing challenges (i.e. pollution, inequality) threatening our society, their work may be jeopardized by the presence of multiple form of resistance. Scant research attention has been devoted to understand how prosocial organizations may navigate these resistances. We address this gap by engaging into a qualitative investigation of a Sicilian cultural center. We found this prosocial organization could navigate different instances of resistance by enacting mechanisms that leveraged on idiosyncratic characteristics of space. Our study contributes to literature about prosocial organizations, stakeholder engagement and urban transformation, while also complementing research investigating the role of space in management.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

**Theoretical and Empirical Advancements in Intimate Partner
Aggression and Violence at Work**
Intimate Partner Aggression and Work



Session Chair: **Catherine Deen**, *RMIT U., Australia*
Presenter: **Anika Cloutier**, *Rowe School of Business, Dalhousie U.*
Presenter: **Julian Barling**, *Queen's U.*
Session Chair: **Simon Lloyd D. Restubog**, *U. of Illinois at Urbana-Champaign*
Session Chair: **Yaqing He**, *U. of Illinois at Urbana-Champaign*
Discussant: **Anne M. O'Leary-Kelly**, *U. of Arkansas*

Intimate partner aggression (IPA), a prevailing global health and social issue (United Nations [UN], 2020) have undeniable spillover effects at work. The criticality of examining how IPA affects work lives has become even more relevant given mounting reports of increased victimization in the current pandemic era. While empirical research on work-related IPA (WIPA) continues to accumulate, the application of theory in WIPA research has generally been limited. Advocating for more theory-driven scholarship, this symposium aims to present compelling works that applied a variety of theoretical perspectives in the study of WIPA. We offer three papers that applied strong theoretical perspectives (e.g., conservation of resources theory and work-home resources perspective, appraisal theory of emotions, and stigma theory) that enrich our understanding of WIPA. These studies also consist of both field and archival data collected in an extensive range of research designs (e.g., a cross-sectional nationally representative survey, longitudinal/time-lagged). Moreover, these studies were undertaken in different countries (e.g., USA and the Philippines) – welcoming the opportunity for discussion about cross-national differences in intimate partner aggression. These three papers set the stage for more theory-driven scholarship, thereby contributing to building a stronger body of scholarship on WIPA.

Witnessing Interparental Violence and Leader Role Occupancy

Author: **Anika Cloutier**, *Rowe School of Business, Dalhousie U.*
Author: **Julian Barling**, *Queen's U.*

Emotional Anguish at Home: Intimate Partner Aggression, Negative Emotional Reactions, & Work Outcome

Author: **Yaqing He**, *U. of Illinois at Urbana-Champaign*
Author: **Simon Lloyd D. Restubog**, *U. of Illinois at Urbana-Champaign*

Suffering in Silence: Disclosure Dynamics of Intimate Partner Aggression and the Role of FSSB

Author: **Catherine Deen**, *RMIT U., Australia*

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Regulatory Risk and Enforcement

STR: Peer Responses to Environmental Regulatory Sanctions: Local versus Distant Search

Author: **Boshuo Li**, *U. of Miami*

Author: **Wei Shi**, *U. of Miami*

Author: **Ioannis Ioannou**, *London Business School*

Regulators impose sanctions on firms that violate environmental laws or regulations not only to punish the violators but also to warn non-sanctioned firms that environmental misbehaviors may be penalized. Accordingly, non-sanctioned firms are motivated to respond to such sanction threats. Combining problemistic search and threat rigidity theories, we propose that rising environmental regulatory sanctions on industry peers can propel non-sanctioned firms to focus on local search and refrain from distant search, resulting in an increase in environmental lobbying, a direct and immediate strategic action that we consider as an outcome of local search, and a decrease in green innovation, an indirect and long-term strategic action that we consider as an outcome of distant search. We also propose that such effects are stronger when non-sanctioned firms find peer sanctions a more salient threat, reflected by higher media exposure of non-sanctioned firms' environmental misbehaviors. Using a U.S. sample of 5,893 firm-year observations, we find support for our arguments. This study reconciles problemistic search and threat rigidity theories by highlighting the heterogeneous influence of external threats on local search and distant search and showcases the spillover effect of regulatory sanctions on peer firms.

Paper is Available to Meeting Registrants Only.

STR: Strategic Consequences of Democratic Backsliding: The Trump Effect on Firm Regulatory Risk

Author: **Yifan Wei**, *Asper School of business, U. of Manitoba*

Author: **Jinyuan Song**, *George Mason U.*

Author: **Timothy Werner**, *U. of Texas at Austin*

Author: **Nan Jia**, *U. of Southern California*

We demonstrate that democratic backsliding – the gradual erosion of political institutions in advanced democracies as a result of rising populism – generates regulatory risks for firms. Populist regimes undermine apolitical regulatory norms and practices by selectively targeting their opponents. Using a sample of all publicly traded U.S. firms over the 2009-2019 period, we find that, after the shock election of Donald Trump to the American presidency, firms with more business ties in China – a clear subject of Trump's populist rhetoric – faced greater regulatory scrutiny from the U.S. Securities and Exchange Commission. This effect was even more pronounced for firms operating in technologically intensive industries, which were also targeted by Trump, and for firms that were politically positioned closer to the Democratic Party.

Paper is Available to Meeting Registrants Only.

STR: Escaping the Commons Dilemma: Enforcement and Collective Performance in Socio-Ecological Systems

Author: **Marc Legrand**, *HEC Paris*

Author: **Bertrand V. Quelin**, *HEC Paris*

We develop a model of institutional emergence in a socio-ecological system (SES) to analyze the long-term impact of rule enforcement in collective action on the process of finding sustainable institutions to govern common pool resources. We argue that enforcing the rules increase the likelihood of finding an appropriate institution and decreases the duration of the emergence process. Using the SES framework and the literature on collective action, we propose an agent-based model (ABM) in which appropriators collectively design an institution to escape the tragedy of the commons through adaptation, while being subject to monitoring and sanctioning. We find that enforcement has a positive impact on the efficiency of the emergence process, moderated by the cost of enforcement. We offer further theoretical and empirical implications.

Paper is Available to Meeting Registrants Only.

STR: Hybrid Logics and Organization: A Framework to Identify Conflicts Between Institutional Logics

Author: **Eric C. Mota**, *Wichita State U.*

Hybrid organizations are arenas of conflict when they combine elements from different institutional logics. These conflicts, however, are largely unknown, or at best vaguely explained. We propose a framework to identify conflicts in hybrid organizations. We introduce this framework and apply it to unveil conflicts in organizations that combine commercial and public-sector logics. We show that combining these logics gives rise to three conflicts—managerial locus of attention, redeployment of idle resources, and regulatory oversight. Then, we analyze the impact of these conflicts on different dimensions of governance. Our application results in sets of practices capable of mitigating the impacts of conflicts, preserving organizational efficiency and public interest. We generalize the use of this framework to compare other institutional logics. Our work strengthens the analytical properties of research in institutional logics and provides actionable insights to manage hybrid organizations.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **2214** | Submission: **18755** | Sponsor(s): **(STR)**
Session Format: **Virtual-only: On Demand; Not Live**

CEO Temporality and Changes in the Executive Team

STR: Strategic Renewal of Hollywood Movies Through Narrative Transformation 

Author: **Avimanyu Datta**, *Illinois State U.*

Author: **Smita Srivastava**, *Wichita State U.*

Author: **Arvin Sahaym**, *Washington State U.*

The question of how the change in the core team influences strategic renewal process has long concerned strategy researchers. We draw on strategic renewal literature and combine it with narrative transformation perspective from cognitive psychology to study how and when a core crew influences Hollywood movie franchises' strategic renewal process. We argue that in the context of the motion picture industry, where the revenue cycle is short, the changes in core crew can trigger strategic renewal via narrative transformation, a non-linear storytelling process, thereby affecting movie franchises' financial performance. Using hand-collected longitudinal data for a sample of 1,120 movies nested among 337 franchises produced between 1948 and 2019 (over 71 years) we find that sequels or prequels made by updated core crews motivate narrative-based strategic renewal and hence attract audiences, generating superior revenue. We contribute to the literature on change in the upper echelon, specifically core crew and narrative-based strategic renewal.

Paper is NOT Available. Please contact the author(s).

STR: CEO Succession and TMT Changes – The Role of CEO's Temporal Depth

Author: **Maximilian Weis**, *WU Vienna*

Author: **Patricia Klarner**, *WU Vienna U. of Economics and Business*

Why do some new CEOs change their TMT more than others? Prior research has predominantly focused on strategic and performance outcomes of CEO succession, paying little attention to top management team (TMT) changes following succession. We fill this void by shedding light on the quantitative and qualitative nature of TMT changes following CEO succession. Specifically, we examine the role of new CEOs' temporal depth, a central cognitive feature which captures the temporal distance that individuals consider when thinking about past and future events on changing their TMT. We propose that new CEOs with a longer temporal depth will initiate fewer TMT changes after taking office, and increase their teams' diversity. Studying CEO appointments in S&P 500 firms between 2004 and 2020, and by applying a novel machine learning approach to measure CEO temporal depth, we find evidence that new CEOs change the TMT in line with their temporal disposition. Our paper contributes to CEO succession research by introducing temporal depth as an important disposition of new CEOs, which influences TMT changes. We also contribute to TMT turnover research by investigating the quantitative and qualitative nature of TMT changes. We enrich research on temporality in strategic management, which has mainly studied the strategic consequences of executives' temporal dispositions, by shedding light on the role of CEO temporal depth in TMT changes. Finally, we advance methodological approaches in strategic management research by introducing a novel natural language processing approach.

Paper is NOT Available. Please contact the author(s).

STR: Temporal Focus, CEO Succession and Firm Performance During an Industry Discontinuity

Author: **Alexander Janotte**, *U. of St. Gallen*

The replacement of the chief executive starts a new chapter in the history of a firm. To offer a more nuanced understanding of the succession-performance relationship, we introduce CEO temporal focus as an important individual-level contingency. Acknowledging the temporal heterogeneity of outgoing and incoming CEOs, we argue that a shift in CEO temporal focus towards a present-oriented successor promotes adaptation, while keeping disruption at moderate levels. A shift towards a future-oriented successor, however, strengthens disruption, preventing the successor from reaping potential adaptation benefits. Based on a unique sample of private banks in Switzerland and Liechtenstein, we find that a shift towards present focus enhances, whereas a shift towards future focus decreases post-succession performance. Our findings extend the multi-level contingency framework of CEO succession and provide novel insights into the role of subjective temporality during a major industry-level discontinuity.

Paper is NOT Available. Please contact the author(s).

STR: When Are Minority Executives Fired? Examining Four Factors Using Sport Coaches and Survival Analysis  

Author: **David B. Wangrow**, *Marquette U.*

Author: **Margaret Hughes-Morgan**, *Marquette U.*

Society's motivation to eliminate racial and ethnic disparities has directed attention towards many areas, including executive leadership. Prior studies examining the dismissal of minority executives offer equivocal findings – likely because prior research has not examined whether organizational and strategic factors have different effects on White and non-White executives' dismissal. To address this, we develop a sample of college basketball coaches over 17 years as a proxy for executives and utilize Cox Proportional Hazard models to analyze the relationships of four factors with White and non-White coach dismissal. Our findings provide new insights regarding dismissal for executives of color. First, executives of color who lead organizations with less investment or weaker competitive peers are more likely to be dismissed than their White counterparts. Second, executives of color with little or no prestige developed during their tenure are more likely to be dismissed than White executives with similarly low levels of prestige. Lastly, strategic change is associated with a greater likelihood of executives of color being dismissed, but a decreased likelihood of dismissal for White executives. These findings provide further support for glass ceiling and glass cliff explanations of dismissal, but also suggest potential institutional explanations of minority executive dismissal.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Strategic Leadership: The Role of Top Managers' Characteristics

STR: Dare To Be Different: CEO International Experience and Strategic Deviance

Author: **Melanie Ward**, *U. of South Carolina, Darla Moore School of Business*

Extant literature on CEO international experience largely supports the positive relationship between CEO international experience on firm performance and internationalization; however, less is known about the decisions CEOs make that could lead to such outcomes. As international experience reflects not only cultural intelligence, but also correlates with traits like openness to experience, the impact of international experience may extend beyond strategic decisions that are directly tied to capabilities in a foreign context (e.g., foreign direct investments). In other words, CEOs with international experience may feel more comfortable making decisions that deviate from industry practices regardless if they relate to a cross-cultural decision. Integrating the ability, motivation, and opportunity framework with managerial discretion and drawing upon upper echelon's theory, I propose that CEO international experience has a positive relationship with strategic deviance. Specifically, CEO international experience reflects the ability and motivation to be distinct while environmental uncertainty and the international experience of the board provide the opportunity to pursue deviant decisions.

Paper is Available to Meeting Registrants Only.

STR: Female CEOs, R&D and Risk Perceptions: Mitigating Gender Bias in Long-Term Stock Market Performance

Author: **Yanglinfeng Zheng**, *School of Economics and Management Tsinghua U.*

Author: **Kris Mikel Hong**, *School of Economics and Management Tsinghua U.*

Author: **Wei Chi**, *Tsinghua U.*

Author: **Wei Shen**, *Arizona State U.*

Recent research shows that despite having reached the corporate heights, female corporate leaders are still subject to gender bias. We contribute to this growing vein of literature by examining how female CEOs, as strategic leaders, can actively mitigate gender bias. We theorize that due to role incongruity perceptions, firms led by female CEOs are given lower long-term market valuations by investors. Yet we also propose that female CEOs may have the ability to actively influence investor perceptions through the firm's strategic actions. Given R&D's link to the male-type characteristic of risk-taking, we hypothesize that increasing R&D levels mitigates the effect of gender bias on firm valuation. Using a sample of public firms listed in China 2012 to 2019, we find that increased R&D weakens the negative relationship between female CEOs and the firm's Tobin's Q. We also find that female CEO power and top management team support positively interact with female CEO self-presentation strategy. We argue that these findings indicate that while investor gender bias may be a prevalent phenomenon, female CEOs are able to actively mitigate this bias through a self-presentation strategy.

Paper is Available to Meeting Registrants Only.

STR: Does Managerial Human Capital Shape Investment Strategy?

Author: **Huafang Liu**, *Kean U.*

We build a model investigating how managerial human capital affects a firm's optimal choice of external investment vs. internal investment strategy. At the heart of the model is the idea that managers with more general skills have better outside opportunities and hence can command greater compensation from their employer. We show that this greater compensation will optimally take the form of stronger incentives, which in turn lead to higher managerial effort. In this case, it becomes optimal for the firm to engage in activities in which managerial effort is most valuable. To the extent that the success of external investment through acquisitions is more directly dependant on managerial effort than internal investment which is relatively more dependent other internal factors; then we should observe a positive effect of general skills on firms' tendency to adopt external investment strategy. Moreover, this relationship should be more pronounced the greater the agency concerns and associated strength of incentives. Empirical analysis using U.S. data provides consistent support for the above model predictions. To address endogeneity concerns, we use variation in enforceability of non-compete agreements as an instrument for general managerial skills. The IV regressions suggests a causal and positive impact of general skills on external investment strategy.

Paper is Available to Meeting Registrants Only.

STR: Promoting Nonfamily Managers' Felt Inclusion in Family Business: Role of Owner Paternalism

Author: **Chi Zhang**, *Tongji U.*

Author: **Liang Jian**, *Tongji U.*

Author: **Xu Zhang**, *Tongji U.*

Nonfamily managers play a vital role in family businesses. However, they often feel like "second-class citizens" within the firm, which hampers their work achievements. Therefore, it is important to explore ways to reduce the sense of marginalization of nonfamily managers. In the study, we propose that owner paternalism can enhance nonfamily managers' perceived inclusion. Further, with a higher level of felt inclusion, nonfamily managers become more engaged in their work and create more value for the family business. Survey data were collected from 183 matching data of owners and nonfamily managers in China. The hypotheses were largely supported: (1) owner paternalism was positively related to nonfamily managers' work engagement and job performance through felt inclusion; (2) Nonfamily managers' power distance orientation positively moderated the relationship between owner paternalism and the non-family manager's felt inclusion, as well as the serial indirect relationship between owner paternalism and nonfamily managers' job outcomes through felt inclusion and job engagement. Both theoretical and practical implications were discussed.

Paper is Available to Meeting Registrants Only.

Author: **Seung-Hwan Jeong**, *U. of Georgia*

Author: **Saehee Kang**, *Florida State U.*

Author: **Kris Byron**, *Georgia State U.*

We offer a different and novel perspective on the ‘business case’ for female representation in the upper echelons. Consistent with previous research, we find a positive firm performance effect of female representation in top management, but we present a new explanation for why such effects exist that center around the interface between female executives and their subordinates (middle managers and frontline employees). We theorize that female executives can promote subordinates’ autonomous strategic behaviors as well as activate underutilized female employees’ human capital, both of which are connected to improved subsequent firm performance. We find support for both explanations using a unique large scale panel dataset from South Korea that allows us to open the black box in the interface between the upper and lower echelons of firms.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

-  Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
-  Selected as a Best Paper

Perspectives on the Behavioral Theory of the Firm

STR: **The Mixed Gamble of Competitive Aggressiveness in Family Firms**

Author: **Jaeyoung Cho**, *U. of Wollongong in Dubai*

This study develops a mixed gamble perspective of competitive aggressiveness that explains how family-controlled firms frame and evaluate the difficult trade-offs in pursuing competitive aggressiveness that entails potential gains and losses in financial wealth (FW) and socioemotional wealth (SEW). An analysis of 570 listed Korean firms from 1998 to 2017 reveals that family firm owners are reluctant to pursue competitive aggressiveness because of aversion to loss in and risk to their SEW and uncertain FW gains. Under vulnerable conditions, however, family owners are more willing to undertake an aggressive series of competitive actions because FW and SEW could disappear entirely if the firm does not survive.

Paper is Available to Meeting Registrants Only.

STR: **An Integrated View on Sustained Competitive Advantage**

Author: **Egor Krivosheya**, *Moscow School of Management Skolkovo*
Author: **Ekaterina Semerikova**, *Moscow School of Management Skolkovo*

Existing views on sustained competitive advantage (SCA) remained largely fragmented. Currently, dominant theories focus largely on the internal supply-side value creation mechanisms, while alternative views addressing such challenges have developed independently. As a result, some of the prescriptions of these theories become misleading, especially in the discordant world characterized by constant environment changes. Acknowledging the progress made by existing theories of SCA (e.g., model dynamics and importance of internal resources) and integrating the insights from various corners of strategic management literature (e.g., business models, managerial cognition), we offer a novel theory of SCA. Using it, we show that SCA is a function of strategic, microfounded, adaptive, relevant, and timely (SMART) responses to external environment changes and internal business model innovation.

Paper is Available to Meeting Registrants Only.

STR: **The Effects of Analyst Coverage on Innovation Strategy: A Cognitive Perspective**

Author: **Shinhye Gloria Ahn**, *Seoul National U.*
Author: **Theresa Cho**, *Seoul National U.*

In this study, we investigate the effects of organizational cognition on organizational innovation, along with the role of security analysts as the primary information intermediaries in the financial market. Using a 19-year panel data of global biopharmaceutical firms, we found that heightened coverage by security analysts tended to increase managerial attention on exploitation (as opposed to exploration); in turn, this cognitive shift increased the quantity and reduced the level of novelty of the R&D activities. Such relationships became strengthened when the security analysts that cover the firms had higher reputation. These results provide novel insight on the interplay among managerial cognition, financial market pressure, and firm-level innovation process.

Paper is NOT Available. Please contact the author(s).

STR: **Taking Stock of the Behavioral Theory of the Firm While Looking to the Future: A Bibliometric Review**

Author: **Jing Xiao**, *School of Management, Huazhong U. of Science and Technology*
Author: **Zhi Yang**, *School of Management, Huazhong U. of Science and Technology*
Author: **Zhi Chen**, *School of Management, Huazhong U. of Science and Technology*

Although the Behavioral Theory of the Firm (BTOF) has drawn increasing attention in organizational studies, there lacks an overall picture of its development status. Using bibliometric methods, we conducted a comprehensive review of 510 articles on BTOF in different dimensions: research methodologies and contexts, the audiences of the BTOF studies, related organization theories, contributing articles, themes, and their dynamic changes. We analyzed the most co-cited articles and the most boundary-spanning studies and identified 13 research themes related to BTOF. The BTOF has been an emerging organization theory with significant implications in innovation, organizational risk-taking, etc. The assumptions, concepts, and mechanisms in BTOF have influenced a wide range of theories in organizational studies, such as organizational learning, evolutionary economics, and institutional theory. Academic interest in the Asian context, especially in the East Asian context, has increased significantly since 2014. Regression methods have attracted great attention, while the mixed-methods approach or exploratory methods are under-utilized in the BTOF literature. The results also suggest that research on adaptive aspirations, organizational slack, R&D investment, and selective attention to multiple goals seems to have much potential in the future.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Competitive Interaction and Forbearance

STR: **Double-Edged Sword of Competitor Big Data Analytics for Firm Performance**

Author: **Lulu Sun**, *Xi'an Jiaotong U.*
Author: **Wengao Huang**, *Xi'an Jiaotong U. School of Management*
Author: **Qining Jia**, *Xi'an Jiaotong U. School of Management*
Author: **Zelong Wei**, *Xi'an Jiaotong U.*

Our study explores the double-edge sword of competitor big data analytics for firm performance through dominant logics conflict and market insight in the holistic cognitive paradigm. The empirical analysis of 334 Chinese firms generally supports our argument, showing that competitor big data analytics affect dominant logics conflict negatively and thus enhance performance, however, it has an inverted U-shaped relation with market insight and performance. Besides, holistic thinking weakens the positive role of competitor big data analytics on dominant logics conflict, nevertheless, it is beneficial to strengthen its positive effect on market insight and weaken its negative effect.

Paper is Available to Meeting Registrants Only.

STR: **Respond or Forbear? How Stakeholders Influence Rivalry in a Non-Financial Context**

Author: **Waqas Nawaz**, *Smith School of Business, Queen's U.*

Why and how firms decide to aggressively respond or strategically forbear rival's attack? Scholars of competitive dynamics typically answered such a question from firm or market perspective, using financial rationality. They ignored the ability of stakeholders to influence competition between rivals in a non-financial context. Responding to the call of Chen and Miller (2015), this study explores stakeholders' role in rivals' competition over environmental sustainability issues. Specifically, I survey environmental action/response dyads of Coca-Cola and Pepsico over a period of 15 years (2006-2020). The goal is to build a theory around how external stakeholders' interests and perceptions affect focal firm's motivation to aggressively respond or strategically forbear rival's attack. This study inductively develops a new typology for rival's actions based on stakeholders' perception of these actions. In this sense, if rival's action compels stakeholders to make unfavorable inferences about focal firm, aggressive response becomes inevitable, even if the response is financially infeasible. But if rival's action fails to impress stakeholders, focal firm remains unmotivated to respond. Contributing to the AMC framework, results suggests that some rival-actions motivate focal firm to respond aggressively (influential actions) than others (skeptical and controversial actions), which is determined by stakeholders' perception of those actions.

Paper is NOT Available. Please contact the author(s).

STR: **Multi-Factor-Market Contact: From Forbearance to Vengeance and Homogeneity**

Author: **Reha Karadag**, *U. of Minnesota Duluth*

Multimarket contact is an important consideration in the analysis of firm competitive behavior. However, the role multi-factor-market contact—contact across multiple factor markets—plays in factor market rivalry has largely been overlooked. To explore the relationships among multi-factor-market contact, factor market competition, and firm competitive behavior, I combine arguments from the existing competitive dynamics and resource-based view literatures. To empirically capture these relationships net of the potentially confounding effects of product market competition, I test my hypotheses in the upstream oil and gas industry, where firms compete for scarce resources to produce commodities. Analyzing panel data that comprise over one million firm-month observations from 5,445 upstream oil and gas companies, I find evidence that multi-factor-market contact makes rivals act less intensely but also respond more aggressively. Further, factor market competition engenders action heterogeneity, but multi-factor-market contact weakens this effect toward homogeneity.

Paper is Available to Meeting Registrants Only.

STR: **Tough Bargains: When Cooperation is More Competitive than Competition**

Author: **Joachim Henkel**, *Technical U. of Munich*

Economic agents frequently take long-term actions, regarding for instance investments in cost reduction or R&D, before engaging in more short-term interactions, e.g. through price setting. Those short-term interactions may be noncooperative as for example competition on a consumer market, or cooperative and based on negotiations. This raises the question of how long-term actions that prepare for subsequent cooperation differ from those that precede noncooperative interaction. Can it happen that agents prepare more aggressively for cooperation than for competition, and thus destroy some of the value they create through cooperation by preparing for it? If so, under what conditions? To address these questions, I analyze two-stage duopoly games in which agents move noncooperatively in Stage 1, followed by either noncooperative or cooperative moves in Stage 2. In the latter case, a bifurcated game, agents bargain in Stage 2 over how to divide the joint payoff. I show that Stage-1 actions can be more competitive in preparation for cooperation than in preparation for noncooperative interaction, in the sense of deviating more from the benchmark of collusion in both stages, and derive conditions for this to be the case. For instance, in preparation for a merger competing firms invest more in cost reduction than when preparing for price competition. Such increased investments can be wasteful for the duopolists and for society. My results also suggest that economic actors should pay attention to the pre-negotiation phase when arranging cooperation talks.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2219** | Submission: **11688** | Sponsor(s): **(STR)**
Session Format: **Virtual-only: On Demand; Not Live**

STR Business Meeting (pre-recorded)
STR Business Meeting

Division Chair-Elect: **Michael J. Leiblein**, *Ohio State U.*
Organizer: **Heather Berry**, *George Washington U.*
Program Chair: **Marie Louise Mors**, *Copenhagen Business School*
Professional Development Workshop Chair: **Deepak Somaya**, *U. of Illinois at Urbana-Champaign*
Past Chair: **Timothy B. Folta**, *U. of Connecticut*
Division Chair: **Heather Berry**, *George Washington U.*

In this pre-recorded business meeting, we will share information for the 2021-2022 academic year. Please join us at the live business meeting on Monday where we reveal the winners of the 2022 STR Best Paper and Dissertation Awards and recognize the best reviewers, and our amazing STR volunteers.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Digitalization Track: Antecedents and Outcomes of Digitalization

TIM: How Can Firm Internationalization Performance be Enhanced through Digitalization?

Author: **Jianghua Zhou**, *Beijing Normal U.*
Author: **Ning Gu**, *Beijing Normal U.*
Author: **Si Zhang**, *Associate Professor, U. of Chinese Academy of Sciences*

Based on an empirical study using a panel data of Chinese listed firms, we explore the fundamental mechanisms by which firms convert the edge derived from digitalization into internationalization performance. We find that firms' digital investment effectively facilitates the establishment of international strategic alliances (ISAs) through which firms yield better internationalization performance. These effects become stronger when firms are more digitally conscious. Our study highlights the significance of firms' digitization in shaping international performance and reveals specific mechanisms involved. Important organizational contingency has also been identified.

Paper is Available to Meeting Registrants Only.

TIM: Optimal Distinctiveness of Digitalization and Innovation Performance

Author: **Yihui Xiao**, *School of Business, Renmin U. of China*
Author: **Ruixin Zeng**, *School of Business, Renmin U. of China*

Although scholars have tried to explain the relationship between digitalization and innovation, results are mixed from different perspectives. Building on the optimal distinctiveness theory, we explore how and when firms' distinctiveness of digitalization affects innovation performance. We theorize that there is an inverted U-shaped relationship between the distinctiveness of digitalization and firms' innovation performance, which can be strengthened by government subsidies and weakened by firms' negative aspiration performance gap. We test the hypotheses using a panel dataset of 1871 listed firms in the manufacturing industry in China from 2011 to 2020. The empirical results support our hypotheses. Our study contributes to the research on optimal distinctiveness theory and innovation performance.

Paper is Available to Meeting Registrants Only.

TIM: Antecedents of Individual Innovative Behavior in the Digital Era

Author: **Burcu Kor**, *Hogeschool van Amsterdam*
Author: **Daniel Rodriguez Fernandez**, *Amsterdam U. of Applied Sciences*
Author: **Elfin Acarturk**, *Amsterdam U. of Applied Sciences*

In the digital era, an innovative capability is viewed as core to the competitiveness of a firm. Firms can increase their innovative capability by taking advantage of individual innovative behavior. Thus, it is crucial to find out which individual and/or contextual factors promote individual innovative behavior at work. In response to promoting individual innovative behavior innovation, perceived entrepreneurial orientation of firms, perceived innovative climate, digital maturity and self-leadership may motivate individuals to engage in innovative behavior in the workplace. Therefore, this research seeks to gain a better understanding of how perceived entrepreneurial orientation of firms, perceived innovative climate, digital maturity, and self-leadership influence individual innovative behavior in the banking sector. A questionnaire survey was conducted and 125 valid replies were received. The results of this study indicate that employees working in the banking industry, which have a high digital maturity, are more likely to engage in innovative behavior when firms support entrepreneurial orientated strategies, an innovative climate, and when employees adopt self-leadership skills.

Paper is Available to Meeting Registrants Only.

TIM: Consumer Concerns of Personal Data and Privacy: A Systematic Review

Author: **Roger Luz Da Rocha**, *COPPEAD Graduate School of Business, UFRJ, Rio de Janeiro*
Author: **Paula Chimenti**, *COPPEAD Graduate School of Business, UFRJ, Rio de Janeiro*

This article provides an overview of extant literature addressing consumer privacy in the digital context over the last decade. The number of cyber-attacks, data leakages, and invasive uses of technological devices has considerably increased in recent years, leading to an increase in consumers' concerns about their personal information. The objective of the present research was to develop an analysis of the existing literature on consumer privacy, highlighting the state recent research dealing with consumers' perceptions of threats and risks to their privacy in the digital context. The study developed a sensitivity continuum regarding types of personal consumer data, as well as data use concerns. The results revealed that some data was considered more sensitive than other data; that is, there was a perception of sensitivity and importance attributed by consumers to some data. This fact speaks to the concept of the privacy paradox, in which users voluntarily renounce their data in exchange for services, products, and benefits. Finally, managerial implications about information security, as well as the perceived meanings of privacy. Keywords: privacy; data privacy; consumer privacy; consumer perception; privacy concerns; literature review

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **2221** | Submission: **19110** | Sponsor(s): **(TIM)**
Session Format: **Virtual-only: On Demand; Not Live**

**Organizational Learning and Ecosystems Track: Ecosystems, Partners
and Networks**

TIM: Networks of Knowledge Providers and Channels of Intra-firm Knowledge Transfer 

Author: **Tomoyuki Shimbo**, *Kanto Gakuin U.*

Author: **Motohiro Nakauchi**, *Aoyama Gakuin U.*

Recent studies have paid attention to inventors' networks and showed that their structural positions affected knowledge transfer within a firm. Although prior studies on knowledge acquirers have noted the importance of networks spanning structural holes in innovation, their effects are not consistent in prior studies on knowledge providers. Also, the latter ones have not considered how the effects of providers' networks differ in the contexts of intra-unit and inter-unit knowledge transfer. We examined how providers' intra-firm networks affect intra-unit and inter-unit knowledge transfer. The results highlighted three points, as follows. First, knowledge of a provider spanning large structural holes is likely to be used by inventors in the same unit. Second, provider centrality and intra-unit knowledge transfer have an inverse U-shaped relationship. Third, the knowledge of a central provider is likely to be used by inventors in different units. These results imply that the effects of providers' networks depend on the channels of knowledge transfer.

Paper is Available to Meeting Registrants Only.

TIM: Ecosystem Uncertainty and Technology Reemergence: H1N1 Pandemic and Ayurveda Reemergence   

Author: **Mayank Aggarwal**, *Indian Institute of Management, Ahmedabad*

Ecosystems play a crucial role in technology evolution due to their ability to structure interactions between various actors, help them manage uncertainty and ensure alignment between them. But can the ecosystem also aid in the reemergence of old technology? Can an increase in the ecosystem-level uncertainty change the nature of interaction within the ecosystems and lead to technology reemergence? To answer these questions, we study how the H1N1 pandemic impacted the Indian dermatology ecosystem and its implications for traditional medication demand. We present a multi-agent model with strategic interactions between physicians and patients and show how this ecosystem-level shock changed the nature of interaction and consequently empowered patients. Based on our model, we argue that increased ecosystem uncertainty leads to increased patient information and hence physicians are likely to prescribe drugs considered safe by patients. We also argue that this benefits traditional medicine firms due to their association with the traditional medicine system and associated authenticity. We empirically test our hypothesis using the difference in difference design and find that prescriptions for Ayurveda medicines in dermatology increased post-pandemic. This increase is more pronounced for traditional manufacturers than modern medicine manufacturers, supporting our arguments that authenticity plays a significant role in technology reemergence. Our work contributes to the literature on ecosystems and how a shock to ecosystems can help older technologies to reemerge. This work also contributes to the broader literature on technology evolution and technology reemergence by bringing in how external environment changes can drive technology reemergence.

Paper is Available to Meeting Registrants Only.

TIM: Choosing The Right Partners: The Perspective of the External Investors in the IPO Market

Author: **Chiung-Yi Hwang**, *National Yang Ming Chiao Tung U.*

This study aims to understand the external investors' trade-offs between their expectations for newly public firms of novel innovation and their concerns of potential losses caused by information asymmetry, and how their trade-off decisions vary as their perception of newly public firms' value generated by their alliances portfolios changes. This study uses 128 newly public firms in the high-tech industries in the United States as a sample. The results highlight that the information asymmetry between corporate insiders and external investors in the IPO market affects investors' perceived value of younger ventures' organizational learning and their alliance strategies, which in turn affects the fundraising of IPOs. By doing so, this research contributes to the organizational learning theory by including information asymmetry theory into consideration and extends the understanding of the relationships between alliance strategies and organizational learning of firms by incorporating the viewpoint of external investors.

Paper is Available to Meeting Registrants Only.

TIM: Inter-Firm Modularity and the Emergence of New Platform Layers 

Author: **Richard Tee**, *U. of Surrey*

Though collaborative standardization efforts have long been observed, we have much less insight into how firms can jointly manage a platform-based standard. Our study focuses on one such effort (Symbian), which at its peak had two thirds global share of smartphones. We study the venture's early stages and focus on the collaboration in terms of governance and technological architecture. Specifically, we consider the question how interfirm modularity affected the architectural layers that comprised the jointly standardized platform. We show how, as the collaboration shifted to inter-firm modularity at the architectural and governance level, this drove a gradual process of architectural innovation. In particular, it shifted the platform layer beyond the control of the collaboration, increasing competitive dynamics and complicating effective platform leadership. By showing the dynamics of inter-firm modularization of a jointly controlled industry platform, we contribute to existing literature on platforms, modularity, and architectural innovation.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

Technology Strategy and Competition Track: Data Driven Innovation

TIM: Construction Mechanism of Data-driven New Retail Business Model Loop: A Case Study of Hema

Author: **Fengquan Wang**, *Chongqing U.*
Author: **Jihai Jiang**, *Chongqing U.*
Author: **Chunhua Cai**, *Chongqing U. of Technology*

As the development driving force and new production factor in the era of digital economy, data plays an important role in new retail business model innovation that begins to show the characteristic of closed loop, a term we define as data-driven new retail business model loop, however, we know little about this process and the mechanism behind. In this paper, grounded in an in-depth case study of Hema, a fresh new retail enterprise in China, we systematically explore the construction mechanism of data-driven new retail business model loop through data network effects theory. The findings reveal that the construction of data-driven new retail business model loop includes three phases, namely start, expansion, and reinforcement, they are manifested in the dynamic cycle of “experience optimization of all touchpoints ? value network expansion ? competitive advantage realization”, with the boosting logic of data network effects behind. Specifically, according to the data network effects theory, start, expansion, and reinforcement three phases can be respectively refined as “scene matching”, “connection synergy”, and “value-adding efficiency”, the boosting logic of data network effects theory behind the construction of data-driven new retail business model loop can be realized through the dynamic cycle of “scene matching ? connection synergy ? value-adding efficiency”. The final theoretical model built in this paper can not only contribute to the existing research gaps on the loop innovation of data-driven business model and new retail business model, but also expand data network effects by its theoretical boundary and research context.

Paper is Available to Meeting Registrants Only.

TIM: Artificial Intelligence Innovation and Privacy Law: The Moderating Role of Culture

Author: **Mustapha Belkhouja**, *Grenoble Ecole de Management*
Author: **Hyungseok Yoon**, *U. of Leeds*

With the advent of artificial intelligence (AI) centred around a logic of commercial surveillance and data capitalism, scholars are increasingly being called upon to consider the implications of privacy law. We respond by exploring the relationship between privacy law and AI innovation and how that relationship between privacy law and AI innovation varies across countries with different culture. Employing a unique dataset of AI patents, we perform a difference-in-differences analysis by exploiting the introduction of General Data Protection Regulation (GDPR). Our results show that compared with the GDPR-unaffected countries, the GDPR-affected countries exhibited a lower AI innovation rate after the GDPR introduction. Further, we find this negative effect is weaker in GDPR-affected countries that have higher levels of individualism, masculinity, and power distance, but stronger with higher levels of uncertainty avoidance. The main contribution of our study is introducing the role of privacy law and its contingencies vis à vis national culture that constitute drivers of AI innovation.

Paper is NOT Available. Please contact the author(s).

TIM: How Can IT Outsourcing Projects Benefit From Big Data Availability?

Author: **Zelong Wei**, *Xi'an Jiaotong U.*
Author: **Qining Jia**, *Xi'an Jiaotong U. School of Management*
Author: **Lulu Sun**, *Xi'an Jiaotong U.*
Author: **Wengao Huang**, *Xi'an Jiaotong U. School of Management*

Despite the increasing importance of big data, the issue that how firms can benefit from big data availability is lack of research attention. Addressing this gap, this paper investigates the effect of big data availability on IT outsourcing project performance and also how the effect varies with a vendor's project leadership and an outsourcer's control. Based on absorptive capacity theory, we developed hypotheses and examined them with data from 284 IT outsourcing projects. The results show that big data availability has a positive effect on IT outsourcing project performance. Furthermore, a vendor's transactional leadership weakens while transformational leadership strengthens the effect of big data availability. An outsourcer's behavior-based control weakens while outcome-based control strengthens the positive effect. This paper contributes to existing literature by showing how big data availability can enhance IT outsourcing project performance with different vendors' project leadership and outsourcers' control mechanism.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Paper Session**
Program Session: **2223** | Submission: **19112** | Sponsor(s): **(TIM)**
Session Format: **Virtual-only: On Demand; Not Live**

**Organizational Innovation, Technology Strategy and Competition Track:
Managing Innovation**

TIM: Crowdfunding Platforms as a Bellwether for Product Market Success 

Author: **Heeseung Lee**, *Hong Kong Baptist U.*

Author: **Likoebe Maruping**, *Georgia State U.*

The information systems (IS) literature has developed a cumulative literature on the factors underlying successful crowdfunding campaigns. Leading a successful crowdfunding campaign is not an end in itself, but a means to get a product to market. An emerging literature is beginning to explore a shift in the broader role of crowdfunding platforms from capital raising to aggregating market demand information for product innovations. However, our understanding of this role is incomplete in consequential ways. We leverage two views of crowdfunders as evaluators of new venture product innovations—one that views them as aggregators of demand information and another that views them as a novelty-seeking segment of the broader market. Based on evidence from Kickstarter and Amazon data we find a significant informational link between crowdfunding patterns and broader product market success. Product novelty is a boundary condition that can attenuate this link. The findings shed light on an emerging and broader role for crowdfunding platforms.

Paper is NOT Available. Please contact the author(s).

TIM: Nourishing Your Obscurity: Sourcing Competitors' Knowledge, Market-expansion Intent and Firm Innovation 

Author: **Chris Yao**, *Durham U. Business School*

Author: **Christos Dimitris Tsinopoulos**, *Durham U.*

Author: **Ji Yan**, *Durham U. Business School*

Author: **Qiaozhe Guo**, *Nanjing U. of Aeronautics and Astronautics*

Despite increasing research attention given to sourcing knowledge in supplier chains to develop new products and processes, few studies have examined whether and when a firm can source competitors' knowledge to innovate. In a competitive context, high levels of knowledge sourcing can be perceived by competitors as a threat, especially when the firm has greater intent to expand its market shares. Nevertheless, having no or weak market-expansion intent may hinder a firm from effectively practicing knowledge sourcing. We draw upon an absorptive capacity view and competitive dynamics perspective and offer a contingent view of the sourcing of competitors' knowledge (SCK). Using a panel dataset of Spanish manufacturing and service firms from 2006–2016, we find that a decreasingly positive relationship exists between SCK and firm innovation, and that market-expansion intent (MEI) positively moderates this relationship. Moreover, we find that the greatest innovation return is achieved at the confluence of middle levels of SCK and high levels of MEI. Our findings suggest that managers practicing SCK to innovate should be cautious about its costs and appropriately adapt the use to their MEI.

Paper is Available to Meeting Registrants Only.

TIM: The Human Side of Open Innovation Adoption in SMEs: A Configurational Approach

Author: **Giacomo Marzi**, *U. of Trieste, Italy*

Author: **Mohammad Fakhur Manesh**, *U. of Rome Tor Vergata*

Author: **Andrea Caputo**, *U. of Trento & U. of Lincoln*

Author: **Massimiliano Pellegrini**, *U. of Rome Tor Vergata*

Author: **Bozidar Vlacic**, *Católica Porto Business School and CEGE, U. Católica Portuguesa*

SMEs' willingness to adopt Open Innovation largely depends on managerial cognitive configurations. The present study inquires a scarcely explored aspect of Open Innovation, namely the human side of Open Innovation. As a result, we study the cognitive configurations leading toward willingness or unwillingness of OI adoption, specifically focusing on the cognitive side of the decision-makers. In doing so, we explore the role of Rational and Intuitive cognition, together with the NIH and NHS syndromes. Also, we study the effect of perceived barriers and perceived benefits that are able to affect the decisional outcome of managers in deciding to adopt, or not, Open Innovation. The present is grounded in a survey among 442 qualified and experienced managers working in SMEs. Results of a fsQCA analysis outlines different decisional profiles associated with willingness and unwillingness to adopt OI.

Paper is Available to Meeting Registrants Only.

TIM: Agile Work Organisation: Conceptual Framework, Structured Review, and Research Agenda

Author: **Michael Greineder**, *U. of St. Gallen*

Author: **Oliver Mäenpää**, -

The demand for fast, flexible, and novel paradigms of work organization has increased in recent years due to ever-increasing environmental uncertainty and rapid change. This phenomenon, which we refer to as “agile work organization”, is distinct from both agile methods with agile practices and strategic organizational concepts. With the increasing importance of agile work organization in practice, a separate literature area has developed. The purpose of this review article on agile work organization is to provide conceptual development, summarize the literature, and establish a research agenda. In the review reported in this paper, we systematically analyzed and critically reviewed the previously published literature in this area (46 papers). We found useful findings and insights into a new and relevant work organizational phenomenon. At the same time, we found conflicting definitions and conceptualizations, as well as research efforts that are not well integrated. The paper supports future research on agile work organization by improving conceptualization, consolidating findings, and identifying important areas for future research.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper

People and Innovation Track: Sustainability, Government and Innovation

TIM: How to Foster Radical Innovation in FinTechs? The Roles of Leadership Experience and Regulations    

Author: **Marko Kraljev**, *Chair for Technology & Management, TU Dortmund U.*

Research agrees that exploratory activities (experimentation with new alternatives) lead to radical innovations. Nevertheless, we still lack knowledge of what leads new ventures to pursue exploratory activities. A peculiarity of these ventures is that not only the management but also investors build the leadership that influences strategic actions like exploratory activities. Surprisingly, there is no sufficient empirical evidence if the experience of managers and investors influences the relative exploration orientation. This is of special relevance for financial technology ventures (FinTechs) that are currently striving for radical innovations. Moreover, environmental factors affect the leadership's impact on the strategic orientation. Especially for FinTechs, regulatory freedom is a crucial environmental factor that is largely overlooked by empirical research. We use a panel dataset of 1,228 FinTechs from 2013-2019 in eight countries and find that management and investor experience have a positive relationship with the relative exploration orientation. Regulatory freedom positively moderates the relationship between management experience and the relative exploration orientation. We add to theory and research on technology and innovation by introducing new antecedents of relative exploration orientation, expanding upper echelons theory research to investors, and investigating the moderating role of regulatory freedom in new ventures' entrepreneurial behavior.

Paper is Available to Meeting Registrants Only.

TIM: Role of Carrier Technology as Innovation Engine: Does Regulation Weaken the Association?     

Author: **Shashi Kant Srivastava**, *Indian Institute of Management Sirmour, Sirmour, Himachal Pradesh, India*

Our research analyzes the role of regulation on innovation. To do so, we bring the carrier technology concept to investigate the impact of regulation on its evident association to innovations. Further, we split innovation into carrier technology-dependent and generic (carrier technology-independent). We performed our analysis using a data set of 140 countries for over three years. Additionally, we support our analysis with an instrumental variable (IV) estimator using the nation's IQ as an instrument. Our empirical findings support a negative impact of regulation on the relationship of carrier technology to carrier technology-dependent innovation; however, we do not find the direct influence on generic innovation, suggesting the varied impact of regulation on innovation. In the end, we describe how our findings equip us with a vision to understand the somewhat neglected but crucial role of regulation, technology, and innovations in development economics.

Paper is Available to Meeting Registrants Only.

TIM: Motivated to Fight Climate Change? How TMT Regulatory Focus Shapes Green Innovation in Family Firms   

Author: **Alexander Hering**, *Chair of Innovation Management, TU Dortmund U.*

Facing trends of environmental regulations and environmental consciousness, firms need to engage in green innovation. Particularly important for family firms, green innovation helps firms to achieve sustainable competitive advantage, fostering long-term firm survival. Yet, we still lack theoretical evidence on how motivational characteristics of the top management team (TMT) (i.e., regulatory focus) relate to green innovation. Drawing on upper echelons and regulatory focus theory, we examine the relationship between TMT regulatory focus and green innovation. We further posit that family involvement and technological turbulence moderate this relationship. Analyzing a longitudinal panel dataset with 910 firm-year observations of 116 S&P 500 family firms between 2005 and 2018, we find that TMT promotion and prevention focus are positively associated with green innovation. Family involvement positively moderates the relationship between TMT promotion focus and green innovation but does not moderate the relationship between TMT prevention focus and green innovation. In addition, technological turbulence positively (negatively) moderates the relationship between TMT promotion (prevention) focus and green innovation. This study expands research on upper echelons and regulatory focus theory by showing that psychological characteristics of TMTs (i.e., regulatory focus) determine firm-level outcomes (i.e., green innovation) in family firms, linking regulatory focus theory to the TMT.

Paper is NOT Available. Please contact the author(s).

TIM: Echoes of the Past: State Ownership Imprints on Innovation

Author: **Ruxi Wang**, *Renmin U. of China*

Author: **Yuwei Qi**, *Renmin U. of China*

Author: **Chunling Zhu**, *Renmin U. of China*

The imprint literature has concentrated on the influence of entrepreneurs and political leaders in the start-up phase of organizations on long-term corporate strategy, but little attention has been paid to the enduring impact of the initial shareholders as an important group. We developed a framework in which state ownership imprint, which was left in the start-up stage of the focal firm, have a long-lasting impact on its subsequent innovation strategy through two culture and value mechanism, the bluntness to market competition and the preference for risk aversion. Using a panel data analysis on 925 Chinese private firms from 2008 to 2020, we found that the state ownership imprint decreases the innovation performance of the firms. We further propose that the institutional development in which the firm is embedded weakens the inhibitory effect of the state ownership imprint on innovation by weakening the firm's bluntness to market competition, while the religious cultural environment reinforces the relationship between state ownership imprint and innovation by strengthening firms' risk-averse preferences. Our study contributes to the innovation literature and imprint theory.

Paper is Available to Meeting Registrants Only.

Author: **Alejandra Parrao**, *Pontificia U. Católica de Chile*

Author: **Tomas Reyes**, *Pontificia U. Católica de Chile*

Author: **Alfonso Cruz-Novoa**, *Pontificia U. Católica de Chile*

Author: **Kristel Schön**, *Pontificia U. Católica de Chile*

The relationship between innovation and employment dynamics of firms has been an appealing topic to researchers and policymakers during the last decades. In that context, this paper investigates the impact of innovation persistence on firms' employment. Following the approach of Bianchini & Pellegrino (2019), we analyze how innovation persistence is related to employment growth rates and employment growth sustainability in an emerging market country like Chile. We also study the moderator effect that firm size has on the relationship between innovation persistence and employment. For our empirical analysis, we use survival analysis and a GMM estimator for assessing this relationship in a 10-year panel database of firms based on innovation surveys, measuring innovation persistence through the hazard rate of innovation spells. Our results show that innovation persistence is positively related to employment and that firm size plays a negative moderating role in the relationship between persistent innovation and both employment growth rates and employment growth sustainability.

Paper is NOT Available. Please contact the author(s).

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

People, Technological Change and Organizational Learning Track: Understanding the Innovation Process

TIM: Academics as Independent Directors: Do They Contribute to Environmental Innovation

Author: **Shijun Mu**, *Queen Mary U. of London*
Author: **Shang Chen**, *Queen Mary U. of London*
Author: **Lutao Ning**, *Queen Mary U. of London*

Building on agency theory and the literature on independent directors, this research investigates the effects of independent directors with academic backgrounds on environmental innovation. We make the argument that the independent academic directors as an internal mechanism, can make contributions to corporate environmental technological innovation performance through monitoring, advising, and networking functions. We further suggest the positive effects of independent academic directors are contingent on financial constraints. Our findings report that the positive effects are amplified when firms have severe financial distress. Using a sample of Chinese listed companies, we find supportive evidence to our hypotheses.

Paper is Available to Meeting Registrants Only.

TIM: On the Nature of Over Featuring in the New Product Development Process

Author: **Giacomo Marzi**, *U. of Trieste, Italy*

The tendency to develop new products and services beyond what is required by market, users, plans, and the resources in the organization ranks at top 10 of risks of new product development (NPD) failures. However, scholars and practitioners devoted limited attention to it. Many terms are used to outline the excesses in product development, such as Feature Creep, Feature Fatigue, Overdesign, Overspecification, Over-requirement, Scope Creep, and Gold-Plating, among the others. Excessive development configures in various forms that can be grouped inside the name of "Over Featuring" (OVF). Nevertheless, a terminological and conceptual confusion exist inside the realm of OVF together with a lack of theoretical development, and a limited investigation of the causes, the drivers, and the performance effects of BPs. The present paper presents an overview of OVF phenomenon, the evolution of the concept over time, together with an integrative review of findings emerged from the available empirical studies about OVF on the NPD projects. In doing so, a theoretical and conceptual development of OVF is proposed to clarify and advance such a multifaced phenomenon. OVF is also explored inside the most common NPD frameworks, namely Stage-Gate and Agile.

Paper is Available to Meeting Registrants Only.

TIM: Breakthrough Innovation: A Bibliometric Analysis of the literature and Proposed Framework

Author: **Avimanyu Datta**, *Illinois State U.*

A surfeit of definitions for innovation types has resulted in the equivocal way breakthrough innovation is defined and used in the academic literature. The term breakthrough is often synonymously used with radical, disruptive, discontinuous, or stated results of radical innovations built to destroy past competencies. Such misperception may lead to several problems. First, it confuses breakthrough with competence destroying innovations, radical innovations, and product innovations. Second, if a breakthrough is equated with radical or competence destroying innovations, or new product launches, we assume that firms risk disbanding their existing technologies. Such activities without a clear path have shortcomings such as integration costs and information overload, leading to inconclusive results and the high complication of combining dissimilar innovations. Lastly, we do not know how these innovations relate to each other with a lack of comprehensive understanding. We analyze the extant literature using bibliometric method and propose a Configuration-Application-Performance framework that provides an evaluative assessment of types of innovations and their thematic linkages. This framework allows us to resolve some myths on how innovation has been conceptualized and operationalized. It also helps future researchers understand breakthroughs from an innovation performance perspective.

Paper is Available to Meeting Registrants Only.

TIM: Integrating the Past: A Study of Trajectory Integration and Recombinatory Depth

Author: **Joseph Monroe**, *Stockholm School of Economics*
Author: **Holmer Kok**, *Stockholm School of Economics*

In this study, we aim to provide a more comprehensive account of the role of interdependence in knowledge recombination for technological invention. By integrating theory from both knowledge recombination and technological trajectory literatures, we characterize a dimension of knowledge recombination termed recombinatory depth. Following the use of NK models from evolutionary genetics, we import the concept of adaptive walks from evolutionary genetics to communicate our argument. If an inventor integrates knowledge across many sequentially-dependent antecedent technologies in the same trajectory, design improvements can be produced without negative effects on recombinatory search (much like in adaptive walks). We conceptualize this dimension as recombinatory depth and operationalize it using patent data from the European Patent Office's PATSTAT database. An analysis of technological impact shows that high recombinatory depth has a strong positive relationship on technological impact. Moreover, we find that this first relationship is positively moderated by technological diversity, suggesting that high recombinatory depth helps to integrate distant and diverse technological trajectories. This paper is under development and further work is needed to analyze and develop our results.

Paper is Available to Meeting Registrants Only.

TIM: Managing the Paradoxical Role of Control in Innovation Teams: A Leadership Perspective

Author: **Felipe Bethencourt**, *Amsterdam Business School, U. of Amsterdam*

Author: **Andreas Alexiou**, *Tilburg School of Economics and Management (TiSEM), Tilburg U.*

Self-managed teams facilitate the necessary organizational flexibility and rapid product innovation for organizations to meet the increasing rate of change in their market conditions. However, recent evidence shows that achieving this goal is not so straight forward. Self-managed teams need to carefully balance autonomy and control to maximize their innovation output. This study adopts a multi-level perspective and investigates how concertive control mechanisms affect team innovation through the experience of paradoxical tensions (team level) and the moderating role of the managers' paradox mindset (unit level). We collected survey data from 149 self-managed teams and their managers, all part of a multinational FinTech firm operating in various sites around the world. We then performed a mediated moderation analysis to verify our hypotheses.

Paper is Available to Meeting Registrants Only.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2226** | Submission: **11781** | Sponsor(s): **(TLC)**
Session Format: **Virtual-only: On Demand; Not Live**

**The Innovator's Brain: Implications for Management
Education**
Innovator's Brain



Participant: **Ted Ladd**, *Hult International Business School*

How does the brain learn to innovate? Based on new research in neuroscience, the Thousand Brain theory proposes that the cells in your brain make models of objects and concepts called reference frames. When new information arrives into the brain, these cells “vote” in order to determine if the new information fits the existing model or requires a new model. In this session, the theory’s author, Jeff Hawkins, will explain how the brain processes concepts like “opportunity” and “innovation”. These explanations have surprising implications for the way that educators teach students to innovate so that our pedagogy aligns with the way that our students’ brains function. During the session, Jeff will apply his theory of the brain to his own history as the inventor of the PalmPilot and the Treo, the world’s first handheld computer and first smartphone.

Jeff Hawkins is a Silicon Valley entrepreneur who invented the PalmPilot and launched mobile computing. For the last 20 years, he has been researching how the cells in your brain function. His surprising conclusions, described in academic papers and a more approachable book, *Thousand Brains*, have implications for how we teach management. This video shows an interview where he merged these two parts of his history: what were the cells in his brain doing as he was innovating?

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2227** | Submission: **10814** | Sponsor(s): **(TLC)**
Session Format: **Virtual-only: On Demand; Not Live**

How to Write a Really Great Case

How to Write a Really Great Case

Presenter: **Karen MacMillan**, *Wilfrid Laurier U.*
Presenter: **Brent D. Beal**, *U. of Texas at Tyler*
Presenter: **Meredith J. Woodwark**, *Wilfrid Laurier U.*
Presenter: **Karin Schnarr**, *Wilfrid Laurier U.*

Educators who can write effective cases have the power to: fill in worrisome voids in a teaching plan; engage students with relevant, current material; gain a competitive edge by tailoring executive education programs; develop research ideas with practitioners; and, increasingly, receive publishing credit applicable to tenure decisions. Royalty payments can also make writing best-selling cases lucrative. This dynamic, interactive session will offer practical advice on how to tackle each step of the case writing process, including: determining what kind of case to write; finding leads in the field; collecting data; writing a well-liked case and teaching note; getting the case released and tested; and publishing the case.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2228** | Submission: **12926** | Sponsor(s): **(TLC)**
Session Format: **Virtual-only: On Demand; Not Live**

The Live Case Method Made Easy  
Live Cases 101

Presenter: **Meredith J. Woodwark**, *Wilfrid Laurier U.*
Presenter: **Karin Schnarr**, *Wilfrid Laurier U.*
Presenter: **Brent D. Beal**, *U. of Texas at Tyler*

This session will introduce case writers to the concept of live cases, clearly describe how they differ from traditional case writing, provide a step-by-step guide to creating a live case, and suggest how they are most effectively used in a classroom. Our session will cover both live cases based solely on secondary data as well as those based on proprietary data provided by a live case partner company. Writing live cases with companies provides opportunities for live case writers to tailor the case to mimic real world examples, better preparing business students for scenarios they could face upon entering the workforce. Importantly, we will outline how live cases can be done remotely via Zoom.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2229** | Submission: **11830** | Sponsor(s): (TLC)
Session Format: **Virtual-only: On Demand; Not Live**

HIPs and HEEs: Measuring Impact in a Business School
HIPs and HEEs-Measuring Impact



Presenter: **Dianne D. Murphy**, *U. of Wisconsin, Green Bay*
Presenter: **Heather Kaminski**, *U. of Wisconsin - Green Bay*
Presenter: **Kathryn Marten**, *U. of Wisconsin - Green Bay*

High-Impact Practices (HIPs) and High Engagement Experiences (HEEs) are presented in an assessment process which measures and classifies courses according to the HIPs Spectrum. Data is then presented as to how impactful HIPs and HEEs are for student retention and performance in a regional comprehensive university business school. This session may be of interest to those who are curious about a HIPs assessment process and the associated impact results of that assessment, particularly across subgroups of students (i.e., socioeconomic status, race, first generation, etc.). Practical implications for curriculum and the classroom will be discussed.

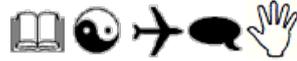
KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **2230** | Submission: **15624** | Sponsor(s): **(TLC)**
Session Format: **Virtual-only: On Demand; Not Live**

**Creating and Using Filmed Case Studies for
Business Education**
Filmed Case Studies for Business Education



Participant: **David Stolin**, *TBS Education*

Case studies have been used in business education for over a century. In recent decades, multi-media case studies have become popular, typically involving documentary footage and/or protagonist interviews. This session will focus on the latest development: dramatized and filmed business case studies that aim to give learners a window on the events as they happen. We will draw on several such case studies, different in approach and subject matter, and made by different teams of educators and film professionals. Our presentation will involve i) an overview of the benefits and pitfalls of such case studies; ii) the business academics who co-developed them speaking about the creation process and about the teaching approach; iii) and a moderated discussion about the future of this novel educational tool.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Symposium**
Program Session: **2231** | Submission: **15939** | Sponsor(s): **(TLC)**
Session Format: **Virtual-only: On Demand; Not Live**

**Turn to the Classics: Introducing Spirituality in Management to
an Undergraduate Course Curriculum**
Spirituality in Management Turning to the Classics



Presenter: **Elizabeth Nichols**, *U. of Otago*

This session will introduce a structured framework, resulting from combining of the classical works of Aristotle and Aquinas on the cardinal and biblical virtues, and how it was introduced into an undergraduate first-year Introduction to Management course.

KEY TO SYMBOLS

Teaching-oriented Practice-oriented International-oriented Theme-oriented Research-oriented Diversity-oriented
 Selected as a Best Paper

Bridging Temporal Modalities for Sustained Student Engagement

Bridging Temporal Modalities

Participant: **Heather Swenddal**, *Nichols College*

Higher education pivoted to remote instruction during the COVID-19 pandemic, prompting widespread use of online teaching modalities. Some professors recorded their lectures for asynchronous viewing; others delivered them synchronously via Zoom. Yet in both scenarios, student engagement posed challenges. How could professors be certain that students were grasping course concepts—or even engaging with the material at all? One approach to this engagement challenge is to bridge synchronous and asynchronous teaching modalities, using a modified version of the “flipped classroom” approach. In the flipped classroom model, students study learning materials before class, and in class they engage in interactive activities that help them to apply and build upon their knowledge. The flipped classroom approach is useful for pandemic-era online instruction because it incorporates asynchronous learning and can facilitate rich, interactive synchronous engagement. This session shares the presenter’s use of the flipped classroom approach in online undergraduate management courses. In the asynchronous portion of a teaching week, students complete assigned readings, watch mini-lectures, and share thoughts and questions about the material on the class discussion board. At the beginning of the synchronous class meeting, students read each other’s discussion-board responses and “like” ones that resonate with them, resulting in a crowd-sourced selection of student-generated discussion content. The professor then uses the live class session to clarify matters of confusion, consolidate students’ learning, and help students apply and enhance their individual understanding. This approach effectively bridges asynchronous and synchronous class components, fueling a cycle of sustained student engagement.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

Session Type: **Symposium**
Program Session: **2233** | Submission: **16676** | Sponsor(s): **(TLC)**
Session Format: **Virtual-only: On Demand; Not Live**

Student Project Case Writing: A How-To Guide

Student Project Case Writing: A How-To Guide

Participant: **Brent D. Beal**, *U. of Texas at Tyler*
Participant: **Karen MacMillan**, *Wilfrid Laurier U.*
Participant: **Karin Schnarr**, *Wilfrid Laurier U.*
Participant: **Meredith J. Woodwark**, *Wilfrid Laurier U.*

In this session, we will examine how to use case writing as a pedagogical tool to increase student engagement and learning. Case writing as a student assignment asks students to move from a mostly passive analyst role to take on a variety of roles – researcher, interviewer, writer, and, ultimately, teacher. We will address each component of the student case-writing process including: preparing students for case writing, customizing the assignment to fit class learning objectives, requiring incremental work, addressing unique challenges associated with case writing as a student project, facilitating peer critique, providing feedback on incremental assignments, grading finished cases, managing student teams, and assessing publication options.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **2234** | Submission: **19721** | Sponsor(s): **(EXH)**
Session Format: **Virtual-only: Zoom “meeting” style**
Scheduled: **Friday, Aug 5 2022 4:30PM - 5:00PMPT (UTC-7)**

Get to Know The Centre for Workplace Excellence *The Centre for Workplace Excellence*

Host: **Sukhbir Kaur Sandhu**, *U. of South Australia*

Get to Know The Centre for Workplace Excellence at the University of South Australia Business

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **2235** | Submission: **19730** | Sponsor(s): **(OSCM)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 6:30PM - 8:00PMPT (UTC-7)** at **The Westin Seattle in Pike**

OSCM Social
OSCM Social

Division Chair: **Sean M. Handley**, *Darla Moore School of Business, U. of South Carolina*

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**

Program Session: **2236** | Submission: **19731** | Sponsor(s): **(SAP)**

Session Format: **In-person Only: Seattle**

Scheduled: **Tuesday, Aug 9 2022 12:45PM - 2:00PMPT (UTC-7)** at **Offsite** in **Caffe Ladro**

Joint SAP OMT Café: SDGs, Sustainability and Grand Challenges *Joint SAP OMT Café*

Organizer: **Renate Elisabeth Meyer**, *WU Vienna & Copenhagen Business School*

Organizer: **Katharina Dittrich**, *Warwick Business School*

SDGs, Sustainability and Grand Challenges are a joint concern of both OMT and SAP scholars. This is reflected in joint symposia and this years SAP keynote speech that tackle issues of broader societal concern. This café is an opportunity for OMT and SAP scholars to continue the conversations around SDGs, Sustainability and Grand Challenges in an informal setting.

The Café will take place at Café Ladro, downtown on Pine Street, in close proximity to the Seattle Convention Centre.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

Session Type: **Meeting**
Program Session: **2237** | Submission: **19729** | Sponsor(s): **(EXH)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 10:00AM - 11:00AMPT (UTC-7)** at **Seattle Convention Center in Room 613**

How Changes in Real Organizational Behavior - Affect Classroom Teaching of Organizational Behavior *Real Organizational Behavior*

Presenter: **Timothy Baldwin**, *Indiana U., Bloomington*

Any casual observer of organizational life today would conclude that the essential nature of jobs and organizations is substantively changing. The OB learning and teaching questions that stem from these workplace changes are profound and have important implications for the topics we cover and the learning content we employ. In this session we will discuss a variety of examples and illustrations of emerging realities in contemporary organizations including: - The Gig Economy & Mobile Workplace - Not long ago having a job generally meant going to one physical location each day and working in a full time capacity for one organization. But the emergence of what has been labeled the “Gig Economy” is changing all that. Firms such as Uber and Lyft and Airbnb have created a new form of employment relationship. Increasing numbers of workers, including skilled professionals, are driving the growth of the gig economy. Decision Making Utilizing “Big data” - Decision making using artificial intelligence, big data and “people analytics” is gaining traction in organizations today. The ability to develop an analytical competence in people practices will likely differentiate the most successful organizations going forward. Attraction & Nurturing of Diverse Workforces / Social Responsibility - Diversity has long been seen as a potentially valuable business asset but today the social pressure to be a leader in that domain is intense. Organizations are grappling with a host of diversity and social responsibility challenges and the implications for OB / HR teaching are varied and many. With respect to diversity & inclusion, business as usual is clearly not an option for contemporary firms. The critical implication of these emerging trends is to caution us all to be careful about talking about jobs and organizations the way they really are today – and not the way they once were. Enhanced OB competence can only come from an awareness and understanding of the world as it really is, and not an outmoded view of organizational life.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**

Program Session: **2238** | Submission: **19718** | Sponsor(s): **(EXH)**

Session Format: **In-person Only: Seattle**

Scheduled: **Sunday, Aug 7 2022 2:15PM - 5:00PMPT (UTC-7)** at **Seattle Convention Center** in **Room 620**

A Publisher's Perspective: Roundtable Discussion on Keys to Writing a Great Case
Case Writing to Engage Readers

Presenter: **Violetta Gallagher**, -

Presenter: **David Wood**, *Ivey Business School*

Are you new to case writing or want to fine tune your skills? Join Ivey Publishing for a casual roundtable discussion where we will share insights on what it takes to write a case that gets students talking. Begin constructing an opening paragraph, learn how to present a clear decision point, write a compelling case to captivate your students, or how to craft an effective teaching note.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **2239** | Submission: **19749** | Sponsor(s): **(EXH)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 2:00PM - 2:30PMPT (UTC-7)** at **Seattle Convention Center** in **Room 613**

Using Narratives & Stories in the Business Classroom

Using Stories in the Business Classroom

Presenter: **Rebecca Braun**, -

People remember facts and theories better when they are connected to a story (and to a person or character). So how can educators use business stories in their business classrooms? Braun Collection exists to help educators do just this. We will cover the why and how of using stories in your business classroom.

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

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Session Type: **Meeting**
Program Session: **2240** | Submission: **19761** | Sponsor(s): **(GOV)**
Session Format: **In-person Only: Seattle**
Scheduled: **Friday, Aug 5 2022 8:00AM - 5:00PMPT (UTC-7)** at **Sheraton Grand Seattle in Aspen**

Board of Governors Meeting *Board of Governors Meeting*

Organizer: **Lucy Leety-Wheeler**, *Academy of Management*

By Invitation Only

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**
Program Session: **2241** | Submission: **19762** | Sponsor(s): **(GOV)**
Session Format: **In-person Only: Seattle**
Scheduled: **Saturday, Aug 6 2022 8:00AM - 12:00PMPT (UTC-7)** at **Sheraton Grand Seattle in Aspen**

Board of Governors Meeting *Board of Governors Meeting*

Organizer: **Lucy Leety-Wheeler**, *Academy of Management*

By Invitation Only

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **PDW Workshop**

Program Session: **2242** | Submission: **19770** | Sponsor(s): **(CTO)**

Session Format: **In-person Only: Seattle**

Scheduled: **Friday, Aug 5 2022 10:00AM - 4:00PMPT (UTC-7)** at **Hyatt Regency Seattle in 302 Beckler**

Professional Development Workshop CTO Doctoral Consortium
CTO Doctoral Consortium



Organizer: **Marco Marabelli**, *Bentley U.*

Organizer: **Nicholas Berente**, *U. of Notre Dame*

The proposed PDWs are aimed to mentor PhD students in organizational information systems, communications, and related fields, with an emphasis on cross-disciplinary research. The workshops will run in parallel for 6 hours on Friday August 5th, 2022.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

□

Session Type: **Social Event**
Program Session: **2243** | Submission: **19772** | Sponsor(s): **(TLC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 8:00AM - 5:00PMPT (UTC-7)** at **Seattle Convention Center in Ballroom 6E Lobby**

TLC Networking Drop In Space
TLC Networking Drop In Space

Organizer: **Dante Di Gregorio**, *California State U., Monterey Bay*
Organizer: **Tawnya Means**, *U. of Illinois at Urbana-Champaign*

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□
Session Type: **Social Event**
Program Session: **2244** | Submission: **19782** | Sponsor(s): **(TLC)**
Session Format: **In-person Only: Seattle**
Scheduled: **Sunday, Aug 7 2022 8:00AM- 8:20AMPT (UTC-7)** at **Seattle Convention Center in Ballroom 6E**

Welcome Meditation: Arrive & Set an Intention *Welcome Meditation*

Organizer: **Dante Di Gregorio**, *California State U., Monterey Bay*
Organizer: **Tawnya Means**, *U. of Illinois at Urbana-Champaign*
Organizer: **Christine Rivers**, *U. of Surrey*

Join TLC for Meditation!

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented
 Selected as a Best Paper

□

Session Type: **Meeting**

Program Session: **2245** | Submission: **19796** | Sponsor(s): **(EXH)**

Session Format: **In-person Only: Seattle**

Scheduled: **Friday, Aug 5 2022 2:00PM - 3:30PMPT (UTC-7)** at **Seattle Convention Center** in **Room 613**

How to Scale Experiential Learning to Produce Career-Ready Graduates *Producing Career-Ready Graduates*

Presenter: **Bob McDonald**, -

As changes to the business landscape accelerate, business schools are putting a greater emphasis on experiential learning to instill essential employability skills. Join us for an engaging and session on how universities and corporations use Capsim's inbox simulations to develop career-readiness skills at scale.

KEY TO SYMBOLS



Teaching-oriented



Practice-oriented



International-oriented



Theme-oriented



Research-oriented



Diversity-oriented



Selected as a Best Paper

KEY TO SYMBOLS

 Teaching-oriented  Practice-oriented  International-oriented  Theme-oriented  Research-oriented  Diversity-oriented

 Selected as a Best Paper